

Reward Structure Management; Enhancing Employees Commitment in the Banking Sector of Rivers State, Nigeria

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Abstract: This is a cross sectional survey study of reward structure management and Employee Commitment of banking employees in Rivers State, Nigeria. The concern of the study is focussed on employees loafing and banking sector crises that has become an occurring decimal in Nigeria. A sampled population of 200 principal officers of selected banks under study was determined using Taro Yamane sample determination formula. Structured closed ended questionnaire was constructed to extract testable responses. The data gathered were analyzed using Pearson Product Moment Correlation coefficient statistics. The result of the analyses showed that there is a significant relationship between Reward Structure Management and Employee Commitment in Commercial Banks in Port Harcourt, Rivers State. It is concluded that better Reward Structure Management is one best approach to ensuring Employees Commitment in the banking sector. It is therefore recommended that for effectiveness and sustainable banking operations, the banking system actors should design a good Reward Structure Management that takes cognizance of team collaboration, goal achievement, profit sharing and organisational citizenship. These attributes, the study has shown portend greater employees' commitment that can give rise to innovativeness and loyalty in the banking sector.

Keywords: Goal Achievement, Team Collaboration, Profit Sharing, Organizational Citizenship, Loyalty, Innovativeness.

INTRODUCTION

Employee commitment is relative to the workers' attachment to or participation in the organizations in which they are employed. Employee commitment is significant since it determines whether employees are likely to leave their jobs or improve performance. On the other hand, Yoon and Suh [1] posited that satisfied employees are more likely to work harder and provide better services via organizational citizenship behaviours. Employee commitment is important because high levels of commitment lead to several favourable organizational outcomes. It reflects the extent to which employee's identify with and organization and is committed to its goals. The commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviours, Biljana [2]. Surveys and experience of human resource professionals have shown that while employees are concerned about how to earn more pay and enjoy attractive conditions of service, employers on the other hand are striving to cut costs so as to post impressive profit at the end of the year. Provision of rewards structure has been identified as one way of improving employees increase interest in the job, and increased productivity at work. Reward is so critical a tool that seemed to have been neglected

over the years. This negligence gives room for employees emotional disconnects from work and thus, they create space to displace their dissatisfaction on other non-work businesses. Several motivational studies have exposed the need for reward system re-engineering in organisations. One of such is the study conducted by Nwinyokpugi [3] while retesting the Hertzberg hygiene factors as motivators on local government employees in Rivers State. The result of the study took a different position from the satisfier stand of Hygiene side of motivation by stating that rewards that provide value to employees especially financial value has capacity to enhance motivation. In African setting where under-development and human capacity development is still in the tube, reward structure is critical and more essential in human commitment assessment. A motivated worker (employee) is a dedicated and committed employee and this stem from the rewards structure of the organization. Paying employees for productivity has been the cornerstone of industrial and business development for centuries. Financial reward has always been important in managing employee's performance, but over the last 25 years other elements of compensation have developed to provide employers with more scope to reward, and thus, motivate employees. One way that has been lauded for enhancing employee engagement is the

use of rewards. In any organization, it is important to put in place an effective reward structure that would cater for the needs of its human resource. The reward structure offer in different companies may come in various and concrete forms. These may either be monetary or non-monetary, tangible or intangible, physical or psychological, and are offered to the employees as compensation for the productive work they execute. According to Armstrong [4] reward is the means to help businesses satisfy their most important needs which are to attract, retain, motivate and engage staff, not just by means of salary increases, golden handcuffs and the like, but in a more effective way capable of producing long-lasting results. The aim of reward therefore, is to maximize the positive impact that a wide range of rewards can have on motivation, job engagement, organizational commitments and job satisfaction, [5]. The banking sector of Nigeria economy especially in Rivers state is not left out of the clamour for proper commitment driven reward structure. In this era of high casualization in the sector, reward structure management is becoming very necessary and the desire to keep available employees committed to banking sector deliverables is important. It is the total lifestyle of a people, including all the values, ideas, knowledge, behaviours and material objects that they share. It is also the systems of shared beliefs and values that develop within an organization or within its sub-units and thus guides the behaviour of its members. This shared values, ideas, knowledge and lifestyles determine what benefit to members of a given organisation becomes. Leadership influence creates the enabling discuss that enhance their application.

Social exchange theory is one of the most famous theories related to employee reward management. Social exchange theory states that responsibilities are created through interactions and between parties who are in state of collective interdependence. Basic principle of SET (Social Exchange Theory) is relationship developed overtime into expectation, trustworthy and mutual commitment as long as both parties accept by some rules of exchange. The rules of exchange involve mutuality rules so that the movements of one party would lead to reaction by the second party. Let's suppose, when employees are given by economic and other resources from their employers, they feel appreciative to respond in kind and recompense employers. This is identifying as employee engagement of two way relationship between employee and employers. One way is from the side of employees to repay their employers through level of job engagement. That is employees will engage in their jobs according to organization objectives and in response they will get benefits or resources from employers. Organizations should bring employees fully in to their job characters or roles and allocate higher amount of physical, cognition and emotional resources. It is a philosophical method for employees to reply to

employer actions. It is most difficult for employees to change their level of performance; therefore, employees would exchange their engagement for benefits and resources given by organization.

Team Collaboration

The effectiveness of a team based reward system has the focus of many studies in reward structure across the globe. The dynamics of the team have shown great result in the "reward interdependence", i.e. how an individual's reward is based on the performance of another team member. This study argues the need to introduce more individual incentives within the team based reward structure. Equal Allocations become important where reward is not only dependent on overall team performance, but is shared equally between all team members [6]. It suggests team members must help each other to achieve their end results, but they are rewarded differently based on what they have contributed to the team's performance. The study also found that where transparency of team member's contributions is visible, then it can make the team member more conscious of that contribution, thus increasing the tendency to act in favour of the team. Research into the relationship between empowerment and rewards by Born and Molleman [7] found that the correct reward system, targeted in the right way, can support in the empowerment of the employee. This was in the context of autonomous work groups where cross training was prevalent. Although incidental bonuses were deemed to be effective, applying them to reward the behaviour of the group was considered to be more effective and encouraged an overall feeling of empowerment. Bratton and Gold [8] reward management refers to all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship. Reward structure management is about organisations motivating and compensating an employee for his or her service, Jiang [9]. It does not just concern itself to pay/benefits but a wide range of other non-financial benefits such as recognition, learning and development amongst others.

Goal Achievement

A total reward management is design in such a way that it departs from the conventional rewards procedures and incorporates other intangible factor such as its characteristic of being holistic, takes on a contingency approach, integrates the rewards with the other functions and overall objective of the organization, is more employee oriented, offers a personalized or customized approach, is distinctive and evolutionary so that it has the ability to adapt to the necessary changes. According to Dematteo, G [10] reward management should aims at achieving the business goals by encouraging commitment, high performance, motivating and retaining employees; it equally aims at aligning the employees' needs to the

reward practices of the business. Reward management is more involved with the strategies, policies and processes taken into consideration when an organisation is recognizing or rewarding people who contribute positively towards achieving the organisational goals. In other words, reward structure management concerns the value given to the employees who contribute with their skills, experience and efforts to the success of the organisation, Ramlall [11]. Goals designed properly and pursued consistently move your life or business forward in solid, measurable ways. Leaders need to communicate organizational goals clearly and often to everyone involved in reaching those goals. Aligning tasks, resources and motivations with your most important goals, organizationally or personally, is critical to achieving success. It is more interesting therefore that when a goal is achieved, there is a corresponding reward that attracts achievers to do more.

Organisational citizenship (OC) has undergone subtle definitional revisions since the term was coined in the late 1980s, but the construct remains the same at its core. Organizational citizenship refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary. Organizational Citizenship may not always be directly and formally recognised or rewarded by the company through salary increments or promotions for example, but consciously may be reflected in favourable supervisor and co-worker ratings, or better performance appraisals. In this way it can facilitate future reward gain indirectly [12]. It is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company. Typically, employees who frequently engage in Organizational citizenship may not always be the top performers (though they could be, as task performance is related), but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job. Therefore, organizations that design strategy that support organizational citizenship will benefit from encouraging employees work commitment, because it has been shown to increase productivity, efficiency and customer satisfaction. And as well reduces costs and rates of turnover and absenteeism Podsakoff, Whiting, Podsakoff & Blume [13]. The effects of organisational citizenship based reward structure on employee commitment are threefold. Firstly, workers tend to receive better performance ratings by their managers. This could be because employees who engage in OCB are simply liked more and perceived more favourably (this has become known as the 'halo effect'), or it may be due to more work-related reasons such as the manager's belief that OC plays a significant role in the organisation's overall success. Regardless of the reason, the second effect is that a better performance rating is

linked to gaining rewards such as pay increments, bonuses, promotions or work-related benefits. Thirdly, because these employees have better performance ratings and receive greater rewards, when the company is downsizing e.g. during an economic recession, these employees will have a lower chance of being made redundant.

Profit Sharing is a system by which employees are paid a share of the net profits of the company that employs them, in accordance with a written formula defined in advance. Such payments, which may vary according to salary or wage, are distinct from and additional to regular earnings. Profit sharing plans can be traced to France, where they were used in the first half of the 19th century to boost productivity and to reduce animosity between workers and owners of organizations. Profit sharing maybe distributed on a current or deferred basis or by some combination of the two. Under the current distribution, profits are paid to employees in a lump sum of cash or as company stock. In deferred payment plans, profit shares maybe paid into a managed fund from which employee can draw later. Some organizations that offer profit sharing in the form of ownership shares occasionally invite employees to participate in the firm's management. Employers usually prefer a profit sharing plan to wage increases or cost-of-living adjustments because the profit sharing distributions are made only if profit is earned which means that the company is more able to afford the distribution. Profit sharing plans also benefit employers by giving workers/employees a direct incentive to increase their productivity. By doing this, waste is reduced because a portion of each worker's/employee's income is linked to the employer's profit. Lusthaus [14] opined that profit sharing is a strategy of creating a pool of monies to be disbursed to employees by taking a stated percentage of a company's profit. The idea behind this scheme is to reward employees for their contributions to a company's achieved profit objective. According to a UNDP report [15], Reward and incentive systems are therefore fundamental in developing capacities and translating developed capacities into better motivation and engagements. The paper argues that, a reward management and engagement based policy which involve some monetary component would attract management talent by providing rewards that motivates a larger group of people. These rewards can be given in various forms which include profit sharing schemes, stock options and recognition programs among others.

Employee Commitment is important because high levels of commitment lead to several favourable organizational outcomes. It reflects the extent to which employee's identify with an organization and is committed to its goals. Commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other

behaviours. Rajendran, Muthurveloo and Raduan Che Rose [16], opined that the organizational commitment is the subset of employee commitment, which comprised to work commitment, career commitment and organizational commitment and also added greater the organizational commitment can aid higher productivity. An impressive amount of research efforts have been conducted to understanding the concepts and to identify implication of organizational commitment over the performance of the employees on the workplace. Kramer & Syed [17], examined the influence of organizational commitment on two-turnover intentions and on job performance. Kerrin & Oliver [18], study explores that organizational commitment, leads to positive organizational outcomes. It will serve as a knowledgeable material for businesses on the importance of reward structure management on employee commitment.

Significantly this is an attempt to investigate reward structure management and its relationship with employee commitment. It will serve as an eye opener to industry actors on then best approach to managing reward structure that can attract employee commitment in organization.

MATERIALS AND METHODS

This study examined the relationship between reward structure management and employee commitment of some selected banks in Port Harcourt, Rivers State. The study was operationalized with the dimensions of reward structure management identified, such as: goal achievement, team collaboration, organizational citizenship and profit sharing. Employee commitment was measured by loyalty and

innovativeness. The study was guided by six research questions and ten research hypotheses. Using the cross sectional survey design, a sample size of 200 was derived with the aid of the Taro Yamane sample determination formula and drawn from the target population of the 10 banks. This study sampled 200 senior employees of ten (10) judgementally selected commercial banks in Rivers State. 180 questionnaires were responded to, representing 90% of the sampled respondents while twenty (20) copies were left unfilled as a result of the tight schedule of work activities and the time frame within which the duration of this research could accommodate. Data was analysed and results presented using tables, mean and standard deviation. The hypotheses were tested using Pearson Moment Correlation Coefficient. The study analysis took cognizance of the responses gathered from the 180 sampled respondents. The questionnaire designed took the four-point Likert scale in the order of Strongly-Agreed (SA), Agreed (A), Disagree (DA) and Strongly Disagree (SD). Thus the analysis covered the 180 respondents.

Based on the nature of the study, which tends to find the relationship between two variables, (reward structure management and employee commitment), the Pearson’s product moment correlation co-efficient was adopted in analysing the primary data gathered with the aid of structured close-ended questionnaire. The analysis of relationship between the variables was carried out at a 95% confidence interval and a 0.05 level of significance. The tertiary level of analysis involved the interpretation of the results of the secondary analysis which constitutes the findings with a view of making conclusions and recommendations.

Table-1: Showing Descriptive Statistics For Discipline Management Strategies

	N	Minimum	Maximum	Mean	Std. Deviation
Reward Structure Management	180	1.00	4.00	3.6846	.842
Employee commitment	180	1.00	4.00	3.4692	.735
Organizational culture	180	1.00	4.00	3.3735	.726
Leadership	180	1.00	4.00	3.4293	.721
Valid N (listwise)	180				

Source: Research Data 2018 (SPSS output version 20.0)

The data in table-1 above illustrate the descriptive statistics summary for the study variables which are reward structure management (independent variable), employee commitment (dependent variable) which organizational culture and leadership (moderating variable).

Presentation of Results on the Test of Hypotheses

This study proposed 10 research hypotheses that seek explanation to the relationship between reward structure management and employee commitment as well as the moderating influence of organizational culture and leadership in such relationship. The Pearson Moment Correlation Coefficient statistics was

calculated using the SPSS version 20 to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while +1.00 represents a perfect positive correlation. A value 0.00 represents a lack of correlation. In testing hypothesis 1 – 10, the following rules were upheld in accepting or rejecting the alternate hypotheses. All the coefficient values that indicate levels of significance (* or **) as calculated using SPSS were accepted and therefore, our non-hypotheses rejected; when no significance is indicated in the coefficient (r) value, we reject alternate hypotheses and

accept the non-hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test

the statistical significance of the data in this study.

Table- 2: Correlation Matrix for Goal Achievement Strategy and Employee Commitment

		Goal achievement strategy	Loyalty	Innovativeness
Goal achievement strategy	Pearson Correlation	1	.930**	.905**
	Sig. (2-tailed)		.000	.000
	N	180	180	180
Loyalty	Pearson Correlation	.930**	1	.904**
	Sig. (2-tailed)	.000		.000
	N	180	180	180
Innovativeness	Pearson Correlation	.905**	.904**	1
	Sig. (2-tailed)	.000	.000	
	N	180	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

The table-2 above shows the correlations in hypotheses one and two. The correlation for hypothesis one shows a significant correlation at $r = .930^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (H_{01}), and upheld the alternate hypothesis, thus, there is a significance relationship between goal achievement strategy and loyalty. The correlation for

hypothesis two shows a significant correlation at $r = .905^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (H_{02}), and upheld the alternate hypothesis, thus, there is a significance relationship between goal achievement strategy and innovativeness.

Table-3: Correlation matrix for team collaboration strategy and Employee Commitment

		Team collaboration strategy	Loyalty	Innovativeness
Team collaboration strategy	Pearson Correlation	1	.915**	.891**
	Sig. (2-tailed)		.000	.000
	N	180	180	180
Loyalty	Pearson Correlation	.915**	1	.904**
	Sig. (2-tailed)	.000		.000
	N	180	180	180
Innovativeness	Pearson Correlation	.891**	.904**	1
	Sig. (2-tailed)	.000	.000	
	N	180	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

The table-3 above presents the correlations in hypotheses three and four. The correlation for hypothesis three shows a significant correlation at $r = .915^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (H_{03}), and upheld the alternate hypothesis, thus, there is a significance relationship between team collaboration strategy and loyalty. The correlation for hypothesis four shows a significant correlation at $r = .891^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (H_{04}), and upheld the alternate hypothesis, thus, there is a significance relationship between team collaboration strategy and innovativeness.

The table-4 above demonstrates the correlations in hypotheses five and six. The correlation for hypothesis five shows a significant correlation at $r = .932^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (H_{05}), and upheld the alternate hypothesis, thus, there is a significance relationship between organizational citizenship strategy and loyalty. The correlation for hypothesis six shows a significant correlation at $r = .948^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (H_{06}), and upheld the alternate hypothesis, thus, there is a significance relationship between organizational citizenship strategy and innovativeness.

Table-4: Correlation Matrix for organizational citizenship strategy and Employee Commitment

		Organizational citizenship strategy	Loyalty	Innovativeness
Organizational citizenship strategy	Pearson Correlation	1	.932**	.948**
	Sig. (2-tailed)		.000	.000
	N	180	180	180
Loyalty	Pearson Correlation	.932**	1	.904**
	Sig. (2-tailed)	.000		.000
	N	180	180	180
Innovativeness	Pearson Correlation	.948**	.904**	1
	Sig. (2-tailed)	.000	.000	
	N	180	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

Table- 5: Correlation Matrix for profit sharing strategy and Employee Commitment

		Profit Sharing Strategy	Loyalty	Innovativeness
Profit Sharing Strategy	Pearson Correlation	1	.898**	.830**
	Sig. (2-tailed)		.000	.000
	N	180	180	180
Loyalty	Pearson Correlation	.898**	1	.904**
	Sig. (2-tailed)	.000		.000
	N	180	180	180
Innovativeness	Pearson Correlation	.830**	.904**	1
	Sig. (2-tailed)	.000	.000	
	N	180	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

Table-6: Partial Correlation for the Moderating Role of Organizational Culture

Control Variables		Reward Structure Management	Employee commitment	Orgnl Culture
-none ^a	Reward structure management	Correlation	1.000	.904
		Significance (2-tailed)	.	.000
		Df	0	178
	Employee commitment	Correlation	.904	1.000
		Significance (2-tailed)	.000	.
		Df	178	0
	Organizational culture	Correlation	.869	.927
		Significance (2-tailed)	.000	.000
		Df	178	178
Orgnl Culture	Reward structure management	Correlation	1.000	.529
		Significance (2-tailed)	.	.043
		Df	0	177
	Employee commitment	Correlation	.529	1.000
		Significance (2-tailed)	.043	.
		Df	177	0

a. Cells contain zero-order (Pearson) correlations.

The table-5 above shows the correlations in hypothesis seven and eight. The correlation for hypothesis seven shows a significant correlation at r =

.898** where P-value = .000 (P<0.001). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore

reject the null hypothesis (Ho₇), and upheld the alternate hypothesis, thus, there is a significance relationship between profit sharing strategy and loyalty. The correlation for hypothesis eight shows a significant correlation at $r = .830^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (Ho₈), and upheld the alternate hypothesis, thus, there is a significance relationship between profit sharing strategy and innovativeness.

The table-6 and 7 below shows the partial correlation technique which is used in testing the moderating effects of organizational culture and leadership.

In table-6 above, the zero-order partial correlation between reward structure management and employee commitment shows the correlation coefficient

where organizational culture is not moderating the relationship; and this is, indeed, both very high (0.869) and statistically significant ($P\text{-value} (= 0.000) < 0.05$). The partial correlation controlling for organizational culture however is (.529) and statistically significant ($P\text{-value} (= 0.000) < 0.05$). The observed positive 'relationship' between reward structure management is due to underlying relationships between each of those variables and organizational culture. Looking at the zero correlation, we find that both reward structure management are highly positively correlated with organizational culture, the control variable. Removing the effect, this control variable reduces the correlation between the other two variables to be (.529) and it is significant at $\alpha = 0.05$, therefore, we reject the null hypotheses and conclude that: organizational culture significantly moderates the relationship between reward structure management and employee commitment of selected banks in Port Harcourt, Rivers State.

Table-7: Partial Correlation for the Moderating Role of Leadership

Control Variables			Reward Structure Management	Employee Commitment	Leadership
-none ^a	Reward structure management	Correlation	1.000	.904	.939
		Significance (2-tailed)	.	.000	.000
		Df	0	178	178
	Employee commitment	Correlation	.904	1.000	.946
		Significance (2-tailed)	.000	.	.000
		Df	178	0	178
	Leadership	Correlation	.939	.946	1.000
		Significance (2-tailed)	.000	.000	.
		Df	178	178	0
Leadership	Reward structure management	Correlation	1.000	.137	
		Significance (2-tailed)	.	.627	
		Df	0	177	
	Employee commitment	Correlation	.137	1.000	
		Significance (2-tailed)	.627	.	
		Df	177	0	

a. Cells contain zero-order (Pearson) correlations.

In table-7 above, the zero-order partial correlation between reward structure management and employee commitment shows the correlation coefficient where leadership is not moderating the relationship; and this is, indeed, both very high (0.939) and statistically significant ($P\text{-value} (= 0.000) < 0.05$). The partial correlation controlling for leadership however is (.627) and statistically significant ($P\text{-value} (= 0.000) < 0.05$). The observed positive 'relationship' between reward structure management is due to underlying relationships between each of those variables and leadership. Looking at the zero correlation, we find that both

reward structure management are highly positively correlated with leadership, the control variable.

Removing the effect this control variable reduces the correlation between the other two variables to be (.627) and it is significant at $\alpha = 0.05$, therefore, we reject the null hypotheses and conclude that: leadership significantly moderates the relationship between reward structure management and employee commitment of selected banks in Port Harcourt, Rivers State.

DISCUSSION OF FINDINGS

This study using descriptive and inferential statistics methods investigated the relationship between reward structure management and employee commitment of studied banks in Port Harcourt, Rivers State as well as the moderating role of organizational culture and leadership. The findings revealed positive and significant relationship between the predictor variable (reward structure management) and the criterion variable (employee commitment) using Pearson Moment Correlation Coefficient tool at 95% confidence interval. The relationship of the dimensions of the reward structure management = goal achievement strategy, team collaboration strategy, organizational citizenship strategy and profit sharing strategy correlated with the measures of employee commitment = loyalty and innovativeness at different statistical strength. The moderating variables of organizational culture and leadership were also moderated. These findings also support Armstrong, [19] who stated that, reward is born as a means to help businesses to satisfy their most important needs which are to attract, retain, motivate and engage staff, not just by means of salary increases, golden handcuffs and the like, but in a more effective way capable of producing long-lasting results. The aim of reward therefore, is to maximize the positive impact that a wide range of rewards can have on motivation, job engagement, organizational commitments and job satisfaction, Manus and Graham [20].

The test of hypotheses one and two in tables 2 and 3 which analysed significant relationship possibilities between goal achievement on loyalty as well as innovativeness which measure employee's commitment of the studied banks in Port Harcourt, Rivers State showed that banks that designed the right goals achievement strategy attract the loyalty of their employees thereby creating more committed workforce. Relationship was significant based on $r = 0.930 = .000 (P < 0.001)$ for goal achievement driven reward structure. The relationship role of goal achievement strategy on innovativeness of employees as shown in the test of hypothesis in table 3 indicates a significant relationship between goal achievement strategy and innovativeness in selected banks in Port Harcourt, Rivers State. This relationship was significant based on $r = 0.905 = .000 (P < 0.001)$.

Team collaboration strategy correlation was tested in hypotheses three and four as shown in in table 3 indicates a significant relationship between team collaboration strategy and loyalty in selected banks in Port Harcourt, Rivers State. High relationship was significant based on $r = 0.915 = .000 (P < 0.001)$. This implies that organizations that designed a team base collaboration strategy for completion of tasks attract the loyalty of their employees, thus, reducing the workload on individual employee in the organization and increase

employee loyalty. This support the research work of Kramar and Syed [17] when they identified that group rewards or incentives are more likely to yield a collaborative approach to performance and thus be more effective in reaching your shared goals. They also argue that collective incentive schemes may encourage more organisational buy in from employees compared to those schemes of an individual nature. However, this does not mean that team based rewards are not compatible with individual performance related pay schemes as both can be combined with careful attention. As Kerrin's and Oliver [18] comment in their research on collective and individual improvement activities, the effectiveness of collective or team based rewards can be directly related to the culture of the organisation. As base pay from an individualistic point of view has always been seen as the backbone of compensation, when organisational design moves into supporting teams for productivity, then the applicable collective rewards should be adapted to support this. They found that companies faced challenges in moving from a traditional system of reward based around the individual to a more team based reward structure, but that they could operate simultaneously with success. The relationship role of team collaboration strategy on innovativeness also shows a high significant relationship between team collaboration strategy and innovativeness this is seen at a significant based on $r = 0.891 = .000 (P < 0.001)$. This implies that, organizations that designed a team base collaboration strategy for the achievement of new tasks attract innovative ideas of their employees, thus, reducing the technical challenges in the achievement of organizational goals.

The relationship role of organizational citizenship strategy as tested in hypotheses five and six and presented in table-4 shows a significant relationship between organizational citizenship strategy and loyalty was significant based on $r = 0.932 = .000 (P < 0.001)$. This implies that, organizations that encouraged organizational citizenship in their workplace enhances positive relationship between co-workers in the organization. This support the assertion of Podsakoff, Whiting, Podsakoff & Blume [13], when they stated that, organizational citizenship is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company. Typically, employees who frequently engage in Organizational citizenship may not always be the top performers (though they could be, as task performance is related), but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job. Therefore, organization who design strategy that support organizational citizenship will benefit from encouraging employees to engage in the practice, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and

absenteeism. The test also showed a significant relationship between organizational citizenship strategy and innovativeness in studied banks in Port Harcourt, Rivers State with a high significant relationship base on $r = 0.948 = .000 (P < 0.001)$. This implies that, organizations that encouraged organizational citizenship in their workplace welcome positive ideas and innovation from their employees leading to creations of new market strategy for the growth of the organization.

The relationship role of profit sharing strategy on loyalty and innovativeness as measures of employee commitment were tested in hypothesis seven and eight in table-5. The test shows a significant relationship between profit sharing strategy and loyalty at a high significant relationship base of $r = 0.898 = .000 (P < 0.001)$. This implies that, organizations that design profit sharing strategy in their organizational policy create more loyalty from the employee to the organization. This finding support Lusthaus [14] who stated that profit sharing is a strategy of creating a pool of monies to be disbursed to employees by taking a stated percentage of a company's profit. The idea behind this scheme is to reward employees for their contributions to a company's achieved profit objective. The test also show high significant relationship between profit sharing strategy on innovativeness which stood at a high significant based on $r = 0.830 = .000 (P < 0.001)$. This implies that, organizations that design profit sharing strategy in their organizational policy create an enable environment for the employee of the organization to developed more ideas for the betterment of the organization objectives. This support the UNDP report [15], when they argue that a reward management and engagement based policy which involved some monetary component would attract management talent by providing rewards that motivates a larger group of people. These rewards can be given in various forms which include profit sharing schemes, stock options and recognition programs among others, thereby creating employee commitment.

The moderating roles of leadership and organisational culture on the relationship between reward structure management and employee commitment showed positive correlational effects. The test of partial correlation of hypothesis ten in tables 6 and 7 shows a correlation coefficient result indicating that the leadership of organizations and organisational culture significantly moderate the relationship between reward structure management and employee commitment in banking sector in Rivers State. This implies that, leadership and culture of organizations hold the value of the institutions that enable organizations to be successful. Organizations with the right leaders and culture lead to employee commitment. Leadership and culture were considered significant based on a comparison of associations before and after the control for moderating effect ($r_1 > r_2$).

CONCLUSION

In order for commercial banks in Port Harcourt, Rivers State to depart from the challenges of poor knowledge and awareness on the benefit of reward structure management which affected the success of the organization. The proposed dimensions of reward structure management treated in this study we be immerse benefit to management of commercial banks in Port Harcourt, Rivers State to achieve employee commitment. This study examined the relationship between reward structure management and employee commitment in Port Harcourt, Rivers State. Accordingly, the study strategies and methodology were designed in a way that points towards the achievement of the study objectives. We conclude that reward structure management through the use of goal achievement strategy, team collaboration strategy, organizational citizenship strategy and profit sharing strategy significantly influence employee commitment loyalty and innovativeness.

Based on the findings of this research study, the following recommendations were made.

- That for the success of the organization and total committed workforce from employee, management of organization should ensure the goal of the organization are design such that, its achievement connect with visible strategy of goal achievement.
- Management of organizations should ensure that works are assign on collaborative base as it enhances early completion of job, thereby decreasing delay in performance of activities in the organization.
- Management of organization should reward and encourage employee who go extra miles for the success of the organization, thereby, increasing organizational citizenship strategy in the organization.
- That management should design more profit sharing policy other than monetary reward system but other schemes that enhances innovativeness in the organization.
- That organizational success depends on the culture and leadership that drive growth. Therefore, management of banks are advice to pay more attentions when chosen leaders that head their organization and create cultural value that ensure social bonding among employees, thereby creating more employee commitment.

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