

**REMUNERATION AND EMPLOYEE SERVICE DELIVERY IN RITMAN
UNIVERSITY, IKOT EKPENE L.G.A, AKWA IBOM STATE, NIGERIA**

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ABSTRACT

Considerably, Remuneration is seen as a reward system of motivating an individual or employees in recognition of their efforts or services which could be monetary or non-monetary in nature. The study examined the role of remuneration on employee service delivery in Ritman University. The specific objectives of the study were to examine the relationship between transportation allowance, and housing / accommodation allowance on employee service delivery in Ritman University. The study adopted Abraham Maslow's Hierarchy of Needs as the theoretical framework. The descriptive and survey method was used as the research design while primary and secondary sources of data were employed in the study. The population of the study was 215 with a sampling size of 195 as simple regression analysis was used to analyze the data gathered. From the findings, it was discovered that there is a significant positive relationship between transportation, housing/ accommodation allowance, on employee service delivery in Ritman University. Based on the findings, the study recommended that the management of Ritman university should collaborate with other transportation companies to make transportation services available to staff. That the management of Ritman University should construct more housing/ accommodation as it will enhance high employees' service delivery.

KEYWORDS: Remuneration, Employee Service Delivery, Transportation Allowance, Housing Allowance.

Background of the Study

In today's highly competitive academic environment, universities are faced with mounting pressure to deliver quality and effective education and maintain high standards of service across all departments, involving both teaching and non-teaching services in the university system considering the fact that the nature of the university capability in addressing university challenges and meeting exceptions is the application of effective manpower - human capital (Eyo, et al., 2025). Amongst the different components which influence employee performance and institutional effectiveness, remuneration stands out as a fundamental determinant (Armstrong & Taylor, 2020; Milkovich et al., 2014).

Remuneration also considered as a reward system normally denotes the total reward a worker gets in the exchange for services rendered. The remuneration system is either monetary- salaries, allowance, wages, bonus and commission or non-monetary- housing, health insurance,

retirement plans, employees' recognition benefits (Milkovich et al., 2014). Under the organizational settings, remuneration is not just given a financial consideration but employee's value placed by the organization which plays an important role as a motivator thereby encouraging and enhancing job satisfaction, employee's commitment towards enhancing employee's service delivery. (Dessler, 2020)

According to (Robbins & Judge, 2019), modern and contemporary organizations have placed different and important strategic remuneration system in-order to motivate their employees, considering the fact that it enhance effective and efficient service delivery.

Again, the study by Eyo, et al., (2025), reveal that organization that wants to strive higher in it productivity or performance, must pay priority to the necessity of its human resource, due to the fact that human resource are considered as the greatest valued assets which assist in the achievement of organizational goal and objectives and as such, remuneration benefits should be a paramount consideration for the human resource. Zaman, (2011) was of the opinion that human resources offer the basis for which organizations shape and maintain reasonable benefit. In this regard, institutions must go beyond mere recruitment and focus on developing strategies that attract, retain, and motivate a high-performing workforce (Armstrong & Taylor, 2020). This is an indication that without an effective remuneration policy, even the most qualified employees may lack the drive to perform at their best as the absence of a proper remuneration policy, the services and performance of the best and most skilled human resources will be affected negatively. In Nigeria, both the public and private universities places emphasis on their numeration system as the advantage of it, is more beneficial to the organizations, also one of the major causes of frequent industrial actions by the university unions, such as, ASUU-Academic staff union of universities and NASU-Non-Academic staff union is a affected by major components such as irregular salary payment, poor working conditions, and limited access to incentives, as a result of these, employees Services are hampered manly in the Public Universities, while that of the private Universities are less affected by different frequent Industrial actions (Adesanya, 2023). Taking into consideration Ritman University, a private Institution of which it core emphasis is placed on excellence in education, the position of remuneration towards a better enhancement of employees service delivery is as good as a moving Vehicle and a driving force for the attainment of organizational goals. It is on this records that staff members who are immensely, compensated are always motivated which of it enhance punctuality, regularity, Job satisfaction, Committed efforts towards job (Ajadi, 2010).

Considering the current economic environment which has been affected by inflations, currency fluctuations, and high cost of living, contributes highly to the policy enhancement of remuneration policy in Ritman University so as to align employees' wages with market realities and living standards. Universities that sideline the presence and effect of these economic pressures risk higher r organizational performance, reduced engagement and a decline in Service delivery (Akinyemi & Abiddin, 2013). To this, Ritman University takes both reactive and proactive strategies in making a reality and achievable housing allowance for her staff, both teaching and non-teaching staff as this remuneration packages enhances a culture of loyalty, professionalism and excellence due to the fact that remuneration services when well delivered breeds innovation, student-centered, and dedicated to the institution's mission towards enhancing operational performance and achieve long-term sustainability.

As noted by Murphy, (2005). The essence of remuneration services is the investment in human capital which the humans once motivated renders high Service delivery, considering housing allowance standing as a motivating factor in Ritman University.

Statement of the problem

In every University system, the effectiveness and efficiency of employees' service delivery are always very important as they drive organizational goals of which some of the major components or driven forces consider as transportation allowance and housing allowance, if not present affects service delivery.

At Ritman University, there have been the consideration and concentration on the availability of transportation allowances for employees. Some of the major concerns of staff in the University have been noted to be issues of commuting to work, rises in transportation cost and inconsistency allowance payments, with all efforts of the University towards the recognition of transportation as a major factor of employees' welfare, there seems to be a breach between the current transportation allowance policy and the actual commuting needs of staff of the University, as this issue could be contributing to delays in service delivery, reduced job satisfaction and diminished work performance.

Again, it is worthy of note that one of the major factors that influence quality and effective service delivery is remuneration pattern also known as reward package designed as housing allowance or accommodation Support is challenged by certain factors. emerged regarding the sufficiency and fairness of the housing or accommodation allowance provided for both teaching and teaching, also the issue that the house/ accommodation support rendered are not sufficient for all staff of the University as many staff of the institution faces challenges in acquiring affordable and convenient accommodation closer to the institution, as it may negatively affect their punctuality, regularity, mental well-being and job performance.

Housing allowance are majorly created to alleviate the financial implications, of accommodation and enhance a better living standards of staff of the institution, but when this allowance is not adequate, regular or fairly structured, it can lead to job dissatisfaction, stress, and poor service delivery. Considering an institution like Ritman University of which effective, efficient, adequate and timely service delivery is very important then essential academic and administrative success may be hampered. It is under these challenges that the researcher decides to embark on this research.

Objective of the Study

The specific objectives are to:

1. To examine the relationship between transportation allowance and employee service delivery in Ritman University
2. To find out the relationship between housing/ accommodation allowance on employee service delivery in Ritman University.

Research Questions

To guide the study, the following research questions were formulated:

1. What is the relationship between transportation allowance and employees' service delivery in Ritman University?
2. Does housing/ accommodation allowance enhance employees' service delivery in Ritman University?

Research Hypotheses

The following null hypotheses were formulated to guide this research work:

1. **H₀₁:** There is no significant relationship between transportation allowance and employee service delivery at Ritman University.
2. **H₀₂:** There is no significant relationship between housing/ accommodation allowance and employee service delivery at Ritman University.

Literature review and theoretical framework

The concept of Remuneration

According to Armstrong & Taylor, (2020), Remuneration refers to the total compensation an employee receives in exchange for their services. It encompasses both monetary and non-monetary benefits, including salaries, allowances, bonuses, and benefits like housing or transportation support. In the concept of higher education institutions, remuneration plays a crucial role in attracting, motivating, and retaining competent staff members (Altbach, et al., 2009).

Remuneration is the sum of the financial and non-financial values given to employees from all elements in the work package, namely: salary, incentives, benefits, rewards, job satisfaction, organizational affiliation, status, and others as well as rewards that are intrinsic or extrinsic from returns in work of value to workers (Bussin & Diez, 2021)

Remuneration has been described as a reward given to employees in exchange for their efforts in achieving organizational goals. It is also a repayment of services or compensation employees receive for the achievements rendered in realizing organizational goals. From the works of Acheampong et al., (2024), remuneration comprises the total amount of payment made to employees, which can be in the form of wages, salaries, benefits, and bonuses to ensure satisfaction and high performance. Remuneration is compensation provided to employees as a motivation mechanism, covering both monetary rewards and other incentives like recognition and benefits (Putra & Setiawan, 2024).

Transport allowance

According to Uche and Anichebe (2021) transportation allowance is a monetary reward made available by an employer to employees to support and ease the burden of commuting, as the transportation benefits provided to the employees is not just functional in addressing financial stress associated with commuting but also contribute and enhance punctuality and employee Satisfaction. In the university system, this type of monetary compensation system have a direct impact on the effectiveness and efficiency of jobs deliver by both the teaching and non-teaching Staff.

Onah, (2017), opined that transportation allowance assist in minimizing the negative implications of long or costly commuting which breeds in lateness, absenteeism, and fatigue. To this, employees of the institution have encountered high cost of transportation, fare fluctuations, as a result of the economic conditions from fuel Subsidy removal policy, as parts of solving these challenges, the transportation allowance is very important, serving as a necessary intervention to promote staff welfare towards enhancements of employees' service delivery for organizational performance.

Eze and Nwagwu (2020) opined that the availability of adequate transportation allowance to employees, enhances employees' commitment and timeliness to work, which is a paramount tool for enforcement and maintaining of high standard of service delivery in the university system. One of the major aim of transportation allowance is that it shows the organizational commitment towards the practical needs of its workforce and the values it places on the employees. Transportation allowance which is seen as a monetary compensation system, directly enhance staff moral which breeds in high level of performance and indicate organizational loyalty. From the strategic human resource point of view, the availability of transportation allowance benefits is as good as a moving vehicle considered as motivational tools that empowers efficiency, effectiveness, reduces turnover, and supports organizational goals (Ojo, 2021). The works of Okafor and Udu (2022), emphasized the loyalty, commitment and dedication of employees to work when basic needs including transportation allowance are made available.

Housing Allowance

Eze (2020), define housing allowance as the financial benefits made available by the employers to support employees in securing accommodation. It is seen as one of the major remuneration packages which helps in reducing housing burden on employees most especially those in the urban areas who are faced with high cost of living and rental prices. Employees of organizations who resides within the urban areas where accommodation cost is high would eventually appreciate a reward system of housing allowance. Housing allowance is a booster for employees who are provided with as it enhance higher job satisfaction, improved work life balance, and increased commitment towards achieving organizational aims and objectives in Ritman University, the provision of housing allowance may enhance the well-being and performance of staff members due to the fact that availability of housing allowance is as paramount as moving vehicle to employees being a determinant of job satisfaction, employees' retention, and organizational commitment, considering the Nigerian higher institution system of which the public and private institutions equally operate under rigid budgetary system, the availability of housing support can directly influence how employees view their work environment.

Eze and Nwagwu (2020), explains that housing allowance has a positive and significant effects on employees considering moral and job Satisfaction among university employees in the Nigerian education sector. to this, he further stated that once employees' are provided with housing allowance, it help in the reduction of housing Stress as employees will be more likely to concentrate on their professional responsibilities towards the enhancement of greater and effective service delivery for institutional performance.

As observed by Ojo, (2021), that the non-provision and unavailability or irregular provision of housing allowances can breeds in dissatisfaction, greater turnover intentions, and low/poor work performance, also stating that the provision and availability of this services for the employees breeds in higher level of job concentration, punctuality and professional engagement. In the same postulations and opinion, Houle, et al., (2012), emphasized the need and important of such allowances, when provided and made available promote loyalty, reduces stress and enhance the overall service experience rendered by employees.

Employees Service me delivery

Employees' service delivery according to Eyo, et al., (2025), involves the efficiency, effectiveness and standard of job undertaken by employees in attaining the organizational goals, of which in the University setting includes administrative efficiency, teaching performance, responsiveness to students, and adherence to institutional policies.

Again, the postulations of Nwachukwu (2021), shows that standard service delivery is attributed to high level of motivation and well-being as they are grounded on the bases of remuneration practices considered very paramount by organizations. it is worthy of note that under this postulations that when employees feel adequately compensated and supported, they are more likely to be committed, innovated and accountable in their respective roles, as the absence of remuneration system breeds the reverse. In the academic environment like Ritman University, standard service delivery is essential for the achievement of institutional goals, as service outcomes are centered on quality of education and students satisfaction.

Murphy, (2005). opined that employees performance are positively enhanced when organizations invest in both financial and non-financial rewards system which includes, prompt payment of salaries, promotion, opportunities, transportation and housing allowance, all of which contribute to a supportive work environment.

In the works of Onah, (2017), employees' service delivery is a measureable indicator of organizational growth and well-being due to the fact that it reflect the alignment between

organizational inputs such remuneration, training, and output which includes students supports, academic delivery, and operational effectiveness and efficiencies. in the University sector, like Ritman University, enhancing service delivery among teaching and non-teaching staff can lead to better student experiences, enhanced administrative process and strengthen institutional reputation due to the fact that employees service is an important outcome emanating from effective human resource management (Eyo, et al., 2025).

Remuneration and Employee Service Delivery

The influence of remuneration on employee service delivery is considered direct and profound. Study evidence consistently demonstrate that how employees are remunerated, compensated or reward, significantly determines the quality, efficiency, and consistency of services they render (Murphy, 2005). When remuneration practices are well-structured, fair, and timely, employees are more likely to demonstrate high levels of dedication, responsiveness, and quality in discharging their responsibilities. In disparity, poor remuneration, whether in form of delayed salaries, inadequate allowances, or stagnated promotion, often results in absenteeism, low morale, and diminished performance (Okafor & Udu, 2022).

One of the most visible ways remuneration influences service delivery is through employee motivation. Motivation is a psychological driver that transforms effort into performance, and remuneration is its most tangible fuel. Adeyemo & Akinbode (2019) found that in public service contexts, including universities, prompt and adequate compensation correlates strongly with employee punctuality, attentiveness to duty, and initiative-taking. Employees who are confident in their employer's commitment to fair pay are more likely to exceed expectations and uphold institutional values.

In universities, where service delivery encompasses a range of responsibilities from academic instruction to student advisory roles and administrative compliance, the role of remuneration becomes even more critical. As Nwachukwu (2021) observes, university staff who feel financially valued are more likely to display enthusiasm in teaching, consistency in attendance, and commitment to student support. Such improvements in individual behavior collectively enhance the institution's overall service quality.

Promotion, as a non-monetary yet deeply impactful aspect of remuneration, also shapes service delivery. Staff who experience timely and merit-based career progression are more inclined to put in discretionary effort and remain loyal to the institution (Ojo, 2021). On the contrary, lack of advancement opportunities may result in intellectual stagnation and disengagement. These are factors that severely undermine performance (Ibanga, & Ataire, 2002).

In Ritman University, the link between remuneration and employee service delivery cannot be overstated. Where staff are assured of consistent salaries, mobility support, decent accommodation allowances, and clear promotion pathways, they are more likely to carry out their duties diligently and support institutional development goals. The institution, in turn, benefits from improved academic quality, student satisfaction, and administrative reliability.

In sum, remuneration is not just a cost to the institution, it is an investment. Its impact on employee service delivery is both measurable and strategic. Any university committed to sustainable excellence must view competitive and timely remuneration as a foundational pillar of employee performance and service quality (Krasnik, et al., 1990).

Theoretical Framework

The study adopted the Abraham Maslow hierarchy of needs in giving explanations to how remunerations enhances employees' service delivery in Ritman University. To Abraham Maslow an American economist whose theoretical attention was on human motivation, of which he postulated the five-model of human needs explaining how basic needs must be achieve before higher level of psychological and self-fulfillment.

According to Maslow, the physiological needs are the most important and basic needs which includes; food, shelter, clothing and accommodations, which have a very important role to play as a motivating factor to employees, other basic needs were safety needs, social needs, self-esteem and self-actualization.

Notably, at the level of self-actualization, progression and growth opportunities, such as promotions and professional development, qualify employees to achieve their potential. This outcomes in advanced ranks of creativity, dedication, and active service delivery, which are essential for the success of academic and administrative operations at Ritman University. Abraham Maslow's Hierarchy of Needs is relevant in this study because aligning remuneration policies with Maslow's hierarchy helps Ritman University not only meet the personal and professional needs of its employees but also foster a productive workforce capable of delivering high-quality services across all departments.

METHODOLOGY

This research work adopted the survey and descriptive design in giving explanations to remuneration and employee service delivery in Ritman University. The population of this study consists of the generality of the staff in Ritman University as at June 2025 was two hundred and fifteen 215, comprising both teaching and Non-teaching staff (Source: HRD 2024)

The research work adopted the purposive sampling procedure in the distribution of Questionnaire. Simple percentage was one of the statistical procedures used in the analysis of the data. The hypotheses formulated for this study used to guide the process of data analysis. Thus, the simple regression analysis was used to analyze the data.

Data Presentation and Analysis

Table 1: Bio-data of Respondents

Questionnaire	Frequency	Percentage
Returned	155	79%
Not returned	40	21%
Total	195	100%

Source: Field work (2025)

From the table above, it shows that out of 195 copies of questionnaire representing 100% issued, 155 representing 79% were returned and duly filled while 40 representing 21 were not returned.

Testing of Hypotheses

Research Hypothesis 1(H₀₁): There is no significant relationship between transportation allowance and employee service delivery at Ritman University

Tables 2: There is no significant relationship between transportation allowance and employee service delivery at Ritman University.

S/N	Transportation Allowance	S/A	A	S/D	D	Total %
1.	transportation allowance is always made available for you	93 (60%)	62 (40%)	-	-	155 (100%)
2	The university has made provision for your transportation allowance	65 (42%)	90 (58%)	-	-	155 (100%)
3	The university has a working transportation allowance policy	75 (48%)	80 (51%)	-	-	155 (100%)
4	Ritman University has transportation service policy for both Non-Teaching and Teaching Staff	50 (32%)	105 (68%)	-	-	155 (100%)

Source: field work (2025)

The table above shows the responses on availability of healthcare allowance as 93 respondents representing 60% strongly agreed while 62 respondents representing 40%, agreed, also, about 65 respondents representing 42% strongly agreed to the fact that the university has made provision for their transportation allowance, as 90 respondents representing 58% only agreed to it. 75 respondents representing 48% strongly agreed to the fact that the Ritman University has a working transportation allowance policy while 80 respondents representing 51% agreed to it. 50 respondents representing 32% strongly agreed to the fact that Ritman University has transportation service policy for both Non-Teaching and Teaching Staff while 105 respondents representing 68%, agreed to it.

Testing of Hypotheses One

transportation allowance and employee service delivery at Ritman University						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	642.375	1	642.375	108.798	.000 ^b
	Residual	1169.045	198	5.904		
	Total	1811.420	199			
a. Dependent Variable: Employee service delivery						
b. Predictors: (Constant), transportation allowance						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.574	.992		7.632	.000
	transportation allowance	.582	.056	.596	10.431	.000
a. Dependent Variable: employee service delivery						

From the above analysis, the simple regression analysis, the analysis shows there is a significant relationship between transportation allowance and employee service delivery in Ritman University. From the analysis, of the simple regression (R) for the second hypothesis (Ho₂), was $R_{x_1} = 0.904$, suggesting a strong positive correlation between transportation allowance and employee service delivery in Ritman University. The result was statistically significant ($R_{x_1} = 0.904$; $n = 155$; $p = 0.000$). Based on the simple regression analysis, the study reveals that transportation allowance and employee service delivery in Ritman University are positively and significantly related. Since the p-value is less than 0.05 ($p = 0.000 < 0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant

positive relationship between transportation allowance and employee service delivery in Ritman University.

Research Hypothesis 2 (Ho₂): There is no significant relationship between housing/ accommodation allowance and employee service delivery at Ritman University

Tables 3: Responses on the significant relationship between Housing/ accommodation allowance and employee service delivery at Ritman University.

S/N	Housing/ accommodation allowance	S/A	A	S/D	D	Total %
1.	Housing/ accommodation allowance is always made available for you	100 (65%)	55 (35%)	-	-	155 (100%)
2	The university has made provision for your Housing/ accommodation allowance	120 (77%)	35 (23%)	-	-	155 (100%)
3	The university has a working Housing/ accommodation allowance policy	97 (63%)	58 (37%)	-	-	155 (100%)
4	Ritman University has Housing/ accommodation allowance policy for both Non-Teaching and Teaching Staff	93 (60%)	62 (40%)	-	-	155 (100%)

Source: field work (2025)

The table above shows the responses on availability of Housing/ accommodation allowance as 100 respondents representing 65% strongly agreed while 55 respondents representing 35%, agreed, also, about 120 respondents representing 77% strongly agreed to the fact that the university has made provision for their Housing/ accommodation allowance, as 35 respondents representing 23% only agreed to it. 97 respondents representing 63% strongly agreed to the fact that the Ritman University has a working Housing/ accommodation allowance policy while 58 respondents representing 37% agreed to it. 93 respondents representing 60% strongly agreed to the fact that Ritman University has Housing/ accommodation allowance policy for both Non-Teaching and Teaching Staff while 62 respondents representing 40%, agreed to it.

Testing of Hypotheses Two

Housing/ accommodation allowance and employee service delivery						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	762.355	1	872.355	209.788	.000 ^b
	Residual	777.045	222	.904		
	Total	2554.330	155			
a. Dependent Variable: Employee service delivery						
b. Predictors: (Constant), Housing/ accommodation allowance						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.677	.989		7.632	.000
	Housing/ accommodation allowance	.582	.056	.596	10.431	.000
a. Dependent Variable: Employee service delivery						

From the above analysis, the simple regression analysis, the analysis shows there is a significant relationship between Housing/ accommodation allowance and employee service delivery in Ritman University. From the analysis, of the simple regression (R) for the third hypothesis (H_{03}), was $R_{x_1} = 0.904$, suggesting a strong positive correlation between Housing/ accommodation allowance and employee service delivery in Ritman University. The result was statistically significant ($R_{x_1} = 0.904$; $n = 155$; $p = 0.000$). Based on the simple regression analysis, the study reveals that Housing/ accommodation allowance and employee service delivery in Ritman University are positively and significantly related. Since the p-value is less than 0.05 ($p = 0.000 < 0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant positive relationship between Housing/ accommodation allowance and employee service delivery in Ritman University.

Discussion of Findings

Transportation allowance and employee service delivery

From the hypothesis two tested, the simple regression analysis shows there is a significant relationship between transportation allowance and employee service delivery in Ritman University. From the analysis, of the simple regression (R) for the second hypothesis (H_{02}), was $R_{x_1} = 0.904$, suggesting a strong positive correlation between transportation allowance and employee service delivery in Ritman University. The result was statistically significant ($R_{x_1} = 0.904$; $n = 155$; $p = 0.000$). Based on the simple regression analysis, the study reveals that transportation allowance and employee service delivery in Ritman University are positively and significantly related. Since the p-value is less than 0.05 ($p = 0.000 < 0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant positive relationship between transportation allowance and employee service delivery in Ritman University, the above analysis and discussion supports the works and conclusion of Uche & Anichebe (2021), indicating a positive significant relation between transportation allowance and employees service delivery in the Nigerian universities system.

Housing/ accommodation allowance and employee service delivery

From the hypothesis three tested, the simple regression analysis shows there is a significant relationship between Housing/ accommodation allowance and employee service delivery in Ritman University. From the analysis, of the simple regression (R) for the third hypothesis (H_{03}), was $R_{x_1} = 0.904$, suggesting a strong positive correlation between Housing/ accommodation allowance and employee service delivery in Ritman University. The result was statistically significant ($R_{x_1} = 0.904$; $n = 155$; $p = 0.000$). Based on the simple regression analysis, the study reveals that Housing/ accommodation allowance and employee service delivery in Ritman University are positively and significantly related. Since the p-value is less than 0.05 ($p = 0.000 < 0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant positive relationship between Housing/ accommodation allowance and employee service delivery in Ritman University, the analysis and discussion above is in line with the works of Okafor & Udu (2022), who emphasized that such allowances, when paid regularly, promote loyalty, reduce stress, and enhance the overall service experience rendered by employees, indicating a positive significant relation between housing/accommodation allowance and employees service delivery.

Descriptive analysis of Remuneration system in Ritman University

S/N	Remuneration Category	Monthly charges (Staff)	Supposed Monthly Cost charges	Monthly Remuneration benefits
1	Transportation allowance	15,000	40,000	25,000
2	Housing/ accommodation allowance	4,000	8,000	4,000

Source: Bursary unit, HR unit, Ritman University (2025)

The table above shows different categories of remuneration services provided by Ritman University to Employees of the institution. on the part of transportation allowance, the institution freely provides available transportation service to staff, as they are meant to pay a monthly cost of 15, 000 only, as against 40,000, being paid by those who are not staff of the university, in the course of enjoying the transportation services. So, as part of remuneration services, the staff of the university enjoys transportation allowance of about 25,000 only.

On the Housing/ accommodation allowance, the university management has provided staff accommodations to staff of the university at a monthly cost of 4,000 as against 8,000 being charged to those who are not staff of the university, as a result of this, the staff of the university enjoy an Housing/ accommodation allowance of about 4,000 only.

Summary and Recommendation

This study was an examination on the role of remuneration and employee service delivery in Ritman University, while the specific objectives are to examine the relationship between to find out the relationship between transportation allowance and employee service delivery in Ritman University, to determine the relationship between housing/ accommodation allowance on employee service delivery in Ritman University. Survey method and descriptive research design was adopted in the study. Data was collected using research questionnaire and interview which was administered. The collected data was analyzed using simple regression analysis. From the analysis the study concludes that there is a significant positive relationship between transportation allowance and employee service delivery at Ritman University and the study concludes that there is a significant positive relationship between housing/ accommodation allowance and employee service delivery, at Ritman University.

Based on the analysis revealed and conclusion, the following recommendations were made: That the management of Ritman university should collaborate with other transportation companies to make transportation services available to staff. That the management of Ritman University should construct more housing/ accommodation as it will enhance high employees' service delivery.

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