

## REWARD AND COMMITMENT IN CENTRE FOR BLACK AND AFRICAN ARTS AND CIVILIZATION

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### ABSTRACT

*The study investigated the influence of an organization's reward system on employees' commitment among the workforce of the Centre for Black and African Arts and Civilization (CBAAC). The study adopted descriptive survey research design. The population for this study covered the entire employees of the CBAAC. A total of 295 respondents were selected for the study using Simple Random Sampling technique. The organizational reward system and employee commitment and employee commitment scales were used to collecting data for the study. The study found a positive significant relationship between the organization's reward system and employees' commitment. Based on the findings, the study concluded that the organization's reward system is germane to employees' commitment and organizational survival. The study recommends that compensation management should be aligned with other human resource practices such as job enrichment, organizational restructuring, and job redesign. Furthermore, the reward components in the employment contract should be made known to employees' right from selection stage.*

**Keywords:** *Centre for Black and African Arts and Civilization, compensation management, employee commitment*

### INTRODUCTION

Employees' commitment is considered to be one of the most important organizational outcomes that are hinged on organizational success. Most organizations all over consider human resources as the most important asset capable of creating rare values and competitive advantage (Ajibola, 2019; Dessler, 2017). To ensure that employees are motivated to create organizational outcomes such as reduction in employees' turnover intention increase productivity, and enhance employees' commitment. The rewards system is a prominent antecedent of employees' commitment to organizations operating in competitive and dynamic environment. It has helped organizations to attract talents (Dalvi & Ibrahim, 2013). Given its importance, organizations must design reward systems based on employees' skills and capabilities as well as following the organizational goals to improve employees' commitment and thereby increase organizational productivity.

Researchers have found out that motivated employees are satisfied and productive employees (Nwosu et al., 2013). Hence, it is important for organizations to have reward and compensation system strategies in place to improve the employees' commitment (Ihionkhan & Aigbomian, 2014). This indicates that the level of employees' commitment can be increased by effective total reward management strategies. In view of this, a study of reward management system on employees' commitment is pertinent and valuable.

Consequences of employees' poor performance, employees' high turnover and low morale have been lots of most organizations because of poor reward system. A critical look at the organization in Nigeria and in particular Center for Black and Africa Arts and Civilization, Lagos, pointed to the importance of the reward system. This is pertinent because of various industrial actions based on poor reward system. Though, several efforts had been put in place to address the problems associated with the reward management system through the legal framework of the Nigerian Labour Law and Nigerian 1999 Constitution. Also, through other organs of government such as the National Salaries, Incomes and Wages Commission (NSIWC), efforts have been made in the time past to ensure fairness, equity, and industrial harmony.

Nonetheless, with all the efforts to ensure fair wages and robust organization's reward management systems in Nigeria among the unionized and non-unionized organizations, most industrial actions still center on reward management. For example, Nigeria has witnessed not less than nineteen (19) salaries and wages reforms since 1934. In fact, beginning with the Hunts Commission in 1934 to Justice Alfa Belgore Committee in 2009/2010 were 19 reforms (Akintayo, Oyaromade, Ayantunji, & Ajibola, 2020). They are: Hunts Commission (1934), Bridges Committee of Enquiry (1941), Tudor Davis Commission (1945), Harragin Commission (1946), Miller Committee (1947), Gorsuch Commission (1955), Mbanefo Commission (1959/1960), Morgan Commission (1963/1964), Adebo Commission (1970/1971), Udoji Commission (1972/1973), The Cookey Commission (1981), Dotun Philips Commission (1990), The Fatai Williams Committee (1990), Ayida Review Panel (1994), Philip Asiodu Committee (1988/1999), Ernest Sonekan Committee (2000), Wages, Salaries and Emolument Relativity Panel (2004/2005), Consolidation of Public Sector Emolument Panel (2005/2006), and Justice Alfa Belgore Committee (2009/2010).

Subsequent governments have also tried to improve the lots of employees with a view of ensuring the reward system engender employee commitment. President Goodluck Jonathan's administration signed National Minimum Wage Act into law in May 2011 and put the minimum wage at ₦18,000:00 per month (Akintayo et al., 2020). The Government of Nigeria has even "agreed to set up a tripartite joint committee comprising of labour unions, the National Employers Consultative Association (NECA) and the Federal Government to study and recommend an appropriate rate to the government" (Akintayo et al., 2020, p. 57), the move which had been commended because of the plan to involving the employees as a form of "employees involvement participation in decision making process in matters that affects them." (Akintayo et al., 2020, p. 57; in Ezeanolue & Ezeanyim, 2020). With all these committees, panels and efforts, the industrial actions have not ceased in Nigerian labour markets. This lacuna motivated this study.

Studies on reward systems on employees' commitment is scarce among the Centre for Black and African Arts and Civilization's workforce. Consequent to the obvious knowledge gap in the literature, this study was set to address the gap by investigating the influence of reward management system on employees' commitment among Center for Black and Africa Arts and Civilization's workforce in Lagos State of Nigeria.

The specific objectives of this study were to investigate the contribution of an organization's reward system, the influence of extrinsic rewards, and intrinsic rewards on employees' commitment among Center for Black and Africa Arts and Civilization's workforce in the Lagos State of Nigeria.

### **Brief History of Centre for Black and African Arts and Civilization**

According to the Centre for Black and African Arts and Civilization (CBAAC) website, CBAAC was established by Decree 69 of 1979 "following the pledge by Nigeria to preserve the materials and artifacts used for the 2nd World African Black and African Festival of Arts and Culture in 1977" (FESTAC '77) in trust for the 59 Black and African countries and communities which participated in the FESTAC '77 (Centre for Black and Africa Arts and Civilization, [CBAAC], 2021). "The Centre preserves the artifacts and core collections used during the festival and has the responsibility of enhancing and promoting the black African arts and heritage generally. It is located at 36/38 Broad St, Lagos Island, Lagos" (CBAAC, 2021). The study area was relevant to this research work because of the cordial relationship between the employees and employer of the organization.

### **LITERATURE REVIEW**

He, Lai, and Lu (2011) classifies commitment into emotional attachment, perceived cost, and obligation. This model is widely used in research. Miao, Newman, Sun, and Xu (2013) have demonstrated that intrinsic reward, extrinsic reward, social reward and some organization characteristics are significant predictors of employees' commitment.

All organization components are part of the organizational reward system and "are involved in the allocation of compensation and benefits to employees in exchange for their contribution to the organization"

(Pratheepkanth, 2011). It is the “total of all rewards provided to employees in return for their services” (Mondy & Martocchio, 2016, p. 247).

According to Armstrong (2012), the strategies, policies, and processes that are required to ensure the contribution of people in an organization are recognized in terms of extrinsic and intrinsic is known as reward systems (Armstrong, 2012). By implications, reward management includes the reward design, reward implementation, and reward management. For any organization to achieve its set goals, it is therefore necessary to ensure that efficient and effective reward system is put in place (Gerald, 2011). Therefore, reward management should be concerned with ensuring that people in the organization are rewarded equitably, fairly and consistently. According to Dessler (2017), it is about employee compensation which is the totality of “pay or rewards going to employees and arising from their employment” (p. 346).

Some writers stated that rewards systems are: intrinsic cum extrinsic (Dessler, 2017; 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). The psychological rewards according to Hatice (2012), are those “rewards that employees get from doing meaningful work and performing it well”. According to him, a sense of meaningfulness, choice, competence, and progress is part of the intrinsic reward system. Khan et al. (2013) opine that rewards (intrinsic, extrinsic) have a significant relationship with employee performance.

Njanja et al. (2013) reiterates that “recognition and appreciation are other integral components of rewards management” (p.45). Gerald (2011) submit that the main ideologies in reward management is to take care of the needs of employees, fair and equitable reward system both within and without the organization. Some researchers have found that intrinsic reward have significant and relationship with commitment and performances (Abdullah & Wan, 2013; Agwu, 2013). Given this, this study was motivated to clarify the influence of intrinsic rewards on the employees’ commitment among the CBAAC workforce. Thence, we hypothesized that:

Ho1: There is no significant relationship between extrinsic rewards on employees’ commitment among the CBAAC workforce.

According to research findings, extrinsic have significant positive impact on employee job satisfaction and employees’ commitment (Abdullah & Wan, 2013). According to findings of research work, extrinsic rewards show a positive impact on employee satisfaction. Nisar et al. (2014) found extrinsic rewards as significant factor of employee satisfaction and commitment (Nisar et al., 2014).

Studies conducted in Africa on the issues of reward as it affects employee’s commitment are not mean but with varying findings (Bello & Adebajo, 2014; Jesca, 2014; Miao et al., 2013; Murphy, 2015). Miao, Newman, Sun, and Xu (2013) carried out research work on the effects of rewards systems on employees’ performance in Ghana Commercial Bank and found out that reward systems misuse is among problems confronting many banks in the West African region. Similarly, Nyandema et al. (2014) studied the influence of intrinsic and extrinsic rewards on motivation among employees and found that both intrinsic and extrinsic reward systems affect employees’ career development and motivation in Kenyan.

Sometimes a portion of the retained earnings or the end of year profit can be shared to stimulate better employees’ performance and improve commitment. When managers take time to meet and recognize employees who have performed well, it plays a big role in enhancing employee’s performance (Bello & Adebajo, 2014). Consequently, the following hypothesis was formulated:

Ho2: There is no significant relationship between intrinsic rewards on employees’ commitment

## **Theoretical Background**

Social exchange theory (SET) is considered as the underpinning theory for this study. It has economical, sociological, and psychological perspectives which explain the social changes “and stability as a process of negotiated exchanges between parties.” The SET can be traced back to the work of John W. Thibaut (1917-1986), Harold H. Kelley (1921-2003), George Homans (1910-1989), and Peter M. Blau (1918-2002). Richard Emerson and Claude Levi-Strauss (1908-2009) and of late have contributed to the advancement of the theory. They identified two types of exchange relationships namely: social exchange and economic exchange. The social exchange focuses on socio-emotional resources over a considerable period. It is about power, distributive justice, equity, trust, satisfaction, commitment, and normative orientations. The theory postulates that human relationships are premised on cost-benefit analysis and consideration of alternatives (Miller, 2019). Such a relationship is sustained if the outcome is greater than the cost.

In the workplace, SET, proposes that employees feel special and form a social exchange relationship if they are paid equitable and recognized. However, if employees perceives unpleasant workplace conditions that are judged as negative, they will respond with negative work attitudes and vice-versa. Consequently, dissatisfied employees will reciprocate with negative work-attitudes.

This theory has been criticized for its being conceived as not just economic but social exchange is induced by the pursuit of material resources such as wealth and or hedonistic motives such as pleasure. Also, it is concerned with face-to-face relations. Another shortcoming is its assumption that humans act rationally when deciding on an exchange and its limitation to dyadic relationships. The theory also reduces human interaction to purely rational processes that arise from economic theory. The criticisms notwithstanding, the theory is still relevant to the study in explaining the predictor of employees’ commitment.

## **Empirical Review**

A study conducted in Malaysia among employees of the road transport department in Perak found the correlation between remuneration and employees’ commitment as not significant (Nor et al., 2020). However, the research carried out by Ranjan and Mishra (2017) India, dynamism and competition in the business environment are hitting up everywhere and to remain relevant, an organization must have a motivated workforce who can give their best to the organization even in difficult situations. The study employed found a statistically significant association between all the variables.

While investigating the influence of both career training, and reward systems on employees’ commitment among 435 manufacturing firms employees, it was found that reward systems have a positive significant effect on employees’ commitment (Awino & Korir, 2020). An explanatory research design was adopted. Selected samples for the study was with the aid of proportionate, stratified, and simple random sampling techniques. Another research carried out by Walters, Bamidele, Emmanuel, Nwanneka, and Benedict (2019) investigates reward systems and employee performance in Cameroon. The study found profit-sharing, collective bargaining had a significantly positive influence on employee commitment while flat-rate systems had a significantly negative effect on work values in manufacturing firms (Walters et al., 2019). The study recommended that employees in manufacturing firms should not be paid fixed salaries as it could result in a high rate of tardiness and reluctance of employees within a group to put in anything more than the performance of an average performer in the group (Walters et al., 2019).

In another study carried out in Indonesia among 154 Public Vocational High Schools Teachers that focused on the vitality of job satisfaction. The researchers found that reward system has significant influence on commitment (Widodo & Damayanti, 2020). The research employed path analysis and selected its sample using a simple random sampling technique.

Nnaji-Ihedinmah and Egbunike (2015) worked on the effect of rewards on employee performance in organizations among bankers in Awka metropolis. The objective of the study was to determine the relationship between the rewards system and employee performance. Data was collected through questionnaire. Regression

analysis was employed in the study. The study reported that there is a significant difference on the effects of intrinsic and extrinsic rewards on employee performance. The study concluded that employees constitute the most critical input in service industries, and as such their satisfaction and motivation are at the forefront of the managerial task.

Korir and Kipkebut (2016) researched the effect of reward management on employees' commitment in the Universities in Nakuru County, Kenya. The study found that reward systems have a significant effect on organizational commitment (Korir & Kipkebut, 2016). The study recommended employee participation and involvement in decision makings.

A study conducted in Nigeria among 365 employees in manufacturing firms which adopted descriptive survey research design reported a significant influence of reward system on employee engagement (Ajibola, 2019). The linear regression analysis was used in the study. Samples selected using purposive, stratified, and simple random sampling at different stages of the sampling. Similarly, a study done in Pakistan among 402 employees from 6 multinational companies (Coke, Pepsi, Nestle, Engro, Unilever, and P & G) found rewards as well as recognition having significant influence on employee engagement (Igbal et al., 2017). The Structural Equation Model (SEM), correlation analysis, and regression analysis were used in the study.

Likewise, in India, a study on compensation among 400 medical practitioners reported a significant relationship between employees' compensation employees' commitment and engagement (Jani & Balyan, 2016). Similarly, the effect of remuneration on employees' commitment has been studied among 165 employees in the hotel industry. The study used the Pearson correlation technique and simple regression analysis. The study found remuneration to have a positive significant effect on employees' commitment (Bibi et al., 2020).

## **METHODOLOGY**

Descriptive survey research design was adopted for this study. Saunders, Lewis, and Thornhill (2016) said positivism aid the researcher to be concerned with facts and not impressions (Saunders et al., 2016). Hence, this study was guided by positivism philosophy. The population for this study covered the entire employees of the CBAAC. Taro Yamane's (1965) sample determination formula was used to sample 295 employees. A simple random sampling technique was used. The standardized research instrument was used to collect data for the study. The data collection for the study was done between August and December 2020. Research Assistants were used for the administration of 295 copies of questionnaires.

## **RESEARCH FINDINGS**

A total number of two hundred and ninety-five (295) questionnaires were administered in which two hundred and twenty-nine (229) questionnaires were duly filled, returned, and used for analysis. This gives a response rate of 77.6% which is adjudged as a good rate for analysis. The data collected as shown in Table 1 indicated that 54% of the respondents were female while 46% were male. This shows that the gender distribution of the respondents was nearly symmetrical. In terms of the age distribution of the respondents, employees with 41-50 years of age constitute 30% of the total respondents and the largest. This was closely followed by those within the 31-40 years age bracket. This is indicated that the respondents in the study were not so young but advance in age. Their contributions to the study are valuable.

The majority of the respondents are also married. Sixty-four percent of them were married, followed by 33% who are singled. This implied that the majority of the respondents because of their marital status understand the implications of economic power the organizational reward system can offer and its tolls on their commitment.

**Table 1: Socio-Demographic Characteristics of Respondents**

Socio-Demographic Characteristics		N	%
Gender	Male	106	46
	Female	123	54
	<b>Total</b>	<b>229</b>	<b>100</b>
Age	20-30years	57	25
	31-40years	67	29
	41-50years	69	30
	51years and above	36	16
	<b>Total</b>	<b>229</b>	<b>100</b>
Marital Status	Single	77	34
	Married	147	64
	Separated	4	2
	Widow/Widower	1	0
	<b>Total</b>	<b>229</b>	<b>100</b>

### Test of Hypotheses

All the hypotheses formulated for the study were tested at a 5% level of significance. The results as given next. The first hypothesis: there is no significant relationship between extrinsic rewards on employee’s commitment was tested and the result is given next.

The result in Table 2 revealed that  $r=0.3800$ , which implies a moderately significant positive relationship between extrinsic rewards and employees’ commitment among employees of Center for Black and Africa Arts and Civilization, Lagos State [ $r= 0.3800^{**}$ ,  $p<.05$ ]. With the p-value of 0.000, shows that the relationship between the extrinsic reward and employee commitment is significant. In view of this finding therefore, the study concludes that there is a significant positive relationship between extrinsic rewards and employees’ commitment among employees of the Center for Black and Africa Arts and Civilization, Lagos State. The relationship, according to Walters et al. (2019) is positive and significant. Hence, the relationship between the extrinsic rewards is a positive and significant. It is also an antecedent and predictor of employee commitment. This finding corroborate the findings of Awino and Korir (2020).

Table 2 also provides the contribution of extrinsic rewards to the employees’ commitment among employees of the Center for Black and Africa Arts and Civilization, Lagos State. The coefficient of determination (R-squared =0.144458) indicates that 14.45% of the variability in employees’ commitment is explained by the extrinsic reward. The contribution of extrinsic reward to employees’ commitment is also found significant ( $p<0.05$ ). The model of the contribution is employees’ commitment =  $12.01873 + 0.166415$  extrinsic rewards. This means, for every unit increase in extrinsic rewards, employees’ commitment will increase by 0.166415. This finding corroborates the findings of Awino and Korir (2020); Bibi et al. (2020); Widodo and Damayanti (2020) but contradicts that of Nor et al. (2020).

**Table 2: A Summary Table of Regression Analysis showing the relationship between Extrinsic Reward and Employees’ Commitment and Contribution of Extrinsic Reward to Employees’ Commitment**

Variable	Coefficient	Std. Error	t-Statistic	Prob.
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Constant	12.01873	0.359297	33.45068	0.0000
ERS	0.166415	0.051207	3.249834	0.0013

R = 0.3800  
 R-squared = 0.144458  
 F-statistic (ANOVA) = 10.56142  
 Prob. (F-statistic) = 0.001330  
 Dependent Variable: Employee Commitment  
 Predictor: Extrinsic Rewards (ERS)

The second hypothesis: there is no significant relationship between intrinsic rewards and employees' commitment was tested and the result is given next. The result in Table 3 shows a moderately significant positive relationship between intrinsic rewards and employees' commitment among employees of Centre for Black and Africa Arts and Civilization, Lagos State [ $r = 0.3684^{**}$ ,  $p < .05$ ]. The value of correlation coefficient from the analysis was 0.3684. This is about 37% relationship. This is moderate but positive relationship. The p-value was 0.0000 which indicated that the relationship between the intrinsic rewards and employee commitment is significant. Therefore, the study concludes based on the finding that there is a significant positive relationship between intrinsic rewards and employees' commitment among employees of the Centre for Black and Africa Arts and Civilization, Lagos State.

Table 3 also provides the contribution of intrinsic rewards to the employees' commitment among employees of Centre for Black and Africa Arts and Civilization, Lagos State. The coefficient of determination (R-squared = 0.135714) indicates that 13.57% of the variability in employees' commitment is explained by intrinsic rewards. The contribution of intrinsic rewards to employees' commitment is also found significant ( $p < 0.05$ ). The model of the contribution is employees' commitment = 11.88632 + 0.049677 intrinsic rewards. This means, for every unit increase in intrinsic rewards, employees' commitment will increase by 0.049677. This finding corroborates the findings of Awino and Korir (2020); Bibi et al., (2020); Widodo and Damayanti (2020) but contradict that of Nor et al. (2020).

**Table 3: A Summary Table of Regression Analysis showing the relationship between Intrinsic Reward and Employees' Commitment and Contribution of Intrinsic Reward to Employees' Commitment**

Variable	Coefficient	Std. Error	t-Statistic	Prob.
Constant	11.88632	0.354795	33.50199	0.0000
Intrinsic Reward	0.049677	0.017133	2.899546	0.0041

R = 0.3684  
 R-squared = 0.135714  
 F-statistic (ANOVA) = 8.407367  
 Prob (F-statistic) = 0.004104  
 Dependent Variable: Employee Commitment  
 Predictor: Intrinsic Rewards (IR)

### Discussion of Findings

The research work investigated the influence of reward systems on the employees' commitment among employees of the Centre for Black and Africa Arts and Civilization, Lagos State. The study found that there is a moderate positive relationship between both extrinsic and intrinsic rewards and employees' commitment in the Centre for Black and Africa Arts and Civilization, Lagos State. The finding was supported by the findings of Ajibola, (2019), Igbal et al. (2017), Jani and Balyan (2016), Awino and Korir (2020), Bibi et al., (2020), Widodo and Damayanti (2020) but contradict that of Nor et al. (2020).

### CONCLUSIONS AND RECOMMENDATIONS

Based on the findings, the study concludes that a reward system is seen to have a significant influence on employees' commitment. Given this conclusion, the study recommends that compensation management should be aligned with HR practices. Both the reward components and compensation package should be made known to

employee right from the selection stage. Compensation policy should provide for continuous review as a response to the changing needs of the worker, the organization concerned, the industry, and the world as a whole.

This study focused on the influence of reward systems on the employees' commitment among employees of the Center for Black and Africa Arts and Civilization, Lagos State. There are some areas that require to be addressed by future research. This study employed descriptive research design but further research can be done to employ longitudinal study so as to study the measure over a period of time. Furthermore, this study collected data using a semi-structured questionnaire, it is the opinion of the researcher that other methods should be employed to provide basis for comparison. The focus of this study was carried out at the Center for Black and Africa Arts and Civilization, Lagos State, other organizations can also be investigated. Finally, this study used self-structured questionnaire to measure reward systems and employees' commitment but the researcher is aware of other tools that can be used. Future research could employ other tools as well.

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