

REWARD MANAGEMENT STRATEGIES AND ORGANIZATIONAL COMMITMENT IN THE BANKING INDUSTRY IN YENAGOA, BAYELSA STATE.

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ABSTRACT

The purpose of the study is to investigate the relationship between reward management strategies and organizational commitment in the banking industry in Bayelsa state, Nigeria. The specific objectives are to determine if there is a relationship between the dimensions of reward management strategies (pay structures and employee benefits) and the indicators of organizational commitment (affective commitment and continuance commitment). Ten (10) banks that have been in operation for at least six years were randomly selected for the study. The work made use of the field study under the quasi-experimental design in eliciting data for the work. The population for the study consists of two hundred (200) employees. The accessible population consists of seventy (70) senior and junior employees of the banks under study. Primary and secondary data were utilized for the study. The spearman rank correlation coefficient using the statistical package for social sciences (SPSS) version 20 was utilized for the analysis of data. The findings reveal a positive relationship between reward management strategies and organizational commitment. Based on the findings above it was concluded that the implementation of pay structures and employee benefits significantly enhances organizational commitment (affective and continuance.) within the Nigerian work environment and the banking Industry to be specific. Based on the conclusions above, it was recommended that managers in the Nigerian banking industry should reward employees' performance at all times and should choose specific rewards that they can afford. Rewards distributed must be valued by employees of the industry; this will ensure a long lasting commitment on their part.

Keywords: Reward management strategies, organizational commitment, pay structures, employee benefits, organizational commitment, affective commitment and continuance commitment.

1.0 INTRODUCTION

The goal of every organization is to ensure and maintain committed employees for the smooth running of the organization. Due to the changes that occur in the business environment, organizations are taking a strategic approach to reward management strategies. This is because they realize the need to meet strategic objectives. No organization can perform effectively unless employees are committed to reaching the organization's goals and in so doing reward strategies are put in place to bring about committed work force. This system creates a kind of force that can increase the effort of an employee to provide the ideal performance (Ricketta 2002). Reward strategy is a motivational factor that affects the behavior of the worker but adds value to their system. Since pay and benefit packages are

important, the amount of pay and benefit packages that employees receive affects their decisions on commitment to the industry. Cascio (1998) notes that productivity from employee's efforts is determined by the way pay and benefits are administered. It is therefore important to grasp the concept of reward management strategies and organizational commitment.

Commitment is a state of being bound emotionally and intellectually to a course of action or to other persons. It is a state of being pledged or engaged, a trait of sincerity and focused purpose. Armstrong & Murlis, (2007); Ricketta (2002) state that it is an important factor in determining the organizational performance and effectiveness.

Rewarding employees in the banking industry is often ignored. Employees often struggle for increases in pay, which has led to a constant challenge for management to really work on understanding the kind of reward strategies to be implemented in order to ensure commitment of their employees. There is a problem of inappropriate pay structures and benefit packages, poor administrative practices and lack of understanding of what makes employees to give their best to the industry (Bartol, & Liu, 2005) Managers in the banking industry must address the issue of rewards in order to be competitive (Bottorff, 1999). A number of managers underestimate the importance of benefits and continue to treat financial reward as the key to ensuring commitment of their work force (Chiang & Birtch 2009). More so employees in the industry exhibit low continuance commitment due to the fact that there they have no economic benefits (retirement investments, close working relationships, career investments and pension benefits) to be gained from the industry. They leave the industry for another organization which has the above mentioned benefits tied to it and as such they are not emotionally attached to the industry.

2.0 REVIEW OF RELATED LITERATURE

Theoretical framework

The theory that well connects the idea of rewards and commitment is Vroom's Valence x Expectancy Theory. This theory is of the view that for employees to be motivated, three conditions must be met. (a) Putting more effort in the job will result in a better performance. (b) When the job is performed well, rewards that are specific to the organization will follow (Gellman, 2009) such as increase in salary, benefits etc. and (c) for rewards to be satisfactory to the employee, they must be valued by such employee (Redfern, 2009). From the above discourse, it is very clear that there is a direct connection between rewards, actual and expected and performance of the employee.

Reward management strategies which is the Independent variable comprises of the two dimensions established by Armstrong & Murlis (1991); pay structures and employee benefits. The Dependent variable is organizational commitment. It comprises of two indicators established by Meyer & Allen (1997); affective commitment and continuance commitment.

Empirical Studies

Roya, Salmiah, Ungku, Salbiah, & Maryam, (2011) studied "The relationship between strategic compensation practices and affective organizational commitment" The study sample was made up of 301 non academic staff in the universities of medical sciences in Iran. Findings revealed that strategic compensation practices led to perceived fulfillment of psychological contract and the latter, in turn, led to higher affective organizational commitment.

A'yunnisa, & Saptoto, (2015) conducted a study on The effects of pay satisfaction and affective commitment on turnover intention in an automotive manufacturing company in Indonesia. A data of 150 respondents involved were analyzed using path analysis with latent

variables. It was revealed that turnover intention was significantly predicted by pay satisfaction; also Affective commitment played an effective role in mediating the relationship between pay satisfaction and turnover intention.

SoonYew, LaiKuan, Zaliha, & Kamaruzaman, (2008) studied The Influence of Employee Benefits towards Organizational Commitment. Population of the study consisted of 161 employees who responded to the survey. Findings revealed that mandatory benefits and fringe benefits were positively influenced organizational commitment. The results further revealed that fringe benefits fully mediated mandatory benefits when predicting organizational commitment.

The study is justified on the fact that the mentioned studies focused on strategic compensation practices and affective organizational commitment as well as the effects of pay satisfaction and affective commitment on turnover intention in Indonesia and Iran. There is little study relating to reward management strategies and organizational commitment in the banking industry in Yenagoa, Bayelsa state, Nigeria. This study is therefore intended to fill the gap by investigating the relationship (if any) between Reward management strategies and Organizational commitment in the Banking Industry in Bayelsa State, Nigeria, and also contribute to existing literature.

2.1.1 Reward management strategy

Armstrong (2006) views reward management strategy as the formulation and implementation of strategies and policies, the purposes of which are to reward people fairly, equitably and consistently in accordance with their value to the organization and thus help the organization to achieve its strategic goals. It deals with the design, implementation and maintenance of reward systems (reward processes, practices and procedures) that aim to meet the needs of both the organization and its stakeholders. Reward management consists of analyzing and controlling employee remuneration and all of the other benefits for the employees. It aims to create and efficiently operate a reward structure for an organization. Armstrong (2007) further noted that reward management is not just about pay and employee benefits, it is equally concerned with non-financial rewards such as recognition, learning and development opportunities and increased job responsibility.

2.1.2 Pay structures

A pay structure provides the framework within which the Organization places the pay rates for its various jobs or groups of jobs. They are used to determine specific pay rates for particular jobs, usually based on the nature of the job, its content and requirements. Blau & Kahn (2003), Milkovich & Newman, (2008) define pay structure as the range of pay rates that are provided for the various types of jobs, skills and/or performance in one organization. Pay structure policies consist of three major characteristics: the number of levels, differentials and criteria (Lazear & Rosen, 1981; Milkovich & Newman, 2008). Lazear & Rosen, 1981; Milkovich & Newman, 2008) notes that in a hierarchical pay distribution, pay structure policies tend to use many levels, tiers and large pay differentials.

2.1.3 Employee benefits

Employee benefits are defined as any forms of compensation provided by the organization other than wages or salaries that are paid for in whole or in part by the employer. Christoph, (1996) observed that employee benefits are essential for the development of corporate industrial relations. Examples include retirement plans, child care, elder care, hospitalization programs, social security, vacation and paid holidays. The purpose of employee benefits is to

increase the economic security of staff members. Marsh & Kleiner, (1998) argue that benefits vary and serve different social and economic needs. They explain that several benefits are required by law. Some of the benefits include employer contributions to social security, medicare, unemployment insurance and worker's compensation insurance. Benefits that are to be given to the employees as provided for by law is for the security of the employees. Dorantes & Mach (2003) outlines some benefits packages such as; piece rates, commissions, tips, and bonuses.

2.2 Organizational commitment

Becker (1960) posits that organizational commitment is a psychological concept that shows the relationship between the employees and the organization. According to Allen & Mayer (1990), commitment is a psychological state that binds the individual to the organization. It explains the relationship between the employee and the organization and explains the implication of continuity in the organization. Bayram, (2005) also notes that individuals, who are committed to the organization work as more compatible, productive, and loyal. Allen & Mayer (1990) states some indicators of organizational commitment such as: (a) affective commitment and (b) continuance commitment.

2.2.1 Affective commitment

Suliman & Iles (2000) describe affective organizational commitment as the employee's emotional attachment, as well as identification with and involvement in the organization. This implies that employees may remain with an organization because they wish to maintain their membership in order to facilitate organizational goals. Jing & Xiaohua (2009) reveals that a positive relationship exists between affective commitment and work performance. Dutton (1994) explains that when employees are aware that their organization is genuine, they feel happy and proud to associate with that organization. They create affective bond, remain loyal and give their best to the organization.

2.2.2 Continuance commitment

Meyer & Allen (1997) observe that continuance commitment is an awareness of the costs associated with leaving the Organization. They note that employees whose primary link to the organization is based on continuance commitment remain because they need to do so. Beck & Wilson (2000) state that continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on an assessment of economic benefits gained. This is to say that employees with a sense of continuance commitment keep up with their jobs due to desirable personal outcomes (rewards, retirement investments, close working relationships, career investments and pension benefits) that they are not willing to abandon. Meyer & Allen, (1984) also posit that continuance commitment involves appraisals of personal investments tied to one's current employment and the availability of employment alternatives. It therefore means that employees will not have a strong sense of commitment if such benefits were not tied to the organization and that they would opt to leave the organization for another which has the above mentioned benefits attached to it.

2.3 Relationship between Pay structures and affective commitment

Milkovich & Newman, (2005) hold that pay is a symbol of a working relationship between employer and employee. Lawler, (1971) & Locke, (1969) also observe that if the employees do think that there is a discrepancy between how much pay they should receive and how much pay they do receive, they will experience pay dissatisfaction. This implies that employees who perceive a difference between their expected and current pay tend not to be

happy and exhibit low levels of affective commitment. Miceli & Mulvey (2000) in their study of satisfaction with pay level and pay system, confirm that pay system is positively related to affective commitment with the employers. Compensation is an important mechanism affecting attitudes and behaviors of employees. Relating gender and organizational commitment, Aven et al., (1993) reveal that women focus more on their domestic roles and the organization they work is generally of secondary importance, and thus women are generally less committed to their organizations compared to men. Suliman & Iles (2000) outlined that there is no relationship between gender and affective commitment. Wright (1992) in his study on the relationship between non-monetary incentives and goal level commitment in South Florida reveals that there is a positive relationship between non-monetary rewards and goal level commitment of employees. In light of the above, it is thus hypothesized that:

Ho₁: There is no significant relationship between pay structures and affective commitment

2.4 Relationship between pay structures and continuance commitment

Adams, (1963) in his equity theory posit that employees expect to receive fair outcomes such as pay, bonus, benefits, security, recognition etc. for their inputs which may be in form of effort, time, commitment and experiences) to their jobs. If their inputs are greater than the outputs, employees will feel that they are unfairly treated; this may result in low or no continuance commitment in the organization. In the same way, if they observe that their pay is fair enough then they will exhibit a high level of continuance commitment to the organization. Sweeney & McFarlin, (1993) further explain that employees, who see their pay as being fair, are likely to be more committed to their jobs. Findings from studies such as Lok and Crawford (2001), Meyer et al. (1993) and Sikorska-Simmons (2005) reveal that there is a linear relationship between organizational commitment and age, they emphasized that the older an employee gets, the higher his or her level of organizational commitment. These findings explain that age is an important indicator of organizational commitment. Based on the above explanations, it is hypothesized:

Ho₂: There is no significant relationship between pay structures and continuance commitment.

2.5 Relationship employee benefits and affective commitment

Meyer & Allen, (1997) also argue that the positive impact of compensation, such as pay and incentives on work attitudes can be derived from the argument that an individual's perception of being valued by the organization may be significantly influenced by the organization's compensation for the individual's effort. Mohammed & Michael (2007) studied the relationship between the beliefs of senior staff Qatari national employees regarding training benefits as measured by the benefits of employee training, and employees' organizational commitment. Findings reveal that there is a positive relationship between personal benefits of employee training and affective commitment. Benkhoff (1997) & Sikorska-Simmons (2005) in their research on the relationship between organizational commitment and marital status, reveal that married employees show more commitment to the organization compared to single employees. Employees who are married have a greater responsibility than employees who are single. This responsibility could be in form of bills, fees, child care, etc. they would want to maintain their commitment with their organization in order for them to be able to pay up their bills and take care of their responsibilities. In light of the above, it is thus hypothesized:

Ho₃: There is no significant relationship between employee benefit and affective commitment.

2.6. Relationship between Employee benefits and continuance commitment.

Employee benefit such as training brings about desired attitudes from employees which enhances their commitment to organization. Mohammed & Michael, (2007) examined the relationship between the beliefs of senior staff Qatari national employees regarding training benefits as measured by the benefits of employee training, and employees' organizational commitment. findings revealed a positive relationship between career benefits of employee training and years of service and continuance commitment. SoonYew, LaiKuan & Kamaruzaman (2008) examined the influence of employee benefits towards organizational commitment in food-manufacturing industry in the state of Kedah, Malaysia. Findings reveal that fringe benefits fully mediate mandatory benefits when predicting organizational commitment. Braton and Jeffrey (1988) prescribe that non-financial such as recognition is likely to attract highly qualified and competent people who are too committed to the achievement of Organizational goals. Maicibi (2003) observes that non monetary rewards such as the need for power, need for affiliation and need for achievement ensures committed employees. From the above findings it is thus hypothesized:

Ho₄: There is no significant relationship between employee benefits and continuance commitment.

3.0 METHODOLOGY

The study unit is a sample of 20 individual and group level employees in ten banks in Yenagoa, with staff strength of 20 and above in each of the banks. Since it is a descriptive study, the quasi-experimental design was used. Under this design, the cross sectional survey was applied using the sample survey method reason being that it is time effective The population for this study is a cross section of registered and functional banks in Bayelsa State. Since it was not possible to deal with the entire banks in Nigeria because of the range population, an accessible portion of the population was selected. Using the random sampling technique, the accessible population is ten (10) registered and functional banks in Yenagoa whose staff strength is 20 and above. Therefore, the total population for the individual and group level employees is 200. Using the Taro yamen's formula (Baridan, 2001) with a 95 percent confidence interval (i.e. 0.05 chances that the sample is distributed in the same way as the population) the sample size for the study is one hundred and thirty three (133).

The primary data for this study was collected mainly through a structured questionnaire consisting of 11 items and was done personally by the researcher. Based on this study conducted in the banking industry, a total of one hundred and thirty three (133) questionnaires were distributed, but the number completed and returned was seventy (70). The first section of the questionnaire contains demographics. In view of this, Forty (40) out of 70 respondents are junior staff representing 57% while 30 are senior staff representing 43%. 20 respondents representing 28% are between 20-30 years old, 30 respondents (43%) are between 30-40 years, while 20 respondents (29%) are between 40-and above. 30 (43%) possess an M.BA certificate. 30 respondents representing (43%) possess a B.sc, while 10 respondents (14%) possess a WAEC certificate.

The questions were structured in ordinal scale using the 5-point Likert type scale. Where 1 = strongly disagree; 2 = disagree; 3 = neutral, 4 = agree; 5 = strongly agree. Oral interview was used to compliment and to verify the responses gotten from the respondents. The secondary

data for this study was gathered from existing published works i.e. current Journals and handbooks. This is to allow for triangulation. This involved both qualitative and quantitative methods. The qualitative aspect comprises a comprehensive literature study in which content, items and subject terms are identified for the development of the questionnaire. The quantitative aspect includes a population to test the efficacy of the questionnaire.

Operational measures of variables: the independent variable in this study is Reward management strategies. It was assessed with two indicators such as Pay structures and employee benefits. Pay structure was measured using three items of pay methods that were adopted and modified from the compensation management literature (Guthrie, 2000) eg, I know the criteria used to decide my pay; My pay is fair for my tasks, duties and responsibilities; My company Provides performance based compensation. Employee benefit was measured using 3 items of benefits adopted from De Beer (1987) Work Motivation and Satisfaction Questionnaire eg, My medical/health care scheme is satisfactory; available benefits are appropriate for my needs; My pension benefits are good. The dependent variable in this study is organizational commitment. The indicators are: Affective commitment and Continuance commitment (Meyer and Allen, 1997). Affective Commitment was measured using 3 items adopted from Indonesian-translated version of three-component model (TCM) (Allen & Meyer, 1990), as stated in A'yunnisa, Rizqi,N (2015). It comprises of a 6-item scale of which 3 were adopted eg I am very happy being a member of this organization, I would be very happy to spend the rest of my career with this organization, I enjoy discussing about my organization with people outside it. Continuance commitment was measured using 3 items adopted from Indonesian-translated version of three-component model (TCM) (Allen & Meyer, 1990), it comprises of a 6-item scale of which 3 were adopted. eg, Too much in my life would be disrupted if I decide to leave my organization now; Right now, staying with my organization is a matter of necessity as much as desire; I am not afraid of what might happen if I quit my job without having another one lined up.

The Spearman rank order Correlation Coefficient was used to determine the relationship between the different dimensions of reward management strategies and indicators of organizational commitment with the aid of SPSS vs. 20.

With respect to Validity and Reliability, copies of the questionnaire were given to experts in the field of management. Corrections and modifications were made where appropriate. Content and face validity was thus ensured. Reward management strategies as measured by pay structures and employee benefit scales has a good internal consistency, with a Cronbach Alpha coefficient of 0.70 and 0.85 (Amah, 2015) respectively. In this study, a Chronbach alpha of 0.78 and 0.80 was ascertained. Organizational commitment as measured by affective commitment and continuance commitment scales were reported to have a good internal consistency of a Cronbach Alpha value of 0.76 by A'yunnisa, Rizqi,N (2015) and 0.75 by Allen and Meyer (1990). In this study a Cronbach Alpha value of 0.83 and 0.86 was obtained respectively. All satisfied the 0.70 acceptable criterion prescribed by Nunnally (1978).

4.0 RESULTS AND DISCUSSION OF FINDINGS

Hypothesis 1 (HO₁): There is no significant relationship between pay structures and affective commitment.

Table 4.1:

		Pay structures	Affective commitment
Spearman's rho	Pay_structures	Correlation Coefficient	1.000
		Sig. (2-tailed)	.418**
		N	.000
Affective_commitment		Correlation Coefficient	.418**
		Sig. (2-tailed)	1.000
		N	.000
		N	70

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

The Statistical Package for Social Sciences (SPSS) version 20 was used to investigate the relationship between pay structures and affective commitment using Spearman's Rank Correlation Coefficient (rho). Prior analyses of normality, linearity and homoscedasticity were conducted to ensure that there was no violation of its assumptions. The analysis showed a medium, positive correlation between the two variables, $r = .418$, $n = 70$, $p < .001$, with a high level of affective commitment associated with high level of pay structures.

Hypothesis 2 (HO₂): There is no significant relationship between pay structures and continuance commitment.

TABLE 4.2:

		Pay_structures	Continuance_commitment
Spearman's rho	Pay_structures	Correlation Coefficient	1.000
		Sig. (2-tailed)	.351**
		N	.003
Continuance_commitment		Correlation Coefficient	.351**
		Sig. (2-tailed)	1.000
		N	.003
		N	70

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

The Statistical Package for Social Sciences (SPSS) version 20 was used to explore the relationship between pay structures and continuance commitment using Spearman's Rank Correlation Coefficient (rho). Necessary analyses of normality, linearity and homoscedasticity were conducted to ensure that there was no violation of its assumptions. The analysis showed a medium, positive correlation between the two variables, $r = .351$, $n = 70$, $p < .001$, with a high level of continuance commitment associated with an improved level of pay structures.

Hypothesis 3 (HO₃): There is no significant relationship between employee benefits and affective commitment.
Table 4.3

			Employee_benefits	Affective_commitment
Spearman's rho	Employee_benefits	Correlation Coefficient	1.000	.421**
		Sig. (2-tailed)	.	.000
		N	70	70
	Affective_commitment	Correlation Coefficient	.421**	1.000
		Sig. (2-tailed)	.000	.
		N	70	70

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

The Statistical Package for Social Sciences (SPSS) version 20 was used to investigate the relationship between employee benefits and affective commitment using Spearman's Rank Correlation Coefficient (rho). Preliminary analyses of normality, linearity and homoscedasticity were conducted to ensure that there was no violation of its assumptions. The analysis showed a medium, positive correlation between the two variables, $r = .421$, $n = 70$, $p < .001$, with a high level of affective commitment associated with an improved level of employee benefits.

Hypothesis 4 (HO₄): There is no significant relationship between employee benefits and continuance commitment.
Table 4.4

			Employee_benefits	Continuance_commitment
Spearman's rho	Employee_benefits	Correlation Coefficient	1.000	.357**
		Sig. (2-tailed)	.	.002
		N	70	70
	Continuance_commitment	Correlation Coefficient	.357**	1.000
		Sig. (2-tailed)	.002	.
		N	70	70

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

The Statistical Package for Social Sciences (SPSS) version 20 was used to investigate the relationship between employee benefits and continuance commitment using Spearman's Rank Correlation Coefficient (rho). Preliminary analyses of normality, linearity and homoscedasticity were conducted to ensure that there was no violation of its assumptions. The analysis showed a medium, positive correlation between the two variables, $r = .357$, $n = 70$, $p < .001$, with a high level of continuance commitment leading to an improved level of employee benefit.

4.1 Discussion of Findings

The study evidence indicates that reward management strategies have a significant relationship with organizational commitment in the banking industry.

The first, hypothesis sought to examine the relationship between pay structures and affective commitment. The hypothesis was tested using spearman rank order correlation technique, with the aid of the statistical package for social sciences (SPSS) vs. 20. From the analysis of collected data, a positive relationship was revealed between pay structures and affective commitment in the banking industry in Yenagoa, Bayelsa state. The analysis showed a medium, positive correlation between the two variables, $r = .418$, $n = 70$, $p < .001$. This is

in line with the findings of Miceli and Mulvey (2000) confirmed that pay system was positively related to affective commitment with the employers.

The second hypothesis sought to examine the relationship between pay structures and continuance commitment. The hypothesis was that pay structures does not have any significant relationship with continuance commitment. The hypothesis was tested using spearman rank order correlation coefficient and from the analysis of data collected a positive and significant relationship was revealed between product pay structures and continuance commitment. The analysis showed a medium, positive correlation between the two variables, $r = .351$, $n = 70$, $p < .001$. This is in line with the findings of Sweeney & McFarlin, (1993) who noted that employees that see their pay as being fair are likely to be more committed to their jobs.

The third hypothesis sought to examine the relationship between employee benefits and affective commitment. The hypothesis was that employee benefits do not have any significant relationship with affective commitment. The hypothesis was tested using spearman rank order correlation coefficient with the aid of the statistical package for social sciences (SPSS) vs. 20 and from the analysis of data collected, a positive and significant relationship was revealed between employee benefits and affective commitment. The analysis showed a medium, positive correlation between the two variables, $r = .421$, $n = 70$, $p < .001$. This is in line with the findings of Azad & Michael J (2007). They revealed that there is a positive relationship between personal benefits of employee training and affective commitment.

The fourth hypothesis sought to examine the relationship between employee benefits and continuance commitment. The hypothesis was that employee benefits do not have any significant relationship with continuance commitment. The hypothesis was tested using spearman rank order correlation coefficient with the aid of the statistical package for social sciences (SPSS) vs. 20 and from the analysis of data collected, a positive and significant relationship was revealed between employee benefits and continuance commitment. The analysis showed a medium, positive correlation between the two variables, $r = .357$, $n = 70$, $p < .001$. This is in line with the findings of Soon Yew, LaiKuan and Kamaruzaman (2008). Their findings revealed that there is an influence of employee benefits towards organizational commitment in the food-manufacturing industry in the state of Kedah, Malaysia

5.0 Conclusion

Based on the discussions above, the following conclusions were made.

The banking industry has to act in response to increased competition by rewarding employees' performance. The implementation of pay structures and employee benefits significantly enhances organizational commitment (affective and continuance.) within the Nigerian work environment and the banking industry to be specific.

The study covers only the banking industry in Yenagoa, Bayelsa State. The fact that it covers just this industry is a major limitation; this is because the results cannot be generalized.

5.1 Recommendations

Managers in the Nigerian banking industry should reward employees' performance at all times and should choose specific rewards that they can afford. Employees must also identify a connection between their job performance and the rewards they receive from the organization. Rewards distributed must be appreciated by employees of the organization; this will make them give their best to their jobs. Pay structures and employee benefits should be

properly managed and administered. This will bring about an affective and continuance commitment to their jobs.

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