

Impact of Reward and Compensation on Employee Performance in Private and Public Hospitals in Tigray, Ethiopia

Atakilt Halifom Siyum

LIGS University, Ethiopia

Abstract: - Employees are the key resources for any organization and in the circumstance of managing people, the reward and compensation system underlines a center feature of the employment association. The success or failure of the organization mostly depends on their employees. To be successful or to get a well performed tasks or achieving the desired goals of the company, Employees should be motivated, attracted and retained in the organization. The key tools or instruments for these are reward and compensations management systems of the Organization. The overall objective of this study is to assess the impact of reward and compensation on employee performance in private and public hospitals in Tigray, Ethiopia. A cross-sectional simple survey involving 379 human resource employees of the public and Private Hospitals found in Tigray regional was carried out from January to March 2019. Participants from each private and public general and primary Hospital were selected using simple random sampling (SRS) and the survey was supplemented by structured questionnaire adopted from literature reviews. The collected data was entered into SPSS Software version 25.0 and was cleaned and analyzed. Descriptive analyses of variance and Binary logistic regression and Cross tabulation with Chi-Square was used. The results were summarized as crude and adjusted odds ratios at 95% confidence intervals. The findings show that there was impact of employee Reward Compensations in public and private health facilities in Tigray region, Ethiopia.

Keywords:- Compensation, employee, government, Health Facility, Health Workers, Healthcare, Hospital, Human Resource Management, impact, organization, private, public, Reward, Staff

I. INTRODUCTION

1.1 Background to the Study

Employees are the key resources for any organization and in the circumstance of managing people, the reward and compensation system underlines a center feature of the employment association. The success or failure of the organization mostly depends on their employees. To be successful or to get a well performed tasks or achieving the desired goals of the company, Employees should be motivated, attracted and retained in the organization. The key tools or instruments for these are reward and compensations management systems of the Organization. preferred performance can only be achieved efficiently and effectively, if worker gets a sense of shared increase of organization as

well as of himself, with the accomplishment of that Organization must carefully set the rewards system to evaluate the employee's performance at all levels and rewarding them whether visible pay for performance of invisible satisfaction. The concept of performance management has given a reward system which contains; needs and goals alignment between organization and employees, rewarding employee both extrinsically and intrinsically (Armstrong, 2005). Half of the cash flow in the companies is usually equal to compensation, although it is more than half in service sector. Mostly employees with good education and work experience are unsatisfied with their job and salary packages as a result of low performance are inevitable.

So organizations plan thoroughly for best reward plans for them to improve and encourage their employee's performance and to motivate them.

In other words I can say that rewards motivate employees for better performance. If employees are paid well and earn satisfactory benefits, they feel happier at their work places and perform at their maximum. As a result we can conclude that good reward packages are motivating employee's for a better performance (Maund, 2001). Let us see the impacts of reward on employee's performance by backing it up with different globally accepted research studies.

Reward is concerned with employees and organization performance development through which better result can be achieved by understanding and managing reward within an agreed framework, planned goals, and standard Reward and compensation systems are extremely vital for an organization (Maund, 2001). Rewards and compensation include systems, programs and practices that influence the actions of people. The purpose of reward systems is to provide a systematic way to deliver positive consequences. The only way employees fulfill the employers dream is to share in their dream (Kotelnikov, 2010). Reward systems are the mechanisms that make this happen. They can include awards and other forms of recognition, promotions, Re-assignments, non-monetary bonuses like vacations or simply thank you. Employers get more of the performance they reward, not what they assume they will automatically get from employees.

Thus when employees exceed their aim or surpass their standard they should be rewarded immediately as a way of motivating them. By doing this, employees directly connect the reward with behavior and higher performance they have attained. Effective reward systems should always focus on the positive reinforcements for employee performance. Positive reinforcement encourages the desired behavior of employee performance. Positive reinforcement encourages employees to take positive actions leading to rewards (Torrington & Hall, 2006).

Inspired health care workers are in the first place to achieve both domestic and international health goals. At the center of each health system, the work force is crucial to advancing health. There should be optimum number and professional mix of human resource for the effective treatment and worth of the intended services (Ozcan S, et.al, 1995). Health services are labor intensive and personal in nature. Rewarding and compensations engage in recreation an important function in the success of organizations and to the experiences of community in occupation.

The researcher would want to make assessment of the impact Rewarding and compensations of workers to realize national and global health goals and to bulled the Rewarding and encouragement system can prompt health workers to put in their best at all times in both public and private Hospitals in Tigray region, Ethiopia

1.2 Statement of the Research Problem

Global economic depression has put major constraints on government budgets recently. The major funding source for healthcare expenditures in most countries and disputes between the proponents of private and public systems has escalated. Further fueled was by the recommendation of International Monetary Fund (IMF), that countries increase the scope of private sector provision in health care as part of loan conditions to reduce government debt. However, critics of the private health sector believe that public healthcare provision is of most benefit to poor people and is the only way to achieve universal and equitable access to health care.

For example, a previous analysis of health worker distribution using facility data from three developing countries acknowledged that the lack of a standardized occupational coding system to identify provider type resulted in difficulties in conducting cross-national comparisons (Amin S, Das J, Goldstein M, 2008).

In Ethiopia, the ratio of health professionals to population is very low and considered among the lowest in the world. The National and Regional figures for doctor-to-population ratio have gotten worse, and health staff is unevenly distributed, with most healthcare professionals clustered in major urban such as Addis Ababa and Dire Dawa (FMOH, 2005). Due to the shortage of healthcare providers such as Nurses and general practitioners (GP), patients often suffer from limited or nonexistent access to specialized care services. In a 2007

ranking by the World Health Organization (WHO), Ethiopia ranked 180 of 190 countries surveyed.

Review of different documents on human resource for health was undertaken. Particular attention was given to documents from Ethiopia. Generally, there is shortage in number of different groups of professionals, mal distribution of professionals between regions, urban and rural setting, and governmental and nongovernmental/private organizations. There is no policy specific to human resource Management (HRM) for health and no proper mechanism to manage the existing health workforce. A number of measures are being taken to alleviate these problems.

1.3 Objective of the Study

i. General objective:

The general objective of this study is to assess impact of reward and compensation on employee Performa in public and private health facilities in Tigray region, Ethiopia.

ii. Specific objectives

- To identify the impact of reward and compensation on employee Performa in public and private health facilities.

II. REVIEW OF RELATED LITERATURE

Reward and compensation management is a concept that conveys the signal to the employees that are being appreciated in the organization (Shoaib, Noor, Tirmizi, & Bashir, 2009). Armstrong and Taylor (2014b) in his seminal work designated that “reward management deals with the strategies, policies and processes required to safeguard that the value of people and the contribution they make to achieving organizational, departmental and team goals is recognized and rewarded”. Whilst discussing the characteristics of reward management Armstrong indicated that reward management includes developmental and application relating areas of reward system that is a mean to achieve organizational targets. Similarly, Bratton and Gold (2001) mentioned that reward management is “central to the regulation of the employment relationship and is one of the central pillars of human resource management”. Armstrong and Stephens (2005) in a different study added to the meaning of reward management by signifying that the ultimate aim of reward management is to enable organization to achieve its strategic goals,

Generally reward practices enable organization to answer two questions, (i) where do we want our reward practices to be in a few years’ time? & (ii) how do we intend to get there? (Armstrong & Stephens, 2005). Similarly (Armstrong & Brown, 2001) suggested that reward management of an organization “deals with both ends and means”. Putting simply a comprehensive reward strategy defines the purposes of the reward programs, their components, and how they allied to accomplish organizational objectives. Kaplan (2007) in the same vein came up with the ability of reward strategy to define the philosophy behind the programs, which as a result

offers the basis for future plan design. Armstrong and Murlis (2007) earlier arguments appear in line with the recent description of reward strategy, he mentioned that “a business focused statement of the intention of the organization concerning the development of future reward processes and practices which are aligned to the business and human resource strategies of the organization, its culture, and environment in which it operates”. That is why Wilson (2003) regards reward strategies as a process by which an organization interprets its competitive business strategy into a sequence of programs and initiatives that will have an encouraging influence on human behavior.

Non-financial Rewards Researchers like Daniel (2009) showed their apprehensions about financial rewards. Polemics of financial rewards pointed towards the negative effect of financial rewards like decrease in intrinsic motivation as it can cause short term thinking and more frauds (Morrell, 2011). Morrell (2011) additional added that significance of both financial and nonfinancial rewards are imperative as there are diverse jobs in the industry where one kind of reward does not accomplish the purpose. The early findings of Drucker Peter (1954) about the significance of rewards are consistent with (Ryan &Deci, 2000). Drucker Peter (1954) suggested that workers or managers, in business or outside needs reward for pride and prestige. Further upheld that financial benefits are not single major sources of optimistic motivation even though dissatisfaction with them inhibits performance conversely, nonfinancial incentives cannot compensate for displeasure with economic rewards (Drucker Peter, 1954).

Whilst proposing ingredients of effective performance Jensen, McMullen, and Stark (2007) regards non-financial rewards as crucial in helping an organization stand out as a top employer, and also have the dual impact of increasing engagement among employees. Similarly, Brewster and Mayrhofer (2012) highlighted the importance of nonfinancial rewards by revealing their role in the enhancement of job satisfaction of employee’s, their commitment and performance. Scott, Yeld, & Hendry, (2007) termed non-financial rewards as a vehicle to develop the value of reward programs to justify significance employees give to non-financial rewards.

III. RESEARCH METHODOLOGY

3.1. Research Design

This research work was designed to assess impact of employee Reward and compensation in private and public health facilities in Tigray region, Ethiopia. The Research design is used to guide the researcher on methods and procedures used in collecting and analyzing measures of the variables. The research design used in this study is the simple survey approach.

3.2 Population of the Study

The target populations included was all employees working in the private and public Hospitals (General and primary) in

Ethiopia. Since public and private health facilities existed in Tigray region, employees of forty-two general and primary hospitals records, and all the number of the private and public health facilities in the region (December 2018) were used. Because facilities are responsible for routine working activities in the health care delivery, Employees were considered appropriate as population of the study. Since most of them have had several years of working experiences with the human resource management they were realistic candidates to provide relevant information needed to answer the research question of this study.

All governmental and private general and primary hospital found in the Tigray region was included in the study, and three hundred and seventy- nine participants were selected randomly to fill structured questioners.

3.2.1 Inclusion criteria

- All staffs in the private and public health facilities who served at least 6 months before the data collection time.

3.2.2 Exclusion criteria

- Health extension package worker, all health centers, clinics and private pharmacies was also excluded from the study because it is huge, but they have small staffed and it is also not proportional with the public health facilities.

3.3 Sample Technique and Size

3.3.1 Sample Technique

For this research work, the simple random sampling (SRS) and Stratified Sampling technique was used; where all the units of analysis on the population that is, everybody in the organization has an equal chance of being chosen. The researcher partitioned the population into groups based on a factor that may influence the variable that is being measured. Using the stratified sampling the researcher partitioned the population into groups (strata), obtain a simple random sample from each group (stratum) and collect data on each sampling unit that was randomly sampled from each group (stratum).

However, two (2) sampling techniques, the simple random sampling (SRS) and Stratified Sampling technique was used because there are obviously times when one sampling method is preferred over the other.

3.3.2 Sample Size

All governmental and private Hospitals were assessed

3.4 Instruments of Data Collection

Data was collected using self-administer structured questionnaire. The study population was inviting participants to participate voluntarily by explaining the rational of the study at the time of data collection. Trained data collectors were used to distribute questioners for the employees during

their tea or lunch breaks and at the beginning, or end of work hours. Written guideline was given to the administrators of the questionnaire to ensure that each employee receives the same direction and information, and the study was utilized both in qualitative and quantitative data collection methods. Primary data were obtained using questionnaires as well as interviews. Secondary data was sourced from Textbooks, journals, manuals, national guidelines, etc.

3.5 Anticipated Limitations to the Study

The businesses being privately owned, employees tend to have limited zeal to participate in the research. Due to such an attitude, it may be cumbersome to locate some employees and convince them to give extra time to provide some information for the study. However, the researcher was fixed as many appointments as he can in order to get the required information from these respondents.

IV. DATA ANALYSIS

4.1 Introduction

The study tried to assess the impact of employee Reward and Compensation in all general and primary hospitals of Public and private health facility in the seven zones of Tigray Regional State, Ethiopia. For this study, 379 questionnaires were distributed to the employees currently working in 42 public and private general and primary hospitals in the region to assess human resource management. All distributed questionnaires were filled up and returned with response rate of 100%.

Data was cleaned, edited, coded after it was entered into Epi Info version 3.4.3 and exported to SPSS version 25. Using SPSS version 25, descriptive statistics were used to determine indices. Factor analysis was done to identify factors that explained most of the variance observed in the population with regard to each scale. The analysis of variance to comparing of responses from public and private hospital respondents and multiple linear regressions for identifying determinants of employee satisfaction and management at public and private hospitals, were done. A significance level of 0.05 was used in all cases.

Table: 4. 1 Section A :- Reward and Compensation

Variables	S.Agree	Percent	Agree	Percent	Not Sure	Percent	S. Disagree	Percent	Disagree	Percent	Total (%)
My Salary in this institution is enough for me	24	6.3	81	21.4	21	5.5	131	34.6	122	32.2	100
My salary is paid in time as required	87	23.0	185	48.8	10	2.6	55	14.5	41	10.8	100
I am given top up allowances payments periodically	44	11.6	125	33.0	30	7.9	104	27.4	76	20.1	100
My organization gives competence or skill based pay increment	17	4.5	63	16.6	65	17.2	121	31.9	113	29.8	100
My organization gives cash bonus based on the surplus made per each period	22	5.8	60	15.8	51	13.5	148	39.1	98	25.9	100
The organization usually organizes small non-cash awards to staff	15	4.0	58	15.3	48	12.7	159	42.0	99	26.1	100
staff to participate in decision making process in relation to reward	28	7.4	100	26.4	76	20.1	94	24.8	81	21.4	100
As a rewarding system, staff members are given better office facilities frequently to motivate them	25	6.6	91	24.0	75	19.8	95	25.1	93	24.5	100
My organization Job performance is an important factor in determining the incentive compensation of employees	35	9.2	137	36.1	56	14.8	78	20.6	73	19.3	100
our organization, salary and other benefits are comparable to the market	15	4.0	46	12.1	51	13.5	164	43.3	103	27.2	100
compensation for all employees is directly linked to his/her performance	23	6.1	88	23.2	55	14.5	109	28.8	109	28.8	100
there is a reward system based on performance	33	8.7	102	26.9	48	12.7	109	28.8	87	23.0	100
current salary structure improving service delivery	22	5.8	63	16.6	58	15.3	130	34.3	106	28.0	100

Source: Own computation (2019)

4.2 Reward and Compensation

Reward and compensation system is one means of attracting and retaining potential employees.

Table 1 shows response on Reward and compensation. In the health facilities, every sector is responsible to create a means for rewarding best performers

a) Salary in this institution is enough for me

The frequency analysis revealed that 105 (27.7%) employees identified that salary in this institution is agreed with enough, 21(5.5%) respondent were not sure, whereas, 253(66.8) employee disagree on the salary of the institution is not enough by showing their disagreement.

b) Salary is paid in time as required

Regarding the question whether the organization Salary is paid in time as required

272 (71.8%) of the respondent replied that they agree salary is paid in time as required and 10(2.6%) respondent were not sure whether the salary is paid on time, whereas 96 (25.3%) respondents disagreed with salary is paid in time as required.

c) Top up allowances payments is given periodically

In the study, it was agreed that employees are given top up allowances periodically 169(44.6%) and 30(7.9%) respondent were not sure with this idea, whereas, 180 (47.5%) respondents respond that they disagree top up allowances payments are given periodically.

d) The organization gives competence or skill based workers payment increment

As indicated above in table 1, organization gives competence or skill based workers payment increment, However, 80(21.1%) of them agreed while 65 (17.2%) employees responded not sure and 234(57.8%) employees disagree that the organization gives competence or skill based workers payment increment.

This implies that employees are not given any top up allowance or competence skills based on payment in the process of work and this largely influences the performance of employees in the long run. The availability of such top up allowances allows staff members in their organizations to work effectively which significantly contributes to the performance of the overall performance of the enterprise in the long run.

e) My organization gives cash bonus based on the surplus made per each period

As shown in the above table 7, less than half 82 (21.6%) respondents responded they agree and 51(13.5 %) of the respondents were not sure, whereas the majority of 246(65%) respondents did not agree.

f) The organization usually organizes small non-cash awards to staff

Then findings in table1 revealed that 73 (19.3%) employees agreed that the organization usually organizes small non-cash awards to staff and 48 (12.7%) respondents responded not sure on this idea, whereas the majority 258(68.1%) respondents disagree that the organization usually organizes small non-cash awards to staff.

g) Staff to participate in decision-making process in relation to reward

As shown in table 1, the Staff participate in decision making process in relation to reward employees, 128 (33.8%) responded they agree and 76 (20.1%) respondents responded they are not sure, whereas 175(45.2%) of the respondents responded they disagree.

h) As a rewarding system, staff members are given better office facilities frequently to motivate them.

In addition, as indicated above in table 1, as a rewarding system, staff members are given better office facilities frequently to motivate them. However, 116(20.6%) of them replied their agreement with that there is rewarding system and staff members are given better office facilities frequently to motivate them, while 75(19.8%) employees responded not sure, whereas, 188(49.6%) employees responded they disagree.

i) My organization Job performance is an important factor in determining the incentive compensation of employees.

As indicated above in table 1, organization Job performance is an important factor in determining the incentive compensation of employees; 172(45.3%) of them replied their agreement with organization Job performance is an important factor in determining the incentive compensation of employees while 56 (14.6) employees responded not sure. However, 151(39.9%) employees disagree that the organization Job performance is an important factor in determining the incentive compensation of employees.

J) Our organizations salary and other benefits are comparable to the market

As indicated.

In table1, Frequency analysis was conducted to find the response. The finding revealed that 61 (16.1%) the few employees agreed to respond that organization, salary and other benefits are comparable to the market, 51(13.5%) respondents were not sure, while the majority 267(70.5%) employees showed their disagreement.

k) Compensation for all employees is directly linked to his/her performance

Table1, clearly identified the responses of employees that is, 111(29.3%) employees proved that the Compensation for all employees is directly linked to his/her performance, 55 (14.5%) employees said they are not sure, whereas, 218(57.6%) more than half of the respondent disagree with the idea.

l) There is a reward system based on performance

The above table1, finding revealed that 135 (35.6 %) employees agree there is a reward system based on performance and 48 (12.7%) employees stood not sure while 196(51.8%) employees disagreed there is a reward system based on performance by showing their disagreement.

m) Current salary structure improves service delivery

The findings in table1, revealed that 85 (22.4%) employees proved that Current salary structure improves service delivery, 58(15.3%) are not sure about the idea, whereas, the majority 236(62.3%) employees disagree that the current salary structures are improves service delivery.

4.3 Cross tabulation With Chi-Square Data Analysis to measure Relationship between the Facility type and Variables.

After examining the distribution of each of the variables, this is the next task of to look for relationships among two or more of the variables. Chi square or Pearson's chi- square test is any statistical hypothesis, which is used to determine whether there is a significant difference between expected frequencies

and the observed frequencies in one or more category. An important consideration when cross tabulating the findings of the study are verifying to see the whether the represented in the cross-tab is true or false.

4.4 Discussion of Findings

4.4.1 Discussion on Variables associated with facility type

Section: B Compensation/ Rewards Management

Table 4.2.Section: B Compensation/ Rewards Management

Variables (Cross tabulation)	Facility Type	Agree	Disagreed	Not sure	Strongly agree	Strongly disagree	Total	Pearson Chi-Square Value	Degree of freedom	P-Value	95% Confidence Interval		Interpret action
											Lower Bound	Upper Bound	
Facility Type Governmental and Private Verses our organization, salary and other benefits are comparable to the market	Governmental Count and Percent	33	89	40	11	158	331	30.69	4	.000	.000	.000	There is very strong evidence of a relationship between the facility type and our organization, salary and other benefits are comparable to the market
		10.0%	26.9%	12.1%	3.3%	47.7%	100%						
	Private Count and Percent	16	13	9	3	7	48						
		33.3%	27.1%	18.8%	6.3%	14.6%	100%						
Facility Type Governmental and Private Verses compensation for all employees is directly linked to his/her performance	Governmental Count and Percent	67	91	49	18	106	331	16.92	4	.002	.002	.001	There is very strong evidence of a relationship between the facility type and compensation for all employees is directly linked to his/her performance
		20.2%	27.5%	14.8%	5.4%	32.0%	100%						
	Private Count and Percent	19	12	8	5	4	48						
		39.6%	25.0%	16.7%	10.4%	8.3%	100%						
Facility Type Governmental and Private Verses there is a reward system based on performance	Governmental Count and Percent	89	71	42	28	101	331	4.19	4	.381	.387	.378	There is no evidence relationship between the facility type and there is a reward system based on performance
		26.9%	21.5%	12.7%	8.5%	30.5%	100.0%						
	Private Count and Percent	15	13	8	4	8	48						
		31.3%	27.1%	16.7%	8.3%	16.7%	100%						
Facility Type Governmental and Private Verses current salary structure improving service delivery	Governmental Count and Percent	49	90	48	17	127	331	22.3	4	.000	.000	.000	There is very strong evidence of a relationship between the facility type and current salary structure improving service delivery
		14.8%	27.2%	14.5%	5.1%	38.4%	14.8%						
	Private Count and Percent	17	15	8	4	4	48						
		35.4%	31.3%	16.7%	8.3%	8.3%	35.4%						
Facility Type Governmental and Private Verses My Salary in this institution is enough for me	Governmental Count and Percent	63	109	15	17	127	331	20.99	4	.000	.001	.000	There is very strong evidence of a relationship between the facility type and My Salary in this institution is enough for me
		19.0%	32.9%	4.5%	5.1%	38.4%	100%						
	Private Count and Percent	15	16	6	6	5	48						
		31.3%	33.3%	12.5%	12.5%	10.4%	100%						
Facility Type Governmental and Private) Verses My salary is paid in time as required	Governmental Count and Percent	158	37	10	72	54	331	7.64	4	.106	.104	.098	There is no evidence of a relationship between the facility type and salary is paid in time as required
		47.7%	11.2%	3.0%	21.8%	16.3%	100%						
	Private Count and Percent	27	5	1	14	1	48						
		56.3%	10.4%	2.1%	29.2	2.1%	100%						

Source: Own computation (2019)

Variables asked the organization salary and other benefits are comparable to the market were statically associated (P=0 .000 (95% confidence interval)), There is very strong evidence of a

relationship between the facility type and the salary and benefits are comparable to the market. This shows that there is

the difference during the salary and benefits are comparable to the market.

The Variable asked whether facilities compensation for all employees is directly linked to his/her performance was statically associated (P= 0. 002(95% confidence interval)), There is very strong evidence of a relationship between the facility type and compensation for all employees which is directly linked to his/her performance. This shows that there is the difference during compensation for all employees which is directly linked to the performance.

When the current salary structure improving service delivery and Salary in this institution is enough for the employees is

assessed, there is also both very strong evidence of a relationship between the facility type (P=0.000 : 95% confidence interval). That means there is difference during the assessment of salary structure improving service delivery and Salary in this institution is enough for the employees between public and private health facilities.

There is no difference in the reward system based on performance and salary paid in time as required that favors employee’s career future between public and private health facilities

Table 4.3

Variables Cross tabulation	Facility Type	Agree	disagree	Not sure	Strongly agree	Strongly disagree	Total	Pearson Chi-Square Value	Degree of freedom	P- Value	95%Confidence Interval		Interpretation
											Lower Bound	Upper Bound	
Facility Type Governmental and Private Verses I am given top up allowances payments periodically	Governmental Count and Percent	102 30.8%	67 20.2%	24 7.3%	34 10.3%	104 31.4%	331 100%	17.92	4	.001	.001	.001	There is very strong evidence of a relationship between the facility type and I am given top up allowances payments periodically
	Private Count and Percent	24 31.3%	9 33.3%	5 12.5%	8 12.5%	2 10.4%	48 100%						
Facility Type Governmental and Private Verses My organization gives competence or skill based pay increment	Governmental Count and Percent	51 15.4%	97 29.3%	54 16.3%	11 3.3%	118 35.6%	331 100%	23.41	4	.000	.000	.000	There is very strong evidence of a relationship between the facility type and My organization gives competence or skill based pay increment
	Private Count and Percent	12 25.0%	15 31.3%	12 25.0%	6 12.5%	3 6.3%	48 100%						
Facility Type Governmental and Private Verses My organization gives cash bonus based on the surplus made per	Governmental Count and percent	48 14.5%	79 23.9%	44 13.3%	13 3.9%	147 44.4%	331 100%	33.18	4	.000	.000	.000	There is very strong evidence of a relationship between the facility type and My organization gives cash bonus based on the surplus made per
	Private Count and Percent	12 25.0%	17 35.4%	8 16.7%	8 16.7%	3 6.3%	48 100%						
Facility Type Governmental and Private Verses The organization usually organizes small non-cash awards to staff	Governmental Count and Percent	42 12.7%	92 27.8%	36 10.9%	11 3.3%	150 45.3%	331 100%	22.54	4	.000	.000	.000	There is very strong evidence of a relationship between the facility type and The organization usually organizes small non-cash awards to staff
	Private Count and Percent	15 31.3%	7 14.6%	10 20.8%	4 8.3%	12 25.0%	48 100%						
Facility Type Governmental and Private Verses Staff to participate in decision making process in relation to reward.	Governmental Count and Percent	86 26.0%	72 21.8%	61 18.4%	25 7.6%	87 26.3%	331 100%	5.46	4	.243	.236	.228	There is no evidence of a relationship between the facility type and staff to participate in decision making process in relation to reward.
	Private Count and Percent	15 31.3%	9 18.8%	14 29.2%	3 6.3%	7 14.6%	48 100%						

Facility Type Governmental and Private Verses As a rewarding system, staff members are given better office facilities frequently to motivate them.	Governmental Count and percent	73	85	65	21	87	331	9.45	4	.051	.050	.046	There is no evidence of a relationship between the facility type and As a rewarding system; staff members are given better office facilities frequently to motivate them.
	Private Count and Percent	22.1%	25.7%	19.6%	6.3%	26.3%	100%						
	Governmental Count and Percent	18	7	12	4	7	48						
	Private Count and Percent	37.5%	14.6%	25.0%	8.3%	14.6%	100%						

Source: Own computation (2019)

The finding in table 4.3 revealed that organization gives competence or skill based pay increment, cash bonus based on the surplus made per and usually organizes small non-cash awards to staff statically associated all with the (P= 0.000 - 95% confidence interval)). There is strong evidence of a relationship between the facility type and organization which gives competence or skill based pay increment, organization gives cash bonus based on the surplus made per and the organization usually organizes small non-cash awards to staff was statically associated. This shows that there is the difference during organization competence or skill based pay increment, gives cash bonus based made per and usually organizes small non-cash awards to staff between public and private health facilities.

The study conducted about the varieties of knowledge and skill-based pay design described that knowledge based payment encouraged the employees competency and for innovation new activities and workaround techniques. When the output of this finding was seen, there is performance based payment in private health facilities than public facilities (Milanowski, A. (2002).

There was no difference in Staff to participate in decision-making process in relation to reward and as a rewarding system; staff members are given better office facilities frequently to motivate them which favors employee’s career future between public and private health facilities.

Table: 4.4

Variables (Cross tabulation)	Facility Type	Agree	Not sure	Strongly agree	Strongly disagree	Total	Pearson Chi-Square Value	Degree of freedom	P-Value	95% Confidence Interval		Interpretation
										Lower Bound	Upper Bound	
Facility Type Governmental and Private Verses My organization Job performance is an important factor in determining the incentive compensation of employees	Governmental Count and percent	110	53	29	74	331	12.77	4	.012	.014	.012	There is slightly evidence of a relationship between the facility type and My organization Job performance is an important factor in determining the incentive compensation of employees
		33.2%	16.0%	8.8%	22.4%	100%						
	Private Count and percent	26	4	6	3	48						
		54.2%	8.3%	12.5%	6.3%	100%						
Facility Type Governmental and Private Verses My salary is paid in time as required	Governmental Count and percent	158	10	72	54	331	7.64	4	.106	.104	.098	There is no evidence of a relationship between the facility type and salary is paid in time as required
		47.7%	3.0%	21.8%	16.3%	100%						
	Private Count and percent	27	1	14	1	48						
		56.3%	2.1%	29.2%	2.1%	100%						
Facility Type (Governmental and Private) Verses our organization, salary and other benefits are comparable to the market	Governmental Count and percent	33	40	11	158	331	30.69	4	.000	.000	.000	There is very strong evidence of a relationship between the facility type and our organization, salary and other benefits are comparable to the market
		10.0%	12.1%	3.3%	47.7%	100%						
	Private Count and percent	16	9	3	7	48						
		33.3%	18.8%	6.3%	14.6%	100%						

Facility Type Governmental and Private Verses compensation for all employees is directly linked to his/her performance	Government al Count and percent	67	49	18	106	331	16.92	4	.002	.002	.001	There is very strong evidence of a relationship between the facility type and compensation for all employees is directly linked to his/her performance
		20.2%	14.8%	5.4%	32.0%	100%						
Facility Type Governmental and Private Verses there is a reward system based on performance	Private Count and Percent	19	12	8	5	4	48	100%	4	.381	.387	There is no evidence of a relationship between the facility type and there is a reward system based on performance
		39.6%	25%	16.75%	10.4%	8,3%	100%					
Facility Type Governmental and Private Verses there is a reward system based on performance	Government al Count and Percent	89	71	42	28	101	331	4.19	4	.381	.387	There is no evidence of a relationship between the facility type and there is a reward system based on performance
		26.9%	21.5%	12.7%	8.5%	30.5%	100%					
Facility Type Governmental and Private Verses there is a reward system based on performance	Private Count and Percent	15	13	8	4	8	48		4	.381	.387	There is no evidence of a relationship between the facility type and there is a reward system based on performance
		31.3%	27.1%	16.7%	8.3%	16.7%	100%					

Source: Own computation (2019)

The Variable asked whether organization Job performance is an important factor in determining the incentive compensation of employees was statically associated ($P= 0.012$ - 95% confidence interval)). There is strong evidence of a relationship between the facility type and organization Job performance as an important factor in determining the incentive compensation of employees. This shows that there is the difference during Job performance.

The study showed that organization salary and other benefits are comparable to the market and compensation for all employees is directly linked to his/her performance was statically associated ($P= 0.00$ and 0.002 - 95% confidence interval). There is strong evidence of a relationship between the facility type and salary, benefits are comparable to the market, and compensation for all employees as directly linked to performance was statically associated. This shows that there is difference during salary and benefits that are comparable to the market and compensation for all employees is directly linked to performance between public and private health facilities.

There was no difference; salary is paid on time as required that favors employee's career future between public and private health facilities

V. CONCLUSION

5.1 Conclusion

Reward and Compensation system plays a vital role in motivating employees to perform their assigned job. Since money/financial reward is a main motivator in encouraging the employee's performance required in today's competitive business environment. This study is conducted for the impact of employee Reward and compensation in private and public health facilities. It encompasses Reward and compensation of the human resource practice. In Reward and compensation, the activities that show difference from the public and private facilities are; provision of paying of reasonable salary and compensation between the public and private facilities.

5.2 Recommendation

Overall, this research showed that there is a difference in human resource activities like, in rewarding and compensation performance of human resource practice. So due to such reasons I recommended that the following points.

- The health facilities should redesign its reward system in general and its salary scale and payment structure in particular based on the work load of employees, the inflation rate as well as market condition (industry scale).
- The health facilities should conduct a continuous appraisal measurement based on its vision and mission to know the existing level of performance by external or internal professionals and effectively implement the areas of improvement pointed by its employees in both private and public health facilities.
- Employees Reward and Compensation system should be similar in both types of health facilities
- Salaries and other compensation payments should be adjusted as per market value and other basic necessary needs
- Further research should be conducted to strengthen the findings of this research

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