

Assessment of Technical and Supporting Staff Reward Systems during COVID-19 Pandemic in Jos University Teaching Hospital (JUTH), Plateau State, Nigeria

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Abstract

The aim of this study was to assess the reward system for technical and supporting staff in Jos University Teaching Hospital (JUTH) in Plateau State. The study was guided by two objectives and one hypothesis. The study used a descriptive design approach, while a self-developed structured questionnaire titled Covid-19 Pandemic and Reward System Questionnaire (CARS-Q). The data were analyzed using simple percentages, mean rating standard deviation, and independent t-statistics. The results revealed that covid-19 allowances, access to palliatives, provision of personal protective equipment, payment of salaries, provision of relevant information, and staff training were the types of reward systems provided to technical and supporting staff of JUTH during the covid-19 Pandemic. It was also found that these rewards were not distributed to the staff equally. The results indicated that the technical staff were better rewarded during the Pandemic than the supporting staff. The study concluded that there were differences in the reward system provided to technical and supporting staff of JUTH during the covid-19 Pandemic. The study recommended amongst others that the government and management of JUTH should ensure that both technical and supporting staff are rewarded equally during a pandemic so as to enhance their level of efficiency in service delivery, government and management of the Hospitals should make provision for equality in the payment of covid-19 allowances, insurance benefits and overtime allowances for staff of JUTH during a pandemic and that the hospital should provide flexible working opportunities for the staff for maximum performance.

Keywords: Covid-19 Pandemic, Reward System, Supporting Staff, Technical Staff.

Introduction

The rewards paid to employees of an organization generally play an important role in enhancing the efficiency and performance of the employees. [1] opined that employee are considered as the most valuable asset of all organizations as they provide a competitive advantage to an organization; therefore, retaining them in their job is essential. The argument, therefore, centered on the fact that when workers are effectively and maximally rewarded by their employers, they would be motivated to put in their best in the production or service delivery. This also suggests that poorly rewarded workers may lack the zeal and

enthusiasm of doing what has expected them as employees of an organization. [2] observed that in order to retain highly competent and skilled employees, human resources management practices such as reward systems are being used. It can also be argued that health institutions in both developed and developing economies like Nigeria cannot expect the best from their employees, whether medical (technical) or non-medical (supporting) staff, when appropriate and motivating reward systems are not practiced. But, the extent to which appropriate reward systems would be implemented by health institutions would depend on, amongst others, the presence of otherwise of health challenges

like a pandemic. Buttressing this, [3] stated that in the current challenging and difficult times, reward systems play a significant part in retaining employees, the most important asset of the organization.

Thus, since the outbreak of the Covid-19 Pandemic, the sorrow state of the Nigerian healthcare system has become more glaring. In developed countries, the ravaging nature of the Pandemic, marked by a high death toll, brought serious fear among Nigerian citizens. These fears are not necessarily as a result of the lethal nature of COVID-19, but rather, and they are consequent of certain conditions such as; an inept and unconcerned leadership, accompanied by dilapidated health institutions characterized by poor working conditions and incentives, especially the nature of reward system practice by the health sector in the country. This is an issue of interest because, in every health institution in Nigeria, there are both technical who deal directly with the administration of medical services like drugs, and injections among others, and supporting staff who are mostly non-medical staff like those working in the administration and accounts departments among others. Interestingly, while these categories of staff are exposed to many health hazards by virtue of their working environment, there exist variations in their reward system.

Employees often find it challenging to maintain boundaries between work and non-work [4], and the forced confinement of workers during the COVID 19-pandemic has further complicated this issue. During the outbreak of the COVID-19 Pandemic in Nigeria, both staffs reported to duty although at the alternating pattern, yet, allowances despite the variation in both their salaries and allowances for services provided during the Pandemic. Nevertheless, despite these structures, no policy efforts have achieved remarkable success at implementation; and this owes largely to a lack of political commitment that has led to inadequate and inefficient financing, a shambolic maldistribution of the health workforce, weak and

dilapidated infrastructures, substandard drugs and equipment among other highlights. The outbreak of the COVID-19 Pandemic globally and in Nigeria, in particular, exposed the woes of the health sector in developing countries and hence the need for appropriate infection prevention and control measures. Healthcare workers' adherence to prevention and control measures is affected by their attitudes the reward system put in place, because without adequate motivation which the type of reward given to employees is one, workers of health institutions like the Jos University Teaching Hospital (JUTH) may not be very effective and productive in terms of their performance.

What people do attract rewards of different kinds. According to [5], people are rewarded financially for the job they are doing and may receive additional rewards related to the level of their performance, competence or skills contingent or variable pay or their service in the job service-related pay. They can also receive non-financial rewards such as recognition, praise, or the opportunity to develop and learn new skills. However, the coronavirus disease pandemic has profoundly impacted the health and psychological well-being of hospital nursing staff. While additional support is needed to better cope with increased job demand on the side of both medical and non-medical staff of tertiary hospitals in Plateau State. According to [6], intrinsic rewards or motivational factors are non-monetary factors that could increase the level of satisfaction among the employees, while extrinsic motivational factors or rewards are monetary factors that increase the level of satisfaction in the employees. This implies that for effective service delivery, especially during a pandemic like the Covid-19 Pandemic, health institutions like JUTH should serve as much as possible initiate and implements reward systems that would capture both intrinsic and extrinsic reward systems.

The outbreak of the COVID-19 Pandemic globally and in Nigeria, in particular, brought to bear the rot in the health sector and the need for

a better reward system for workers in health institutions in the country. It can be argued that the problem faced by many organizations' is their inability to come up with a structured reward strategy for retaining these competent employees for the flourishing of the organization. This is factual because an organizational reward system is largely one of the determinants of employees' job satisfaction and efficiency; hence, introducing a good reward system to employees in a period of a pandemic would go a long way in motivating and making them more productive. In Plateau State, both technical (medical) and supporting (non-medical) staff of health institutions had to worked even when there were lockdowns in most States, including Plateau, thereby necessitating the organizations to introduced some incentives like palliatives and provision of covid-19 Pandemic amongst other measures. Furthermore, 17 staff of JUTH were said to have tested positive for the disease, while all staff of the hospital has been quarantined. The [7] reported that as at September 2020, Plateau was at a point ranked fourth highest in the number of COVID-19 cases in the country, with 3,175 cases, with 62 health workers affected, while 922 patients of the disease are on admission. This posed a great threat on health workers as many health professionals leave the public sector to join the private sector where better rewards are offered.

Work place guideline can help employees regain confidence at hard times. According to [8], workplace guidelines and support during a hard time are always a sigh of relief that helps the employees to regain their confidence and motivation. In the light of this assertion, the management of JUTH introduced some reward systems, which include the provision of allowances to frontline staff and other personal protective equipment which are required for staff to carry out their duties as well as ensuring that salaries of both medical and non-medical staff were paid during the COVID-19 Pandemic. While the argument in some quotas centered on

the fact that technical staff like medical doctors, pharmacists, medical laboratory scientists, and nurses are more vulnerable to the diseases, and as such, the reward system should favour them. Others also believed that looking at the environmental condition in which both workers are exposed, they should be rewarded equally regardless of whether they are technical or supporting staff. The arguments have been that there were clear differences in the way technical and supporting staff of the hospital were rewarded during the COVID-19 Pandemic as attested to by variations in their salaries and allowances. This may have created a kind of disharmony between the two groups of workers in the hospital as the supporting staff tends to feel as if their duties are not viewed as essentials. This suggests that if the trend is allowed to continue, it could have serious negative consequences on the efficiency of the workers in terms of services delivery in the organization. Consequently, [9] argued organizations must understand that individuals respond differently according to how they are motivated; some individuals may be motivated by recognition while others may be motivated by bonuses or benefits. But what is the perception of technical (medical) and supporting (non-medical) staff of JUTH towards their reward system during the coronavirus pandemic? This indeed is the motivation for this study.

Objectives of the Study

The following are the specific objectives of this study:

- i. To assess the types of reward provided to staff of JUTH towards the organization's reward system during covid-19 Pandemic.
- ii. To determine the perception of technical and supporting staff of JUTH on their reward system during the covid-19 Pandemic.

Research Hypotheses

The study was guided by the following research hypothesis that was statistically tested:

HO₁: There is no significant difference between the perception of technical and supporting staff of JUTH toward their reward system during covid-19 Pandemic.

Literature Review

Conceptual Review

Reward system literary entails the strategies that organizations used to motivate their employees or workers. The Reward system of an organization goes beyond the payment of salaries to the workers alone; it encompasses all the measures that an organization introduces or implements with the intention of making their workers better-off so as to enhance their efficiency. This suggests that the reward system can therefore take the form of intrinsic or extrinsic rewards. [10] held the view that extrinsic reward has to do with physical benefits provided by the organization such as pay, salaries, bonus, fringe benefits, and career development opportunities, while intrinsic rewards, on the other hand, has to do with rewards that come from the content of the job itself and comprise of motivational attributes of the job such as independence, role coherence, and education. Rewards are expected to capture the employees' attention, and at the same time it works as a reminder for the person in charge of what needs should be completed in different working areas [11, 12]; reward is a driving force that enables an employee to become responsive, structured and high-yielding in an organization. This implies adequate motivation or rewards if provided to employees, could improve the employees' potential and satisfaction level, ultimately increasing the values and productivity of the companies in particular.

The emergence of the dreaded coronavirus pandemic has spread rapidly and enveloped most countries, becoming a once-in-a-century global health crisis. The number of cases diagnosed with COVID-19 has risen exponentially, with 19,718,030 confirmed cases worldwide and 728,013 deaths recorded as of August 10, 2020 [13]. Policymakers and hospitals did not have

sufficient time to accommodate the sudden variation and adjust their response, resulting in unprecedented disruption to the global healthcare system. Owing to major public health risks it posed to global health, the outbreak was declared as a pandemic by the World Health Organization (WHO) on March 11, 2020 [7]. In most countries and regions struck by COVID-19, hospitals and other practices have reached their maximum capacity and continue to experience severe shortages of medical resources. According to the Centers for Disease Control and Prevention (CDC) website, more than 91,000 medical workers across the United States have been diagnosed with COVID-19 as of early July [7].

Moreover, almost all forefront medics worldwide are suffering from both physical and psychological exhaustion. As the epidemic progressed, almost all tertiary and secondary hospitals across the country experienced a serious dearth of medical resources. Ventilators, gloves, surgical masks, disposable isolation gowns, eye protection, essential medicines, and equipment were inadequate and far from meeting the demand. The number of beds available in the hospitals designated for treating coronavirus patients was insufficient [14]. The limited supply of qualified medical resources further aggravated the healthcare burden, hence the need for the few available to be adequately rewarded for maximum service delivery.

The role played by both medical and non-medical staff in service delivery in the health centre cannot be over-emphasized. In hospitals, medical staff like nurses and medical Doctors was on the frontline providing care in close physical proximity to patients with COVID-19 and had a direct risk of being exposed to the virus [15]. Nurses worked long hours under extremely dynamic conditions, had heavy workloads, and carried the fear of becoming infected and transmitting the virus to family and friends [16]. Many have experienced a decline in psychological well-being, such as increased anxiety, depression, and post-traumatic stress

[17] that may interfere with the safe delivery of high-quality care. Availability of organizational resources to medical staff like medical doctors and nursing staff can help ensure personal safety and health that will translate to safe performance and delivery of quality care. During the COVID-19 Pandemic, nursing staff, in general, have reported resource challenges such as availability of personal protective equipment and food access, among others [18, 19] argued that employees' friendly strategies should have been used by the Government and workplaces to reduce the negative impact of Covid-19 Pandemic and make the employees more satisfied and productive. In other words, during the Pandemic, the reward system employed by the employers of labour should be an important factor in determining employee retention.

Evidence from literature shows that as at June 2020, the Plateau State Government disclosed that 29 of its health workers had been infected with the coronavirus. The state closed down a private hospital for two weeks following its exposure to two COVID-19 patients, who were managed for other health conditions. This suggests that no organization was immune to the consequences of the Covid-19 Pandemic in the State. In an effort to fight the covid-19 epidemic, the overwhelming majority of doctors carry the responsibility of safeguarding the health of all people in Nigeria and in Plateau State in particular. Medical personnel have received increased attention and recognition through this outbreak, including the acknowledgment and protection by the State and the support and respect of the people. With such recognition, most medics have devoted themselves to medical and health care services. A total of 42,000 health workers across the country have assisted Hubei province regardless of the high risk of cross-infection [21]. During this epidemic, further measures were promulgated to provide incentives to healthcare workers and protect them in all aspects, including subsidies and allowances, work-related injury compensation, psychological health services,

and daily needs, among others [20]. Beyond legal rights protection, these measures reflect the appreciation of the country for their contributions. Apart from policy protection measures, a cultural shift in the social status of doctors and attitude toward doctors has been observed. Both doctors and patients have been understanding and supportive of one another in their fight against the virus. Doctors and nurses who are seen as technical staff received national recognition for their pivotal role in halting the spread of the disease and have gained public support and respect. Additionally, non-medical staff like the administrative workers and accountants who provide supportive services to the technical or medical staff were also called upon during the Pandemic with the expectations that their reward system during the Pandemic would be commensurate to the services rendered, rather than being a function of their professionalism.

It is important to note that in the health sector, just like other sectors in Nigeria, a good reward system of the employees could maximize the potential and satisfaction level of the employees that ultimately increase the values and productivity of the companies in the long run. It is the duty of the employer to retain their best employees by way of providing attractive rewards. However, there is a natural disparity between what people think they should be paid and what organizations spend as rewards. When the disparity becomes too big, and another opportunity comes, turnover happens [21]. Thus, during a period like Pandemic, employees' level of performance in the job would be influenced by factors such as the nature and kind of reward system put in place and how these rewards are shared amongst the different categories of workers in the organization.

Theoretical Review

This study was hinged on the Expectancy Theory developed by [22]. The theory states that expectations are the main reasons why people join some organizations. The first expectation is

that people join organizations with high expectations about their needs, motivations, and past experiences, which influence how they respond to their roles in the organization. Another expectation is that an individual's behaviour is a result of deliberate options because people are free to choose those conducts suggested by their own expectancy estimations. The third reason is that people expect many things from their organizations; these needs include a good salary, job security, and promotion. And the last expectation is that people will choose among other options so as to maximize outcomes for themselves. Based on these reasons, the theory assumes that people will give their best in attaining the organizational objectives if they are sure of a favourable reward. Expectancy theory also argues that employees have high expectations from their employers or managers in the sense that employers will make available important information concerning their job and also provide them with sufficient training so as to enable them to perform their roles effectively and efficiently for the success of the organization. This theory is relevant to this research because there both technical and supporting staff of the Jos University Teaching Hospital (JUTH) expect a lot from the organization as a reward for their services, especially during the COVID-19 Pandemic were they exposed themselves to great danger considering the ravaging effects of the disease globally. They expect their financial entitlements, information, training, and other forms of both intrinsic and extrinsic rewards to enable them to deliver effectively, looking at the demanding nature of their job, especially when the Pandemic was at its peak. They, therefore, need to be motivated by rewards that can spur them to put in their best.

Empirical Review

The need for an effective reward system to workers of different categories have been widely studied in the extant empirical literature. For

instance, [11] studied the influence of reward systems on employees' retention in faith-based health organizations in Kenya: A case of Mukumu Hospital, Kenya. The study found out that there was a strong and positive correlation between employee retention and intrinsic rewards, which was statistically significant. There was also a strong and positive correlation between the Employees' retention and extrinsic rewards, which was an indication that extrinsic rewards have a positive influence on employee retention. Career development also positively influenced the retention of faith-based health organization employees in Kenya. The study concluded that intrinsic, extrinsic as well as career development are important components of employee retention. This study is in important literature to in this study because it was on the reward system, but the scholars delimited it to job retention without looking at its extent of disparity between the staff.

There is a link between a reward system and employee retention. [9] investigated the effects of reward management practices on employee retention in telecommunication firms in Kenya. The study found that there was a strong link between employees' reward management practices and retention in telecommunication firms. The study concluded that reward management has a high effect on employee performance such that the more efficiently an organization manages it rewards, the better the employees will perform. This study is relevant to this work since it was on a reward system for employees. However, while the focus of the previsions study was on employees' retention in telecommunication firms in Kenya, this study focused on the reward systems for technical and supporting staff of Jos University Teaching Hospital in Plateau State, which is in Nigeria.

Similarly, some rewards like basic needs more attention than other in critical moments. [23] analyzed nursing staff perceptions of resources provided by hospitals during the COVID-19 Pandemic in the United States. The study used registered nurses and nursing

assistants who were working in hospitals during the Pandemic. An online survey via social media posts and emails between May and June 2020 was used. A total of 360 free-text responses to an open-ended survey question were analyzed using content analysis. The findings revealed that more than half of the participants reported that they were provided with hospital resources. It was found that basic needs resources like food on-site, groceries and childcare support were the most frequently reported compared with four other types of resources. The themes used were community support, unequal benefits, decreasing resources, and insufficient personal protective equipment. The study concluded the findings could assist organizational leaders in the planning and allocation of different types of resources. This study is relevant to this study because it focused on the reward system in a hospital, but it was carried out in the United States, while the present research concentrated on the situation in JUTH in Nigeria.

Furthermore, there is a need for training on protection and protective measures for having a positive attitude among healthcare workers during pandemics. [24] assessed healthcare workers' knowledge, attitude, and practices during the COVID-19 pandemic response in a tertiary care hospital of Nepal. A self-developed piloted KAP questionnaire was administered to the recruited healthcare workers involved in the COVID-19 response at the Universal College of Medical Sciences Teaching Hospital in Bhairahawa, Nepal. The results revealed that attitude was positive for 53.4% of the participants and negative for 46.6% of participants. The practice was good for 81.5% of participants and poor for 18.5% of participants. There was comparably better knowledge regarding COVID-19 among healthcare workers. Appropriate practice correlates with better knowledge, and a positive attitude towards COVID19 infection is seen with increasing age. The study recommended for training on protection and protective measures for having a positive attitude among healthcare workers is

necessary against the fight with COVID-19 infection. This finding is relevant to the present research since it was on health workers who are also focused on this research. The scholars, however, did not link it to their reward system to show whether differences exist. More so, neglect of the health system can cause a serious problem during outbreaks. [25] conducted a study on Covid-19 Pandemic and the Nigerian primary healthcare system: The leadership question. The paper adopts a qualitative approach that will be anchored on primary and secondary sources of historical methodology. The study used primary and secondary data. The findings revealed that the outbreak of the Covid-19 Pandemic in Nigeria, its local dispersion occasioned by the paucity of medical personnel and supplies due to decades of neglect of the health care system, is worrisome. This study recommended that there is a need to overhaul the healthcare system with the aim of achieving a robust health care system for Nigerian citizens. This study is relevant to the present research since it was on the covid-19 Pandemic, which is a variable used in the current research. However, while the scholars concentrated on leadership questions, this study is on the reward system in a period of Covid-19 Pandemic.

Methodology

Research Design

This study follows the descriptive design approach because it aims at exploring the issue of interest in its physical setting, which is JUTH using a selected sample of respondents drawn from both the technical and supporting staff of the organization. [26] defined a descriptive design as that type of research design that describes population characteristics by the selection of an equal sample. That is, it is concerned with finding out the what, where, and how of a phenomenon.

Participants

The study population comprises of male and female Staff of JUTH working as medical

doctors, nurses, laboratory technicians, pharmacists, administrators, and those in the finance department. Hence, a target population of 300 staff was considered the target population, out of which 90 respondents were selected for the study, representing 30 percent of the target population. This sample was considered appropriate because [27] asserted that in a survey research a sample size of 10-30% is considered enough and appropriate for the study. Research participants were selected using simple random sampling, but the selection of the different professions was purposively carried out to ensure that both technical or medical and supporting or non-medical staff were included in the selected sample.

Instrument

The study used a self-designed structure questionnaire titled COVID-19 Employees Reward System- Questionnaire (CERS-Q). All respondents were asked to rate their reward systems during the Covid-19 Pandemic on a 5-point Likert Scale. In this scoring system, participants responded to each of the five response categories as strongly agree (SA=5),

agree (A=4), undecided (U=3), disagree (D=2), and strongly disagree (SD=1) respectively. The reliability of the instrument was determined using the Cronbach Alpha Coefficient Technique which yielded a reliability value of 0.89, which implies that the questionnaire was reliable since the estimate was statistically greater than the 0.7 benchmark. The instrument was administered to the sampled participants using the direct method of administration by the researchers and two research assistants who were staff of the organization.

Method of Analysis

The data collected were analyzed using both descriptive and inferential statistics. Specifically, simple percentages mean and standard deviations were used as descriptive tools for analyzing the research objectives. A decision or criterion mean of 3.0 was used for statistical decisions. The hypothesis, on the other hand, was tested using t-statistic at 0.05 level of significance. The computation of all coefficients was done using the Statistical Package for Social Sciences (SPSS) version 25 for the purpose of accuracy.

Results

Table 1. Results of Analysis of Socio-Demographic Characteristics of Participants

Variable		Frequency (n=90)	Percentage (%=100)
Gender	Male	40	44.4
	Female	50	55.6
	Total	90	100.0
Age Group	17-24 years	7	7.8
	25-34 years	29	32.2
	35-44 years	34	37.8
	45 and above	20	22.2
	Total	90	100.0
Working Experience	0-10 years	45	50.0
	11-20 years	31	34.4
	21-30 years	9	10.0
	31 years and above	5	5.6
	Total	90	100.0
Profession	Medical Doctors	15	16.7
	Nurses	30	33.3

	Lab. Scientists	12	13.3
	Pharmacists	11	12.2
	Administrators	15	17.7
	Finance	7	7.8
	Total	90	100.0

Source: Field Survey, 2021

Table 1 revealed that 44.5 percent of the respondents were male, and 55.6 percent were female. This implies that the majority of the respondents were female employees' of JUTH. The results also revealed that 7.8 percent of the respondents were aged 17-24 years, 32.2 percent were aged 25-34 years, while the majority of the respondents, 37.8 percent, were aged 35-44 years. Similarly, it was found that 50.0 percent who were the majority have worked for 0-10 years, 34.4 percent have worked for 11-20 years, 10.0 percent had 21-30 years working

experience, and only 5.6 percent have worked for 31 years and above. Furthermore, the results revealed that 16.7 percent were medical doctors, 33.3 percent were nurses, 13.3 percent were laboratory scientists, 12.32 percent were pharmacists, 16.7 percent were administrative staff, and 7.8 percent were staff of the fiancé and accounts department, respectively. This means that majority of the respondents were nurses. This also means that the participants selected cut across different professions in the organizations.

Table 2. Mean Rating of types of Reward System during Covid-19 Pandemic

SN.	Statement of Items	Mean	Std. Dev.	Decision
1	Covid-19 allowance	3.37	0.64	Agree
2	Bonuses and insurance benefits	2.44	0.86	Disagree
3	Access to Covid-19 palliatives	3.27	0.78	Agree
4	Flexible work opportunities	2.15	1.83	disagree
5	Staff Training opportunities	3.30	0.75	Agree
6	Personal protective equipment	3.25	0.78	Agree
7	Prompt payment of salaries	3.13	0.93	Agree
8	Special promotions	2.65	1.25	Disagree
9	Caring attitudes and sense of recognition	3.21	0.68	Agree
10	Adequate information	3.11	0.88	Agree
11	Payment of overtime allowances	2.76	1.14	Disagree

Cumulative Mean = 2.97

Criterion Mean= 3.0

The findings from the results of rewards (Table 2) provided to both technical and supporting staff of JUTH during Covid-19 Pandemic revealed the major rewards were the payment of covid-19 allowances (X=3.37), access to covid-19 palliatives', staff training (X=3.30), personal protective equipment (X=3.25), caring attitudes and sense of recognition (X=3.21), prompt payment of salaries (X=3.13) and adequate information (X=3.11) respectively. However, the results

show that respondents disagreed with payment of overtime allowances (X=2.76), promotion (X=2.65), flexible work opportunities (X=2.15), and provisions for bonuses and insurance (X=2.44) were made available during the Pandemic. However, since the cumulative mean of the items computed as 2.97 is less than the criteria mean of 3.0, it implies that the reward system provided by the technical and supporting staff of JUTH was not adequate.

Table 3. Mean Rating of Reward System for Technical and Supporting Staff during Covid-19 Pandemic

Staff Category	n	Mean (X)	Std. Deviation	Mean Difference
Technical	68	3.34	0.87	1.18
Supporting	22	2.16	1.12	

The results of the analysis in Table 3 revealed that technical (medical) staff of JUTH had a reward system mean coefficient of 3.34 and a standard deviation value of 0.87, while the supporting (non-medical) staff, on the other hand, had a mean coefficient of 2.16 and standard deviation of 1.12. This implies that technical staff, which includes medical doctors,

nurses, pharmacists, and laboratory science, enjoyed better rewards during the covid-19 Pandemic than their supporting staff like those in the administration and finance department. These results further indicated that there were differences between the reward system for both technical and supporting staff of JUTH during the covid-19 Pandemic.

Table 4. Results of Independent T-test Analysis of difference between the Reward System for Technical and Supporting Staff of JUTH during covid-19 Pandemic

Staff Category	X	Std. Dev.	Df.	t-cal.	p-value	Decision
Technical	3.34	0.87				
			88	2.673	.000	HO Sig.
Supporting	2.16	1.12				

$p < 0.05$

Table 4 indicated that $t(88) = 2.673, p = .000$, which means that $p < 0.05$; hence there were enough reasons to reject the null hypothesis. The study, therefore, concluded that there is a significant difference between the reward system for technical and supporting staff of JUTH during the COVID-19 Pandemic. The findings further revealed that technical (medical) staff had a higher mean value than their supporting (non-medical) staff. The implication of this finding is that technical staff were better rewarded during the covid-19 Pandemic than their supporting staff. This might have been attributed to the fact that most of them were involved in frontline medical service delivery during the Pandemic.

Discussion of Findings

The aim of this study was to assess the perception of technical and supporting staff of JUTH on their reward system during the COVID-19 Pandemic. The findings from the results of the types of rewards provided to staff during the Covid-19 Pandemic showed that they

had access to covid-19 allowance, covid-19 palliatives', staff training, and personal protective equipment. The findings also revealed that the management exhibited caring attitudes and a sense of recognition, their salaries were promptly paid and that they were provided with adequate information on what they need to do. [2, 28] contended that to retain the highly competent and skilled employee, Human resources management practices such as reward systems are being used. The results further revealed that overtime allowances, promotion, flexible work opportunities, and bonuses and insurance were not made available to the staff during the Pandemic. This contradicted the views of [12], who have argued that reward or motivation is a driving force that enables an employee to become reactive, efficient, and productive.

The results of the analysis of their perception of the difference between the reward system for technical and supporting staff of the organization revealed that technical staff like medical doctors, nurses, pharmacists, and laboratory scientists

were had a better reward system than supporting staff like those working in the administration and finance departments of the same organization. In the light of this, [19] maintained that employees' friendly strategies should be used by the Government and workplaces to reduce the negative impact of the Covid-19 Pandemic, and make the employees more satisfied and productive. The variations in the reward systems between these groups of staff could be attributed to the nature of their jobs since technical staff were considered as frontline workers during the outbreak of the covid-19 Pandemic while supporting staff were supposed to provide support services that are non-medical in nature during the Pandemic. The findings from the hypothesis tested also attested to this descriptive result since it was found that $p < 0.05$, and the null hypothesis was rejected. [9] investigated the effects of reward management practices on an employee in telecommunication firms in Kenya. The study found that reward management has a high effect on employee performance. The study found that the more efficiently an organization manages its rewards, the better the employees will perform. This implies that the differences between the reward system for technical and supporting staff of JUTH during the Pandemic was statistically significant in favour of the technical staff.

Conclusion

The findings from reviewed literature show that the type of reward system provided to employees in organizations like the health sector play an important role in enhancing worker's efficiency. However, the distribution of the staff into technical (medical) and supporting (non-medical) staff also is amongst the critical factors that influence their reward system. The findings from this study established that covid-19 allowances, access to palliatives, provision of personal protective equipment, payment of salaries, provision of relevant information, and staff training were the types of reward systems provided to technical and supporting staff of JUTH during the covid-19 Pandemic. The

results also indicated that respondents perceived that these rewards were not distributed to the staff equally because the empirical findings revealed that the technical staff were better rewarded during the Pandemic than the supporting staff. The study therefore concluded that the respondents perceived that there were differences in the reward system provided to technical and supporting staff of JUTH during the covid-19 Pandemic.

Recommendations

Based on the findings of this study, the following recommendations have been made amongst others:

- i. The government and management of JUTH should ensure that both technical and supporting staff are rewarded equally during a pandemic so as to enhance their level of efficiency in service delivery
- ii. The government and management of the Hospitals should make provision for equality in the payment of covid-19 allowances, insurance benefits, and overtime allowances for staff of JUTH during a pandemic
- iii. Government should ensure that both technical and supporting staff that excel and show ingenuity in the treatment and management of victims of pandemics like the covid-19 are given special promotions so as to motivate others to put in their best
- iv. There is a need for the management of the hospital to provide flexible working opportunities for the staff of JUTH regardless of whether they are technical or supporting staff for maximum performance.

Acknowledgement

My gratitude goes to God and my family for standing by me and providing the needed support for this work. I will forever remain grateful.

Conflict of Interest

The writer has no conflict of interest.

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