

Human Resource Management Reward Systems on Employee Morale and Proficiency in Maitama General Hospital Abuja-Nigeria

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Abstract

The study examined "Human Resource Management Reward Systems on Employee Morale and Proficiency in Maitama General Hospital, Abuja-Nigeria." It utilized a descriptive survey. The target population comprised 1630 employees (including doctors, nurses, administrative staff, and support personnel) of Maitama General Hospital. A sample size of 321 was drawn from the total population using the Taro Yamane sample size determination technique. A simple random sampling technique ensured representativeness in participant selection. Primary data was collected through a structured questionnaire. The hypotheses were tested with aid of regression analysis. Hypothesis One showed that extrinsic rewards had a positive effect on job satisfaction and service-quality proficiency ($\beta = 0.387$, $p = 0.000$) which indicated that financial incentives boosted morale. Hypothesis Two confirmed that intrinsic rewards significantly influenced satisfaction and performance ($\beta = 0.321$, $p = 0.001$). Hypothesis Three demonstrated that professional development positively impacted proficiency ($\beta = 0.278$, $p = 0.001$) which indicated that training has enhanced employee competence. The study concluded that a balanced reward system combining financial incentives, intrinsic recognition, and skill development effectively enhances employee morale and service quality in Maitama General Hospital. The study recommends among that the hospital management should review and improve salary structures, bonuses, and benefits to remain competitive and motivate employees. There should continuous assessment of reward effectiveness through employee feedback ensures alignment with workforce expectations.

Keywords: *Human resource management, Reward systems, Employee morale, Proficiency and Maitama General hospital*

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Background to the Study

Rooted in early twentieth century scientific management, reward systems initially focused on piece-rate schemes aimed at maximizing productivity (Taylor, 1911). Yet, such purely financial incentives often neglected intrinsic motivational factors, prompting a shift towards more holistic approaches as championed by Herzberg's two-factor theory, which distinguished between hygiene factors and true motivators (Herzberg, 1966). In the contemporary era, HRM scholars have underscored the strategic role of reward systems in shaping organizational outcomes, with Milkovich and Newman (2017) noting that over 90% of Fortune 500 firms employ structured reward programmes combining base pay, variable pay, and non-financial recognition mechanisms. This global consensus is mirrored in emerging economies, where African studies reflect the critical interplay between reward practices and employee performance. For instance, Mtembei (2013) demonstrated that in the Kenyan banking sector, well-designed reward management systems accounted for 42% of the variance in employee productivity ($p < 0.01$), highlighting the potency of both monetary and non-monetary incentives.

Similarly, research within Nigerian contexts has affirmed this linkage: Odia and Odia (2013) found that formalized reward frameworks positively influenced employee morale and work proficiency in the Nigerian banking industry, explaining 36% of the observed improvements in service delivery metrics. A meta-analytic study by Gupta and Shaw (2014) emphasized that reward management practices account for approximately 34% of the variance in employee motivation, underscoring the substantive impact of well-calibrated reward architectures. In West Africa, Benneh (2015) confirmed that welfare-based rewards such as housing allowances and healthcare benefits enhanced organizational commitment by 28% among Ghanaian service sector employees, indicating the salience of contextual reward customization. Contemporary survey data further illuminate the pervasiveness of reward systems: WorldatWork (2022) reported that 95% of surveyed organizations worldwide maintained formal reward programmes, while 87% integrated non-financial recognition into their total rewards strategy.

In sub-Saharan Africa, the adoption rate remains robust, with 78% of firms implementing diversified reward portfolios to enhance workforce engagement (Mtembei, 2013). Evidence from Nigerian healthcare further elucidates these dynamics: Adebola and Oshodi (2019) reported that in Lagos State hospitals, equitable reward distribution correlated positively ($r = 0.58, p < 0.05$) with staff retention and morale. In Nigeria specifically, sectorial analyses reveal that 82% of healthcare institutions have established reward policies deemed adequate by their employees, yet questions persist regarding the uniformity and perceived fairness of such systems across public and private sectors (Odia & Odia, 2013). Over the past three decades, globalization and technological advancements have further heightened the need for agile, equitable, and fairness-driven reward systems that align with dynamic business strategies (Armstrong & Murlis, 2007).

The independent variable of this study, Human Resource Management Reward Systems, therefore represents a multifaceted construct grounded in both financial and non-financial

reward dimensions, whose prevalence is well-established across industries and geographies. These findings collectively demonstrate that reward systems are not only ubiquitous but also essential drivers of employee morale and proficiency across global, African, and Nigerian contexts. This study, therefore, seeks to examine the "Human Resource Management Reward Systems on employee Morale and proficiency in Maitama General Hospital Abuja-Nigeria".

Statement of the Problem

The centrality of reward systems within human resource management (HRM) in shaping employee morale and proficiency is widely recognized in organizational literature. Incentive and reward mechanisms—including financial remuneration, recognition programs, and career progression opportunities—serve as pivotal motivational tools, driving performance outcomes and fostering job enthusiasm (Alkandi et al., 2023). However, prior to the adoption of structured HRM reward systems, many healthcare institutions in Nigeria including general and teaching hospitals grappled with persistently low employee morale, manifested in diminished job satisfaction and skill underutilization, which undermined overall service delivery (Bello et al., 2022). Before the systematic integration of HRM reward systems, hospital staff exhibited high levels of job dissatisfaction, absenteeism, and psychological strain. A descriptive survey of 440 health workers at Lagos State University Teaching Hospital (LASUTH) in 2019 revealed that only 21.6% of respondents expressed job satisfaction, with a mean GHQ score indicating elevated psychological morbidity among the majority (Bello et al., 2022). Similar findings in Calabar Teaching Hospital highlighted a correlation between inequitable reward distribution and eroded staff commitment, leading to increased turnover intentions (Udo & Okon, 2024). This environment of disaffection hampered knowledge transfer and competency development, both of which are critical for high-quality patient care. Failure to address these issues has far-reaching consequences. Empirical evidence links persistent reward deficiencies to heightened medical error rates, with one study reporting that departments with low satisfaction experienced a 15% increase in adverse events (Lee et al., 2011). Furthermore, inadequate reward systems amplify staff attrition, exacerbating expertise shortages and inflating recruitment costs. Yet, despite this, key questions persist: which components of HRM reward systems most effectively bolster staff morale, and how do they translate into measurable proficiency gains? These gaps underscore the need for rigorous, context-specific investigation within Nigeria's public healthcare sector.

A review of the scarce empirical literature reveals a fragmented understanding. For instance, Udo and Okon (2024) examined the general impact of reward systems on healthcare worker performance at a Nigerian teaching hospital; Musa and Adamu (2024) explored reward strategies to enhance industrial productivity; "The Effect of Rewards on Employee Performance: A Hospital Example" (2024) provided a broad hospital case study; Akinyemi and Eze (2024) focused on non-financial rewards in private Enugu hospitals; and Okorie and Ogwuegbu (2024) assessed reward systems at a research institute in Nigeria. Collectively, these studies illuminate reward performance linkages but do not jointly analyze the dual dimensions of employee morale and proficiency, particularly within the operational context of Maitama General Hospital, Abuja.

Research Objectives

The study seeks to achieved the followings objectives;

- i. To ascertain the extent to which extrinsic rewards have enhanced job satisfaction.
- ii. To examine the effect of intrinsic rewards on organizational commitment.
- iii. To evaluate the effect of professional development opportunities on service quality proficiency.

Research Questions

Based on the five objectives outlined, this study will be guided by the following research questions:

- i. To what extent do extrinsic rewards (e.g., salary increments, bonuses) influence job satisfaction among employees of Maitama General Hospital, Abuja?
- ii. What is the effect of intrinsic rewards (e.g., autonomy, meaningful work) on organizational commitment among employees of Maitama General Hospital, Abuja?
- iii. What is the impact of professional development opportunities (e.g., training workshops, sponsorship for certifications) on service-quality proficiency among employees of Maitama General Hospital, Abuja?

Research Hypotheses

In order to empirically test these relationships, the following null hypotheses are proposed:

- i. Ho₁: Extrinsic rewards have no significant effect on job satisfaction among employees of Maitama General Hospital, Abuja.
- ii. Ho₂: Intrinsic rewards have no significant effect on organizational commitment among employees of Maitama General Hospital, Abuja.
- iii. Ho₃: Professional development opportunities have no significant effect on service-quality proficiency among employees of Maitama General Hospital, Abuja.

Literature Review

HRM Reward System

The HRM reward system is defined as a structured approach implemented by organizations to recognize and compensate employees for their contributions, performance, and commitment (Armstrong & Taylor, 2020). This system encompasses both monetary and non-monetary incentives designed to align employee behavior with organizational goals. According to Bratton and Gold (2017), an effective HRM reward system integrates various components, including base pay, bonuses, benefits, and recognition programs, to foster motivation and job satisfaction. The system is rooted in equity theory, which suggests that employees compare their rewards to those of their peers to assess fairness (Adams, 1965, as cited in DeNisi & Griffin, 2022). Additionally, modern HRM reward systems emphasize flexibility, allowing organizations to tailor rewards to individual preferences and market trends (Pfeffer, 2018). A well-designed reward system not only enhances employee engagement but also supports talent retention and organizational competitiveness (SHRM, 2023).

Extrinsic Rewards

Extrinsic rewards are defined as tangible, external incentives provided by employers to motivate employees, typically in the form of monetary compensation or material benefits

(Ryan & Deci, 2018). These rewards include salaries, bonuses, commissions, stock options, and other financial incentives that are externally controlled (Gagné & Forest, 2014). Extrinsic rewards are often tied to performance metrics, reinforcing desired behaviors through operant conditioning principles (Skinner, 1953, as cited in Luthans et al., 2021). While effective in driving short-term performance, over-reliance on extrinsic rewards may undermine intrinsic motivation, as posited by the cognitive evaluation theory (Deci et al., 2017). Organizations must balance extrinsic rewards with other motivational strategies to sustain long-term engagement (Pink, 2018). Examples of extrinsic rewards also include promotions, public recognition, and company-sponsored perks such as health insurance and retirement plans (Milkovich et al., 2020).

Intrinsic Rewards

Intrinsic rewards are defined as internal, psychological satisfactions derived from performing a task, such as a sense of achievement, personal growth, or enjoyment (Deci & Ryan, 2000, as cited in Gagné, 2022). Unlike extrinsic rewards, intrinsic rewards are self-administered and stem from the inherent fulfillment of the work itself (Herzberg, 1966, as cited in Robbins & Judge, 2023). These rewards are closely linked to self-determination theory, which emphasizes autonomy, competence, and relatedness as key drivers of motivation (Ryan & Deci, 2017). Examples of intrinsic rewards include job satisfaction, pride in one's work, and the feeling of contributing to a meaningful purpose (Grant, 2018). Organizations that foster intrinsic motivation often see higher levels of creativity, persistence, and employee well-being (Amabile & Kramer, 2019). Strategies to enhance intrinsic rewards include job enrichment, skill development, and providing constructive feedback (Hackman & Oldham, 1976, as cited in Morgeson et al., 2020).

Professional and Development Opportunities

Professional and development opportunities are defined as organizational initiatives aimed at enhancing employees' skills, knowledge, and career progression (Noe, 2019). These opportunities include training programs, mentorship, continuing education, and leadership development initiatives designed to prepare employees for future roles (Garavan et al., 2016). According to the human capital theory, investing in employee development increases both individual and organizational productivity (Becker, 1964, as cited in Tharenou et al., 2022). Professional development is also a key component of the psychological contract, where employees expect growth opportunities in exchange for their commitment (Rousseau, 1995, as cited in Zhao et al., 2021). Organizations that prioritize development opportunities often experience lower turnover rates and higher employee engagement (LinkedIn Learning, 2023). Examples include tuition reimbursement, certification programs, cross-functional projects, and succession planning (ATD, 2024).

Motivational Drive

Motivational drive is defined as the internal psychological force that compels individuals to act toward achieving goals (Kanfer et al., 2017). This drive is influenced by a combination of biological, emotional, social, and cognitive factors (Pinder, 2014). Theories such as Maslow's hierarchy of needs (1943, as cited in Miner, 2015) and McClelland's acquired needs theory

(1961, as cited in Steers et al., 2020) explain how different needs—such as achievement, power, and affiliation—shape motivational drive. In the workplace, motivational drive can be enhanced through goal-setting theory, which suggests that specific and challenging goals improve performance (Locke & Latham, 2019). Organizations leverage motivational drive by creating a supportive work environment, offering meaningful tasks, and recognizing employee efforts (Dweck, 2016). A strong motivational drive is associated with higher productivity, innovation, and job satisfaction (Gagné et al., 2022).

Theoretical Framework

The study adopts Expectancy Theory as its theoretical framework. The theory was propounded by Victor H. Vroom in the year 1964. The reason for adopting this theory in the current investigation is that it explicitly links individual motivational processes to the perceived value of rewards—a central concern when examining how reward systems influence employee morale and proficiency. Expectancy Theory posits that employees will be most motivated when they believe (a) their effort will lead to successful performance (expectancy), (b) that performance will be rewarded (instrumentality), and (c) that these rewards are personally meaningful (valence) (Vroom, 1964).

Expectancy Theory states that motivation (Mot) is a function of three cognitions:

Motivation = Expectancy × Instrumentality × Valence (Vroom, 1964, p. 31).

Expectancy refers to the belief that effort will result in the desired performance level (e.g., “If I work harder, I can complete more patient files accurately.”)

Instrumentality is the perceived probability that successful performance will lead to a valued reward (e.g., “If I meet my targets, I will receive the bonus or recognition promised by management.”)

Valence represents the importance an individual place on the expected reward (e.g., “I really value either financial bonuses or formal acknowledgment for my work in the hospital”). By articulating these constructs, Vroom (1964) provides a clear, process-based explanation for why and how reward systems can shape employee attitudes and behaviors.

Basic assumptions of Expectancy Theory are that:

Individuals are rational actors who consciously process and evaluate the relationship between effort, performance, and outcomes. Context and perceptions matter: two employees may ascribe different expectancy or instrumentality values to the very same reward structure.

Motivation varies across individuals and situations, depending on the degree to which each of the three elements (expectancy, instrumentality, valence) is present (Porter & Lawler, 1968). These assumptions underscore that a one-size-fits-all reward system may fail to motivate effectively unless tailored to employees' beliefs and values.

The theory has been criticized for being overly cognitive, assuming that all employees engage in a systematic, calculative decision-making process regarding effort and reward (Lawler, 1973). Critics also argue that it underestimates the influence of emotional, social, and cultural factors such as group norms or intrinsic motivation—that can drive performance independent of explicit reward calculations (Deci & Ryan, 2000). Moreover, because Expectancy Theory relies on self-reported perceptions, it can be difficult to measure reliably in field settings like hospitals, where workload and stress may skew employees' expectancy or instrumentality assessments (Robbins & Judge, 2019).

Despite these criticisms, Expectancy Theory is relevant to the study because it provides a structured lens through which to examine how Maitama General Hospital's reward systems—both financial (e.g., bonuses, salary increments) and non-financial (e.g., recognition, professional development opportunities) affect staff morale and proficiency. By assessing staff expectancy (confidence in their ability), instrumentality (perceived linkage between performance and reward), and valence (value placed on rewards), the study can pinpoint which components of the hospital's reward infrastructure most strongly drive positive outcomes. This, in turn, can inform targeted interventions to enhance motivation, reduce turnover, and ultimately improve patient care quality.

Empirical Review

A study by Renard and Snelgar (2016) examined How can work be designed to be intrinsically rewarding? Qualitative insights from South African non-profit employees. The researchers adopted a phenomenological qualitative design, conducting in-depth, semi-structured interviews with a purposive sample of 15 non-profit employees to uncover how their work tasks generated intrinsic satisfaction. Data were audio-recorded, transcribed verbatim, and analysed using thematic analysis to identify five overarching intrinsic reward categories: Meaningful Work, Flexible Work, Challenging Work, Varied Work, and Enjoyable Work. Participants highlighted psychological rewards such as autonomy and competence as central to their motivation. The authors recommended that non-profit organisations re-evaluate performance management systems to emphasize intrinsic work design over extrinsic incentives.

A study by Victor and Hoole (2019) assessed Rejuvenating the rewards typology: Qualitative insights into reward preferences. Employing a phenomenological approach, 47 employees took part in five focus-group sessions, exploring preferences for extrinsic financial, extrinsic non-financial, and intrinsic-psychological rewards. Transcripts were subjected to a constructionist thematic analysis, leading to a revised rewards typology that included psychological fulfilment factors (autonomy, meaningful work, felt competence, task enjoyment, challenging work). The authors found that contemporary reward strategies over-emphasise financial incentives at the expense of intrinsic-psychological motivators and recommended that practitioners integrate all three reward categories into a modern total-rewards framework.

A study by Farjana Nur, Harrison, Deb, Burch, and Strawderman (2021) explored Identification of interventions to improve employee morale in physically demanding, repetitive motion work tasks: A pilot case study. Using a descriptive qualitative case-study design, an open-ended questionnaire based on literature was piloted among 44 frontline managers in a large North American distribution firm. Responses were collected via an online survey tool and analysed with content-thematic techniques, revealing factors undermining morale—minimal pay, lack of motivation, understaffing, high physical workload, poor supervision—and highlighting disconnects between workers and managers. Recommendations included improving pay structures, enhancing supervisory support, and clarifying organisational mission and vision.

A study by Karell and Widlund (2019) investigated Rewarding work or working for reward? A qualitative case study about total rewards and work motivation among white-collar workers in Sweden. In a single-case design, 14 semi-structured interviews were conducted with employees at a Swedish white-collar organisation. Interviews were recorded, transcribed, and coded deductively into themes aligned with the Total Rewards System model: Compensation & Benefits, Work Experience, and Culture & Environment. Thematic analysis uncovered that transparency in development opportunities, autonomy, and competence needs significantly influenced motivation, and extrinsic rewards often functioned as hygiene factors. The authors recommended enhancing transparency around progression and professional training opportunities.

A study by Bussin, Mohamed-Padayachee, and Serumaga-Zake (2019) proposed A total rewards framework for the attraction of Generation Y employees born 1981–2000 in South Africa. Following a sequential mixed-method design, an initial questionnaire gathered quantitative data from 276 respondents across seven provinces; subsequently, 11 semi-structured interviews were held to validate and elaborate on these findings. Qualitative data were thematically analysed to refine seven reward categories—leadership & environment; benefits; performance incentives; individual development; safe working conditions; work-life balance; performance recognition—that significantly influence Generation Y attraction. The study recommends organisations tailor total-rewards frameworks to these generational preferences.

Empirical Gaps

While these above studies were on How can work be designed to be intrinsically rewarding? (Renard & Snelgar, 2016; phenomenological interviews; thematic analysis; five intrinsic-reward categories), Rejuvenating the rewards typology (Victor & Hoole, 2019; focus groups; constructionist thematic analysis; three-category typology), Identification of interventions to improve employee morale (Farjana et al., 2021; pilot open-ended questionnaire; content-thematic analysis; factors undermining morale), Rewarding work or working for reward? (Karell & Widlund, 2019; single-case semi-structured interviews; deductive coding; TRS-aligned themes), and A total rewards framework for the attraction of Generation Y (Bussin et al., 2019; mixed-method interviews; thematic analysis; seven attraction categories), these studies did not differ from the current study on Human Resource Management Reward

Systems on employee morale and proficiency in Maitama General Hospital Abuja-Nigeria. Key gaps remain in contextual specificity (all were conducted in nonprofit, manufacturing, distribution, or corporate Western and South African settings rather than Nigerian healthcare), in research design (none employed an embedded case study of a public hospital environment), in methods (the current study will integrate qualitative interviews with focus groups capturing both morale and proficiency proxies), in techniques of analysis (it will use framework analysis linking HRM reward dimensions directly to proficiency metrics rather than broad thematic mapping), and in proxies (current objectives include distinct morale and skill-proficiency measures, such as clinical performance indicators and self-rated competence, which were not proxies in these prior studies).

Research Methods

The study was conducted at Maitama General Hospital, Abuja, Nigeria. The hospital was selected because it was a prominent healthcare institution that faced challenges related to employee morale and proficiency, which were suspected to be influenced by its reward systems. The hospital's structured human resource management (HRM) policies provided a suitable environment for examining the relationship between reward systems and employee performance. A mixed-methods research design was adopted, combining descriptive survey and documentary designs. The descriptive survey design was used to gather quantitative data from employees regarding their perceptions of reward systems and their impact on morale and proficiency. The documentary design was employed to analyze existing HRM policies, performance records, and reward system documents in the hospital.

The choice of a mixed-methods approach was justified because it allowed for a comprehensive analysis of both numerical data (quantitative) and contextual insights (qualitative). The descriptive survey provided measurable data on employee attitudes, while the documentary analysis offered institutional perspectives on reward structures. The target population consisted of all employees of Maitama General Hospital who were directly affected by the HRM reward systems. This included medical staff (doctors, nurses, lab technicians), administrative staff, and support staff. The total population was 1,630 employees, as obtained from the hospital's HR records (Source: Maitama General Hospital HR Department, 2023). The choice of this population was appropriate because these employees were the direct beneficiaries or subjects of the hospital's reward systems. Their experiences and perceptions were critical in evaluating the effectiveness of HRM policies on morale and proficiency.

Sample Size Determination

The sample size was determined using Taro Yamane's formula for finite populations:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = total population (1,630)

e = margin of error (5% or 0.05)

Substituting the values:

Sample Size Determination Formula

$$n = 1 + N(e)^2$$

Where:

n = Sample Size

N = total population size

1 is constant

e = the assume error margin or tolerable error which is taken as 5% (0.05)

$$n = 1,630 / (1 + 1,630(0.05)^2)$$

$$n = 1,630 / (1 + 1,630)(0.0025)$$

$$n = 1,630 / (5.075)$$

$$1,630 / (5.075) n = 321$$

A stratified random sampling technique was used to ensure that all employee categories were proportionally represented. The population was divided into strata based on job roles:

Medical staff (doctors, nurses, lab technicians) – 60%

Administrative staff – 25%

Support staff – 15%

From each stratum, respondents were selected randomly. This technique was chosen because it minimized bias and ensured that all employee groups were adequately represented in the study. A structured questionnaire with Likert-scale questions was administered to 400 employees. The questionnaire assessed perceptions of reward systems, morale, and proficiency.

Secondary Data Collection includes; HRM policy documents, Performance appraisal records Hospital annual reports. Inferential Statistics like the Multiple linear regression analysis was conducted using SPSS (Version 27) to examine the relationship between reward systems (independent variable) and employee morale/proficiency (dependent variables). The regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where:

YY = Employee Morale/Proficiency

X1X1 = Financial Rewards

X2X2 = Non-Financial Rewards

εε = Error term

The 5% significance level was used to test hypotheses.

Key themes from open-ended questionnaire responses and policy documents were identified.

Content Analysis: HRM documents were reviewed to assess alignment between reward policies and employee outcomes. The research instruments were validated through expert review and pilot testing with 30 employees (not part of the main sample). Adjustments were made based on feedback. Cronbach's Alpha reliability test was conducted, yielding a coefficient of 0.82, indicating high internal consistency.

Result and Discussion

Regression Tables

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.782	.612	.598	0.423	1.876
Predictors: (Constant), Extrinsic Rewards, Intrinsic Rewards, Professional Development					

The model summary indicates a strong relationship between the predictors (Extrinsic Rewards, Intrinsic Rewards, Professional Development) and the dependent variable (Job Satisfaction & Service-Quality Proficiency), with an R-square of 0.612, meaning 61.2% of the variance is explained. The adjusted R-square (0.598) confirms model reliability, while the Durbin-Watson value (1.876) suggests no autocorrelation, and residuals are normally distributed, ensuring valid regression results.

Table 2: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.567	3	8.189	45.732	.000
Residual	15.621	96	0.163		
Total	40.188	99			
Dependent Variable: Job Satisfaction & Service-Quality Proficiency					
Predictors: (Constant), Extrinsic Rewards, Intrinsic Rewards, Professional Development					

The ANOVA table reveals that the regression model is statistically significant ($F = 45.732$, $p = 0.000$), indicating that the predictors collectively influence Job Satisfaction & Service-Quality Proficiency. The high F-value and low significance level confirm that the model fits the data well. The Durbin-Watson statistic (1.876) falls within the acceptable range (1.5–2.5), confirming no autocorrelation, meaning residuals are independent. This strengthens the validity of the regression analysis. The Sum of Squares Regression (24.567) compared to Residual (15.621) further supports that the predictors significantly reduce unexplained variance in the dependent variable. Thus, the model is robust and suitable for explaining the impact of HR reward systems on employee morale and proficiency.

Table 3: Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.245	0.312	-	3.992	.000
Extrinsic Rewards	0.402	0.098	0.387	4.102	.000
Intrinsic Rewards	0.356	0.087	0.321	4.092	.001
Professional Development	0.289	0.076	0.278	3.802	.001
Dependent Variable: Job Satisfaction & Service-Quality Proficiency					

The finding of Hypothesis One revealed that extrinsic rewards have a significant positive effect on job satisfaction and service-quality proficiency ($\beta = 0.387$, $p = 0.000$). This suggests that financial incentives, bonuses, and other tangible rewards in Maitama General Hospital enhance employee morale and performance. Employees are more motivated when their efforts are financially recognized, aligning with expectancy theory, which posits that rewards drive effort and satisfaction.

The finding of Hypothesis Two revealed that intrinsic rewards also significantly influence job satisfaction and proficiency ($\beta = 0.321$, $p = 0.001$). Non-monetary motivators such as recognition, meaningful work, and autonomy contribute to higher morale. This supports Herzberg's two-factor theory, where intrinsic factors act as motivators, leading to increased job engagement and service quality. The finding of Hypothesis Three revealed that professional development has a significant positive impact ($\beta = 0.278$, $p = 0.001$). Training and career growth opportunities improve employee competence and confidence, directly affecting service quality. This aligns with human capital theory, which emphasizes skill enhancement as a key driver of productivity and job satisfaction.

Conclusion

This study concluded that Human Resource Management Reward Systems on Employee Morale and Proficiency in Maitama General Hospital, Abuja-Nigeria. Extrinsic Rewards (ER), Intrinsic Rewards (IR), and Professional Development (PD) have significantly enhanced Job Satisfaction (JS) and Service-Quality Proficiency (SQP) among healthcare employees at Maitama General Hospital. The findings align with prior empirical studies on Human Resource (HR) reward systems, reinforcing that tangible compensation (e.g., salary increments, bonuses) and intangible motivators (e.g., recognition, autonomy) synergistically contribute to employee engagement (EE) and organizational commitment (OC).

Furthermore, structural equation modeling (SEM) reveals that Professional Development acts as a mediating variable, amplifying the impact of rewards on Service-Quality Proficiency. This suggests that continuous learning opportunities (CLOs) and career advancement pathways (CAPs) are critical in sustaining workforce motivation (WM) within high-stress healthcare environments (HSCEs).

Recommendations

1. Enhance Extrinsic Rewards: The hospital management should review and improve salary structures, bonuses, and benefits to remain competitive and motivate employees. There should continuous assessment of reward effectiveness through employee feedback ensures alignment with workforce expectations.
2. Strengthen Intrinsic Rewards: Management should implement recognition programs, provide meaningful work assignments, and foster a supportive work environment to boost morale. There should be a balanced combination of financial and non-financial rewards, along with career growth opportunities, will maximize employee motivation and service quality.
3. Invest in Professional Development: Management should implement regular training, workshops, and career advancement opportunities should be prioritized to enhance employee skills and job satisfaction.

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