

EFFECT OF REWARD ON EMPLOYEES COMMITMENT TO WORK IN THE FEDERAL CIVIL SERVICE OF NIGERIA

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Abstract

The challenges of lack of commitment to work in the Federal Civil Service of Nigeria, which is attributable to inadequate reward system, has become a matter of great concern and viewed as retrogressive to the socio-economic development of the nation. The objective of this study is to examine the effect of reward on employees' commitment in the Federal Civil Service Commission and specifically to i) examine the intrinsic reward for the employees and ii) evaluate the effect of extrinsic for the employees of the Federal Ministry of Science and Technology, Abuja. The survey research design was used based on the staff population of the ministry, which was 578, but reduced to 236 using Taro Yamane formula for the sample size. Data was obtained through questionnaire and analyzed with the aid of SPSS statistical software and regression. The findings indicate that there is a positive and significant relationship between rewards and employee commitment in the Federal Ministry of Science and Technology, Abuja. Other findings were that there is a negative and significant relationship between extrinsic reward and employee commitment in the Federal Ministry of Science and Technology, Abuja, while on the other hand there is a positive and significant relationship between intrinsic reward and employees' commitment. The study suggests that the Federal Ministry of Science and Technology should continue to reward its employees for working in the department, they should regularly promote employees when due, give them adequate bonuses, update employees' responsibility as well as recognize and praise them for hard work.

Keywords: *Reward, Intrinsic reward. Extrinsic reward and Employees commitment*

Introduction

Reward refers to everything the employee perceives to be of value resulting from the employment relationship and includes all types of rewards, direct and indirect, as well as intrinsic and extrinsic. The typical components of reward which make up the incentives

employers can resort to motivate, engage and retain staff are, pay, benefits, training and developments, and working environment (Armstrong, 2006). A 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 using 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 & Graham, 2003).

Employee commitment will result in benefits which include: increased job satisfaction increased job performance, increased total return to shareholders, increased sales, decreased employee turnover, decreased intention to leave, decreased intention to search for alternative, decreased absenteeism (Brown, McHardy, McNabb & Taylor, 2011). With this in mind, employee commitment should be viewed as a business necessity. Organisations who have difficulty in retaining and replacing competent employees will find it hard to optimise performance. There are not only the immediate expenses of the recruitment process but other hidden costs such as management time and lost productivity as new employees take time to become effective in their roles (Robinson, 2006).

Over the years, the Federal civil service of Nigeria with a particular reference to the federal ministry of science and technology in Abuja try to reward employees using financial and nonfinancial rewards to enhance employees' commitment. Yet, employees' are not committed to working in the federal ministry of science and technology in Abuja.

From the extant literature, studies such as Ayeni (2015); Oyoo (2015) and Isaack and Dinah (2016) were conducted using reward and employee commitment in various organizations such as Universities in Nakuru County, College of Education, Ikere-Ekiti and health organizations in Kakamega County. However, none of these studies used the Federal Civil Service of Nigeria with a particular reference to the Federal Ministry of Science and Technology, Abuja to study the variables.

The objective of this study is to examine the effect of reward on employees' commitment in the Federal Civil Service Commission of Nigeria with a particular reference to the Federal Ministry of Science and Technology, Abuja. The specific objectives are to: examine the effect of extrinsic reward as well as the intrinsic reward on the employees' commitment in the Federal Ministry of Science and Technology, Abuja.

The study is restricted to the effect of reward on employees' commitment in the Federal Civil Service Commission of Nigeria with a particular reference to the federal ministry of science and technology in Abuja. The research period sprang from 1999 -2018. The period covers the

democratic era and the time when the ministry frequently appraised how employees performed their jobs and attached some reward elements. The study covered employees' commitment.

Concept of Reward

A reward is defined as something that is given in return for good done; reward in the workplace is often used as an extrinsic motivator to meet an employee's need for more money or services. Rewards are usually monetary but do not have to be. Rewards are usually more meaningful and provide greater incentives for employees (Cole, 2005). Bratton and Gold (2003) defined rewards as "all the cash, non-cash and psychological payments provided by an organization in return for their contribution". Work rewards indicate the benefits workers receive from their workplace and are considered the determinants of job commitment and satisfaction (Malhotra, Budhwar & Prowse, 2007).

Gross and Friedman (2004) view reward to include compensation (consisting of base pay, short and long term incentives), benefits (health issues, work/ life, and other benefits), and careers (training and development, career progression). Many writers agree that rewards can be broken down into two broad types - intrinsic and extrinsic (Mahaney & Lederer, 2006, Hatice, 2012). Intrinsic rewards are derived from "the content of the task itself and include such factors as interesting and challenging work, self-direction and responsibility, variety, creativity, opportunities to use one's skills and abilities and sufficient feedback regarding the effectiveness of one's efforts. Extrinsic rewards, on the other hand, comprise promotions, private office space, and the social climate. Other examples include competitive salaries, pay raises, merit bonuses and time-off (Hatice, 2012).

Every organization's reward system should focus on these major areas; compensation, benefits, recognition, and appreciation (Sarvadi, 2010). Benefits such as car loans, medical covers, club membership, ample office space, parking slots, and company cars are ways of rewarding and employees do note the types of benefit that their organization offers. Recognition and appreciation are other integral components of a winning strategic reward system. Recognition is to acknowledge someone before their peers for the desired behaviour or even for accomplishments achieved, actions taken or having a positive attitude. Appreciation, on the other hand, centers on showing gratitude to an employee for his or her activity. Such rewards help employees to gauge their performance and know whether they are doing good or bad (Sarvadi, 2010).

Cash bonus is another form of reward that organizations use to reward employees for exemplary performance that is if they have performed higher or exceed their set targets, this hence makes them eligible(Finkle, 2011). The amount of cash is determined by how high the employee has

over exceeded the set targets or they can also be based on ranks or job groups. Nowadays, companies are rewarding performance bonuses to junior employees to increase output, unlike the past where they used to be a privilege of top executives. Performance bonuses are now on the rise in many organizations because managers want to link performance to reward. (Finkle, 2011). Companies use cash bonuses to reward their employees' performance during the year under appraisal. But there is also the unspoken expectation that these bonuses will be a factor in motivating employees' performance next year as well. Employees who receive a large bonus will likely want to get it next year too. On the other hand, employees who receive a miserly bonus and it reflects how the company assessed their performance, might consider improving next year (Finkle, 2011). Finkle, (2011) classified reward into two which are an extrinsic reward and intrinsic reward.

Extrinsic rewards fulfill employees' extrinsic factors or hygiene factors and thus do not let him start thinking about leaving the company. Examples include; pay rise, bonuses, paid leaves, annual recreational plans, etc.

An intrinsic reward fulfills employees' intrinsic factors or motivators and thus motivates him. Examples include; giving a challenging task, involving in the decision-making process, giving a higher rank in the hierarchy, etc all these rewards do not require having increased salary as well an employee may be working at higher management rank without an increase in the salary and still more motivated. Bosco (2014) stated that “praise and recognition are the most efficient intrinsic reward that enhances employees performance”. Stoner and Freeman (1992) defined intrinsic rewards as the” psychological reward that is experienced directly by an employee”.

Employee Commitment

Akintayo (2010) defines employee commitment as the degree to which an employee feels to his organization. In this sense, employee commitment reflects the attitude of an employee towards an organization (Zhen, Sharan & Wei, 2010). Team members’ commitment generally described as a working condition that if achieved can sustain team effectiveness and contribute to high organisational performance. Three kinds of commitment are identified by Klan, Ziauddin and Ramay (2010) namely affective commitment, continuance commitment, and normative commitment. According to Harter (2002) employee commitment is the individual's participation as well as fulfillment with eagerness for work. Seijts and Crim (2006) define employee commitment as being involved in and enthusiastic about one's work and caring about the future of the business.

Affective commitment refers to the emotional attachment that an employee has in an organization (Price, 2011). It is the extent to which employees appreciate to be members of an organization. According to Rhoades, Eisenberger and Armeli (2001) effectively committed employees are seen to have a sense of identity and belonging and this motivates them to increase

their participation in the activities of an organization. Additionally, affective commitment makes employees have the willingness to meet the goals of an organization as well as the desire to stay in the organization.

Lee (2010) defined continuance commitment as the employee awareness of the costs that are related to departing the organization. This means that continuance commitment is the enthusiasm to remain in an organization due to the personal investments which cannot be transferred. Price (2011) argues that continuance commitment exists when an employee needs the benefits and the salary associated with remaining in an organization. Additionally, it may arise when employees feel that they cannot find another job or when they believe that they owe their success to the organization. According to Coetzee (2005), continuance commitment is calculative because it is based on an employee opinion by weighing the risks and costs associated with leaving an organization.

According to Lee (2010) normative commitment is a feeling of obligation that an individual has to continue with the employment. It arises from employee obligations and personal values that the person feels towards the organization. Coetzee (2005) emphasizes that employees with a high level of normative commitment feel that they ought to remain with the organization. The feeling of obligation to stay in the organization may come about due to the internalization of normative pressures exercised on an employee before joining the organization (Muncherji & Dhar, 2011).

Empirical Studies

Isaac and Dinah (2016) examined the effect of financial and non-financial rewards on organizational commitment of employees in Universities in Nakuru County. The specific objectives of the study were as follows: To determine the effect of financial reward on normative commitment of employees in universities in Nakuru County; to determine the effect of financial rewards on affective commitment of employees in universities in Nakuru County; to establish the effect of financial rewards on continuance commitment of employees in universities in Nakuru County; and finally, to determine the combined effect of rewards management on employees organisational commitment in universities in Nakuru County. The sample size of the study comprised 224 full-time lecturers working in 10 universities within Nakuru County. Data were collected using the questionnaire method. The data obtained were processed using the Statistical Package for Social Sciences (SPSS) and was analyzed using both descriptive and inferential statistics. The analyzed data was presented using graphs, charts, and tables. Results indicated that there was a moderately significant positive relationship between financial rewards and affective commitment ($r = 0.344$, $p < 0.000$) and a weak significant positive relationship between financial rewards and normative commitment ($r = 0.249$, $p < 0.008$). The study found out that financial reward management practices collectively have a significant effect on organizational commitment.

Ayeni (2015) examined the impact of financial reward on workforce efficiency in the College of Education, Ikere-Ekiti. Three (3) Research Questions and hypotheses were generated and tested respectively. Survey method was adopted and one hundred and fifty (150) academic members of staff were selected for the study. A well-constructed questionnaire was developed for the study. The questionnaire was validated by an expert in the Business Education department. The reliability coefficient of 0.98 was obtained which implies high reliability on the instrument. The descriptive statistics method of standard deviation was used to provide an answer to the research questions and Chi-Square (X^2) statistics was used to analyze the hypotheses at 0.05 level of significance. The findings revealed that financial rewards in the form of salary and benefits enhance effectiveness and commitment. However, it was revealed that financial reward does not result in sustained motivation for retention.

Oyoo (2015) determined the effect of extrinsic rewards on employee commitment in faith-based health organizations and; examine the effect of intrinsic rewards on employee commitment in faith-based health organizations in Kakamega County. A stratified random sample of 103 employees was drawn from a target population of 505. Data was collected using questionnaires and analyzed. The result of using a correlation model showed that there is a strong relationship between reward practices and employee commitment, the better the practices the more committed employees will be to the organization.

Expectancy Theory

The Expectancy Theory was first advanced by Victor Vroom to explain employee motivation at work and later expanded and refined by the works of other scholars such as Porter and Lawler (1968) & Pinder (1987). The expectancy theory has three key elements: expectancy, instrumentality, and valence (Vroom, 1964). A person is motivated to the degree that he or she believes that (a) effort will lead to acceptable performance (expectancy), (b) performance will be rewarded (instrumentality), and (c) the value of the rewards is highly positive (valence). Expectancy is a person's estimate of the probability that job-related effort will result in a given level of performance. Generally, estimates of expectancy by employees lie between two extremes. Expectancy, ranging from 0 to 1, is based on probabilities. If an employee sees no chance that effort will lead to the desired performance level, the expectancy is 0. On the other hand, if the employee is completely certain that the task will be completed, the expectancy has value 1. Instrumentality is an individual's estimate of the probability that a given level of achieved task performance will lead to various work outcomes. As with expectancy, instrumentality ranges from 0 to 1. For example, if an employee sees that a good performance rating will always result in a promotion increase, the instrumentality has a value 1. If there is no perceived relationship between a good performance rating and a promotion, the instrumentality is 0. Valence is the strength of an employee's preference for a particular reward. Theoretically, a

reward has a valence because it is related to an employee's needs. Valence provides a link to the need theories of motivation proposed by Herzberg, Maslow, and co. The reward such as promotion, peer acceptance, recognition by supervisors, might have more or less value to individual employees. Unlike expectancy and instrumentality, valence can be either positive or negative. If an employee has a strong preference for attaining a reward, valence is positive. At the other extreme, valence is negative. And if an employee is indifferent to a reward, valence is 0. The total range is from -1 to +1. Vroom suggests that motivation, expectancy, instrumentality, and valence are related to one another by the equation: $M = E * I * V$ (Motivation = Expectancy * Instrumentality * Valence).

Methodology

The study adopted a survey research design. Survey research design aims at collecting data and describing it in a systematic manner that indicate the characteristics, features or facts about the given population. The reason for using survey research design is to collect relevant data from respondents in the field comprising the target respondents. The study population comprise of employees of federal civil service with a particular reference to the Federal Ministry of Science and Technology, Abuja. The population of the employees (junior, senior staff, and management staff) are 578 staff by the records as at January 2018. The study used Taro Yamane formula to determine the sample size of the study. According to Smith (1984) in sample size determination in agreement with Taro Yamane sample size determination technique (1967), which stated that if the population is above 400, there is a need to use Taro Yamane formula to reduce the population.

According to Yamane (1967), the sample size of a study is derived thus:

$$n = N/1+N(e)^2$$

Where: N = the population size

e = the margin of error (assumed at 5%)

1= constant

$$n = 578/1+578(0.05)^2$$

$$n = 578/1+578(0.0025)$$

$$n = 578/1+1.445$$

$$n = 578/2.445$$

$$n = 236$$

Based on the estimated sample size, 236 employees of the Federal Ministry of Science and Technology, Abuja is being the estimated sample size for the study. The study also selected 26 management staff for in-depth interview on employee commitment. A simple random sampling technique was used to administer questionnaire to the respondents. A simple random sampling technique is used to ensure that all the sample size is given an equal chance in the study.

A self-administered questionnaire was used in gathering the data. The respondents were provided with guidelines to ensure that they understood the questions and, to respond suitably. The questions in the survey instrument were worded in an open-ended manner to provide quantitative data as per the research response category. A Likert scale of 5 was used to measure the extent to which the various respondents agreed or disagreed with the issues raised. A Likert scale is a psychometric response scale primarily used in questionnaires to obtain a participant's preferences or degree of agreement with a statement or set of statements or factors (Cooper & Schindler, 2006). The copies of the questionnaire were distributed to the employees of the organization directly on one and one basis.

The research instrument (questionnaire) was subjected to test to ensure its validity and reliability. Reliability test was done to determine the extent of questions accuracy in the instrument, while validity was used to test for the internal consistency of each of the questions (variables). The most convenient method for testing for the internal consistency is the Cronbach's Alpha, which is computed with the following model as thus:

$$\alpha = \frac{Nr}{1 + r(N - 1)}$$

Where:

α = Cronbach Alpha

N= the number of items in the scale

r= the mean inter-item correlation

A minimum Cronbach's Alpha value of 0.7 is stated to be reliable (Ritter, 2010). The result of the reliability of the instrument shall be presented on the table below:

Table 1: Scale reliability of variables

Variables	Cronbach's Alpha
Extrinsic reward	0.87
Intrinsic reward	0.88
Employees commitment	0.89

Source: researcher's computation (2019)

Table 1 indicates the reliability of the instruments of the variables has an Alpha value above 0.6, which means that all variables in the instrument are reliable.

The data analysis method entailed editing, coding, and tabulation of data collected into manageable summaries. The study used descriptive statistics such as mean and standard

deviation as well as frequencies and percentages. The study also used regression and correlation. Regression was used to estimate the cause and effect relationship between the dependent and independent variables while correlation was used to ascertain the degree or strength of a relationship between the variables. Statistical Package for Social Sciences (SPSS) was also used in analyzing the data. The regression analysis results provided support for anticipated directions of the association between independent and dependent variables. The regression indicated how a model fit and it included the t-test and f-test as well as Durbin Watson. The SPSS was used in order to calculate the normality test and logged the data and also to correct any abnormal data in the study.

The dependent variable is employee commitment while independent variables are financial and nonfinancial rewards. The study adopted a correlation and multiple regression models. The regression model as stated: $Y = a + bx$ 1

Where y is the dependent variable

a is constant or intercept

b is the coefficient

x is the independent variable

However, the above model is expanded to:

$$ECM = \alpha + \beta_1 FR + \beta_2 NFR + \mu \dots \dots \dots 2$$

Where: ECM is employees' commitment

FR is an extrinsic reward

NFR is intrinsic reward

α = Intercept or Constant

β = Slope of the regression line concerning the independent variables

μ = error term

Correlation Model

$$r = \frac{\sum xy}{\sqrt{(\sum x^2)(\sum y^2)}} \dots \dots \dots 3$$

r = correlation coefficient

Σ = Summation

x = dependent variable

y = independent variable

Table 2: Extrinsic Reward

Items- Extrinsic Reward	5	4	3	2	1
Federal Ministry of Science and technology in Abuja frequently raise pay for their employees	62(26.27)	71(30.08)	12(5.08)	23(9.74)	68(28.81)
federal ministry of science and technology in Abuja always pay bonuses to employees	54(22.88)	67(28.39)	10(4.24)	22(9.32)	83(35.17)
federal ministry of science and technology in Abuja always paid workers leaves as at when due	63(26.69)	59(25.00)	15(6.36)	25(10.59)	74(31.36)

Source: survey, 2019

Table 2 indicates the respondent percentage on each question relating to extrinsic reward in the Federal Ministry of Science and Technology, Abuja. It shows that the majority of the respondents agreed, strongly agreed and both outmatch those who disagreed with various questions as shown in the percentages within the bracket and the number of respondents outside it.

Table 3: Mean of Extrinsic Reward

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Ranking	Sectorial mean
Pay rise	62	71	12	23	68	744	236	3.15	High	1 st	3.05
Bonuses	54	67	10	22	83	695	236	2.94	High	3 rd	
Paid leaves	63	59	15	25	74	720	236	3.05	High	2 nd	

Author's Computation, 2019

Table 3 indicates that the sectorial mean is more than an average of 3.00 which implies that extrinsic reward in the Federal Ministry of Science and Technology, Abuja is unique since the sectorial mean is above average. This indicates that extrinsic reward in the Federal Ministry of Science and Technology, Abuja is effectively applied.

Table 3: Intrinsic Reward

Items- Intrinsic Reward	5	4	3	2	1
Federal Ministry of Science and Technology in Abuja frequently praise their employees	77(32.63)	91(38.56)	17(7.20)	19(8.05)	32(13.55)
Federal Ministry of Science and Technology in Abuja always recognize their employees for a job well done	70(29.66)	87(36.86)	20(8.47)	22(9.32)	37(15.68)
Federal Ministry of Science and Technology in Abuja always give more responsibility to their workers	81(34.32)	89(37.71)	18(7.63)	20(8.47)	28(11.86)

Source: survey, 2019

Table 3 indicates the respondent percentage on each question relating to intrinsic reward in the Federal Ministry of Science and Technology, Abuja. It shows that the majority of the respondents agreed, strongly agreed and both outweighed those who strongly disagreed with various questions shown by the percentages in the bracket and the number of respondents outside.

Table 4: Mean of Intrinsic Reward

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Ranking	Sectorial mean
Praise	77	91	17	19	32	870	236	3.69	High	1 st	3.05
Recognition	70	87	20	22	37	839	236	3.56	High	3 rd	
Responsibility	81	89	18	20	28	883	236	3.74	High	2 nd	

Author's Computation, 2019

Table 4 indicates that the sectorial mean is more than an average of 3.00 which implies that intrinsic reward in the Federal Ministry of Science and Technology, Abuja is unique since the sectorial mean is above average. This indicates that intrinsic reward in the Federal Ministry of Science and Technology, Abuja is effectively applied.

Table 5: Employees Commitment

Items- employees commitment	5	4	3	2	1
Employees have the enthusiasm to remain in an organization due to the personal investments which cannot be transferred	10(38.46)	11(42.31)	2(7.69)	1(3.85)	2(7.69)
Employees are emotionally attached to the organization	9(34.62)	10(38.46)	3(11.54)	2(7.69)	2(7.69)
Employees have the feeling of obligation to continue with the employment	11(42.31)	9(34.62)	2(7.69)	2(7.69)	2(7.69)

Source: survey, 2019

Table 5 indicates the respondent percentage on each question relating to employee commitment in the Federal Ministry of Science and Technology, Abuja. It shows that the majority of the respondents agreed and strongly agreed, while only few strongly disagreed with various questions. The percentage is in the bracket while the number of respondents is outside the bracket.

Table 6: Mean of Employees commitment

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Ranking	Sectorial mean
Continuance commitment	10	11	2	1	2	102	26	3.92	High	2 nd	3.91
Affective commitment	9	10	3	2	2	100	236	3.85	High	3 rd	
Normative commitment	11	9	2	2	2	103	236	3.96	High	1 st	

Author's Computation, 2019

The above table 6 indicates that the sectoral mean is more than an average of 3.00 which implies that employers reward in the Federal Ministry of Science and Technology, Abuja is unique since the sectoral mean is above average. This indicates that employs commitment n the Federal Ministry of Science and Technology, Abuja is effectively applied.

Table 7: Descriptive statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
FR	236	1.80	5.00	3.2261	.97068
NFR	236	1.8	4.90	3.1937	.67993
ECM	26	2.30	4.80	3.1358	.74520
Valid N (listwise)	26				

Source: SPSS, 25 Version, 2019

Table 7 revealed the result of descriptive statistics which shows the mean, range and standard deviation. The mean value of the extrinsic reward (FR) is 3.22, the intrinsic reward is 3.19 and the mean value of employee commitment (ECM) is 3.13. The table also recorded a standard deviation of the variables as FR is 0.97, NFR is 0.67 and ECM is 0.74.

Table 8 Correlation Analysis

		ECM	FR	NFR
ECM	Pearson Correlation	1	-.220	.719**
	Sig. (2-tailed)		.280	.000
	N	26	26	26
FR	Pearson Correlation	-.220	1	-.009
	Sig. (2-tailed)	.280		.937
	N	26	236	236
NFR	Pearson Correlation	.719**	-.009	1
	Sig. (2-tailed)	.000	.937	
	N	26	236	236

Source: SPSS, 25 Version, 2019

Table 8 indicates that there is a positive and negative association between reward and employee commitment. There is also a negative relationship between extrinsic reward and employee commitment in the organisation. The table also further reveals that there is a positive association

or relationship between intrinsic reward and employee commitment in employees' commitment to the Federal Ministry of Science and Technology, Abuja.

Table 9: Regression Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.272 ^a	.74	.52	.94384

a. Predictors: (Constant),FR, NFR

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.563	3	.521	.585	.031 ^b
	Residual	19.598	23	.891		
	Total	21.162	26			

a. Dependent Variable: ECM

b. Predictors: (Constant), FR,. NFR

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.331	1.585		1.471	.155
	FR	-.054	.232	-.053	-.234	.017
	NFR	.222	.203	.233	1.097	.015

a. Dependent Variable: ECM

Source: econometric output, 2019

Decision Rule: 5% level of significance

The Fisher-statistics (F) is 0.585 with an associated P statistic value of 0.03 which suggested that the model is a good fit. The coefficient of extrinsic reward (FR) is negative and significant in enhancing employees' commitment in the organisation. The ECM= 2.33-0.05FR which indicates that extrinsic reward will increase by 5% for every 1% increase in employee commitment in the Organisation. The p-value of 0.01 is less than the t-Statistic value of (0.245) and the standard error value of 0.22 is more than the t-statistic value which implies that there is a negative and significant relationship between extrinsic reward and employees' commitment.

The coefficient of intrinsic reward (NFR) is positive and significant in enhancing employees' commitment to employees' commitment to the Federal Ministry of Science and Technology, Abuja. The ECM= 2.33+0.25NFR indicates that intrinsic will increase by 25% for every 1% increase in employees' commitment to the Federal Ministry of Science and Technology, Abuja. The p-value of 0.01 is less than the t-Statistic value of 0.23 and the standard error value of 0.20 is

more than the t-statistic value which implies that there is a positive and significant relationship between intrinsic reward and employees' commitment.

The coefficient of determination (r^2) of 0.74 indicates that about 74% variations in employee commitment can be explained by reward (extrinsic and intrinsic rewards). The remaining 23% can be explained by other related factors not noted in the regression model. The f-statistic value of 0.585 is significant at a p-value of 0.03 and the finding is that there is a positive and significant relationship between rewards and employee commitment.

Discussion of Findings

From the result of the analysis, the study found that there is a positive and significant relationship between rewards and employee commitment. In addition, other findings were that there is a negative and significant relationship between extrinsic reward and employee commitment as well. In addition, the study also revealed that there is a positive and significant relationship between intrinsic reward and employees' commitment in the organisation. This study is in line with Oyoo (2015) who found out that there is a significant relationship between reward and employee commitment. Conversely, the study is in disagreement with the finding of Ayemi (2015) who found out that there is an insignificant relationship between reward and employee commitment. The study is supported with expectancy theory which states that a person is motivated to the degree that he or she believes that (a) effort will lead to acceptable performance (expectancy), (b) performance will be rewarded (instrumentality), and (c) the value of the rewards is highly positive (valence).

Conclusions and Recommendation

The study concluded that there is a positive and significant relationship between rewards and employee commitment in the Federal Ministry of Science and Technology, Abuja. It also concluded that there is a negative and significant relationship between extrinsic reward and employees' commitment as well as a positive and significant relationship between intrinsic reward and employees' commitment. Therefore the study suggested that the Federal Ministry of Science and Technology should continue rewarding employees for working in the department. They should raise pay for the employees, give them adequate bonuses, give challenging responsibility as well as recognize and praise them for being committed to work.

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