

Employee Reward System and Employee Productivity in Nile University of Nigeria, Abuja

Ngozi Ella Ike-Okafor, Nasamu Gambo, Kelechi Alexander Uzoma,
Olupona Esther Adedolapo

Department of Business Administration, Nile University of Nigeria, Abuja

doi: <https://doi.org/10.37745/gjhrm.2013/vol14n17185>

Published February 03, 2026

Citation: Ike-Okafor N.E., Gambo N., Uzoma K.A., Adedolapo O.E., (2026) Employee Reward System and Employee Productivity in Nile University of Nigeria, Abuja, *Global Journal of Human Resource Management*, 14 (1),71-85

Abstract: *Over the years, one of the leading problems in organizations has been implementing effective human capital strategies to enhance their productivity. As such, Nile University of Nigeria need to take care of their assets and when it comes to employees then taking care means satisfying them by fulfilling their wants, both financial and non-financial. To this end, employees in the different department (non-academic staff) in the institution are becoming increasingly aware that reward systems are not adequately applied and this has led to low employee productivity. Hence, the study examines the effect of employee reward system on employee productivity at Nile University of Nigeria, Abuja. The study adopted a descriptive survey research design and the population comprised all 531 non-academic staff in Nile University and a sample size of 228 was derived after employing the Taro Yamane formula. Primary data was used to collect information from the respondents by using a structured questionnaire. Also, the Cronbach's alpha and the Statistical Package for Social Sciences (SPSS) version 20.00 was employed in this work to regress the data gotten from the respondents and it showed that there was a positive and significant result after the findings on effect of employee reward system (fringe benefits, recognition and bonus) on employee productivity (efficiency) of Nile University of Nigeria, Abuja. Employee reward system (fringe benefit, (FRB = $.03+0.15$), recognition, (REC = $.03+1.41$) and bonus (BON = $.03+1.35$) was found to be positively related to employee productivity. Based on this finding, the study recommends that management of Nile University of Nigeria, Abuja should ensure that there are regular recognitions, and bonuses as at when due in order to further encourage non-academic staff to put in their very bests to their jobs which will in turn reflect positively always on employee productivity in the institution. Also, management of Nile University of Nigeria, Abuja should enforce effective fringe benefits reward plans to reward performance, loyalty, experience, responsibility, and other behaviors of the non-academic staff of the institution.*

Keywords: employee reward system, financial reward system, non- financial reward system, employee productivity

INTRODUCTION

All over the world, one of the leading challenges in organizations has been implementing effective human capital strategies to enhance their productivity. Employees, technically known as human resources in modern organizations, are rightly considered as the most important assets. Most

businesses now have the line in their promotional activities saying “Our employees are our most important asset”. Modern organizations need to take care of their assets and when it comes to employees then taking care means satisfying them by fulfilling their wants, both financial and non-financial. If organization fails to do so, employees will be tempted to leave the organization. Many large organizations today spend large amounts of money trying to make their employees more productive. However, investing money in the productivity of ones’ employees is useless if the leaders do not understand how to recognize and reward those who are under them. In addition to money, most people love receiving large amounts of praise and recognition for their accomplishments as this will give them an incentive to work harder, which will benefit organization (Yasmeem, Farooq & Asghar. 2023)

The world today is a global village characterized by new technologies, competition, and communication systems which increases the ability of the organization to entice and hold a competent workforce and at the same time keeps them highly motivated. This has been a challenge for organizations and employers who want their employees to do more with fewer resources and as a result, employees are requesting increased incentives. In order for organisations to have increase in performance, they need to build a balance system. As clearly noted by Puwanenthiren (2021) that, organisations have realised that they have to establish a reasonable balance between the employees’ contribution and the organization’s contribution.

A reward system is imperative for the employee of Nile University to do well and an increase in employees’ reward system will obviously lead to an increased in employee productivity. Employee reward system could be seen as a programme by Nile University to reward performance and motivate individuals as well as group employees. In order for the University to design a reward system, the organization should specify the organizational goals to be attained and the specific performance that will attract rewards. By so doing, the reward system will help management shape behaviour of employees, thereby attaining the organizations productivity. Chartered Management Institute (2020) noted that the traditional standard payment system has gradually taken over the reward system and all aspect of employees’ compensation has been packaged together. According to Fay and Thompson (2021) as cited in Hatice (2022) reward systems have a critical role in determining the organization’s ability to attract high potential employees and to retain high performing employees to achieve greater levels of quality and performance. The main objective of this study was to examine the effect of employee reward system on employees’ productivity in Nile University of Nigeria, Abuja. Other specific objectives are to examine the effect of Fringe Benefits, Recognition and Bonuses on employees’ productivity in Nile University of Nigeria, Abuja.

Based on the objectives of the study, the following hypotheses were raised in a null form:

H₀₁: Fringe Benefits has no significant effect on employees’ productivity in Nile University of Nigeria Abuja.

H₀₂: Recognition has no significant effect on employees’ productivity in Nile University of Nigeria Abuja.

H₀₃: Bonuses has no significant effect on employees’ productivity in Nile University of Nigeria Abuja.

LITERATURE REVIEW

Conceptual Clarification

Employee Reward System

Berger (2021) averred that reward system is a strategy for giving an employee a specific situation in a workplace. Reward techniques are made up of aids, pay, and advantages offered for the worker as attestation for their contribution to the businesses. Experts have additionally seen that acknowledgement and prizes are incredibly critical to pulling in labor forces; subsequently, the non-appearance of attestations may drive burnout in the workplace (Kryscynski et al. 2020). Khan et al. (2017) articulates that acknowledgement could take the presence of being certified for sample meeting or informal, for example, an “offer of well done” to improve labor force's happiness and delight which will lead to further commitment.

The Reward System is a system of providing compensation or service rewards offered by the company to employees for sacrifices in the form of energy and thoughts for the progress and continuity of the company. According to Halim et al. (2019), compensation received by employees can be in the form of incentives in the form of financial, namely in the form of salaries, wages, bonuses, commissions, employee insurance, social assistance, holidays, leave benefits, or non-financial conditions such as task challenges, task responsibilities, opportunities, and an attractive work environment. The research of Handayani, Afrizal, and Junaidi (2016) shows that the reward system positively affects employee performance. This means that rewards will encourage motivation, enthusiasm, and employee dedication and increase job satisfaction. So that this will affect the increase in employee performance. The results of research by (Ratna Lestari, 2015; Marbun, 2017) also conclude that the reward system positively affects employee performance.

The purpose of the reward system according Griffin and Moorhead (2023) is to “attract, retain, and motivate qualified employees”. The reward system typically is predicated on the expectations of management of the organisation from its employees and therefore the rewards that they're willing to offer to employees who meet or exceed these expectations. Thus, a reward system can shape the behaviour of employees towards the organisation and their jobs. Armstrong (2013) described a reward system as a tool designed to express gratitude for recognizable performance and to provide poor performers with an opportunity to enhance their ability. Additionally, it has been discovered that rewarding employees is one of the greatest strategies to boost their productivity and job satisfaction. According to Ibrar and Khan (2015), a lack of rewards may lead to an adverse Workplace condition that might sap employees' efforts and lead to their disengagement from their jobs, increasing the need for a reward system.

While the presence of money may not be a very excellent motivator, the absence of it is a tremendous “de-motivator,” said Deepröse (2014). A highly concrete way to recognize someone's value, boost self-esteem, and denote status and accomplishment, financial rewards are also crucial in terms of their instrument value as a medium of exchange (Armstrong, 1996). Work atmosphere would lessen employees' efforts and may lead to them losing interest in their jobs. Because of these factors, rewards are becoming increasingly important (Chiang & Birtch, 2018).

Employee Productivity

Employee productivity can be defined as the amount of work (or output) produced by an employee in a specific period of time. It is defined as the degree to which outputs are efficiently achieved through maximizing inputs. Productivity tests the way available functional inputs can be leveraged by an economic system or enterprise to produce useful outputs. This idea pushes economies towards higher degrees of production efficiency and therefore higher economic growth and living standards. Consequently, improving efficiency is a crucial goal for communities to increase their relative income (Kyra, 2017). In improving efficiency, and hence the standard of living in a system, technological advances play a crucial role. Productivity measures the amount of total output of the inputs used in production per unit (Jreisat, Hassan, & Shankar, 2018). Productivity refers to the per unit of labor, capital, or equipment (input) amount of production. In different ways, we can calculate it. We may calculate a factory's output according to how long it takes to manufacture a particular good. On the other hand, in the service industry, where units of products do not exist, the calculation is more complicated. Some service providers base their calculations on the amount of revenue produced by each employee. They then divide their salary by that number. It is important to look at productivity over a certain period, preferably monthly. The consistent output is what drives results (Darius, 2020).

Theoretical Review

Adams Equity Theory

Equity Theory was introduced by John Stacey Adams in 1963 (Adams, 1963), originally, for application in the organisational context. The theory was developed against the lack of theoretical explanation of the psychological basis of inequity perception. The inability to explain the perception of fairness was the primary concern for employers and governments because it underlined the employees' behaviour and attitudes towards organisations (Adams, 1963). By 1963, Adams drew sufficient evidence from prior literature in sociology and psychology to propose that equity/inequity is not a matter of being overpaid, underpaid, or fairly paid, neither is it the subject of an evaluation by purely economic measurements. The development of the theory was needed to help understand how the fairness of exchange between an employer and employee is formed and propose ways to regulate the outcome of relations. The theory aimed to have organisational and social implications. There were two primary objectives of the Equity Theory. First, the theory aimed to explain how people evaluate the degree to which interpersonal relations are fair. The second objective of the theory was to explain the effect of inequitable relations. To realise the objectives, the determinants/main elements that people consider when they evaluate equity were conceptualised (Adams, 1963; Adams & Freedman, 1976). The conceptualised elements were output, input, person and others. Input and output derived from the Social Exchange Theory to refer to costs/contributions that people make and the benefits/rewards of those relations. Input may denote different objects and forms, such as education, experience, skills, social status and effort among other attributes of the person, such as personal characteristics, the level of attractiveness etc. Those variables determine what people bring into relations. Hence, they were defined as inputs. Those inputs are perceived by the contributors and should be measured against their relevance to the particular social exchange situation and should be recognisable by the parties of exchange. Outputs referred to financial rewards, intrinsic outcomes of behaviour, social and symbolic benefits and status among a few. Similar to inputs, outputs were characterised in terms of recognition and relevance.

Empirical Review

Uzochukwu, Nwankwo and Okafor (2023) investigated the effect of reward system on employee productivity in Nigeria hospitality industry. The specific objectives of the study are to: assess the effect of sizeable wage and salary reward system on employee quality of service delivery in Nigeria hospitality industry and ascertain the effect of retirement benefits reward system on employee commitment in Nigeria hospitality industry. Research design was descriptive survey research. Study Area was Enugu State. Sample size of 378 respondents was drawn from 503 population of the study using Taro Yamane sample technique. The research question was answered with simple percentage, mean and deviation while methods of data presentation are table and simple percentage. The hypotheses were tested with regression analysis comprising student statistics. The following are the major findings of the study: the study revealed that sizeable wage and salary reward system has significant effect on employee quality of service delivery in hospitality industry (t -statistics (8.312) > P-value (0.000); the study reveals that retirement benefits reward system has significant effect on employee commitment in hospitality industry (t -statistics (9.491) > P-value (0.000). The study concludes that there was positive and significant effect of reward system on employee productivity in hospitality industry especially in Nike Lake Resort Hotel Enugu Nigeria.

Nweze, et al., (2022) examined the impact of reward system on employee's productivity of non-academic staff of private polytechnics in Enugu State. The study used explanatory mixed method, the opinion of the populace or residents, through survey method (questionnaire), was analysed. The target population 364 (three hundred and sixty-four) made up of the nonacademic staff of private universities in Enugu State namely: Marist Polytechnic, Umuchigbo, Iji-Nike, Emene, Enugu State, Mater Dei Polytechnic, Ugwuoba and Our Saviour Institute of Science, Agriculture & Technology, Enugu. The whole population was used as it is small. 345 questionnaires were returned and accurately filled. The hypotheses were analyzed using Z - statistic tool. The findings indicated that career development had positive impact on employee productivity of academic staff of private polytechnics in Enugu State with $Z(95, n = 364) = 21.705, p > 0.05$; prompt payment of salary had no positive impact on employee productivity of private polytechnics in Enugu State with $Z(95, n = 364) = 16.4, p > 0.05$. The study concluded that career development and prompt payment of salary had positive impact on employee productivity of private polytechnics in Enugu State.

Kawara (2021) conducted a study to examine effects of reward systems on employee productivity in The Catholic University of Eastern Africa, Kenya. The specific objectives of the study were: to determine the factors which increase employee motivation to better performance and critically evaluate and focus on the effects of reward systems on employee productivity. Purposive sampling was used to sample 80 respondents from all cadres of staff. Data was collected through self-administered questionnaires. Regression technique was used to analyze the data. The findings of this study revealed that different respondents had different motivational preferences, but majority of the Institution's staff was more exposed to the use of non-financial rewards such as recognition, training, opportunities to handle greater responsibilities, employee promotion and participation in key decision making and challenging jobs to motivate exemplary performers. The study also shows that the rewards offered as a result of good performance were worthwhile and meaningful. The study concluded that employees reward systems is a source of motivation to the employees. This study recommended that the management should ensure that they provide rewards that satisfy the needs of the employees.

Literature Gap

From extant literatures, studies such as Eziokwu et al., (2021) who investigated the relationship between reward systems and organizational performance of deposit money banks in Rivers State, using pay/salary, found a positive effect on both variables. Furthermore, Ejim, et al., (2021) who examined the relationship between reward system and turnover intentions of employees in deposit money banks in South East, Nigeria, employing survey approach and sample size of 365, found positive significant relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria. Also, the works of Noorazem, et al., (2021) who looked at the effects of reward system in an organization on employee performance, using salary, bonus, appreciation and medical benefits by adopting a quantitative approach where 132 sets of questionnaires were distributed to the participants showed that there existed a positive and significant effect on the items used for measurement.

Finally, Obiaga, et al., (2021) who examined reward system and employee performance in the oil and gas industry in Rivers State, by employing primary data found a positive and significant impact on the variables. However, none of these studies used a combination of fringe benefits, bonuses and recognition as specific objectives for employee reward system. Also, none of these studied used organizational productivity as dependent variables and measured by efficiency. Furthermore, none of the studies reviewed made use of “Nile University” as a case study and finally, none used Adams expectancy theory as its theoretical foundation. Hence, the study fills the research gap by examining the effect of employee reward system on employee productivity.

METHODOLOGY

The study used descriptive survey design. Descriptive survey research design was used due to the fact it would permit the researcher to generalize the findings to a larger populace. Surveys allowed the gathering of big amount of data from a big population in a cheaper way. It allowed one to accumulate quantitative facts which could be analyzed quantitatively using descriptive and inferential facts. Consequently, the descriptive survey was of high-quality approach to fulfil the objectives of this study. Finally, according to Kothari (2017), he stated that research design is a plan used to obtain answers to the questions that are being studied. The population of this study consisted of all the “non-academic staff or employees of Nile University of Nigeria, Abuja Nigeria. According to Human Resource Department (2023), there are 531 nonacademic employees or staff of the institution, whom the researcher believes has first-hand information on things concerning employee reward system and employees’ productivity. In determining the sample size for this study, the Taro Yamane formula (1967) was used as follows: $n = N / 1 + N(e)^2$. The sample size of the study was 228. The study then proceeded to use purposive allocating technique in selecting 228 from across the total population of 531, which included the entire seven-department of non-academic staff in Nile University of Nigeria only. Furthermore, the study adopted a convenient sampling technique in selecting the 228 from 531 of these nonacademic staff in Nile University of Nigeria. Also, the study considered a purposive allocation method by using proportional method in selecting sample in each of the seven-department involving the non-academic staff in Nile University of Nigeria. A designed structured questionnaire was used to collect data from the non-academic staff in Nile University of Nigeria, Abuja. The Questionnaire is designed in a five (5) point Likert type scale to collect information from the respondents.

RESULTS AND DISCUSSION**Recognition and Employee Productivity**

| Items | 5(SA) | 4(A) | 3(UN) | 2(SD) | 1(D) |
|--|---------------|---------------|--------------|---------------|---------------|
| Recognition in Nile University in respect of non-academic staff is given to good performer | 90 (41.47) | 57 (26.27) | 5 (2.30) | 29 (13.36) | 36 (16.59) |
| There is verbal praise for excellent performance | 61 (28.11) | 77 (35.48) | 15 (6.91) | 24 (11.06) | 40 (18.43) |
| When I get a formal recognition such as certificate of employee of the month at Nile University it increases my commitment | 48 (22.13) | 83 (38.25) | 19 (8.76) | 33 (15.21) | 34 (15.67) |

Source: Field Survey, 2026

Table 4.3 indicates that 41.47% of the respondents strongly agree that recognition in Nile University in respect of non-academic staff is given to good performer. 26.274% of the respondents agreed that recognition in Nile University in respect of non-academic staff is given to good performer, and 2.30% of the respondents were undecided. 13.36% of the respondents strongly disagreed that recognition in Nile University in respect of non-academic staff is given to good performer and 16.59% of the respondents disagreed that recognition in Nile University in respect of non-academic staff is given to good performer. Also, in same table, it indicates that 28.11% of the respondents strongly agreed that there is verbal praise for excellent performance. 35.48% of the respondents agreed to the statement in Nile University of Nigeria Abuja, Nigeria while 6.91% of the respondents were undecided. 11.06% of the respondents strongly disagreed that there is verbal praise for excellent performance and 18.43% of the respondents disagreed that there is verbal praise for excellent performance. Finally, the above table indicates that 22.13% of the respondents strongly agreed that when I get a formal recognition such as certificate of employee of the month at Nile University it increases my commitment. 38.25% of the respondents agreed that when I get a formal recognition such as certificate of employee of the month at Nile University it increases my commitment and 8.76% of the respondents were undecided. 15.21% of the respondents strongly disagreed that when I get a formal recognition such as certificate of employee of the month at Nile University it increases my commitment and 15.67% of the respondents disagreed that when I get a formal recognition such as certificate of employee of the month at Nile University it increases my commitment.

Bonuses and Employee Productivity

| Items | 5(SA) | 4(A) | 3(UN) | 2(SD) | 1(D) |
|---|---------------|---------------|--------------|---------------|---------------|
| When I get a bonus increase, my job performance increases | 64 (29.49) | 53 (24.42) | 18 (8.29) | 44 (20.28) | 38 (17.51) |
| When I am promoted by my employer, it really motivates me to work harder during the year. | 55 (25.35) | 90 (41.47) | 6 (2.76) | 44 (20.28) | 22 (10.14) |
| A better remuneration offered by my employer keeps me motivated all the time on my job role | 63 (29.03) | 60 (27.65) | 12 (5.53) | 39 (17.97) | 43 (19.82) |

Source: Survey, 2026

The above table indicates that 29.49% of the respondents strongly agreed that when they get a bonus increase, their job performance increases. 24.42% of the respondents agreed that when they get a bonus increase, their job performance increases, and 8.29% of the respondents were undecided. 20.28% of the respondents strongly disagreed that when they get a bonus increase, their job performance increases and 17.51% of the respondents disagreed that when they get a bonus increase, their job performance increases. Also, in same table, it indicates that 25.35% of the respondents strongly agreed that when I am promoted by my employer, it really motivates me to work harder during the year. 41.47% of the respondents agreed to the statement in Abuja, Nigeria while 2.76% of the respondents were undecided. 20.28% of the respondents strongly disagreed that when I am promoted by my employer, it really motivates me to work harder during the year and 10.14% of the respondents disagreed that when I am promoted by my employer, it really motivates me to work harder during the year. Finally, the above table indicates that 29.03% of the respondents strongly agreed that a better remuneration offered by my employer keeps me motivated all the time on my job role. 27.65% of the respondents agreed that a better remuneration offered by my employer keeps me motivated all the time on my job role and 5.53% of the respondents were undecided. 17.97% of the respondents strongly disagreed that a better remuneration offered by my employer keeps me motivated all the time on my job role and 19.82% of the respondents disagreed that a better remuneration offered by my employer keeps me motivated all the time on my job role

Employee Productivity

| Items | 5(SA) | 4(A) | 3(UN | 2(SD) | 1(D) |
|---|---------------|---------------|--------------|---------------|---------------|
| Less time and less money is being employed by the non-academic staff of Nile University to improve the institution productivity | 59 (27.19) | 54 (24.88) | 22 (10.1) | 43 (19.82) | 39 (17.97) |
| The efficiency of the non-academic staff in respect to work output is top notch | 55 (25.35) | 70 (32.26) | 16 (7.37) | 44 (20.28) | 32 (14.75) |
| The goal of the institution is being achieved as a result of the non-academic staff efficiency | 82 (37.79) | 61 (28.11) | 10 (4.61) | 28 (12.90) | 36 (16.59) |

Source: Survey, 2026

Table 4.5 indicates that 27.19% of the respondents strongly agree that less time and less money is being employed by the non-academic staff of Nile University to improve the institution productivity. 24.88% of the respondents agreed that less time and less money is being employed by the non-academic staff of Nile University to improve the institution productivity, and 10.13% of the respondents were undecided. 19.82% of the respondents strongly disagreed that less time and less money is being employed by the non-academic staff of Nile University to improve the institution productivity and 17.97% of the respondents disagreed that less time and less money is being employed by the non-academic staff of Nile University to improve the institution productivity. Also, in same table, it indicates that 25.35% of the respondents strongly agreed that the efficiency of the non-academic staff in respect to work output is top notch. 32.26% of the respondents agreed to the statement in Abuja, Nigeria while 7.37% of the respondents were undecided. 20.28% of the respondents strongly disagreed that the efficiency of the nonacademic staff in respect to work output is top notch and 14.75% of the respondents disagreed that the efficiency of the non-academic staff in respect to work output is top notch.

Finally, table 4.5 indicates that 37.79% of the respondents strongly agreed that the goal of the institution is being achieved as a result of the non-academic staff efficiency. 28.11% of the respondents agreed that the goal of the institution is being achieved as a result of the nonacademic staff efficiency and 4.61% of the respondents were undecided. 12.90% of the respondents strongly disagreed that the goal of the institution is being achieved as a result of the non-academic staff efficiency and 16.59% of the respondents disagreed that the goal of the institution is being achieved as a result of the non-academic staff efficiency.

Descriptive Statistics**Descriptive Statistics**

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|--------|----------------|
| EMP | 217 | 1.00 | 5.00 | 3.1143 | 1.36902 |
| FRB | 217 | 1.00 | 5.00 | 3.6205 | 1.58463 |
| REC | 217 | 1.00 | 5.00 | 2.7714 | 1.45011 |
| BON | 217 | 1.00 | 5.00 | 2.6836 | 1.42477 |
| Valid N (listwise) | 217 | | | | |

Source: SPSS, 20 Version, 2026

The table revealed the result of the descriptive statistics which indicated the mean, range and standard deviation as well as the variance. The mean value of employees' productivity (efficiency) of non-academic staff of Nile University of Nigeria, Abuja (EMP) is 3.11, fringe benefits (FRB) is 3.62, the mean value of recognition (REC) is 2.77, and the mean value of bonus (BON) is 2.68. The table also recorded the standard deviation of the variables as listed in the Table 4.6.

Test of Hypotheses**Regression Result****Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .884 ^a | .761 | .810 | .53277 |

a. Predictors: (Constant), FRB, REC, BON

ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|-----|-------------|----------|-------------------|
| 1 Regression | 435.753 | 2 | 587.532 | 1666.208 | .000 ^b |
| Residual | 54.646 | 215 | .322 | | |
| Total | 443.223 | 216 | | | |

a. Dependent Variable: EMP

b. Predictors: (Constant), FRB, REC, BON

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | -.039 | .044 | | -7.315 | .000 |
| 1 FRB | 0.157 | .059 | .731 | 9.431 | .001 |
| REC | 1.410 | .039 | .693 | 1.318 | .002 |
| BON | 1.353 | 0.35 | .552 | 7.764 | .001 |

Dependent Variable: EMV**Source: SPSS, 20 Version, 2026****DISCUSSION OF FINDINGS**

The result of the analysis indicated that there is a positive and significant effect of employee reward system on employees' productivity (efficiency) of non-academic staff of Nile University of Nigeria, Abuja. This means that employee reward system (fringe benefits, recognition and bonus) positively and significantly affects the employees' productivity of nonacademic staff of Nile University of Nigeria. From this finding, it was observed that the study is in agreement with the findings of Eziokwu, et al., (2021) who investigated the relationship between reward systems and employees' performance of deposit money banks in Rivers State, Nigeria and concluded that reward system is a critical and highly imperative factor in sustaining organizational performance. Also, Ejim, et al., (2021) who examined the relationship between reward system and turnover intentions of employees in deposit money banks in South East, Nigeria found out that there is positive significant relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria and finally, Noorazem, et al., (2021) who investigate the effects of a reward system in an organization on

employee performance found out that reward system on employee performance had positive effect. The theoretical framework that supports this study is the Adams equity theory by Adams (1963). The theory looked at the lack of theoretical explanation of the psychological basis of inequity perception and the inability to explain the perception of fairness was the primary concern for employers and governments, because it underlined the employees' behaviour and attitudes towards organisations. From the regression table of 4.7, the result of the analysis indicated that there is a positive and significant effect of employee reward system on employees' productivity (efficiency) of nonacademic staff of Nile University of Nigeria, Abuja. This means that employee reward system (fringe benefits, recognition and bonus) positively and significantly affects the employees' productivity of non-academic staff of Nile University of Nigeria. From this finding, it was observed that the study is in agreement with the findings of Eziokwu, et al., (2021) who investigated the relationship between reward systems and employees' performance of deposit money banks in Rivers State, Nigeria and concluded that reward system is a critical and highly imperative factor in sustaining organizational performance. Also, Ejim, et al., (2021) who examined the relationship between reward system and turnover intentions of employees in deposit money banks in South East, Nigeria found out that there is positive significant relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria and finally, Noorazem, et al., (2021) who investigate the effects of a reward system in an organization on employee performance found out that reward system on employee performance had positive effect. The theoretical framework that supports this study is the Adams equity theory by Adams (1963). The theory looks at the lack of theoretical explanation of the psychological basis of inequity perception and the inability to explain the perception of fairness was the primary concern for employers and governments, because it underlined the employees' behaviour and attitudes towards organisations.

CONCLUSION AND RECOMMENDATIONS

The study examined the effect of employee rewards system on employees' productivity (efficiency) at Nile University of Nigeria, Abuja and concludes that employee reward system based on the findings (fringe benefits, recognition and bonuses) had positively and significantly affected the employees' productivity (efficiency) of non-academic staff at Nile University of Nigeria, Abuja. Understanding the driving factors and functioning effect of employee reward system is important to the employees' productivity of Nile University because non-academic staff are the key providers of organizational solutions that pave the way the institution in today's environment operate in other to succeed and compete with the global businesses in other institutions. This research demonstrates that employees are performing well due to fringe benefits, bonuses and recognition rewards, which gives employees more motivation. Recognition plays an important role in making employees feel valued and motivated and also goes beyond the university. This suggests that regardless of Nile University's measures put in place in their reward system the level of productivity of employees (non-academic staff) need to be recognized and praised for their contribution to the institution at all times. Furthermore, in the area of bonuses and fringe benefits, Nile University management may use the outcomes of the research study to check its current reward system and other programmes, such as commission and other leave allowances. This will be particularly effective if the focus addressed the needs of all employees with different statuses in the institution.

- i. Based on the findings of this study, for Nile university of Nigeria, Abuja to keep on reaping the organizational success of its employees, the following recommendations are raised: Management of Nile University of Nigeria, Abuja should ensure that there are regular

recognitions and bonuses as at when due in order to further encourage non-academic staff to put in their very bests to their jobs which will in turn have a positive effect on employee productivity as well and always in the institution.

- ii. Also, management of Nile University of Nigeria, Abuja should enforce effective fringe benefits reward plans to reward productivity or performance, loyalty, experience, responsibility, and other behaviors of the non-academic staff of the institution.
- iii. According to the study, the existing Nile University of Nigeria, Abuja personnel compensation structure, particularly the fringe benefits, sufficiently motivates the non-academic staff. To motivate non-academic personnel to be purposeful and increase their productivity, the institution's human resources department and management should continue to create an incentive scheme that combines intrinsic and extrinsic fringe benefit rewards.

REFERENCES

- Adeniji, A. S., & Osibanjo, A. O. (2022). Human resource management: Theory and Practice, Pumark.
- Agbaeze, K. M., & Ebirim, O. C. (2020). Reward system and organizational performance in the manufacturing industry in South - South Nigeria. *International Journal of Management, Social Science, Peace and Conflict Studies*, 3(4), 241-254
- Ahmad, I., Danish, R. Q., Ali, S. A., Ali, H. F., & Humayon, A. A. (2019). A comparative study of banking industry based on appraisal system, rewards and employee performance. *SEISENSE Journal of Management*, 2(1), 1-11.
- Ahmad, P., & AbuKhalifeh, A. (2021). The antecedents affecting employee engagement and organizational performance. *Asian Social Science*, 9(7)
- Akuoko, K. O. Kanwetuu, V. P., & Dwumah, P. (2014) Effect of reward systems on employees' behaviour in Obuasi municipality of Ghana; *International Journal of Social Science & Interdisciplinary Research*; 3(1), 128-141.
- Armstrong, M. (2013). A handbook on human resource management, London: Kogan Page Publishers.
- Bhatti, K. K., & Qureshi, T. M. (2017). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International Review of Business Research*, 3(1), 54-68.
- Bloomenthal, A. (2023). Bonus: Definition, different types, and tax treatment.
- Bratton, J., & Gold, J. (2019). Human resource management: Theory and Practice (4th Ed) Palgrave Macmillan. New York.
- Chiekezie, O. M., Emejulu, G., & Nwanneka, A. (2017). Reward management and employee retention of selected commercial banks in Anambra State, Nigeria. *Archives of Business Research*, 5(3), 115-127
- Chin-Ju, T. (2020). Reward and incentive compensation and organizational performance: Evidence from the semiconductor industry.
- Darius, F. (2020). What is productivity? A definition & proven ways to improve it. Retrieved from <https://dariusforoux.com/what-is-productivity/>
- Ejim, E. P., Ajagu, E. H., & Onah, S. C. (2021). Reward system and turnover intentions of employees: a study of deposit money banks in south east, Nigeria. *Management and Human Resource Research Journal*, 10(10), 94-106.
- Eze, F. O. & 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
- Eziokwu, C. D., & Onuoha, B. C. (2021). Reward systems and organizational performance of deposit money banks in Rivers State, *African Journal of Business and Economic Development* 1(6), 12-21.
- Fay, C. H., & Thompson, M. A., (2021). Contextual determinants of Reward System's success: An exploratory study, *Human Resources Management*, 40 (3), 213-226.
- Finkle, L. (2011). Motivating employee performance through year-end bonuses. Retrieved from <http://ezinearticles.com/?MMotivating-Employee-Performance-Through-Year-End-Bonuses&id=5658825>
- Gostrick, A., & Elton, C. (2019). *The Carrot Principle*. New York: Free Press.
- Griffin, R., & Moorhead, G. (2023). *Organizational behaviour: managing people and organizations*, London: Cengage Learning press.
- Gulyani, G. & Sharma, T. (2018). Total rewards components and work happiness in new ventures: The mediating role of work engagement. *Evidence-based HRM*, 6(3), 255-271
- Handayani, R. (2016). Effect of performance measurement system, reward system, organizational culture, psychological empowerment and job satisfaction on employee performance (Empirical Study at PT Bank Rakyat Indonesia Tbk Jambi Branch Office). *Journal of Accounting & Finance Unja*, 1(4).
- Ibrar, M., & Khan, O. (2015). The impact of reward on employee performance (a case study of Malakand Private School). *International letters of social and humanistic sciences*, 52, 95-103.
- International Labour Organization (2015). Number of work-related accidents and illnesses continues to increase, ILO and WHO join in call for Prevention Strategies Press Release
- Jamila, R. A. (2019). The effect of reward on employee productivity: a case study of A.B.U. demonstration secondary school Zaria; *International Journal of Innovative Social Sciences & Humanities Research* 8(4), 220-231.
- Kimani, N. J., Thomas, K. N., & Arasa, R. (2017). Effect of reward system on employee performance: A case study of Mombasa Cement Limited, *International Journal of Innovative Social Sciences & Humanities Research* 5(3), 225 - 42
- Kreitner, R., & Kinicki, A. (2020). *Organizational behaviour*. New York: McGraw-Hill/Irwin.
- Kryscynski, D., Coff, R., & Campbell, B. (2020). Charting a path between firm-specific incentives and human capital-based competitive advantage. *Strategic Management Journal*, 46(2), 386-412. <https://doi.org/10.1002/smj.3226>
- Kyra, S. (2017). Define employee productivity: <https://careertrend.com/facts-6767583-define-employee-productivity.html>
- Locke, E. A., & Latham, G. P. (2018). *A theory of goal setting and task performance*. Upper Saddle River, NJ: Prentice Hall.
- Luthans, F. (2020). *Organizational behaviour*. New York: McGraw-Hill/Irwin.
- Maslow, A. (1954). *Motivation and personality*. New York: New York Harper&& Row.
- Nweze, A. U., et al., (2022). Impact of reward system on employee's productivity of non academic staff of private polytechnics in Enugu State. *International Journal of Academic Management Science Research*, 6(1), 13-23
- 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), 220-231.

- Puwanenthiren, P. (2021) Reward system and its impact on employee motivation in commercial Bank of Sri Lanka Plc, In Jaffna District. *Global Journal of Management and Business Research*, 11(14)
- Silbert, L. T. (2015) The effect of tangible rewards on perceived organizational support. Unpublished M.Sc. Thesis, University of Waterloo, Canada-Ontario.
- Uzochukwu, A. C., Nwankwo, E. C., & Okafor, S. O. (2023). Effect of reward system on employees' productivity in Nigeria hospitality industry. *World Journal of Advanced Research and Reviews*, 17(01), 361–373
- Wilson, E., & Thomas, S. (2019). Shaping a high-performance culture through HR and reward system design at Amazon.com, pp 4, Para2