

Impact of Reward System on Employee's Productivity of Non Academic Staff of Private Polytechnics in Enugu State

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Abstract: Reward systems play a key role as they determine the employer-employee relationships. The reward system defines what the employer is willing to give, which has a direct impact on what employees are willing to contribute in exchange. The study sought to examine the impact of reward system on employee's productivity of non academic staff of private polytechnics in Enugu State. The study used explanatory mixed method, the opinion of the populace or residents, through survey method (questionnaire), was analysed. The target population 364 (three hundred and sixty four) made up of the non academic staff of private universities in Enugu State namely: Marist Polytechnic, Umuchigbo, Iji-Nike, Emene, Enugu State, Mater Dei Polytechnic, Ugwuoba and Our Saviour Institute of Science, Agriculture & Technology, Enugu. The whole population was used as it is small. 345 questionnaire were returned and accurately filled. The hypotheses were analyzed using Z - statistic tool. The findings indicated that career development had positive impact on employee productivity of academic staff of private polytechnics in Enugu State with $Z(95, n = 364) = 21.705, p > 0.05$; prompt payment of salary had no positive impact on employee productivity of private polytechnics in Enugu State with $Z(95, n = 364) = 16.4, p > 0.05$. The study concluded that career development and prompt payment of salary had positive impact on employee productivity of private polytechnics in Enugu State. Based on the findings of the study, it was recommended among others that private polytechnics should not take the remuneration of their employees for granted because it will result in low productivity, salaries, wages, and all other entitlements be paid promptly.

Keywords: Reward System, employee productivity, salary, career development.

Introduction

1.1 Background of the Study

Reward systems play a key role as they determine the employer-employee relationships. The reward system defines what the employer is willing to give, which has a direct impact on what employees are willing to contribute in exchange. Compensation and benefits alone are no longer effective as motivating mechanisms because they cannot create the employee engagement required to compete in today's complex and fast-moving business environment. To generate an employment relationship that is long lasting and difficult to imitate, organizations can adopt a more comprehensive view of rewards (Kelly, & Cole, 2011). Reward systems play a key role as they determine the employer-employee relationships. The reward system defines what the employer is willing to give, which has a direct impact on what employees are willing to contribute in exchange (Franco-Santos & Gomez-Mejia, 2015).

Reward system refers to all the monetary, non-monetary and psychological payments that an organisation provides for its employees in exchange for the work they perform. Rewarding employees when they effectively fulfil directives is an often overlooked yet critical management tool. When properly administered and communicated, a reward program can create and maintain a highly motivated and productive employee force working for the prosperity of your business (Michelle, 2019). Rewards schemes may include extrinsic and intrinsic rewards. Extrinsic rewards are items such as financial payments and working conditions that the employee receives as part of the job. Intrinsic rewards relate to satisfaction that is derived from actually performing the job such as personal fulfilment, and a sense of contributing something to society. Many people who work for charities, for example, work for much lower salaries than they might achieve if they worked for commercial organisations. In doing so, they are exchanging extrinsic rewards for the intrinsic reward of doing something that they believe is good for society (Kelly, & Cole, 2011).

Productivity in the workplace is an important aspect of every company, employee productivity is a metric that is calculated based on the amount of output on a project versus the amount of time it takes. It can also be measured against a standard or "base" of productivity for a group of workers doing similar work (Manuela, 2020). Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce,

employee productivity is an important consideration for businesses (Mary, 2020). Every organisation wants to increase productivity in the workforce. The impact of employee reward on productivity must be understood and addressed to increase overall employee productivity in the workplace. Effective reward systems must be implemented in order to increase productivity. The strong impact of reward systems on productivity in the workplace is crucial to understand the impact of reward system on employee's productivity of non academic staff of private polytechnics in Enugu State.

1.2 Statement of the Problem

Creating an environment in which employees are productive is essential to increased profits for any organization, big or small. Organization profit-making is achieved by the coordinated effort of their members. Human resource is vital in any organization. Central to the growth, viability and survival of any organization be it private or public, manufacturing or non-manufacturing, is the effective staff utilization and maintenance of the human resources. Adequate reward system will encourage employees to be proactive and have right attitude to work, thereby promoting organizational productivity. To avoid controversy and wrong perception among members of staff, it is important that reward system must be clearly communicated to them alongside with their specific tasks, this will drive the much needed motivation and satisfaction in the employees. High level of staff productivity are largely determined by the reward system put in place by the institution or organization. It is not possible to have a good team of professionals in an organization without a good reward system and motivation platform.

The non-academic department in tertiary institutions consists of works, bursary, librarian, medical personnel, exams and records, confidential secretaries, cleaners/messengers, administrative staff, account, security personnel among others. Many of these departments are greatly inefficient at their capacity to function effectively and support institution to achieve its stated objectives and goals. For instance, exams and record department in Nigerian polytechnics have a long history and mismanagement of student's results and preparing academic transcripts for students. This inefficiency has gone so deep to an extent where foreign universities or organizations will send a mail to exams and records department to confirm a student's academic status and will not get any response. Furthermore, a student will be processed for National Youth Service Corp (NYSC) and when the student comes back to request for his/her academic transcript, that when the exams and record department will find out that the students have a missing result. The level of employee unproductiveness is clearly seen in the nonchalant attitude of most non-academic staff towards their work in the tertiary institutions, their lateness to work, absenteeism, visiting hospitals and attending more to their family and personal issues and trade etc.

This issue of inefficiency and unproductiveness among non-academic staff has become a menace and has damaged the image of polytechnics both in the domestic and global level. It has even brought a set back to the academic activities in the polytechnic. The inefficiency among non-academic staff units such as exams and records, works and bursary among others are regarded to be lack of effective reward system. Poor reward system has been a major factor affecting employees' productivity, commitment and satisfaction. Therefore, this study sought to examine the impact of reward system on employee's productivity of non academic staff of private polytechnics in Enugu State.

1.3 Objectives of the Study

The general objective of the study was to examine the impact of reward system on employee's productivity of non academic staff of private polytechnics in Enugu State. The specific objectives were to:

- i. Examine the impact of career development on employee productivity of academic staff of private polytechnics in Enugu State.
- ii. Ascertain the impact of prompt payment of salary on employee productivity of private polytechnics in Enugu State.

1.4 Research Questions

- i. What is the impact of career development on employee productivity of academic staff of private polytechnics in Enugu State?
- ii. What is the impact of prompt payment of salary on employee productivity of private polytechnics in Enugu State?

1.5 Research Hypotheses

The study was guided by the following null hypotheses:

- i. Career development has no positive impact on employee productivity of academic staff of private polytechnics in Enugu State.
- ii. Prompt payment of salary has no positive impact on employee productivity of private polytechnics in Enugu State.

2.0 Review of Related Literature

2.1 Conceptual Review

2.1.1 Reward System

Reward systems are policies that show clearly the guidelines to managing rewards. They provide financial and non-financial rewards and processes involved in evaluating the relative size and worth of jobs and placing the right staff on the right job based on individual performance. These policies ensure that staff are rewarded fairly, equitably and consistently with their input in the organization. The aim is to meet both the needs of the employees and the organization. A typical reward package should include base pay, commissions, overtime pay, bonuses, profit sharing, merit pay, stock options, travel and meals, housing allowance, benefits including dental, insurance, medical, vacation, leaves, retirement, tax freedom (Atchison, Belcher & Thomsen, 2010). Bernadin (2017) also argues that employee benefits, though a part of total reward system, embraces non-monetary forms of compensation ranging from healthcare plans to pension or retirement plans, social security, insurance, family and medical leave. Cascio (2013) indicates that reward packages such as severance pay, vacations and sabbatical, holidays and workers' compensation are legally mandated to be enjoyed by employees. However, these reward packages are often designed by organizations to enhance employees job satisfaction and job performance. This includes all types of rewards, both intrinsic and extrinsic, that are received as a result of employment by the employee. Intrinsic rewards include rewards within the job such as responsibility, autonomy, appreciation from the boss, scope to use and develop skills, training career, development opportunities, high quality leadership and feelings of accomplishment among others. Extrinsic rewards are tangible rewards like pay bonuses and fringe benefits.

2.1.2 Productivity

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

2.1.3 Career Development

Career Development or Career Development Planning refers to the process an individual may undergo to evolve their occupational status. It is the process of making decisions for long term learning, to align personal needs of physical or psychological fulfillment with career advancement opportunities. Career Development can also refer to the total encompassment of an individual's work-related experiences, leading up to the occupational role they may hold within an organization. Career Development can occur on an individual basis or a corporate and organizational level (McDonald & Kimberly., 2016).

Career development is the series of activities or the on-going/lifelong process of developing one's career which includes defining new goals regularly and acquiring skills to achieve them. Career development usually refers to managing one's career in an intra-organizational or inter-organizational scenario. It involves training on new skills, moving to higher job responsibilities, making a career change within the same organization, moving to a different organization or starting one's own business. Career development is directly linked to the goals and objectives set by an individual. It starts with self-actualization and self-assessment of one's interests and capabilities. The interests are then matched with the available options. The individual needs to train himself to acquire the skills needed for the option or career path chosen by him. Finally, after acquiring the desired competency, he has to perform to achieve the goals and targets set by him (Pope, 2009).

2.1.4 Prompt Payment of Salary

Salary is a form of payment from an employer to an employee which may be specified in an employment contract. It is contrasted with piece wages, where each job, hour or other unit is paid separately, rather than on a periodic basis. From the point of view of running a business, salary can also be viewed as the cost of acquiring and retaining human resources for running operations, and is then termed personnel expense or salary expense. In accounting, salaries are recorded in payroll accounts. Salary is a fixed amount of money or compensation paid to an employee by an employer in return for work performed (Alison, 2018). Regular payment of salary is usually in the form of reward, bonuses, profit sharing plans, and pension plans. Thus, these include redundancy, retirement benefits, and employees' stock ownership plans. Other incentive systems facilitate employee's effective discharge of their

responsibilities of actualizing the goals of the organization (Idio, 2008). In other words, the reward systems available to the employees profession go a long way to determine how they perform their job (Ben, 2014a). Regular salary and other financial incentives, of no doubt, undermine the ability to motivate teachers towards their positive job disposition, positive job attitude, greater productivity, higher commitment, and positive employees' achievement (Ortyoyande & Agbe, 2015).

Dessler (2012) suggested that employee's work performance and effectiveness increase with prompt salary payment. Olukoya (2013) emphasized that employees' perception of the organizational remuneration system's efficiency significantly impacted employee behavior, effectiveness, and intention to continue working with such an organization. He further revealed that prompt payment of salary, incentives, and fringe benefits motivate employees effectiveness. Employees believe that increased salary is associated with higher performance. Secondly, employees perceive an acceptable degree of equality between their work efforts and their salary. Furthermore, workers believe that improved performances always lead to increased salary. Wage and salary satisfaction improve employees' living; the employer-employee relationship helps prevent such an organization's strike actions.

2.2 Theoretical Framework

2.2.1 Valence Expectancy Theory

According to Vroom (1964), in his valence expectancy theory, motivation rests on an individual's hope that a specific result follows the action and that the result is attractive. In other words, employees are motivated to work when they are aware that their performance will achieve their goals in the form of rewards (Whitley, 2002). The three components of expectancy theory are Expectancy, which states that employees believe that their exertions would make them attain their wanted goals, Instrumentality, which suggests that employees are sure of reward if they meet their performance expectations, and Valence, which suggests that employees assess whether their received rewards and the value of these rewards are attractive and motivating (Whitley, 2002). Therefore, employees could be satisfied and more effective if they get their rewards and in time after their performance expectations are met, and that their rewards and the value of these rewards are attractive and motivating to them.

2.2.2 Two-factor theory

Frederick Herzberg was a psychologist interested in the correlation between employee attitude and workplace motivation. He wanted to find out what made people feel satisfied and unsatisfied when it came to the workplace. After spending countless hours interviewing employees about what made them feel both good and bad about their jobs, Herzberg developed a theory of workplace motivation called the **two-factor theory**. The two-factor theory is based on the assumption that there are two sets of factors that influence motivation in the workplace by either enhancing employee satisfaction or hindering it. According to this theory, two factors decide employees' performance levels and working attitudes. These two factors are motivation and hygiene factors (Yuso et al., 2013). As described by Yuso et al. (2013), intrinsic factors (motivation factors) increase employees' satisfaction on the job, whereas extrinsic factors (hygiene factors) are the factors capable of preventing employees from being dissatisfied. As noted by Robbins (2009), employers must put motivation or intrinsic factors into play to increase employees' performance or effectiveness. Therefore, to motivate employees, the motivation factors must be significant. To motivate and increase employees' effectiveness, organizations should emphasize providing intrinsic or motivation factors, as these factors improve employees' effectiveness and productivity (Yusouf et al., 2013).

2.3 Empirical Review

Abeera, Augustina & John (2020) carried out a study on rewards and work engagement of non-academic staff: A case of a public University in Uganda. The study examined the relationship between employee rewards on work engagement of non-academic staff in a public University in Uganda. Specifically, the study analyzed relationship between intrinsic rewards and extrinsic rewards with work engagement of the support staff. Using a quantitative approach, the study adopted the correlational research design. Data were collected using a questionnaire survey. Data analysis involved descriptive and inferential statistics. The descriptive statistics were means while the inferential statistics included correlation and regression analysis. Descriptive results revealed that while the respondents rated intrinsic rewards, vigour and dedication high, absorption and extrinsic rewards were moderate. Inferential analyses revealed that both intrinsic and extrinsic rewards had a positive and significant relationship with work engagement. It was concluded that both intrinsic and extrinsic rewards are essential for work engagement of employees. Therefore, it was recommended that management of universities such as human resource directorates should design jobs that offer intrinsic rewards to employees and provide extrinsic rewards that are attractive to employees.

Ghasi, & Onyejiaku, (2018) to examine the level of staff satisfaction with the reward system implemented by three (3) selected tertiary institutions in Enugu State, Nigeria. Survey design was adopted for this study. The population of the study was 1122 staff drawn from the non-

academic staff of the selected higher institutions in Enugu State, Nigeria. A sample size of 415 was obtained using Taro Yamane's (1964) formula for finite population. Four hundred and fifteen (415) questionnaires were used to collect data from respondents who were non-academic staff members, after being validated by experts in academia and human resources management. Burley's proportional allocation was used to calculate proportionate sample size. Out of 415 copies administered, three hundred and one (301) copies were returned and used for the analysis. Data were collected through primary and secondary sources. Cronbach's Alpha was used to test for the reliability of the instrument, an Alpha of 0.79 was obtained thus confirming the reliability of the instrument. The hypotheses formulated were tested using Z test. Findings from the study revealed that the level of staff satisfaction with the reward system implemented by the tertiary institutions is low (computed z-value of 24.385 against 1.645 and significance of 0.000) ($z = 24.385 > \text{at } p < 0.05$) during the period studied. Based on the finding, the study concludes that the reward system implemented have a very strong correlation with the satisfaction of non-academic staff in the institutions of higher learning studied. In the light of the forgoing therefore, it was recommended that the reward systems implemented by the institutions should be consistent with staff needs and relevant to the personal life of the employee. Also, the reward system implemented should be reviewed at various levels to earn the employees' commitment and satisfaction.

Mark and Nzulwa (2018) investigated on how career development programmes on staff performance at NHIF Kenya. The study used descriptive research method and showed that career development programmes significantly affects performance of NHIF staff. Moreover, the study established that training positively affects staff performance. Moreover, the results revealed that career counseling negatively affect staff performance. Further, the study established that employee mentoring has significant effect on staff performance.

Dialoke and Nkechi (2017) researched on career development and productivity of subordinate staff at Michael Okpara University in Nigeria. This study used descriptive research approach. The study employed simple random sampling in their study. Findings showed that career development positively influences performance of subordinate staff. The results further indicated that career development practices among the subordinate staff led to their work motivation. Further, the study established that career development prevent job burnout among the subordinate staff thus leading to entire improvement in administrative performance of that university.

Ojeleye, (2014) explored the impact of remuneration on employees' performance. Eighty three employees of Abdul Gusau polytechnic and state college of education both in Zamfara State were handed structured questionnaire to solicit data on remuneration and performance. The dependent variable is employees' performance while the independent variable is remuneration (salary/wages, bonus/incentives). Pearson correlation and multiple regression model were used to analysed the data using SPSS 22.0 and E-views 9.0. The finding suggested that there is a strong and positive relationship between remuneration and employees' performance and that salary/wage and bonus/incentives also serve as a form of motivation to the employees. The study recommends Prompt payment of salaries, wages and all entitlements and encouragement of employees' participation in pay determination.

Babagana & Dungus (2015) examined the effects of staff remuneration on the performance of Ramat Polytechnic Maiduguri students from 1995-2011 in Borno state. Questionnaire was served to 45 respondents who are academic staff of the polytechnic from the five schools within the polytechnic (school of environmental studies, school of engineering and applied science, school of agricultural science and technology, school of management studies, and school of vocational and technical education). The data was analyzed using Pearson's Product Moment correlation and regression analysis using Microsoft excel. The findings showed strong positive relationship between staff remuneration (fringe benefits and staff nature of working conditions) and performance of Ramat Polytechnic Maiduguri students.

Edirisooriya (2014) examined the impact of extrinsic rewards and intrinsic rewards on employee performance: With Special Reference to ElectriCo Sri Lanka. Self designed questionnaire was used as the primary data collection method. The data was analyzed using descriptive statistics and inferential statistics. The representative sample of 100 employees are selected from a population of 1075 employees in the ElectriCo. The results revealed that there is a positive relationship between extrinsic reward, intrinsic reward and employee performance.

3.0 Methodology

The study used explanatory mixed method, the opinion of the populace or residents, through survey method (questionnaire), was analysed. The target population 364 (three hundred and sixty four) made up of the non academic staff of private universities in Enugu State namely: Marist Polytechnic, Umuchigbo, Iji-Nike, Emene, Enugu State, Mater Dei Polytechnic, Ugwuoba and Our Saviour Institute of Science, Agriculture & Technology, Enugu. The whole population was used as it is small. 345 questionnaire were returned and accurately filled. That gave 95 percent response rate. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z - statistic tool.

4.0 Data Presentation Analysis**4.1 Likert Scale Analysis**

Research question one. What is the impact of career development on employee productivity of academic staff of private polytechnics in Enugu State?

Table 4.1: Responses to research question one on the impact of career development on employee productivity of academic staff of private polytechnics in Enugu State

		5	4	3	2	1	$\sum FX$	-	SD	Decision
		SA	A	N	DA	SD		X		
1	I am progressing in my personal and professional development in this institution.	645 129 37	564 141 41	120 40 12	38 19 6	16 16 5	1383 345 100%	4.0	1.06	Agree
2	This school offers me opportunities for career advancement thereby improving my skills	125 245 71	256 64 19	30 10 3	36 18 5	8 8 2	1555 345 100%	4.5	.95	Agree
3	My institution support in exploring professional interests and goals thereby meeting set objectives	745 149 43	420 105 30	87 29 8	46 23 7	39 39 11	1337 345 100%	3.9	1.34	Agree
4	Advancement in career in my institution makes the employees to work harder.	11052 64	296 74 21	18 9 2	54 27 8	14 14 4	1487 357 100%	4.3	1.11	Agree
5	There is improvement of employees' morale and motivation.	750 150 43	304 76 22	87 29 8	82 41 12	49 49 14	1272 345 100%	3.7	1.48	Agree
6.	Staff training organised by the school has resulted to efficiency in service delivery.	895 179 52	276 69 20	150 50 14	52 26 8	21 21 6	1394 345 100%	4.0	1.23	Agree
Total grand mean and standard deviation								4.2	1.19	

Source: Field Survey, 2022

Table 4.1, indicated that 270 respondents out of 345 representing 78 percent agreed that that I am progressing in my personal and professional development in this institution with mean score of 4.0 and standard deviation of 1.06. This school offers me opportunities for career advancement thereby improving my skills with mean score of 4.5 and standard deviation of .95. My institution support in exploring professional interests and goals thereby meeting set objectives with mean score of 3.9 and standard deviation of 1.34. Advancement in career in my institution makes the employees to work harder with mean score of 4.3 and 1.11. There is improvement of employees' morale and motivation with a mean score of 3.7 and standard deviation of 1.48. Staff training organised by the school has resulted to efficiency in service delivery with mean score of 4.0 and 1.23.

Research Question Two: What is the impact of prompt payment of salary on employee productivity of private polytechnics in Enugu State?

Table 4.2: Responses to research question two on the impact of prompt payment of salary on employee productivity of private polytechnics in Enugu State

	5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1. Improvement of salary in your institution increases the output	870 174 50	452 113 33	52 26 8	22 11 3	21 21 6	1417 345 100%	4.1	1.11	Agree
2. Staff salary result in retention of employees in my school	124248 72	256 64 19	39 13 4	20 10 3	10 10 3	1565 345 100%	4.5	.92	Agree
3. Payment of salary as at when due stimulates employees to work harder	100201 58	476 119 34	21 7 2	26 13 4	5 5 2	1533 345 100%	4.4	.83	Agree
4. Fair and just compensation for works well done motivates employees to perform better	205 41 12	748 187 54	159 53 15	78 39 11	25 25 7	1212 345 100%	3.5	1.07	Agree
5. Prompt payment of salaries, bonuses etc reduces the level of absenteeism and turnover	730 146 42	488 122 35	144 48 14	12 6 2	23 23 7	1397 345 100%	4.0	1.11	Agree
6. Wages or salaries have greater behavioral and motivational impact	870 174 50	420 105 30	99 33 10	28 14 4	19 19 6	1436 345 100%	4.2	1.11	Agree
Total grand mean and standard deviation							4.1	1.03	

Source: Field Survey, 2022

Table 4.2, observed that improvement of salary in your institution increases the output with mean score of 4.1 and standard deviation of 1.11 with 3 percent disagree. Staff salary result in retention of employees in my school with mean score of 4.5 and standard deviation of .92. Payment of salary as at when due stimulates employees to work harder with mean score of 4.4 and standard deviation of .83. Fair and just compensation for works well done motivates employees to perform better with mean score of 3.5 and 1.07. Prompt payment of salaries, bonuses etc reduces the level of absenteeism and turnover with a mean score of 4.0 and standard deviation of 1.11. It was agreed that Wages or salaries have greater behavioral and motivational impact with a mean score of 4.2 and standard deviation of 1.12.

2. Test of Hypotheses

1. Hypothesis One: Career development has no positive impact on employee productivity of academic staff of private polytechnics in Enugu State.

Table 4.2.1 Contingency table of cumulative responses of Research Question One

Options	F	F	-1= 1	F(1)2	∑f(1)2	
Strongly agree	5	1073	5365	-.924	1073 x (-.924) ²	916.101
Agree	4	529	2116	.076	529 x (.076) ²	3.055
Neutral	3	167	501	1.076	167x (1.076) ²	193.349
Disagree	2	154	308	2.076	154 x (2.076) ²	663.701
S. Disagree	1	147	147	3.076	147 x (3.076) ²	1390.881
	15	2070	8437			3167.087

$$\text{Mean score } (\bar{X}) = \frac{\sum FX}{N} = \frac{8437}{2070} = 4.076$$

$$\text{Variance } (S^2) = \frac{\sum f(1)2}{N-1} = \frac{3167.087}{2069} = 1.531$$

$$\text{Standard deviation} = S2 = 1.531 = 1.237$$

$$\text{Level of confidence} = 0.05$$

$$\text{Critical value} = 1.96$$

Table 4.2.1.3: Z – test on the impact of Career development on employee productivity of academic staff of private polytechnics in Enugu State

		Career development has no positive impact on employee productivity of academic staff of private polytechnics in Enugu State.
N		364
Normal Parameters	Mean	4.076
	Std Deviation	1.237
	Absolute	.183
Most Extreme Positive Differences		.183
Most Extreme Negative Differences		-.129
Kolmogorov-Smirnon Z		16.462
Asymp. Sig.(2-tailed)		.000

- a. Test distribution is Normal
- b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 16.462 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion that Career development has positive impact on employee productivity of academic staff of private polytechnics in Enugu State.

Decision

The calculated Z- value of 16.462 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Career development has positive impact on employee productivity of academic staff of private polytechnics in Enugu State.

4.4. Hypothesis Two: Prompt payment of salary has no positive impact on employee productivity of private polytechnics in Enugu State

Table 4.4.2.1 Contingency table of cumulative responses of Research Question Two

Options	F	F	-1= 1	F(1)2	$\Sigma f(1)2$	
Strongly agree	5	984	4920	.062	$984 \times (.062)^2$	3.782
Agree	4	710	2840	1.062	$710 \times (1.062)^2$	800.769
Neutral	3	810	2430	2.062	$810 \times (2.062)^2$	3443.999
Disagree	2	93	186	3.062	$93 \times (3.062)^2$	871.953
S.Disagree	1	103	103	4.062	$103 \times (4.062)^2$	1699.484
	15	2070	10479			6819.987

$$\text{Mean score } (\bar{x}) = \frac{\sum Fx}{N} = \frac{10479}{2070} = 5.062$$

$$\text{Variance} = (S^2) = \frac{\sum f(1)2N - 1}{N} = \frac{6819.9872069}{2069} = 3.296$$

Standard deviation = $S2 = 3.296 = 1.815$

Level of confidence = 0.05

Critical value = 1.96.

Table 4.2.1.3: Z – test on Prompt payment of salary has no positive impact on employee productivity of private polytechnics in Enugu State

		Prompt payment of salary has no positive impact on employee productivity of private polytechnics in Enugu State
N		364
Normal Parameters	Mean	5.062
	Std Deviation	1.815
Most Extreme Differences	Absolute	.192
	Positive	.192
	Negative	-.110
Kolmogorov-Smirnon Z		21.705
Asymp. Sig.(2-tailed)		.000

c. Test distribution is Normal

d. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 21.705 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion that Prompt payment of salary has positive impact on employee productivity of private polytechnics in Enugu State

Decision

The calculated Z- value of 21.705 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the alternative hypothesis was rejected. Thus the null hypothesis were accepted which states that Prompt payment of salary has no positive impact on employee productivity of private polytechnics in Enugu State.

Discussion of Results

The result of hypothesis one showed that the calculated Z- value of 16.4 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Career development has positive impact on employee productivity of academic staff of private polytechnics in Enugu State. The result is in line with the study of Dialoke and Nkechi (2017), findings showed that career development positively influences performance of subordinate staff. The results further indicated that career development practices among the subordinate staff led to their work motivation preventing job burnout among the subordinate staff thus leading to entire improvement in administrative performance of that university.

The result of hypothesis two, the calculated Z- value of 21.705 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the alternative hypothesis was rejected. Thus the null hypothesis were accepted which states that Prompt payment of salary has positive impact on employee productivity of private polytechnics in Enugu State. Dessler (2012) asserts that employees’ work performance and effectiveness increase with prompt salary payment. Ojeleye, (2014) finding suggested that there is a strong and positive relationship between remuneration and employees' performance and that salary/wage and bonus/incentives also serve as a form of motivation to the employees.

5.0 Conclusion

In most polytechnics, inefficiency has been a major issue in the services delivery of non-academic staff. Career development and Prompt payment of salary had positive impact on employee productivity of private polytechnics in Enugu State. An organisation that pays salary promptly and shows interest in the career development of employees help attract and retain highly skilled labour into organisation, since employees need to meet their individual needs. The workers are motivated to increase output and performance.

6.0 Recommendations

Based on the findings, the study recommended the following:

- i. The management should enhance comprehensive career development opportunities to non-academic staff.
- ii. It is also recommended that private polytechnics should not take the remuneration of their employees for granted because it will result in low productivity, salaries, wages, and all other entitlements be paid promptly.

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