



Remuneration management and employee job satisfaction: A study of selected property Organizations in Lagos state

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Abstract

The aim of this research is to examine the role of reward management on the workers job satisfaction and dedication of the chosen property organization in Lagos State. The goal of the study is to reduce the issue of The Company's pay program is badly conceived. Survey research design method was used using a questionnaire in collecting data from the respondents. Two hundred and forty questionnaires were distributed, the return rate was 236. The population of this study are employees of Selected Property Organisations in Lagos State. Simple random sampling techniques was used for selecting samples from the population. The information was analysed using the statistical package for social science (SPSS) and using both descriptive and inferential statistics and statistical tool used was Spearman Rank Test.

The result showed that there was a moderate significant positive relationship between reward system and job satisfaction. The study found that reward system practice collectively has significant effect on job satisfaction.

Organizations were urged that senior management should support employee participation in decision-making and should carry out employee recommendations. Furthermore, it was suggested that compensation evaluations be carried out in order to develop a reward management framework that is both internally fair and externally competitive. In conclusion, the study has demonstrated that, depending on how they are managed, reward management greatly influences employees' willingness to stay at or leave their positions. According to the study, financial incentives had a big impact on how committed staff were. This shows that commitment levels were high when employees received a sufficient amount of financial incentives, such as wages, bonuses, payment for training sessions and seminars, transportation, accommodation, and medical benefits, as well as annual pay increases and overtime pay. The findings of this study have shown that reward management significantly affects employees' inclination to remain in their jobs or quit them, depending on how they are managed.

Keywords: Employee Commitment, Reward Management, Job Satisfaction, Reward System

Introduction

Organization create objectives and targets that they strive to meet. Due of this, management departments inside firms are entrusted with using skills and knowledge to effectively plan, organize, direct, and control the activities in order to meet predetermined goals. The supervision of a company's personnel is a problem of human resources management. They are responsible for the recruitment and retention of good employees and also the training and development of employees to boost their productivity, efficiency and also their satisfaction, and to resultantly promote the overall success of the organization (Pauwe & Boon 2009) ^[5]. Organizations' targets and goals act as yard sticks to assess success. HRM practitioners, via the use of performance appraisal, evaluate their employees' performance since their performance are vital to organizational success (Collings & Wood 2009).

Rewards comprise all perks offered to employees, including monetary compensation and comfortable working circumstances. Financial rewards are concrete benefits with a physical existence that are provided after success, a trophy for doing something well, or even money for doing your job. Extrinsic rewards are not from within a person and are typically offered to the person doing the activity since they are tangible and have an immediate effect on the worker's.;' individual consideration and work effort. Extrinsic rewards, then, are those that are external to the individual engaging in the action.

Psychological Rewards come in the form of acknowledgment awards and feelings of accomplishment and accomplishment, or a mindful satisfaction. As an illustration, is the knowledge that you did something right, or you fulfill the expectations of your employer, because these reward are intangible, they come from inside the performer of the action. So, psychological/intrinsic mean the reward is intrinsic to the individual doing the action. When work was typically more than a routine and it was so crucial for employees to follow the organization's rules and regulations, these rewards played a significant part in earlier times. At that time it was so necessary to have a bureaucratic approach towards one's job and to comply with rules and regulations. Monetary rewards were often the only motivation tools available to the organizations to motivate its employees. Job satisfaction is the degree to which an employee has positive emotions towards his jobs. Job satisfaction is possibly the most widely studied and research topic for last few decades, job satisfaction and turnover intention research is very important to the employers to predict the subordinate intentions towards their jobs. If an employee is having a propensity to negatively react towards his work, then it will cause a feeling of dissatisfaction towards one's working environment. So, Job satisfaction can be referred to as a person's feelings, both positive and negative, his or her thoughts and the attitude he or she is holding towards the job.

Organizational commitment is the employee's psychological attachment towards his or her organization. It is the emotional feelings of the employee to stay with an organization. Commitment plays an important role in determining whether the employee wants to stay loyal towards his or her organization and working passionately to accomplish organizational goals. Commitment helps to predict employee's job attitudes like job satisfaction, turnover intentions and employee effectiveness, organizational commitment in some situation is an outcome of job employee happiness, or how they feel about their employment. Work happiness has an influence on employee loyalty to the company. Customer satisfaction will increase along with organizational commitment.

According to Armstrong (2006) ^[19] Rewards system consist of policies that are guidelines on approaches to management, practices that provide financial and non-financial reward's processes concerned with evaluating the relative size of the job (Job Evaluation) and assessing individual performance (Performance Management), procedures operated in order to maintain the system and to ensure that it operates efficiently and flexibly and provides value of money. If an organization has issues with productivity, cost, or equality, the behavior that leads to those unfavorable outcomes is being encouraged. An organization is always ideally intended to create what it is generating. Employee happiness has continued to be a

fascinating topic of debate in organizational behavior, psychology, and particularly human resource management and management of people. It is imperative that management consider the welfare and well-being of its staff members, including consideration of both monetary and non-monetary rewards. Employee happiness and the organizational incentives system are considered to be connected organizational components. Employee happiness is believed to increase as a result of organizational awards, which are proven to assist a company increase employee motivation. Danish and Usman (2010) ^[7] states that rewards system serve as the most contingent factor in keeping employees self-esteem high passionate.

In order to compensate employees, fringe perks like work-life balance, bonuses, and health care are typically implemented. These incentives are crucial in motivating staff members to put in more effort and support company goals. The organization's efforts to please the workforce are also visible in the adoption of incentives systems. It is just as significant as promotion, another component of the incentives system. Salary is given to employees in exchange for work performed, usually include a range of values and focuses on the position and duties performed rather than an individual contribution (Milkovich and Newman 2002). Reward in terms of salary would absolutely influence the employees' satisfaction or dissatisfaction.

According to Armstrong and Murlis (2007) ^[3] Reward Management refers to strategies, policies and processes that are required to ensure that the contribution of people in an organization is recognized by both non-financial and financial means. Therefore There are two types of incentives: non-financial rewards place an emphasis on employee motivation and increased workplace engagement and devotion. Financial rewards are tangible and tied to wages and perks that a firm delivers to its employees. One of the most important factors in encouraging staff to give their all in order to provide original ideas that improve business operations is reward management in the workplace. This suggests that the goal of incentive systems, which promote employee motivation and organizational commitment, may be worsening among employees, which in turn improves job satisfaction and commitment to the organization. Additionally, it has frequently been noticed that workers who are content with their occupations are nevertheless.

According to Lazear (2000) ^[19] if people do not feel a direct connection between their efforts and results achieved, then the motivation will wane. This might happen as a result of incorrectly estimating the employee's ability to complete the task's results. Expectations for the reward of outcomes are anticipations of specific incentives or prizes in relation to the degree of results now achieved. Ihionkhan and Aigbomian (2014) observe that organizations need effectively committed employees in order to enable them achieve their objectives. Affectively committed employees have a sense of identification and belonging with an organization and this increases their involvement in the activities of an organization (Rhoades *et al* 2001).

According to Danish (2010) ^[7] Motivation depends on certain intrinsic and extrinsic factors which when combined lead to employees who are fully committed. Thus can ultimately result in improved organizational performance as well as stimulate employee innovation and support for the organization's aims.

Statement of the Problem

Reward have been found to be the most effective inducers of performance that provide happiness at work. Due to a number of factors, including managers' decreased ability to mold employees' conduct and employees' strike, lack of job satisfaction has become more essential than ever in today's corporate environment. Media interviews with employees revealed that many criticized management for not providing them with a voice.

According to Shafiq and Naseem (2011) ^[26], poorly designed compensation package provided by the organization may results to employee job dissatisfaction and low motivation. Thus, the unsatisfactory environment frequently result in decreased which will then disrupt the level of performance and employee morale (Quible 2005) ^[24]. In relation, inferior quality of No matter how wonderful the physical environment of the work station supplied by a company is, psychological preparedness may result in lesser productivity, more absenteeism, and lardiness. Even if an unhappy employee is there, they will not provide their utmost effort. It was said that employees frequently leave their jobs because they are unhappy with the compensation they receive and protest their unfair treatment of others.

Objectives of the Study

The research is conducted to examine the role of reward management on employee job satisfaction and commitment. The research questions are posted as follows;

1. To determine if there exist a relationship between reward system and employees commitment
2. To ascertain if there is a relationship between reward system and job satisfaction
3. To examine factors facilitating reward system and employee commitment

Significance of the Study

The study's theoretical and practical contribution is what makes it significant. It will significantly add to the body of research on non-financial and monetary rewards and offer practical advice for creating a stronger reward program and organizational initiatives. The study is significant because it aims to educate decision-makers and planners about the overall compensation system in both public and commercial organizations. Additionally, it is significant since it will act as a point of reference for future and unsuccessful scholars who want to conduct comparable study.

Research Hypothesis

Subsequent to the afore mentioned objectives and research questions the following hypothesis are formulated and shall be subjected to a suitable empirical statistical test.

1. There is relationship between reward system and job satisfaction
2. There exist a relationship between reward system and employee commitment
3. There are factors facilitating reward system and employee commitment

Literature Review

The techniques, regulations, and procedures necessary to guarantee that the contributions of individuals within a company are acknowledged through both non-financial and financial ways are referred to as reward management (Armstrong 2007) ^[4]. Rewards management consequently

include the development, implementation, and maintenance of incentive programs that are geared toward the company and its stakeholders. A reward system must be effective and efficient in order for a business to achieve its goals, and it must be designed in a way that maximizes advantages for both the firm and its employees. Therefore, the primary goal of incentive management is to ensure that employees get regular, equitable, and fair compensation in order to ensure the achievement of corporate goals.

The goal of reward management is to develop and put into practice techniques and policies that will fairly, consistently, and equitably compensate employees for the value they add to the firm. It strives to accommodate both parties' demands. Job satisfaction is central to the work lines of employees and for effective use of personnel within organizations (Koesske, Kirk, Koeske and Rauktis, 1994). Employee assessments of the work environment, levels of organizational support, and employment circumstances may all be used to forecast how satisfied individuals will be with their jobs. An employee is more likely to be steady, productive, and successful in achieving organizational goals when they are happy at work. Job satisfaction is characterized as an all-encompassing effective attitude on the part of people toward the job responsibilities they are now performing. Employees frequently discuss their job satisfaction while discussing their sentiments about their work, whether those feelings are favorable or bad.

Conceptual Framework

Conceptual framework explains the many connections between the variables that have been noted as crucial to figuring out the issue. This study's goal is to examine how to achieve job happiness. Pay structures, perks and incentive programs for employees, as well as staff training inside the company, are some of the variables thought to have a significant impact.

a. Promotion as Factor of Job Satisfaction

These were referred to as opportunities to advance to higher levels of hierarchy inside a company. According to Locker (1976), employees should look for fair promotion rules and procedures. Promotions offer chances for personal development, new obligations, and elevated social prestige. People who believe that further promotions increase their likelihood of experiencing work satisfaction According to Nzube (2007) ^[23], promotions are just transfers from one position at a lower level to another at a higher level inside the company. According to him, promotions bring to an employee's standing and income being raised. According to the available literature, promotions have been found to have an impact on employee performance. However, promotions must be perceived as fair and based on meritocracy in order to be helpful in raising job satisfaction.

b. Pay Type

A pay type defines the various pay bands for job categories by making comparisons between their internal relative values, as determined by job evaluation, and their external relatives, as determined by market rate surveys. In some cases, these comparisons are reached through employee negotiations while carrying out their duties as employees of a particular entity. They come in a variety of forms and include, among other things, contingent compensation, which consists of rewards based on an individual's performance,

contribution, competence, or ability to the success of a team or organization. This type of pay can be awarded in two ways as a consolidated increase to the basic rate of pay, or as cash lump sum (Variable Pay) (Armstrong, 2003:676).

c. Benefits

Employee benefits are components of compensation that are provided in addition to the several types of financial pay. They also consist of things like yearly leave, pensions, sick leave coverage, and corporate automobiles. It deals with the amount of reward taking market rates into account: The strategy for complete reward and obtaining equitable pay: Transparency in incentives refers to the disclosure of information about awards, including details on employee reward systems and procedures.

d. Employee Recognition on Job Satisfaction

Reward system consists of both precognitive interventions and rewards.

The term "incentives" refers to the monetary rewards that businesses provide their staff in exchange for their contributions to their company's sales, quality, and customer service metrics.

It's crucial to remember that compensation and payment systems have different motives (Salary or Wages) Recognizing a work well done serves as a non-monetary form of recognition and motivates employees to make valuable contributions to the satisfaction of consumers. Lanchance (2000) ^[17] noted that rewards that bind an employee to an institution have more to do with the way employee is treated than any particular pay scheme she suggests that while people may come to work for the pay they stay at work for many other reasons.

Theoretical Framework

The employee incentive system of a company consists of integrated policies, procedures, and practices for paying its employees in accordance with their contributions, abilities, competence, and market worth.

It has been created within the parameters of the organization's reward philosophy, strategies, and policies and includes arrangements in the form of processes, practices, structures, and procedures that will give and uphold the proper sorts, amounts, and forms of pay benefits and rewards. Armstrong (1999), acknowledges that the reward system consists of financial rewards (Fixed and Variable Pay) and employee benefits which together comprise total remuneration. The system also incorporates non-financial rewards (Recognition, Praise, Achievements, Responsibility and Personal Growth)

Theories of Reward Systems

Expectancy Theory

Many employees do not understand how extrinsic rewards are tied to performance. Extrinsic rewards must be clearly defined by managers, along with how they are distributed. According to this theory, expectation time is defined as time valence when used instrumentally. It suggested three factors that determine motives to reward, namely: Employee motivation is increased when they believe their hard work will pay off with the benefits they seek. The employee thinks about the value of incentives and if performance is necessary to receive them. A manager who offers prizes with low valence, which are not highly favored, is unlikely to see that awards bring about a major change in performance. Valence

refers to an individual preference for benefits that he feels will follow from doing well.

Equity Theory

According to Duening (2006) ^[10] equity theory concerns the perception of (Cognitive process) how they are being treated. The foundation of equity theory is the evaluation process employed by employees to gauge the justice of organizational outcomes and the process of modifications employed to preserve a sense of fairness.

To promote a high level of job satisfaction, it focuses on the equitable distribution of results. Distributive justice is the term for it. The fairness of the processes employed to decide on result distributions is a concern of this theory. Procedure decisions affect how performance levels are assessed, how disagreements are resolved, and how outcomes, like pay increases, are dispersed among employees.

Reinforcement Theory

According to this notion, conduct is a result of its outcomes. Positive behavioral outcomes are uncommon and are seldom observed. Positive reinforcement happens when a desired behavior is followed by rewards like acknowledged good performance. Evenly highly regarded prizes become less effective as motivators if they are not offered at the appropriate moment. If being creative is a desired behavior, then it should be rewarded. Skinner's reinforcement theory of motivation ignores an individual's interior state, including their inner motives and emotions. This hypothesis is solely focused on what transpires to a person once they take a certain action. Therefore, according to Skinner, in order to inspire employees, the organization's external environment must be successfully and positively managed. This idea is a useful tool for examining the laws that govern how individuals behave. It does not, however, pay attention to what drives people to behave in particular ways. To regulate employee behavior, management employs the following strategies:

a. Positive Reinforcement

It implies reacting positively when someone demonstrates the required and desired behavior. For instance, thanking a worker immediately for showing up early for work As a result, there will be a higher chance that exceptional conduct will be repeated. Reward is sometimes a good reinforcer, though. Reward may only be considered a constructive reinforcer if and only if the employees' conduct improves. A behavior is stimulated by positive reinforcement.

b. Negative Reinforcement

This implies reacting positively when someone demonstrates the required and desirable behavior. For instance, congratulating an employee immediately for showing up early to work. As a result, there will be a higher chance that good behavior will be repeated. Reward is sometimes a good reinforcer, though. Only when the employees' conduct improves can rewards be viewed as a positive reinforcer. Positive reinforcement encourages a behavior.

c. Punishment

To lessen the possibility of repeating unfavorable behavior in the future, it includes reducing beneficial effects. The imposition of painful consequences for participating in unpleasant behavior is another way to describe punishment.

For instance, suspending a worker for disobeying company policies Positive reinforcement from an alternative source can offset punishment.

d. Extinction

It implies that no reinforcements are present. To put it another way, extinction is the act of lowering the chance of undesired behavior by removing the motivation for it. For instance, if a worker no longer feels valued and commended for his toil, he may think that his efforts and behavior are not having any positive effects. Extinction might accidentally decrease desirable behavior.

Two Factor Theory

This hypothesis is based on the motivating impact of those variables that satisfy and dissatisfy needs. The descriptions of happy times were found to commonly refer to the job's substance, notably accomplishment, acknowledgment, promotion, autonomy, and the work itself. According to the two factor theory, there are two different sorts of elements that might influence a worker's motivation or job satisfaction. These are made up of motivational factors and hygienic elements.

a. Hygiene Factors

The factors that require attention by a company in order to prevent unpleasant experiences and feelings for the employees at work are known as hygiene factors. Employee motivation at work is impacted by problems connected to cleanliness. Wages, salary, and other financial compensation are among the hygiene variables, as are business policy and administration, the caliber of interpersonal interactions, workplace settings, perceptions of job security, and the caliber of supervision.

b. Motivator Factors

Motivator elements result from a person's desire to advance himself. The existence of a motivational element in the workplace leads in higher job satisfaction as well as improved work output. Work that is exciting or demanding, prestige, opportunities for development, responsibility, a sense of personal progress at work, and receiving acknowledgment are all motivating aspects.

Empirical Framework

The level of devotion a worker has to his or her employer, as defined by Herscovitch and Meyer (2002)^[14], is frequently a result of a sense of identity with the organization's objectives and tenets. It indicates the lengths to which an employee will go in order to support a firm in accomplishing its goals. A worker's degree of commitment will determine how he or she perseveres in order to put out more effort on the job in spite of the fact that there may be reasons why he or she cannot provide everything that is in him or her when performing duties at work. For an individual to achieve tough objectives, they must have organizational commitment because, in contrast to simple goals, they demand more work and often have lower success rates (Latham, 2007)^[18].

Reward systems cover the development adoption of policies and tactics that are intended to regularly and equitably reward employees According to the organization's ideals. It also includes the design, implementation, upkeep, and sharing of the reward-giving systems in order to support the organization's execution. A company's incentive program has

to be created to increase production. In order to promote behavior management, the majority of organizations in today's corporate climate have adopted incentive systems or programs.

Danish and Usman (2010)^[7] in a study to determine the impact of reward and recognition on job satisfaction and motivation of employees from both private and public sectors organizations found that rewards and recognition were positively related with motivation. They came to the conclusion that rewarding employees effectively increases employee motivation and commitment. These findings are similar to the findings of Ghorbani and Ladoni (2013), who conducted a study of 84 production managers, Marketing managers and senior managers from home appliances companies in Iran to establish the effect of reward systems mechanisms on new product development. By jointly creating, putting into place, and structuring efficient rewards systems, their study's findings showed that there was a favorable and statistically significant association between incentives management and new product creation. Janja *et al*; (2013)^[15] in a study of 84 employees of Kenya power and lighting on employee performance. Dalvi and Ebrahimi (2013)^[6] studied the effect of rewards on the cooperation in sales and marketing department among 180 managers from Isfahan food industries in Iran. They came to the conclusion that in order to lessen disputes inside businesses, firms should construct their compensation systems based on an employee's skill, effort, and performance. They also recommended that the incentives system be created with the needs of the employees in mind. Robert (2005)^[25] in a study of the relationship between rewards, recognition and motivation of 1373 employees of an insurance company in the western cape found out that there was a positive relationship between rewards recognition and motivation. In order to assure more employee engagement and improved work performance, he came to the conclusion that firms should reassess their present compensation methods. The study came to the conclusion that managers should take into account employees' preferences for incentives before developing any plan for reward management in order to enhance employee engagement and guarantee that their firms achieve their goals. Similarly, Joo (2010)^[16] in a study of 1000 employees from different industries investigated the impact of perceived organizational learning culture on organizational commitment. According to the study's findings, organizational commitment is significantly impacted by organizational learning culture. He came to the conclusion that managers and human resource specialists may increase workers' organizational commitment by creating, enhancing, and disseminating the appropriate human resource practices. Evidence from a range of literature bases is used to build research hypotheses. Including sociology, finance, and organizational behavior management. This model has implications for future organizational downsizing theory and research that are created. Gohari *et al* (2013)^[13] in a study of 100 employees who were randomly selected from two tourist companies in Malaysia examined the relationship between rewards and employees performance. The findings of their research showed a correlation between employee performance and incentives that was favorable.

Methodology

This study employed a survey research design methodology. A questionnaire is used to gather information from the respondents. Descriptive research methodologies were

employed in the study. In descriptive studies, the researcher attempts to characterize the qualities of the subject's opinions, attitudes, and perceptions of persons of interest.

The population of this study comprises of Realty Point, Shelter Depot Limited and Adron Homes and Properties. The research targeted employees in senior management, middle management and lower level management.

Random sampling technique was used for selecting samples from the population. This seems to be the most viable sampling technique that could be employed for the study given that it is easy to understand.

Primary and secondary data were used to gather the information for this study. For the major data, a structured questionnaire was used with the research hypotheses as the primary emphasis. The researcher used information from secondary sources of data, such as books, management journals, firm publications, and online resources, to compile the secondary data to the instruments.

The research topic consists of research variables. Employees commitment were measured on a 6 point scale ranging from 1=Disagree very much to 6=Agree very much, it was developed by Mowday, R.T, Steers, R.M and porter, L.W. (1979), it consist of 24 items. Job satisfaction were measured on a five point scale ranging from 1=Strongly disagree to

5=Strongly agree, it was developed by Sue Hayday, (2003) and Reward management developed by Fowler (1993). It was measured on a five point scale ranging from 1=Strongly disagree to 5=Strongly Agree.

The questionnaire were personally administered to the employees from various department in the three companies. The sample covers employees in Realty Point, Shelter Depot Limited and Adron Homes and Properties. 240 questionnaires were distributed and 236 was the return rate. Data was examined in accordance with the objectives, and hypotheses in order to examine reward management on employee job satisfaction and commitment.

The collected data were analyzed using the Statistical Package for Social Science (SPSS) version 20.0 and with the aid of statistical tools like frequencies/percentage presentation in line with appropriate discussions in order to have effective analysis and interpretation as well as to enhance better understanding of this research work. In order to accomplish the goals of the study and assess the validity of the hypothesis statements, the Spearman rank test was also utilized.

This section presents tabular and graphical displays of the percentage and frequency analysis of the replies received from the respondents.

Table 1: Distribution of respondent demographic characteristics

Variables	Category	Frequency	Percent
Gender [n=233]	Male	117	49.6
	Female	116	49.2
Age [n=233]	Below 20 years	41	17.4
	21-25 years	79	33.5
	26-30 years	44	18.6
	31-35 years	45	19.1
	36-40 years	24	10.2
Marital Status [n=233]	Single	76	32.2
	Married	130	55.1
	Separated	13	5.5
	Divorced	9	3.8
	Widow(er)	5	2.1
Qualification [n=229]	FSLC	7	3.0
	WASC/GCE	18	7.6
	OND/NCE	54	22.9
	HND/Bsc	146	61.9
Management Level [n=234]	Top	73	30.9
	Middle	94	39.8
	Low	67	28.4
Length of Service [n=233]	1-3 years	124	52.5
	6-10 years	71	30.1
	11-15 year	22	9.3
	16-20 years	14	5.9
	21-30 years	2	0.8

Source: Field survey October, 2017

Comment/Interpretation

The Table 4.1 showed the distribution of respondents' demographic characteristics such as participant's gender, age distribution, marital status, qualification, management level and length of service. It was reported that out of 236 participants selected from the gender in the study, 49.6% account for the participants selected from male and 49.2% account for the participants selected from female. It was observed that 17.4% accounts for the participants below 20 years, 33.5% accounts for the participants between the age 21-25 years, 18.6% accounts for the participants between 26-30 years, 19.1% accounts for the participants between 31-35

years and 10.2% is the proportion of participants between the age 36-40 years. About 32.2% accounts for the proportion of participants that were single, 55.1% accounts for the proportion of participants that were married, 5.5% accounts for the proportion of participants that were separated, 3.8% accounts for the proportion of participants that were divorced and 2.1% accounts for the proportion of participants that were a widow. In the aspect of qualification, 3.0% accounts for the proportion of participants that obtained First School Leaving certificate, 7.6% accounts for the proportion of participants that got WAEC/GCE certificate, 22.9% accounts for the proportion of participants that acquired OND/NCE certificate

and 61.9% is the proportion of participants that possessed HND/B'Sc. Certificate. About 30.9% accounts for the proportion of participants that were at top management, 39.8% accounts for the proportion of participants that fell in middle management and 28.4% is the proportion of participants that fell in low management.52.5% accounts for

the participants that have spent between 1-3 years in service, 30.1% accounts for the proportion of participants that have spent between 6-10 years, 9.3% accounts for the proportion of participants that have spent between 11-15 years and 5.9% is the proportion of participants that spent between 16-20 yeras in service.

Table 2: Distribution of the role of reward management on employee job satisfaction and commitment

Variables			Category (%)		
	SD	D	NA/ND	A	SA
“I would be very happy to spend the rest of my career with this organization” [n=236]	20.8	39.8	-	30.2	8.9
“I enjoyed discussing my organization with people outside of it” [n=236]	6.8	39.0	-	31.3	22.9
“I really feel as if this organization's problems are my own” [n=236]	7.6	37.7	-	44.0	16.5
“I think that I could easily become as attached to another organization as I am to this one” [n=235]	7.2	31.0	-	41.5	19.9
“I do not feel like part of the family at my organization” [n=235]	9.7	20.8	-	46.6	14.4
“I do not feel emotionally attached to this organization” [n=235]	14.0	29.2	-	42.8	13.6
“I do not feel strong sense of belonging to my organization” [n=233]	10.6	32.2	-	43.3	12.7
“I am not afraid of what might happen if I quit my job without having another one lined up” [n=235]	9.7	33.0	-	44.9	11.9
“It would be very hard for me to leave my organization right now, even if I wanted to” [n=	13.1	34.3	-	41.5	10.6
“Too much in my life would be disrupted if I decided I wanted to leave my organization now” [n=236]	16.1	30.5	-	43.3	10.2
“It would be too costly for me to leave my organization now” [n=234]	15.7	28.8	-	44.9	9.7
“Right now, staying with my organization is a matter of necessity as much as desire” [n=235]	13.1	32.6	-	44.1	9.7
“I feel that I have too few options to consider leaving this organization” [n=236]	15.3	28.4	-	43.3	13.1
“One of the few serious consequences of leaving this organization would be the scarcity of available alternatives” [n=235]	8.1	36.8	-	46.2	8.5
“One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another may not match the overall benefits I have here” [n=236]	8.5	33.0	-	48.3	10.1
“I think that people these days move from company to company too often” [n=235]	9.3	33.0	-	44.5	12.7
“I do not believe that a person must always be loyal to his or her organization” [n=235]	9.3	25.0	-	49.6	15.7
“Jumping from organization to organization does not seem at all unethical to me” [n=234]	7.6	27.5	-	51.5	12.7
“One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain” [n=235]	9.3	31.4	-	46.6	12.3

[n=235]

“If I got another offer for a better job elsewhere I would not feel it was right to leave my organization” [n=235]	9.7	31.4	-	48.3	10.6
“I was taught to believe in the value of remaining loyal to one organization” [n=235]	3.0	29.3	-	55.5	11.9
“Things were better in the days when people stayed with one organization for most of their careers” [n=236]	5.9	35.2	-	47.1	11.9
“I do not think that wanting to be a company 'man' or 'woman' is sensible anyone” [n=236]	4.2	31.3	-	52.9	11.4
“I enjoy my work most days” [n=235]	11.9	22.9	26.7	23.7	14.4
“I do interesting and challenging work”	6.4	14.4	21.2	29.2	28.8
“I am satisfied with my job” [n=234]	4.2	11.0	23.7	37.3	22.5
“I am noticed when I do a good job” [n=236]	4.7	11.9	16.9	44.1	22.4
“I get full credit for the work I do” [n=235]	4.7	10.2	24.2	34.3	26.2
“There is a lot of variety in my job” [n=235]	4.2	11.9	21.6	39.0	22.9
“I feel the level of responsibility I am given is acceptable” [n=236]	5.9	8.5	26.7	33.1	25.8
“I have a clear understanding of my job responsibilities and what is expected of me” [n=236]	8.9	13.1	18.6	39.0	20.3
“The major satisfaction in my life comes from my job” [n=234]	11.0	18.6	19.5	29.2	20.8
“I often think about leaving” [n=235]	7.6	15.7	27.5	29.7	19.1
“I know standards of work expected of me” [n=235]	7.6	11.0	32.6	30.1	18.2
“I feel my opinion counts in the organization” [n=236]	8.1	11.4	27.5	35.2	17.8
“I know where to get help if I have a problem at work” [n=235]	6.4	18.4	25.4	35.2	14.4
“I feel my colleagues treat me with respect” [n=234]	6.8	13.1	26.7	33.9	18.6
“I feel my views count in my skills” [n=235]	6.4	16.5	22.5	36.0	18.2
“I have skills that are not used in my job” [n=236]	9.3	17.8	24.2	33.9	14.8
“I feel I am doing a worthwhile job” [n=233]	8.5	16.9	31.8	29.2	12.3
“I get full credit for the work I do” [n=235]	11.9	19.9	21.2	34.3	12.3
“My immediate manager lets me know how I am doing” [n=235]	9.7	22.5	24.6	30.9	11.9
“The company reward policies favour all employees” [n=235]	11.0	16.5	26.7	28.0	17.4
“The reward policies ensure all employees in this company are well and effectively” [n=236]	11.0	15.7	33.1	28.8	11.4
“Rewards are appropriate at each employees's level in this company” [n=233]	9.7	16.1	25.4	28.4	19.1
“Reward processes and practices are geared towards the improvement of organization, team and individual performance” [n=235]	9.3	17.8	27.1	30.5	14.8
“Employees are appreciated on efforts contributed to the organization” [n=231]	9.3	13.1	28.4	28.0	19.1
“There is a reward strategy in place which ensures the contribution people make to achieving organizational or team goals are valued, recognized and rewarded” [n=233]	5.5	20.3	28.0	28.8	16.1

“The organization conducts job evaluation from time to time” [n=235]	12.3	11.9	37.7	23.7	14.0
“There is a grade and pay structure in the organization” [n=235]	7.6	16.9	28.4	30.5	16.1
“The organization conducts market analysis or salary surveys to be able to identify rates of pay in the labour” [n=236]	8.5	17.8	30.9	32.2	10.6
“Employees are given enough and enough and appropriate salary” [n=236]	10.2	20.8	25.0	32.2	11.9
“The company gives staff annual financial bonus based on individual performance” [n=235]	6.8	20.8	34.7	24.2	13.6
“The company gives top up allowances to its staff members periodically” [n=236]	7.6	21.2	24.6	28.8	16.9
“The company usually gives competence/skill based pay” [n=236]	7.2	26.3	30.1	25.8	10.6
“The company gives cash bonus based on the surplus incomes generated in the company” [n=236]	7.2	20.3	30.9	26.7	14.4
“Employees are given cash gifts periodically” [n=236]	8.1	25.0	25.8	21.6	19.1
“Employees are given overtime pay for extra hours worked” [n=236]	11.0	18.6	33.5	23.7	13.1
“Employees in this company are encouraged by time rate pay” [n=236]	9.3	24.2	28.4	25.8	12.3
“Employees are assured of their pension pay” [n=235]	6.4	23.7	27.5	26.7	14.8
“Employees are given sick pay allowance” [n=236]	10.2	28.8	22.9	24.2	14.0
“Employees are privileged to access loans through the company arrangement” [n=236]	9.7	22.9	28.0	23.7	15.7
“The company offers training programs to its employees” [n=235]	9.7	19.5	25.8	26.3	17.8
“The company allows its staff to participate in decision making process in the company” [n=235]	7.6	18.6	31.8	26.3	14.8
“Staff members are always given promotion on merit” [n=236]	8.9	23.7	29.2	21.6	16.1
“Staff members are given better office facilities to motivate them” [n=236]	8.9	21.6	23.7	30.5	15.3
“Employees are given a good working environment” [n=236]	9.7	14.8	26.7	33.1	15.7
“Some employees are sponsored for further studies like masters” [n=236]	4.2	27.1	25.8	24.2	18.6

Source: Field survey October, 2017

Comment/Interpretation

Table 4.2 above showed the descriptive statistics analysis of the role of reward management on employees job satisfaction and commitment. It was discovered from the above table that 39.1% is the proportion of participants that would be delighted to spend the remaining of their career with this organization. About 54.2% believe they valued the opportunity to talk to others about their business outside of it .60.5% stated that they really feel as if this organization's problems are their own. 61.4% of the participants declared that they think that they could easily become as attached to another organization as they were to this one. It was reported that 61% presented that they did not feel like part of the family at the organization.61% testified that they did not feel emotionally attached to this organization. 56% believed that they did not feel strong sense of belonging to their organization. 56.8% concurred that they were not afraid of what might happen if they quit their job without having another one lined up.52.1% claimed that, even if they wanted to, it would be very difficult for them to leave their company at this time. 53.5% asserted that too much in my life would be disrupted if they decided they wanted to leave their organization now. 54.6% affirmed that it would be too costly for them to leave their organization now.53.8% reported that right now, staying with their organization is a matter of necessity as much as desire.56.4% believed that they feel that they have too few options to consider leaving this organization. 54.7% is the proportion of participants that believed that one of the few serious consequences of leaving this organization would be the lack of suitable substitutes. 58.4% of respondents said that One of the primary reasons they continue to work for this firm is because leaving would require them to make considerable sacrifices on their part, and finding another employment would not offer them the same benefits they currently enjoy. According to 57.2% of respondents, employees today change employment much too frequently. A person does not necessarily need to be loyal to their employer at all times, according to 65.3% of respondents. Jumping from one company to another does not, in the eyes of 64.2% of the witnesses, appear to be in any way unethical. According to 58.9% of respondents, one of the key reasons they still work for this company is because they value loyalty and feel compelled to do so morally. 58.9% believed

that If they get another offer for a better job elsewhere they would not feel it was right to leave their organization.67.4% reported that they were taught to believe in the value of remaining loyal to one organization.58.7% of the participants presented that things were better in the days when people stayed with one organization for most of their career .64.3% claimed that they did not think that wanting to be a company 'man' or 'woman' is sensible anyone.38.1% believed that they enjoyed their work most days. 58% believed that they did interesting and challenging work. 59.8% claimed they were satisfied with their job. It was reported that 66.5% of the participants concurred that they were noticed when they did a good job. It was also observed that 60.5% got full credit for the work they did.61.9% testified that there was a lot of variety in their job.58.9%felt the level of responsibility they were given was acceptable. 59.3% had an understanding of their job responsibilities and what was expected of them.50% reported that the major satisfaction in their life came from their job. 48.8% believed that they often think about leaving. 48.3% affirmed that they knew standards of work expected of them.53% of the participants felt that their opinion counts in the organization. 49.6% believed they knew where to get help if they have a problem at work. 52.5% confirmed that they felt their colleagues treat them with respect.54.2% felt their views count in their skills. 48.7% believed they had skills that were not used in their job. 41.5% asserted that they felt they were doing a worthwhile job. 42.8% asserted that their immediate manager lets them know how they were doing.45.4% believed that the company reward policies favour all employees.40.2% concurred that The company's reward programs guarantee the wellbeing and productivity of every employee. 47.5% believed that In this firm, awards are commensurate with each employee's level.45.8% reported that Processes and procedures for rewarding employees are designed to boost team, organizational, and individual performance. 47.1% claimed that employees are appreciated on efforts contributed to the organization.44.9% affirmed that there is a reward strategy in place which ensures the contribution people make to achieving organizational or team goals are valued, recognized and rewarded.37.7% declared that the organization conducts job evaluation from time to time.46.6% believed that there was a grade and pay structure in the organization.42.8% concurred that the organization

conducts market analysis or salary surveys to be able to identify rates of pay in the labour.44.1% believed that employees are given enough and enough and appropriate salary.37.8% stated the company gives staff annual financial bonus based on individual performance. About 45.7% reported that the company gives top up allowances to its staff members periodically.36.4% believed that the company usually gives competence/skill based pay.41.1% affirmed that the company gives cash bonus based on the surplus incomes generated in the company.40.7% of the participants believed that employees are given cash gifts periodically.36.8% confirmed that employees are given overtime pay for extra hours worked.28.1% claimed that employees in this company were encouraged by time rate pay.41.5% reported that employees were assured of their pension pay.38.2% believed that employees were given sick pay allowance.39.4% testified that employees are privileged

to access loans through the company arrangement.44.1% is the proportion of participants that believed that the company offers training programs to its employees.41.1% reported that the company allows its staff to participate in decision making process in the company.37.7% claimed that staff members are always given promotion on merit.45.8% confirmed that staff members were given better office facilities to motivate them. 48.8% affirmed that employees were given a good working environment. It was reported that 42.8% believed that some employees were sponsored for further studies like masters.

Hypothesis one

H₀¹: There is no relationship between reward system and job satisfaction

H₁¹: There is a relationship between reward system and job satisfaction

Table 3

"I am satisfied with my job * The company reward policies favour all employees Crosstabulation"							
Count							
		The company reward policies favour all employees					Total
		Strongly disagree	Disagree	Neither agree nor Disagree	Agree	Strongly agree	
I am satisfied with my job	Strongly disagree	3	0	2	3	1	9
	Disagree	1	6	10	6	3	26
	Neither agree nor Disagree	6	7	15	19	9	56
	Agree	11	22	22	21	12	88
	Strongly agree	4	4	14	16	15	53
	6	0	0	0	1	0	1
Total		25	39	63	66	40	233

Source: Field survey October, 2017

Table 4: Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.383	.070	6.350	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.418	.059	7.045	.000 ^c
N of Valid Cases		236			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Based on normal approximation.					

Source: Field survey October, 2017

Where

R = Spearman's rank correlation coefficient, n = sample size, P – value = probability value, α = significance level.

Comment/Interpretation

With reference to the Table 4.3.1 and Table 4.3.2 above showing spearman's rank correlation test on null hypothesis that "there is no relationship between reward system and job satisfaction". The test revealed that the p – value is 0.000, calculated value for spearman's rank is 0.418 and the sample size is 236. We found from the above result that p – value (0.000) is less than level of significance (0.05), hence null

hypothesis (H₀) is rejected at 95.0% confidence level. We therefore concluded that there is significant positive relationship between reward system and job satisfaction given in the sampled organizations. This implies that for every reward given to the employees in the organization lead or result to job satisfaction.

Hypothesis two

H₀²: There exist no relationship between reward system and employees' commitment

H₁²: There exist relationship between reward system and employees' commitment

Table 5

“I would be very happy to spend the rest of my career with this organization * The company reward policiess favour all employees Crosstabulation”							
Count							
		The company reward policies favour all employees					Total
		Strongly disagree	Disagree	Neither agree nor Disagree	Agree	Strongly agree	
I would be very happy to spend the rest of my career with this organization	Disagree very much	5	6	14	10	14	49
	Disagree moderately	5	11	17	9	8	50
	Disagree Slightly	5	8	13	11	7	44
	Agree Slightly	5	5	9	12	2	33
	Agree Moderately	4	8	6	17	3	38
	Agree very much	2	1	4	7	7	21
Total		26	39	63	66	41	235

Source: Field survey October, 2017

Table 6

Symmetric Measures					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.383	.070	6.350	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.408	.059	7.045	.000 ^c
N of Valid Cases		236			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Based on normal approximation.					

Source: Field survey October, 2017

Where

R = Spearman’s rank correlation coefficient, n = sample size, P – value = probability value, α = significance level.

Comment/Interpretation:

With reference to the Table 4.4.1 and Table 4.4.2 above showing spearman’s rank correlation test on null hypothesis that “there exist no relationship between reward system and employees’ commitment”. The test revealed that the p – value is 0.000, calculated value for spearman’s rank is 0.408 and the sample size is 236. We found from the above result that p – value (0.000) is less than level of significance (0.05), hence null hypothesis (H₀) is rejected at 95.0% confidence level. We therefore concluded that there exist a significant positive

relationship between reward system and employees’ commitment given in the sample organizations. This implies that every reward given to the employees could lead to employees’ commitment in the organization i.e employees are eager to spend the rest of their career with the organization.

Hypothesis three

H₀₃: There are no factors facilitating reward system and employees’ commitment.

H₁₃: There are factors facilitating reward system and employees’ commitment.

Table 7

“Employees are appreciated on effort contributed to the organization * One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another may not match the overall benefits I have here Cross tabulation”							
		“One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another may not match the overall benefits I have here”					Total
		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	
Employees are appreciated on effort contributed to the organization	Strongly disagree	5	6	14	10	14	49
	Disagree moderately	5	11	17	9	8	50
	Disagree Slightly	5	8	13	11	7	44
	Agree	5	5	9	12	2	33
	Strongly agree	4	8	6	17	3	38
	Agree very much	2	1	4	7	7	21
Total		26	39	63	66	41	235

Source: Field survey October, 2017

Table 8

Symmetric Measures					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.038	.038	.574	.566 ^c
Ordinal by Ordinal	Spearman Correlation	.038	.071	.580	.563 ^c
N of Valid Cases		231			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Based on normal approximation.					

Source: Field survey October, 2017

Where

R = Spearman's rank correlation coefficient, n = sample size,
P – value = probability value, α = significance level.

Comment/Interpretation

With reference to the Table 4.5.1 and Table 4.5.2 above showing spearman's rank correlation test on null hypothesis that "there are no factors facilitating reward system and employees' commitment". The examination showed that the p – value is 0.000, calculated value for spearman's rank is 0.038 and the sample size is 236. We found from the above result that p – value (0.000) is less than level of significance (0.05), hence null hypothesis (H_0) is rejected at 95.0% confidence level. We therefore resolve that there are factors facilitating reward system and employees' commitment given in the sample organizations. This implies that every reward given to the employees could lead to employees' commitment in the organization i.e employees are ready to spend the rest of their career with the organization.

In summary, this research study gives an insight to the role of rewards management on employees' job satisfaction and commitment, it is a priority for the management of any organization to consider the welfare of her employees, by providing a conducive environment for working, giving incentives to employees. Although they were not sufficiently competitive with other organizations of a comparable size, and workers did not fully engage in initiative and incentive creation, employees appreciated the value of the benefit they received.

In order to maintain an organization's modern aptitude, the existence of an incentives system is very essential. It has been noticed that monetary and psychological sorts of rewards are significant for an employee in light of the empirical findings of this study. To maintain and raise the level of dedication and satisfaction among the employees, these awards should be coordinated. So that a loyal employee will be less likely to want to quit the company and the talent stays with the company. Additionally, this study discovered that the association between perceived supervisory support and reward satisfaction is more influenced by monetary reward satisfaction than psychological reward satisfaction. To guarantee employee happiness and organizational commitment, it is advised that perceived managerial support is also required when dealing with monetary awards.

Recommendation

The following recommendation were given in the course of findings

- Create a work environment that transparently acknowledges and rewards exceptional achievement. This encourages workers to focus on quality control and improved performance while easing the stress and worry that come with high performance. Whenever they

comprehend why their coworker is paid more than they are.

- Examine the scenario for expectations congruence; for the process to be effective, the worker's expectations in terms of results or rewards must coincide with the organization's expectations for increased productivity.
- Identify the key results that each employee desires; To properly comprehend what to give as the instrument(s) of motivation for a worker, it is necessary to specifically outline his requirements, objectives, and goals.

Make sure that each outcome has a genuine value; as was already shown, the bigger the reward's worth, the more likely it is to result in the employee feeling highly motivated. This will include giving employees prizes that have real worth rather than just aesthetic appeal.

- Identify the levels and types of performance necessary to accomplish the objectives of the company; If suitable performance goals are not set, management may become frustrated when employee performance does not eventually result in the desired levels of productivity.

Conclusion

This study looked into how incentives affected continual, normative, and multi-affective commitment. According to the study, financial incentives had a big impact on organizational engagement. Financial rewards significantly improved emotional, normative, and continuation commitment, according to the findings of a Pearson's Correlation study. This shows that there was a high level of organizational commitment when workers had enough financial benefits, including salaries, bonuses, paid training and seminars, transportation, lodging, and medical benefits, yearly pay increases, and overtime compensation. The results of this study have demonstrated that, depending on how they are managed, reward management methods have a considerable impact on employees' willingness to stay at their positions or leave them. In light of the study's findings, it was essential to make detailed and precise suggestions in order to address the difficulties in implementing incentive management strategies as well as their impacts on employee commitment and reduce employee desire to leave universities. Therefore, it is advised to follow these suggestions: In addition to advising academics on their career trajectories, university administration should make them aware of the incentive management standards that are used in their individual institutions. To foster a dedicated teaching fraternity, the incentive management system in use should be merit-based and reward hard work. It is imperative to provide key performance indicators in order to guarantee fairness when deciding on merit-based awards. In order to create a reward management system that is internally equitable, externally competitive, and commensurate with the current

accepted worldwide rates, top university managers should also conduct compensation evaluations. To ensure that all parties are taken care of, the incentive system should be as balanced as feasible. The financial and non-financial benefits in the reward system should correspond to the performance versus goals each employee has met. The senior administrators at universities ought to support staff participation in decision-making and ought to take staff recommendations into consideration. Employee-impacting decisions should be transparent and as equitable as feasible. Employees should have access to channels via which they may ask questions about choices or request more information as needed. The creation and execution of staff rules is necessary to improve the consistency of decision-making regarding lecturers and to direct their interaction with upper management. This study suggests that senior university administration must completely comprehend

Suggestion for Further Studies

- A bigger sample size has to be studied in order to draw conclusions with greater generality about the relationships between the variables (reward systems, job satisfaction, organizational commitment, and (employee performance)).
- To determine and confirm if management styles are connected to employee performance, research should be conducted.
- It is important to undertake research to determine how intrinsic and extrinsic rewards affect organizational commitment and work satisfaction.

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