

EMPLOYEES' REWARD SYSTEM AND FUNCTIONAL SERVICE DELIVERY OF FEDERAL NEURO-PSYCHIATRIC HOSPITALS IN SOUTHWEST NIGERIA.

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ABSTRACT

Reward is an important factor that motivates the employees of all organisation. However, in the public sector, the morale of the employees could not be compared with the private sector and this affects the effectiveness of the service delivery. The study investigated the determinants of employee's reward system on the functional service delivery of Federal Neuro-Psychiatric Hospitals in Southwest region of Nigeria. The study employed descriptive research design with stratified and simple random sampling techniques. The study used primary source of data collection and questionnaire was the research instrument used to collect the data from the employees of the two Federal Neuro-Psychiatric Hospitals in Southwest Nigeria. Four hundred and ten (410) copies of questionnaire were administered but 379 copies were found usable for the analysis. The regression analysis indicated that monetary extrinsic reward has a positive and significant effect on functional service delivery; non-monetary extrinsic reward has a positive and significant effect on functional service delivery, intrinsic reward has a positive and significant effect on functional service delivery and there is a combined effect of employee reward system on functional service delivery in Federal Neuro-Psychiatric Hospitals, Southwest Nigeria. The study concluded that employee reward system is a determinant for effective functional service delivery. The study recommended that Federal Neuro-Psychiatric Hospitals in Southwest Nigeria should continue to adopt monetary extrinsic reward, non-monetary extrinsic reward and intrinsic reward to enhance the functional service delivery of employees in Federal Neuro-Psychiatric Hospitals in Southwest Nigeria.

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Introduction

According to Magbadelo (2020), any government that fails to deliver quality service to the people has failed. The Federal Neuro-Psychiatric Hospitals (FNPH) in Southwest Nigeria, is a government institution or agency that provides and delivers service to the mentally derange people across Nigeria. In the view of Nzenwata (2020), effective service delivery of government institutions enables attainment of social goals in a country. Service delivery has a specific goal in mind to meet with expectations of an end-product user. (Ajayi-Owoeye, Adegbie, & Bamishe, 2022).

A direct interface of service providing, is the relationship between a service rendering of government institutions and the users, the objective is to create a satisfactory relationship thereby meeting expectations. According to Omotayo (2023), high quality services delivery is a vital pursuit for service providers that aim to create and provide value to their respective recipient. Omotayo (2023) believed that government of the day could move closer to the people via effectiveness in the delivery of service. As noted by Ajayi-Owoeye et al (2022), a service delivery would be considered poor if it falls below expectation and vice versa and this is tantamount to how the employee discharges the tasks assigned to them which could be seen as a function of reward system established in the organisation (Okoli, Okoli, & Nuel-Okoli, 2020).

Rewarding the employees is a concern for organizations all over the globe. Rewarding employees is associated with the motivation of the workforce of organization for better performance (Etalong & Chikeleze, 2022; Noko & Nwuzor, 2021). The reward in organizations covers financial and non-financial aspects, tangible and intangible aspects instead of the erroneous views that the reward has to do only with compensation. According to Bello and Adebajo (2014), the adequacy of rewards packages will to a large extent depend on the value the employees place on the inputs they bring to the job in form of education, experience, training, time, effort etc.

In the view of Sajuyigbe, Bosede and Adeyemi (2013) employees prefer receiving intrinsic rewards in terms of praise and recognition for certain work accomplishments, while other employees are happy with extrinsic reward in terms of salaries, bonus and incentive offered to employees. Paying employees for performance has been the cornerstone of industrial and business development for centuries. Ibitomi, Ojatuwase, Emmanuella, and Eke (2022) expressed reward system enables organisation to get the best from the employees. Reward system also benefits the organisation because it motivates the employees for better performance

(Noorazem, Sabri, & Nazir, 2021).

As Armstrong (2013) observed reward whether monetary or non-monetary, as an issue that is very important to the employees. It is a means through which management compensate employees for making themselves available at the workplace, and for a job well done. Reward, which comes in form of wages and salaries, incentives, fringe benefits, profit-sharing, etc., is not only to compensate workers but also to motivate them for better performance (Esione, Osita, & Ngige, 2020). Emejulu (2020) believed that the rewards which people receive for the performance of any duty assigned to them globally is of vital importance to the employees because it is one of the main reasons for acceptance of an offer of employment. The more attractive the rewards, the more easily the applicants consider accepting the offer of employment. (Gerald, 2020).

Statement of the Problem

Every employee in today's world works to be compensated for their efforts put in for the organisations to achieve the stated objectives and goals (Esione *et al.* 2020). In this regard, public sector employees are not left out. The public sector without collaboration with the private sector is meant to deliver the important services needed by the people which provision of health care is included. According to Ndukwe and Ezika (2016), one of the hallmarks of successful modern human resource management is the effective management of the employees and their activities in the organisation. However, contextual observation shows that there seems to be a lot of inadequacies have been reported in the management of employees in the public sector especially in developing countries like Nigeria.

Lawal and Oluwatoyin (2011) pointed that the public sector in Nigeria seem to harbour the largest size of unmotivated staff due to poor reward system. All these culminate in inefficiency, lack of commitment, absenteeism, as well as poor service delivery of the workers. Ndukwe and Ezika (2016) mentioned that employees in Nigeria public sector do not give in their best as result of inadequate compensation and this has increased the employee turnover in the sector and affect the manner and level of service delivery.

Magbadelo (2020) asserted that the public sector has lost its fervor for services as most government agencies and parastatals became synonymous with inefficiency, corruption, poor service delivery or no service at all. Yet, salaries are drawn by non-performing government officials and funds for capital projects that were never executed, or at best poorly executed were wasted without any scruples. Also, Omotayo (2023) stated that employees in government

institution display lackadaisical attitude towards work, poor level of commitment, indiscipline, and lateness to work among others which have made Nigerians to believe that government institution cannot offer effective service to them. The studies of Ibitomi *et al* (2022); Yusuf and Fehintola (2021), Noorazem, Sabri, and Nazir (2021); Ezenwegbu, Shehu and Akubue (2020), Bello and Adebajo (2014) identified that the employees in the public sector could not give their best because of poor working condition, poor fringe reward, poor monetary reward among other. This demoralise the employees and tends to reduce the level at which the responsibilities assigned would be discharge.

Due to the importance of mental stability of the people of Nigeria, Federal Neuro-Psychiatric as the Hospital for mental balancing encounter series of challenges that affect their service delivery. The major issue is the attitude of the patients and societal perception on those employees in that hospital. The reward system could be what could make them to stay considering the fact that Nigeria is experiencing JAPA syndrome in the health sector. Thus, there is need to see how the reward system in the hospital is related to the service given to the psychiatric patients.

Objectives of the Study

The main objective of the study is to investigate employee reward system and functional service delivery of the Federal Neuro-Psychiatric Hospitals (FNPH) in Southwest, Nigeria. The specific objectives include:

- i. To ascertain the influence of monetary extrinsic reward on functional service delivery in Federal Neuro-Psychiatric Hospitals (FNPH) in Southwest, Nigeria.
- ii. To examine the effect of non-monetary extrinsic reward on functional service delivery in Federal Neuro-Psychiatric Hospitals (FNPH) in Southwest, Nigeria.
- iii. To assess the influence intrinsic rewards on functional service delivery in Federal Neuro-Psychiatric Hospitals (FNPH) in Southwest, Nigeria.

Hypotheses of the Study

H₀₁: Reward system components (monetary extrinsic reward; non-monetary extrinsic reward; and intrinsic rewards) does not have combined significant effect on functional service delivery of Federal Neuro-Psychiatric Hospitals (FNPH) in Southwest, Nigeria.

Literature Review

Conceptual Review

Reward System

Rewards have all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship. Reward has appreciation in cash or in kind given to employees for their extra contributions to the organization. Reward is a combination of financial and non-financial rewards in a given reward system (Uzochukwu, Nwankwo & Okafor, 2023). Reward system exists in order to motivate employees to work towards achieving strategic goals which are set by the entities (Odunayo, 2022). Enemuo and Olateju (2021) defines reward system as the process of developing and implementing strategies, policies and systems which help the organization to achieve its objectives by obtaining and keeping the people, it needs and increasing their motivation and commitment. Reward systems consist of the interested processes and practices which combine to ensure that the reward management is carried out effectively to the benefit of the organization and the people who work there (Uzoma, 2019).

Dimensions of Reward System

Monetary Extrinsic Reward

As reported in Nnaji, Ihedinmah, and Egbunike (2015), monetary reward packages are the traditional, quantifiable elements of reward such as salary, variable pay, and benefits. Monetary reward packages are tools employed by organisations to hire and keep their best fit; it is also a form of payment and reward system that is directly or indirectly tied to certain levels of employee's commitment and outstanding performances (Aluko, 2019; Hariprasad & Ajith, 2017). Monetary reward packages are in the form of salary, retirement plans, leave allowance, profit sharing, compensation, transportation allowance, medical allowance, overtime pay, performance bonuses, insurance etc. (Pattanayak, 2014). Monetary reward packages are financial payments such as payment packages, increase in payment, and economic awards provided to motivate employee towards improved and enhanced productivity and high performance (Naldöken, 2011). Monetary rewards are monies spent by the organisation on the employee in order to influencing them to have favourable attention towards goals achievement in the organisation (Ekpudu & Ojeifo, 2014; Ekpudu & Okafor, 2012).

Non-Monetary Rewards Packages

According to Esione et al. (2020), intangible non-cash elements such as scope to achieve and exercise responsibility, career opportunities, learning and development, the intrinsic motivation

provided by the work itself and the quality of working life provided by the organization belong to the group of non-financial reward. In the same vein, Tumwet (2013) identified non-financial reward to include, challenging tasks, opportunity for personal development, autonomy and responsibility, teamwork, job security, professionally stimulating environment, opportunity to set performance goals, predictable work life, opportunity to lead, training and development and flexible work policies. They are rewards which do not involve any direct payments, but arise from the work itself. Achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities, and high-quality leadership are the types of non-financial rewards.

Non-Monetary Extrinsic Reward

Non-monetary reward is the intangible non-cash rewards such as promotion, training, health care, learning and development, career progression, provided by the work itself and the quality of working life provided by the organization (Ibitomi *et al.*, 2022).

Service Delivery

Service delivery shows accomplishment in job tasks and performing at a high level can be a source of satisfaction to the employee, prompting the feelings of mastery and pride. Service delivery refers to the actual delivery of a service and products to the customer or clients (Onah, Ugwibe, Nwogbo & Osadebe, 2022). It is concerned with the where, when and how a service product is delivered to the customer, and whether this is fair or unfair in nature. Armstrong (2013) defined service delivery as the actual production of a service such as collecting refuse and disposing it or lighting the streets. Service delivery means what it says. It means provision of services to those who require them. It is not enough to provide services; such services must be well-delivered (Mogbadelo, 2020). This talks about the capacity for delivering service in a predetermined way.

Functional Service Delivery

Functional service delivery entails the way the service is delivered to include inter-personal interactions between employees and customers, appearance and personality of service personnel and approachability of personnel. It captures the technicality and the outcome of the

service process to include systems and technology (Omotayo, 2023). The delivery of services depends on the inter-personal interactions between the customers and the employees of an organisation. Thus, service delivery covers the empathy and responsiveness of service providers to the demand of service recipients.

Theoretical Framework

Herzberg's Two Factor Theory

The study adopted Herzberg theory. This theory is adopted on the ground that it captures the components of reward management system that the study intends to capture. These components are monetary extrinsic, non-monetary extrinsic and intrinsic rewards factors in the public sector of Nigerian economy especially in Psychiatric hospitals. The theory suggested that people have two sets of needs. (i) Their needs as animals to avoid pain. Their needs as humans to grow psychologically, Herzberg's study consisted of a series of interviews that sought to elicit responses to the questions. From the results Herzberg concluded that the replies people gave when they felt good about their jobs were significantly different from the replies given when they felt bad.

This theory is relevant to this study because it mentions two factors that affect work performance. That is, monetary extrinsic which include salary and other financial incentives. Non-monetary extrinsic covers promotion, training, and other benefits that has nothing to do with monetary. Intrinsic reward factors which include praise and recognition. Therefore, in this study, rewarding employees in psychiatric hospitals in terms of both intrinsic and extrinsic rewards would be expected to have positive effect on the level of delivery service to the patient.

Empirical Evidence

Uzochukwu et al. (2023) studied effect of reward system on employee's productivity in Nigeria hospitality industry. Descriptive research design was used with simple random sampling as well as primary data through questionnaire. Regression analysis and student statistic were used to analyse the data and it was revealed that sizeable wage and salary, retirement benefits reward system has significant effect on employee quality of service delivery in hospitality industry. The study concludes that there is positive and significant effect of reward system on employee productivity in hospitality industry.

Noorazem et al (2021) studied the effects of reward system on employees' performance. The study used salary, bonuses, appreciation, and medical benefits as components of reward system. This study adopted a quantitative approach where 132 sets of questionnaires were distributed to the participants selected using convenience sampling. Data were then analyzed using inferential statistics. The results show that components of reward system (salary, bonuses, appreciation, and medical benefits) have a positive and significant individual effect on employees' performance. The study concluded that reward system improves its employee performance.

Noko and Nwuzor (2021) investigated employees' perception of intrinsic and extrinsic rewards system and organisational performance. Cross-sectional research design was employed with questionnaire as a research instrument for primary source of data collection. The questionnaire was administered via mail. The study employed Structural Equation Modelling (PLS-SEM) approach. The PLS-SEM findings demonstrated that extrinsic and intrinsic rewards have positive and significant impact on employee performance. However, extrinsic appear more potent than intrinsic rewards. It was further revealed that three of the four measure of employee performance; quality job, effective service delivery, customer rating has positive significant with organization performance while time management was unable to explain organization performance. The study therefore concluded that rewards play an important role in both employee performance and organization performance.

Reward system and service delivery of university workers in Nigerian federal universities was studied by Yusuf and Fehintola (2021). Descriptive research design was adopted and multiple sampling techniques were used that comprise stratified and simple random methods. The study used total enumeration technique and questionnaire was used to collect data from the respondents. The data was analysed using descriptive statistics and inferential statistics. The findings showed that job security, leave allowance, and good remuneration have significant impact on the service of Librarians in Nigerian federal university. The study concluded that reward system enhanced service delivery by librarians in the universities in Southwest Nigeria.

Odunayo (2022) examined organisational reward system on employee performance in selected hotels in Lagos Metropolis, Nigeria. The study employed recognition, employee development, and benefits as proxies for reward system using a survey research design as well as stratified and simple sampling methods. Using the bivariate regression analysis, it was found that recognition had significant effect on contextual performance. The finding also revealed that employees' development has a negative and significant effect on counterproductive behaviour.

Also, it was discovered that benefits had significant effect on adaptive performance. It was concluded that organisational reward system affected employee performance.

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Ezenwegbu, Shehu and Akubue (2020) reviewed the impact of effective reward system on service delivery in civil service of Anambra State in Nigeria. Pay reward, employee recognition, conducive work environment, and staff development were employed as measures for reward system. Cross-sectional survey was adopted for the study with questionnaire administered to the respondents. The study used descriptive statistical analysis to report that pay reward and some non-financial rewards such as employee recognition, conducive work environment, and staff development are positively and significantly enhanced to service delivery in civil service. The study recommended among others that the government at all levels should endeavour to provide employees with adequate pay incentives to facilitate the achievement of desired high-level service delivery in the civil service as obtains in the private sector of the economy.

Ibitomi, Oja-tuwase, Emmanuella and Eke (2022) examined intrinsic reward and employee performance among Nigerian deposit money banks (DMBs) in Ondo State, Nigeria. The survey method was used to collect data, and the collected data was carefully analyzed using descriptive statistics, multiple linear regression, as well as ANOVA. The study shows that only promotion as a variable of intrinsic reward has the significant and highest effect on employees' performance as compared to bonuses and fringe benefits. Also, praise and recognition have the significant and highest effect on employees' performance. The study concludes that amidst all the intrinsic rewards adopted by the organization, praise and recognition increase employee performance more than others used in DMBs.

Olori and Edem (2017) also investigated intrinsic reward strategies and employee performance in Nigeria 's Microfinance Industry. It was found that the non-monetary rewards or intrinsic

rewards employees receive in microfinance banks influence their performance through quality output and effective customer service. The study also indicated that intrinsic rewards should be a key strategy in motivating employees.

Manzoor, Wei, and Asif (2021) studied intrinsic rewards and employee's performance with the mediating mechanism of employee's motivation. The data have been collected through the questionnaire method from small and medium enterprises of Pakistan. The study made use of survey research design and simple random sampling using questionnaire. Confirmatory factor analysis and the structural equation modeling were used for data analysis. The main results of the study have shown a positive and significant impact of intrinsic rewards on the performance of the employee. Specifically, the study revealed that the motivation of an employee significantly mediates the association between intrinsic rewards and the performance of the employee.

Obiaga and Itakpe, (2021) examined reward system and employee performance in the oil and gas industry in Rivers State. The descriptive statistics and Pearson's correlation analysis were employed to carry out the data analysis. The results indicate that there is a significant relationship between bonuses and productivity, reward and productivity, promotion and productivity in the oil and gas industry in Rivers State.

Kawara (2021) conducted a study to examine effects of reward systems on employee productivity in the Catholic University of Eastern Africa, Kenya. Purposive sampling was used with primary data and questionnaires were the research instrument. 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 concluded that employees reward systems is a source of motivation to the employees.

Okosi (2020) investigated effect of reward system on the performance of sachet water companies in Nigeria. Cross-sectional research design was adopted and purposive sampling method. Multiple Regression Analysis was used to test the hypotheses and it was indicated that wages and salaries have a significant effect on employee performance in the selected sachet water companies in Anambra state. The study results also showed that staff recognition have a significant positive effect on employee performance in the selected sachet water companies in

Anambra state. Staff training and development showed a significant positive impact on employee performance.

Agbaeze and Ebirim (2020) examined reward system and organizational performance in the manufacturing industry in Nigeria. A survey research design was adopted and primary data was used to collect data using copies of questionnaires. The simple regression revealed that the findings of the study revealed that reward system had a significant effect on organizational performance. It was concluded that reward system should be a match with the organizational performance so that employees would perform their roles with high spirit in the manufacturing industry.

METHODOLOGY

The study used descriptive research design. This study applied descriptive research design because its purpose is to produce an accurate representation of persons, events, or situations. According to Kothari (2008), a descriptive research design reports the manner in which variables or concepts aid in establishing the current position of the studied population. The population for the study is the total number of employees in Federal Neuro-Psychiatric Hospitals (FNPH) in Southwest Nigeria. There are two FNPHs in Southwest Nigeria. Federal Neuro-Psychiatric Hospital, Yaba (FNPHY), Lagos State and Neuropsychiatric Hospital, Aro Abeokuta (FNPHA), Ogun State are the two psychiatric hospitals in Southwest Nigeria.

The population for FNPHY are 1250 and for FNPHA are 4200 according to the registered books of the institution. The population is therefore presented:

Table 1: Population of the Study

S/N	Federal Neuro-Psychiatric Hospitals in Southwest Nigeria.	Staff Strength
1	Federal Neuro-Psychiatric Hospital, Yaba (FNPHY)	1250
2	Neuro-Psychiatric Hospital Aro, Abeokuta (FNPHA)	4200
	Total Population	5450

Source: Federal Neuro Psychiatric Hospital Report (2024)

Therefore, the total population of the study is 5450. The study adopted simple random sampling technique so as to give all the respondents equal chances of being selected. The study will make use of Taro Yamane formular of 1967 to determine the sample size for the study and was arrived at as the sample size for the study 373.

Due to the level of non-response rate that could occur in the process of administering the

questionnaire, the study employs 10% as a provision for non-response rate that is likely to occur because the researcher administered the questionnaire physically which make the non-response rate to be perceived low. Therefore, the sample size for the study is presented below: $10\% * 373 = 37$. thus, $373 + 37 = 410$. Based on this, the sample size for the study is 410. Based on the variance in population size of the Federal Neuro-Psychiatric Hospitals (FNPH), the study adopted proportionate formular to ascertain the sample respondents for each hospital selected for the study.

Federal Neuro-Psychiatric Hospital Yaba

Neuropsychiatric Hospital Aro Abeokuta

$$Cn = \frac{1250}{5450} * 410$$

$$Cn = \frac{4200}{5450} * 410$$

$$Cn = 0.23 * 410 = 94$$

$$Cn = 0.77 * 410 = 316$$

This study adopted multi-stage sampling technique which involved the following techniques stratified sampling technique, and simple random sampling techniques to achieve the objectives of the study. Stratified sampling technique is selected because it allows the stratification of the sample of the study to identify the respondents for each stratum. The use of proportional sampling method enables the study to allot the value of samples to each of the stratum that are identified. The simple random sampling is adopted because every member of the population had equal chance of being selected.

Primary data was collected from the employees of the selected Psychiatric Hospitals. Primary data is used because of its accuracy, reliability and dependability in decision-making. Questionnaire was the research instrument to be employed in this study. Multiple regressions were employed to test the formulated hypothesis. Inferential statistics is adopted so as to enable the researcher to generalize the conclusion of the study.

Pilot study was conducted in a private psychiatric hospital in Lagos State and the results are presented in the table below:

Table 1: Reliability and Validity Results

Construct	No. of Items	Cronbach's Alpha	Validity
Monetary Extrinsic Reward	6	0.887	0.634
Non-Monetary Extrinsic Reward	6	0.901	0.626
Intrinsic Reward	6	0.914	0.693
Functional Service Delivery	6	0.925	0.664

Source: Researcher's Computation, 2025.

The reliability assessment was conducted using Cronbach's Alpha and Kaiser Meyer Olkin

(KMO). The results revealed Cronbach's Alpha coefficients ranging from 0.887 to 0.925, exceeding the minimum threshold of 0.70. Specifically, Monetary Extrinsic Reward recorded an alpha value of 0.887, Non-Monetary Extrinsic Reward 0.901, Intrinsic Reward 0.914, and Functional Service Delivery 0.925. These values indicate a high degree of internal consistency among the measurement items.

Validity was assessed using KMO. The factor loadings for all items ranged from 0.634 to 0.664, exceeding the minimum acceptable threshold of 0.50. The KMO values for Monetary Extrinsic Reward (0.634), Non-Monetary Extrinsic Reward (0.626), Intrinsic Reward (0.693), and Functional Service Delivery (0.664) were all above the recommended benchmark of 0.50. This indicates that each construct explains more than 50% of how the measurement items are accurate.

Result And Discussion

Hypothesis Four: Reward system components (monetary extrinsic reward; non-monetary extrinsic reward intrinsic rewards) does not have combined significant effect on functional service delivery of Federal Neuro-Psychiatric Hospitals (FNPHs) in the Southwest, Nigeria

Table 2: Regression Results for Reward System and Functional Service Delivery

Independent Variable	Coefficient	Std. Error	T-statistic	P-value
Constant	2.906	0.260	11.181	0.000
Monetary Extrinsic Reward	0.294	0.041	3.682	0.017
Non-Monetary Reward	0.394	0.055	4.094	0.003
Intrinsic Reward	0.237	0.059	3.371	0.005
R-Square	0.360		F-Statistic	15.158
Adjusted R-Squared	0.332		s(P-value)	0.000

Dependent Variable: Functional Service Delivery

Source: Researcher's Computation, 2025.

Table 2 displayed the regression findings for the combined effect of reward system components and functional service delivery. It was determined that monetary extrinsic reward has a positive and significant effect on functional service delivery ($\beta = 0.294$; $p\text{-value} = 0.017$). Non-monetary extrinsic reward has a positive and significant effect on functional service delivery ($\beta = 0.394$; $p\text{-value} = 0.003$), and intrinsic reward has a positive and significant effect on functional service delivery ($\beta = 0.237$; $p\text{-value} = 0.005$). The multiple coefficients of determination, (adjusted R^2) showed that the monetary extrinsic reward, non-monetary extrinsic reward and intrinsic reward as components of reward system explained 33.2% (0.332%) of the changes functional service delivery. Additionally, the findings demonstrated that the model's F-statistic value of 15.158 with $p = 0.000$ indicated the fitness of the model. The null hypothesis is therefore rejected.

Discussion of Findings

One of the oils to wheel the performance of employees in all organisations is the reward system. The reward system covers series of compensation packages to appreciate the employees for their contributions in the attainment of the objectives and goals of the organisations. It has served as a motivational factor to encourage to put execute the tasks assigned to them in a particular period.

The study has established that reward system for employees determines the operational delivery of service of employees in psychiatric hospitals in the Southwest region of Nigeria. The findings on objectives one monetary extrinsic reward and functional service showed that the monetary reward given to the employees of FNPH is reflecting in the way and manner at which they carry out their duties. It means there is existence of monetary packages as rewards for the efforts of the employees. It was demonstrated that the more the monetary reward given to the employees, the more the quality of service in the operational duties. The bonuses, allowances, financial gifts, pension among other contribute in helping the employees to dutifully discharge the responsibilities to the patient as it is expected from them.

The findings demonstrated there is an upward movement between the non-monetary reward and functional service delivery. It was revealed that a change in the unit of non-monetary extrinsic reward will result in an increase in the functional service delivery. This implies that there is an existence of reward outside from financial rewards that the employees can feel which encourage the employees to put in more efforts in the process of attending to the need of the psychiatric patients. It is evidenced that the employees in FNPH are being promoted as at when due, they are being sent for training, permission are being granted for leave requests and there is career advancement or progression in the establishment. All these aid in the operational activities that are being handled by the employees.

It is indicated that intrinsic reward and functional service delivery implied that the employee activities within an organisation could be influenced by the intrinsic factors. It was demonstrated that employees are being recognised for their contribution in achieving operational objectives in FNPH, and employees are being commended for a job well done. Also, the internal factors which signified the personality traits of the employee's aid in executing the tasks assigned to them. The employee does see assigned tasks as challenges that must be met, completion of the task boosts the self-esteem and self-confidence of the employees and possession of the burning desire to achieve results in the process of discharging

the operational responsibilities that are expected from them.

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Ezenwegbu, Shehu and Akubue (2020) reviewed the impact of effective reward system on service delivery in civil service of Anambra State in Nigeria. Pay reward, employee recognition, conducive work environment, and staff development were employed as measures for reward system. Cross-sectional survey was adopted for the study with questionnaire administered to the respondents. The study used descriptive statistical analysis to report that pay reward and some non-financial rewards such as employee recognition, conducive work environment, and staff development are positively and significantly enhanced to service delivery in civil service. The study recommended among others that the government at all levels should endeavour to provide employees with adequate pay incentives to facilitate the achievement of desired high-level service delivery in the civil service as obtains in the private sector of the economy.

Ibitomi, Oja-tuwase, Emmanuella and Eke (2022) examined intrinsic reward and employee performance among Nigerian deposit money banks (DMBs) in Ondo State, Nigeria. The survey

method was used to collect data, and the collected data was carefully analyzed using descriptive statistics, multiple linear regression, as well as ANOVA. The study shows that only promotion as a variable of intrinsic reward has the significant and highest effect on employees' performance as compared to bonuses and fringe benefits. Also, praise and recognition have the significant and highest effect on employees' performance. The study concludes that amidst all the intrinsic rewards adopted by the organization, praise and recognition increase employee performance more than others used in DMBs.

Olori and Edem (2017) also investigated intrinsic reward strategies and employee performance in Nigeria's Microfinance Industry. It was found that the non-monetary rewards or intrinsic rewards employees receive in microfinance banks influence their performance through quality output and effective customer service. The study also indicated that intrinsic rewards should be a key strategy in motivating employees.

Manzoor, Wei, and Asif (2021) studied intrinsic rewards and employee's performance with the mediating mechanism of employee's motivation. The data have been collected through the questionnaire method from small and medium enterprises of Pakistan. The study made use of survey research design and simple random sampling using questionnaire. Confirmatory factor analysis and the structural equation modeling were used for data analysis. The main results of the study have shown a positive and significant impact of intrinsic rewards on the performance of the employee. Specifically, the study revealed that the motivation of an employee significantly mediates the association between intrinsic rewards and the performance of the employee.

Obiaga and Itakpe, (2021) examined reward system and employee performance in the oil and gas industry in Rivers State. The descriptive statistics and Pearson's correlation analysis were employed to carry out the data analysis. The results indicate that there is a significant relationship between bonuses and productivity, reward and productivity, promotion and productivity in the oil and gas industry in Rivers State.

Kawara (2021) conducted a study to examine effects of reward systems on employee productivity in the Catholic University of Eastern Africa, Kenya. Purposive sampling was used with primary data and questionnaires were the research instrument. 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 concluded that employees reward systems is a source of motivation to the employees.

Okosi (2020) investigated effect of reward system on the performance of sachet waters companies in Nigeria. Cross-sectional research design was adopted and purposive sampling method. Multiple Regression Analysis was used to test the hypotheses and it was indicated that wages and salaries have a significant effect on employee performance in the selected sachet water companies in Anambra state. The study results also showed that staff recognition have a significant positive effect on employee performance in the selected sachet water companies in Anambra state. Staff training and development showed a significant positive impact on employee performance.

Agbaeze and Ebirim (2020) examined reward system and organizational performance in the manufacturing industry in Nigeria. A survey research design was adopted and primary data was used to collect data using copies of questionnaires. The simple regression revealed that the findings of the study revealed that reward system had a significant effect on organizational performance. It was concluded that reward system should be a match with the organizational performance so that employees would perform their roles with high spirit in the manufacturing industry.

Conclusion and Recommendations

The objective of the study was to investigate the employee reward system and functional service delivery in Federal Neuro Psychiatric Hospitals in Southwest Nigeria. This objective has been achieved. The findings showed when the components of employee reward system were adopted, positive and significant effect were experienced on the functional service delivery of employees in Federal Neuro Psychiatric Hospital, Southwest Nigeria. Thus, there is combined effect of employee reward system (monetary extrinsic reward, non-monetary extrinsic reward and intrinsic reward) on the functional service delivery. The study concluded that employee reward system predicts the manner at which operational service delivery will be carried out.

Based on the aforementioned, it is recommended that there is need for the management of Federal Neuro Psychiatric Hospital (FNPH) and the federal government of Nigeria to continue providing regular monetary extrinsic reward so as to motivate the employees for effective service delivery to the patients. Also, it is important for the management of Federal Neuro

Psychiatric Hospital in Southwest Nigeria to continue to emphasized on the non-monetary reward for the employees. In addition, the management of Federal Neuro Psychiatric Hospitals in Southwest Nigeria should continue with the practice that help the intrinsic values of the employees.

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