

Reward Management and Employee Commitment in Financial Institutions in Uganda: A Case of Postbank Uganda Limited, Loan Department in Northern Uganda

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The research is self-financed

Abstract

This study examined the effect of reward management on the commitment of employees in Postbank Uganda Limited. Specifically, the study looked at the effect of career development, employee benefit and bonus pay on the commitment of employees in Postbank Uganda Limited loans department. Using a sample of 85 staff drawn from a population of 114 staff of Postbank Uganda Limited, the study attempts to achieve the objective of assessing the effect of reward management on employee commitment in financial institutions in Uganda. The study adopted a cross-sectional survey design and employed quantitative approach. The data collected was tested for validity and reliability and analyzed using SPSS Version 23 in form of descriptive statistics, correlations and regressions. The findings of the study revealed firstly, that career development had a positive significant effect (Adjusted R Square = 34.4%, $p < 0.01$) on employee commitment in Postbank Uganda Limited. Secondly, employee benefit had a positive significant effect (Adjusted R Square = 27.3%, $p > 0.01$) on commitment in Postbank Uganda Limited. Thirdly, the examination of the effect of bonus pays on employee commitment in Postbank Uganda Limited revealed a positive and statistically significant effect (Adjusted R Square = 37.4%, $p < 0.01$). Based on the findings of this study, it is recommended that Post Bank Limited should adopt reward management practices in order to enhance their level of employee commitment.

Keywords: Reward Management, Employee Commitment, Financial Institutions, Postbank Uganda Limited

DOI: 10.7176/EJBM/15-17-08

Publication date: October 31st 2023

1. Background

The historical development of reward management is traced back to the work of scholars such as Taylor, Gantt, Emerson, and Frank and Gilbreths (Nor, Mohamed, Mohamed, & Hassan, 2020). During that period, rewards management was aimed at motivating employee inform of incentive systems, pay systems, and compensation systems to enhance their level of commitment (Nor, Mohamed, Mohamed, & Hassan, 2020). Previously, the terms are used interchangeably to mean that scientific management era is ripe with offerings of management principles and philosophies that are still prevalent today (Ranjan, & Mishra, 2017). Employee rewards have been used for decades to recognize, and appreciate employees as a way of enhancing their level of commitment and performance. In early studies of employee rewards, motivation and performance, studies on reward management of employees indicated that employees would receive a piece-rate-pay based on production hours and units (Rdosavljevic, Cilerdzic, & Dragic, 2017).

In Europe and United States of America (USA), employee reward started way back in 1950's with Skinner's reinforcement theory arguing that that employees' performance tends to increase with positive performance (Widodo, & Damayanti, 2020). In Asian countries, rewards have been used to enhance the commitment of employees (Ezeanolue, & Ezeanyim, 2020). In countries such as Malaysia and Japan, rewards have been in place to motivate so as to make them committed at work. Relatedly, a study carried out by (Ngwa, Adeleke, Agbaeze, Ghasi, & Imhanrenialena, 2019) noted that organizations that design employees' reward systems that match their needs are able to uncover employees' weaknesses and strengths in a specific job.

In Africa, rewards have been used as a way of motivating employee so that they commit themselves in the work they do and has also been embraced as a tool for improving employee performance (Weltmann, 2019). However, during the pre-colonial period employee rewards were not as advanced as the monetary extrinsic rewards used in Europe (Puspita, Bohlen, Unang Toto Handiman, 2020). Further still, employees who use to work in farms would receive higher rewards when the harvest was enormous as a way of showing appreciation and recognition. In East Africa particularly Kenya, companies have been at the leading front in developing rewards management systems that could be used to motivate employees and improve their level of commitment at their work places (Siswoyo Haryonoa, Supardi Supardib and Udin Udina, 2020).

1.1 Statement of the Problem

The concern of most of the organizations is having productive and committed employees dedicated towards good performance and this is accomplished by ensuring that the contribution of the employees are recognized in terms of rewards (Armstrong, 2020). Employees who are fully rewarded always feel that they are part of the organisation, feel free to associate with the organisation and above all, are always committed in whatever they do in the organisation (Armstrong, 2017). Although many studies have indicated that rewards management play a vital role in enhancing employee commitment leading to good performance of the organization, Bank of Uganda (BoU) annual performance report (2021) which highlighted the top 10 best performing banks in Uganda have not reflected Postbank among the best 10 performing banks in Uganda. The Independent Magazine of May 12th 2021 published that the provisions for bad and doubtful debts increased from Shs17bn in 2019 to Shs6.2bn in 2020. The report further revealed that non-performing loans and other assets increased from Shs10.3bn to Shs12bn between the year 2019 to 2020, while bad debts written off slightly went up from Shs4.1bn in 2019 to Shs4.5bn in 2020. The provisions for bad and doubtful debts also increased from Shs17bn in 2019 to Shs6.2bn in 2020. This was also reflected in the bank's end of year financial report of 2020 and 2021.

Over the same period, a number of employees from Postbank have been terminated over failure to achieve the targets which have been given to them while others have resigned and moved to other financial institutions (Managing Director, 2021). There is little doubt that failure of the bank's staff to achieve their loan targets is due to lack of commitment emanating from failure by the bank to properly manage their reward practices. The study therefore examined the effect of reward management on employee commitment in Postbank Uganda with focus being Postbank branches in Northern Uganda, loan department.

1.2 Purpose of the Study

The purpose of this study was to examine the effect of reward management on employee commitment in Postbank Uganda.

1.3 Objectives of the Study

- i. To assess the effect of career progression on employee commitment of employees in Postbank, loan department.
- ii. To assess the effect of employee benefit on employee commitment of employees in Postbank loan department.
- iii. To assess the effect of bonus pay on employee commitment of employees in Postbank loan department.

1.4 Research Hypotheses

- i. H01. Career progression has no significant effect on employee commitment in Postbank.
- ii. H02. Employee benefit has no significant effect on employee commitment in Postbank.
- iii. H03. Bonus pay has no significant effect on employee commitment in Postbank.

1.5 Significance of the Study

- i. This research finding will lead to discovery of how financial rewards in banking sector in Uganda contribute to employee commitment in order to reduce staff turnover, negative behaviour like abscondment from duty.
- ii. The findings of this study will generate and contribute to support further studies in the field of assessment of improving employee commitment in organizations.
- iii. This study finding will make recommendations and help managers understand the importance of reward management, motivation, and employee commitment as drivers of employee performance.
- iv. The findings of the study will help to create knowledge and information for academicians and other researchers on the effects of reward management on employee commitment.

1.6 Theoretical Underpinning

The two motivational theories, Expectancy Theory and Equity Theory, are essential concepts for understanding and improving employee commitment and performance within organizations.

Expectancy Theory, introduced by Vroom (1964), emphasizes that employees are motivated when they believe their efforts will lead to improved performance, which in turn will result in valuable rewards. This theory highlights the importance of individuals' expectations regarding the relationship between effort, performance, and outcomes. It underscores that employees must perceive a link between their efforts and the attainment of meaningful rewards to be motivated. In the context of this study, it suggests that effective reward management practices, aligning effort with performance and valuable rewards, can enhance employee commitment and overall organizational performance.

Equity Theory, developed by Stacey Adams in 1963, focuses on the perception of fairness in reward

distribution within the workplace. It posits that employees compare their input (effort and contributions) to their outcomes (rewards) and seek equity. When individuals perceive inequity, whether in the form of under-reward or over-reward, they experience distress and are motivated to restore balance. This theory underscores the importance of fair and equitable reward systems to maintain and boost employee commitment. Organizations that address perceived inequities are more likely to have motivated and committed employees.

2. Literature: An Overview

2.1 Effect of Career Development on Employee Commitment

Mabaso and Dlamini (2018) conducted quantitative research on impact of total rewards and their effects on the employee commitment in higher education institutions. The sample size was 279 academic staff. The main findings showed a positive and significant correlation between elements of total rewards (performance management, recognition, talent development, and career opportunities, compensation, benefits, work-life balance and organizational commitment). A variance of 52.3% of total rewards explained organizational commitment. Performance management, compensation, benefits, recognition, talent development and career opportunities significantly predicted organizational commitment.

A study investigated by Kokubun (2018) on the relationship between rewards and employee commitment of 12,076 employees at 32 Japanese manufacturing companies in Malaysia. The analysis revealed that all intrinsic, social, and extrinsic rewards are important for organizational commitment. According to findings, it was suggested that the antecedents of organizational commitment in Malaysia are different from those in the West or other lower-income Asian countries. The comparison between university graduates and others exhibited those extrinsic and intrinsic rewards had a stronger influence on organizational commitment in university graduates than in others. But social rewards had a weaker influence on organizational commitment. Satisfaction with personnel evaluation and autonomy were more strongly correlated with employee commitment in university graduates while co-worker support and career progression were more significantly correlated with employee commitment in others. Other rewards, such as satisfaction with other treatments, supervisor support, and training, were equally correlated with organizational commitment in both university graduates and others.

Seitovirta et al. (2017) carried out a study on the effect of financial compensation and benefits, Work-Life balance, Work content, career progression, Recognition, and Supportive leadership on employee commitment. The finding of the study indicated that rewards encouraged employees to perform their work correctly. Rewards reinforced occupational satisfaction. The study highlighted that essential to pay attention to employees' preferences for particular rewards. As per the study, when designing effective reward systems for employees, it is not appropriate to provide only monetary rewards. Numerous types of nonmonetary rewards also are both meaningful and necessary. Employees perceive incentives, rewards, and career progression as positive feedback for their work and contribution to the organization. These things make them more likely to involve in further innovation ideas.

Okojie (2021) investigated the relationship between reward management and employee commitment at National Library of Nigeria (NAL). The finding of the study revealed that highly rewarded employees will lead towards high commitment, productivity and consequently, performance increase. Similar studies after 100 questionnaires sent to National Library of Nigeria's employees with a response rate of 81% showed that NAL employees were not aware about reward programs. Similarly, a study by DIIS (2019) on the effect of reward management and employee commitment indicated that offering attractive base pay to an employee help to increase on the level of commitment of the employee and in turn help to improve on the performance of the organisation.

2.2 Effect of Employee benefit on Employee Commitment

Zirra, Oaya, Mambula, and Anyatonwu (2019) conducted a study to examine the impact of employee benefits on employee commitment and productivity in Nasco Group. The study adopted descriptive survey research design, while regression method of analysis was used in carrying out the empirical analysis. Findings from the study showed that health protection benefits have a positive and significant impact on employee performance in Nasco group. The study also revealed that the more health protection benefits are provided for employees of Nasco group, the more they work hard at their jobs and their productivity increases. In addition, retirement benefits have a positive and significant influence on employee productivity in Nasco group; and lastly, findings from the study revealed that recognition has a significant impact on employee commitment and productivity in Nasco group.

Robles (2018) conducted a study to investigate the influence of employee benefits on the employee commitment at five-star hotels in Nairobi. A descriptive research design was used in the study. The target population was 1824 employees of five-star hotels in Nairobi. Stratified random sampling was used to determine the sample size. Primary data was collected using a structured questionnaire. Findings revealed that there was a strong positive relationship between financial benefits, retirement and social benefits and employee productivity.

It was established that financial benefits such as allowances increase employee productivity. It was found that bonuses should be offered based on individual performance and providing allowances is a way to show recognition of the worker's value and the lack of bonuses is a common cause of employee turnover. Findings revealed that employee remuneration is not just about salaries but is also concerned with long term benefits such as pension.

Enyindah, Agburum and Bagshaw (2022) conducted a study to examine the relationship between compensation policy and employee commitment of manufacturing companies in Rivers State, Nigeria. The study adopted a cross-sectional survey research design and the target population elements of the study was (1,809) one thousand eight hundred and nine employees from the 27 functional manufacturing companies under study which was source from the human resource department in each company using Taro Yamen's formula to determine the sample size. The study findings revealed that there is a positive and significant relationship between compensation policy and employee commitment of manufacturing companies in Rivers State, Nigeria that were studied. Chukwuma, Chukwudumebi and Kifordu (2018) conducted a study to examine the effect of employee benefits on employee morale and productivity in oil companies using Shell Petroleum and Development Company Warri in Southern Nigeria. The objective of this study was to find out the significance of fringe benefits on employee morale and staff productivity. Data was collected from various respondents through administered questionnaires and direct interviews. A total of fifty (50) questionnaires were distributed to the categories of staff in the company. Chi-square test was used to test the hypotheses and the results were significantly accepted. Findings revealed that benefit such as retirement package significantly affects employee's morale, commitment and productivity.

Abdul Razak, Sarpan Sarpan and Ramlan Ramlan, (2018) conducted a study on the influence of promotion on employee performance in Makasar Government Region, either simultaneously or partially. The method used was descriptive survey method and explanatory. The unit of analysis in this research was the employees of Makassar Government Region, with a sample of 50 people, and the method of analysis used was the frequency distribution and path analysis. Based on the results of the analysis, then obtained as follows, Promotion had a positive significant effect on employee commitment and improved performance.

Ondhowe, Kadima and Juma (2021) carried out a study to analyze the influence of non-monetary reward on employee commitment and performance at the Lake Victoria South Water Service Board (LVSWSB) in Kenya. Specifically, the study sought to examine the influence of promotion on employee commitment and performance in LVSWSB. The study adopted a descriptive research design. Sampling technique applied was census since the population was manageable. The instrument of data collection was the questionnaire. The statistics for descriptive and inferential analysis done resulted from use of the computer software (SPSS version 24). Chi-square test statistics revealed that promotion has an influence on employee level of commitment. In conclusion, promotion has direct impact on employee performance.

Abdul Manaf, Harvey, Armstrong, and Lawton, (2020), examine the effect of employee promotion and compensation practice using MoHA Gotera Branch plant. The study adapted descriptive research design by using mixed data interpretation. The study used both primary and secondary sources of data 198 questionnaires were distributed out of which 184 of them were returned. The data has been analyzed by using descriptive statistics, frequency and tables. The analysis result indicates that though there are practices of promotion and compensation in the company, its level of practice is medium which means it is not at the expected level. Having mean score of 2.35 for the promotion and compensation practice, respondents have reservation on the promotion and compensation practice of Moha Soft Drink S.C Gotera branch. Regarding the availability of recognition and appreciation practices the respondents mean score is 2.03 which confirm that the practices of recognition and appreciation in MoHA Gotera branch are at low level.

2.3 Effect of Bonus pay on Employee Commitment

Mansaray-Pearcel, Bangura and Kanu (2019) carried out a study to find the effect of bonus pay on employee commitment, case study the Sierra Leone National Revenue Authority. Qualitative as well as quantitative research methodology has been adopted in this study. The researchers have conducted a survey in NRA. A questionnaire was developed to guess the opinion of employees working in this organization. A semi structured interview was conducted for getting an insight about their motivation. The regression result indicated a strong positive relationship between bonus pay and employee commitment. Similarly, Puspita, Bohlen, Unang Toto Handiman (2020) conducted a study to examine and analyze the effect of bonus, job promotions and job satisfaction on the performance of Mercu Buana University's teaching staff. This type of research is a causal analysis using a quantitative approach. Questionnaires were distributed to 77 Mercu Buana University employees from a total population of 332 employees using convenience sampling techniques. The analytical method used in this study is multiple linear regressions. The result of the study revealed that bonus has no effect on the performance of Mercu Buana University's teaching staff.

Korir, Dinah Kipkebut (2018) studied the effect of bonus pay on organisational commitment of employees

in Universities in Nakuru County. The sample size of the study comprised 224 full-time lecturers working in 10 universities within Nakuru County. Data was collected using the questionnaire method. The data obtained was processed using the Statistical Package for Social Sciences (SPSS) and was analysed using both descriptive and inferential statistics. The analysed data was presented using graphs, charts and tables. Results indicated that there was a weak significant positive relationship between financial rewards and normative commitment ($r = 0.249$, $p < 0.008$) and a moderate significant positive relationship between contingent rewards and affective commitment ($r = 0.344$, $p < 0.000$) and the study found that bonus pay collectively have significant effect on organizational commitment.

2.4 Literature Gap

This review covered a theoretical review and an actual review of literature on each of the study objectives. The theoretical review explored two theories that attempt to explain the relevance of reward management on employee commitment; Vroom expectancy and equity theories. The empirical analysis of the literature also covers the effect of bonus pay, the effect of employee benefit, and career development on employee commitment. All the studies conducted on the effect of bonus pay and employee commitment yielded significant positive relationships. Secondly, all the studies reviewed on the effect of employee benefit and employee commitment revealed significant positive relationships. Thirdly, the results from literature on the effect of career development and employee commitment yielded a significant relationship. Although all the studies reviewed on the effect of reward management on employee commitment yielded a significant relationship, none of those studies have been carried out in Postbank Uganda Limited. This there provides the contextual gap for the study. Secondly, most of those studies were conducted in a different geographical scope and this provides a study gap in terms of the geographical scope.

3. Method

This study adopted a descriptive across-sectional survey design using quantitative approach. The choice of the design was to enable the researcher to collect numerical data with the help of questionnaires from the respondents at only one point in time. The sources of data for this research included primary data that was obtained from all the respondents.

3.1 Study Population and Sample Selection

The study population was 114 employees of Postbank in the categories of Branch manager, Business branch manager, Operation branch manager, Branch supervisors Business banker, personal banker, tellers. The sample size of 85 was determined using Sloven's formula (1960).

3.2 Data Collection and Analysis

The researcher employed questionnaire method in the collection of primary data from all the categories of respondents. In this method, a researcher administered preset questions on reward management and employee commitment to the respondents. The method of administration was a combination of drop and pick with the help of researcher assistant or self-administration where the researcher distributed the questionnaires by himself and wait for the respondents to fill the questionnaires.

The raw quantitative data collected using the SAQ were edited to ensure its accuracy, consistency and completeness. With the help of the statistical package for social scientists (SPSS) Version 23, the pre-coded responses were then entered onto the spreadsheet to enable the responses to be categorised accordingly, after which univariate analysis was carried out using descriptive statistics; in which case frequencies relating to the background information were computed in addition to the percentages, means, standard deviations and coefficients of variance for each of the constructs under the independent variable and the dependent variable.

To assess the relationship between reward management and employee commitment, Pearson's correlation analysis was carried out. Correlation analysis helped to test the strength and the direction of the relationship between reward management and employee commitment.

Lastly, regression analysis was carried to test the effect of each of the construct of reward management (recognition, employee benefit and bonus reward) on employee commitment.

4. Findings and Discussion

4.1 Empirical Results on Career Development and Employee Commitment

The regression test produced an Adjusted R Square of .344, which meant that career development contributed about 34.4% to employee commitment in Postbank Uganda Limited. The remaining 65.6% was contributed by other factors outside the scope of the study.

The results from the coefficients Table 1 yielded a t-value of 3.551 ($p < 0.01$) which implied that career development alone had a positive significant contribution to employee commitment in Postbank Uganda Limited.

Basing of these results, it therefore means that the null hypothesis that there is no significant effect of career development on employee commitment in Postbank Uganda Limited was rejected in favour of the alternate hypothesis.

The finding is in agreement with that of Mabaso and Dlamini (2018) whose finding on impact of career development and their effects on the employee commitment in higher education institutions indicated a positive significant effect. Similarly, the result also concurs with those of Kokubun (2018) on the relationship between rewards and employee commitment of 12,076 employees at 32 Japanese manufacturing companies in Malaysia whose finding indicated that career development had a significant effect on employee commitment. The study is also in support of the one carried out by Seitovirta et al. (2017) carried out a study on the effect of financial compensation and benefits, Work-Life balance, Work content, career progression, Recognition, and Supportive leadership on employee commitment. The finding of the study indicated that rewards encouraged employees to perform their work correctly. The finding is in line with Okojie (2021) investigated the relationship between reward management and employee commitment at National Library of Nigeria (NAL). The finding of the study revealed that highly rewarded employees will lead towards high commitment, productivity and consequently, performance increase.

4.2 Empirical Results on Employee Benefit and Employee Commitment

The regression results show an Adjusted R Square of .273 which implies that about 27.3% of the variations in employee commitment can be explained by employee benefit. The t-test was performed between employee benefit and employee commitment and the results are shown in Table 2. The finding of the study is in support of that carried out by Zirra, Oaya, Mambula, and Anyatonwu (2019) who conducted a study to examine the impact of employee benefits on employee commitment and productivity in Nasco Group in which the result revealed a positive significant effect. The result also agrees with those of Robles (2018) who conducted a study to investigate the influence of employee benefits on the employee commitment at five-star hotels in Nairobi. In that study, the finding revealed that employee benefit had a positive significant effect on employee commitment. In a similar way, the finding of the study carried out by Enyindah, Agburum and Bagshaw (2022) who conducted a study to examine the relationship between compensation policy and employee commitment of manufacturing companies in Rivers State, Nigeria in which the finding revealed a positive significant effect. The finding also concurs with Chukwuma, Chukwudumebi and Kifordu (2018) who conducted a study to examine the effect of employee benefits on employee morale and productivity in oil companies using Shell Petroleum and Development Company Warri in Southern Nigeria. The finding of the study indicated that employee benefit had a significant effect.

The study is consistent with Abdul Razak, Sarpan Sarpan and Ramlan Ramlan, (2018) conducted a study on the influence of promotion on employee performance in Makasar Government Region whose finding revealed a significant effect. The result is also in line with those of Ondhowe, Kadima and Juma (2021) who carried out a study to analyze the influence of non-monetary reward on employee commitment and performance at the Lake Victoria South Water Service Board (LVSWSB) in Kenya whose result also indicated a significant effect. The result of the study tallies with those of Abdul Manaf, Harvey, Armstrong, and Lawton, (2020), who examined the effect of employee promotion and compensation practice using MoHA Gotera Branch plant in which the finding indicated a significant effect.

4.3 Empirical Results on Bonus Pay and Employee Commitment

The regression test produced an Adjusted R Square of .381, which meant that bonus pay contributed about 37.1% to employee commitment in Postbank Uganda Limited. The remaining 62.9% was contributed by other factors beyond the scope of the current study.

From result presented in Table 3, it can be seen that risk control yielded a t-value of 4.696 with a $p < 0.01$ (99% confidence interval, two-tailed) and this indicate a statistically significant effect. From the results of the study, it implies that the null hypothesis that bonus pay had a significant effect of employee commitment was rejected in favour of the alternate hypothesis.

The above findings support those of Mansaray-Pearcel, Bangura and Kanu (2019) in their study on the effect of bonus pay on employee commitment, case study the Sierra Leone National Revenue Authority. The finding of that study indicated that bonus pay had a significant effect on employee commitment. The finding of the study is also in agreement with those of Puspita, Bohlen, Unang Toto Handiman (2020) who conducted a study to examine and analyze the effect of bonus, job promotions and job satisfaction on the performance of Mercu Buana University's teaching staff. The finding of the study also indicated that bonus pay had a significant effect of employee commitment. The finding of the study concurs with Korir, Dinah Kipkebut (2018) in their study on the effect of bonus pay on organisational commitment of employees in Universities in Nakuru County where result indicated that bonus pay had a significant effect on employee commitment.

5. Recommendations

The management of Postbank Uganda Limited should put more emphasis on career development as it has indicated that it helps to improve the level of commitment of employees of Postbank Uganda Limited.

The management of Postbank Uganda Limited should come out with attractive benefits for employees. This will help to motivate them and make them to be in position to work hard hence leading to the improvement in their level of commitment.

The management of Postbank Uganda Limited should come out with bonuses scheme for staff that will surpass their target. This will encourage staff to work hard so that they can be in position to benefit from the bonus scheme in place and in turn will culminate into improved level of commitment among the employees.

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Tables:

Table 1: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.870	.297		9.674	.000
Career development	.272	.076	.363	3.551	.001

a. Dependent Variable: Employee commitment

Table 2: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.964	.344		5.716	.000
Employee benefit	.471	.083	.531	5.704	.000

a. Dependent Variable: Employee commitment

Table 3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.026	.275		7.367	.001
Bonus pay	.479	.102	.617	4.696	.000

a. Dependent Variable: Employee commitment