



HUMAN RESOURCES MANAGEMENT FUNCTIONS: THE ROLE OF REWARD SYSTEM ON EMPLOYEES' COMMITMENT

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ABSTRACT

Reward system is one of the crucial part of the Human Resources Management Functions. The reason for the reward system is to motivate talented personnels as well as retain them for maximum productivity in the organization. Reward system has a direct and beneficial impact especially on the organizational output or income. Reward system is strategic as it influences personnels' attitudes, behaviour and performance at work. Reward system has a lot of correlation with the employees' commitment. It is on this premise that this study discussed on the reward system as it concerns or relates to employee commitment. Concept of reward, reward management, types of rewards, etc. were discussed. The study recommended among others that rewards system should be kept on the top list of the human resources management functions to serve as an incentive to motivate the employees to a high level of commitment at work which will in turn bring about better output or optimal financial gain to the organization and keep the organization sustained and equal or above the competitive level in the labour market.

Keywords: Reward System, Human Resources Management, Functions, Employee, Commitment, Motivate, Organization, Labour Market.

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INTRODUCTION

Reward is referred to as all the monetary, non-monetary and psychological payments that an organization provides for its employees in exchange for work they perform (Bratton, 2007:360). Armstrong (2012) stated that rewards are some things that recognize a person's contribution. Reward can also be defined as a particular monetary return, object or events that an employee

receives in exchange for his/her work or for having done something well (Schultz, 2006). Therefore, reward in simple term refers to the monetary and non-monetary, including psychological gain an employee gets for a job done.

A bank marketer brought in many customers that lodged huge amounts of money into the bank. At the end of the fiscal year, the bank marketer is rewarded some benefits of money, salary increment and a trip to a country of his/her choice, and in the next fiscal year, the marketer tends to put more efforts and more new strategies to bring in more customers and more financial investments in the bank.

This shows that when a reward is offered after behaviour occurs, the probability of that behaviour occurring again increases (Pavlov, 1927; Skinner, 1953). Also, there is another reward that is connected to the subjective feelings of liking, pleasure or satisfaction, also referred to as the hedonic function of rewards (Schultz, 2006). An employee does something because it is rewarding and produces a pleasant feeling.

Rewards of workers in organisations are used by employers to motivate and moderate desirable work behaviours among the workers. Rewards systems identified together is the foremost effective factor to maximize employees' productivity (Armstrong, 2013). The reward system in an organization can be seen as a strategy that is designed to provide appreciation for high or good performers, to encourage them to perform more. Same time, provide incentives for low or poor performers to improve in their performance.

According to Griffin and Moorhead (2013:161) the aim of reward system is to "attract, retain, and motivate qualified employees". The reward system is practically measured on the expectations of management of the organization from its employees, hence the reward the organization is ready to give to the employees who meet or exceed these expectations. Therefore, reward system has the tendency of shaping the behaviour of employees towards the organization and their job. Organizations can apply this method to ignite employees' favourable behaviour.

Employees when well-motivated are ready to go extra miles to put in their best and do extra jobs as required by the organization. They become more productive, energized and innovative. When an employee is not motivated he/she tends to put in little efforts, hates, avoid or even resist any attempt by the organization to involve him/her in additional assignment. Work motivation is desired but it is not a constant phenomenon that every employee possesses (Monica & Luis, 2015). For this reason, John, and Ibib in Amunabo and Walson (2020) asserted that employee motivation could be regarded in an organization as the factor operating within the system that cause, sustain, channel and influence employees' behaviour for effective performance. They went ahead to say that anything done to make the employee happy in an organization is employee motivation, they are devoted and committed in such a manner that they put in their best in their places of work so that the goals of the organization will be achieved. Also added that, it is key to quality outcome and high standard of service delivery in the organization.

Ogbuagu (2016) also opined that the existence and the success of any organization is determined by the way employees are remunerated and rewarded. Therefore, motivation is needed to inspire employees to be committed to their jobs in order to realize the goal of the organization. According to Peretomode and Peretomode (2018), motivation is used to define the intricate forces, drives, tension, state or other mechanisms that initiate and sustain voluntary activity geared toward the achievement of goals. Individual characteristics and organizational factors influence motivation. Therefore, some techniques and strategies are required by the organization to encourage a consistent level of motivation to enhance their sustainability.

Extrinsic rewards encourage an employee to be motivated to do the work being rewarded because of its instrumental value (Monica and Luis R.G., 2015).

An employee will improve his/her job performance if improvement in job performance is externally rewarded. The productive employee should be rewarded favourably by the organization because the employees want their performances to be recognized and providing appropriate rewards and benefits package is an effective medium not only to achieve organizational goals but also to ensure the continuation of relationship with hardworking employees in the organization (Saba 2011).

Silbert (2005) opined that it is important that rewards have a lasting impression on the employee and it will continue to substantiate the employees' perception that they are valued in the organization. Apart from the extrinsic rewards, the emphasis on intrinsic rewards by the organization, also will enhance the employees' motivation and commitment.

According to Dewhurst (2010), there are other means to reward employees that don't just specialize in financial compensation. Some include praise from the managers, to be engaged in an important project or tasks, also leadership attainment. Employees will put in their maximum commitment once they are made to have a sense of belonging or a guarantee that their efforts are not in vain but will be adequately rewarded by the management. It's certain that extrinsic and intrinsic rewards can coexist. According to Amabile (1993) extrinsic and intrinsic rewards can be synergistic and organizations can combine them to improve performance. It can be deduced from this that the commitment of employees are directly or indirectly tied to the reward system of an organization. Some factors engineers employees commitment, such as clear goals and expectations, morale and organizational culture, tools and equipment, technical training, workers and employer relationship, job security and procedures for rewarding employees, etc. (Monica & Luis, 2015).

Total Reward System

Total reward system is a holistic reward system. That is, the combination of extrinsic and intrinsic reward method that an organization can use to motivate, attract and retain employees. Combination of diverse rewards methods will bring about the employee-employer relationships.

Figure 1: Total reward system

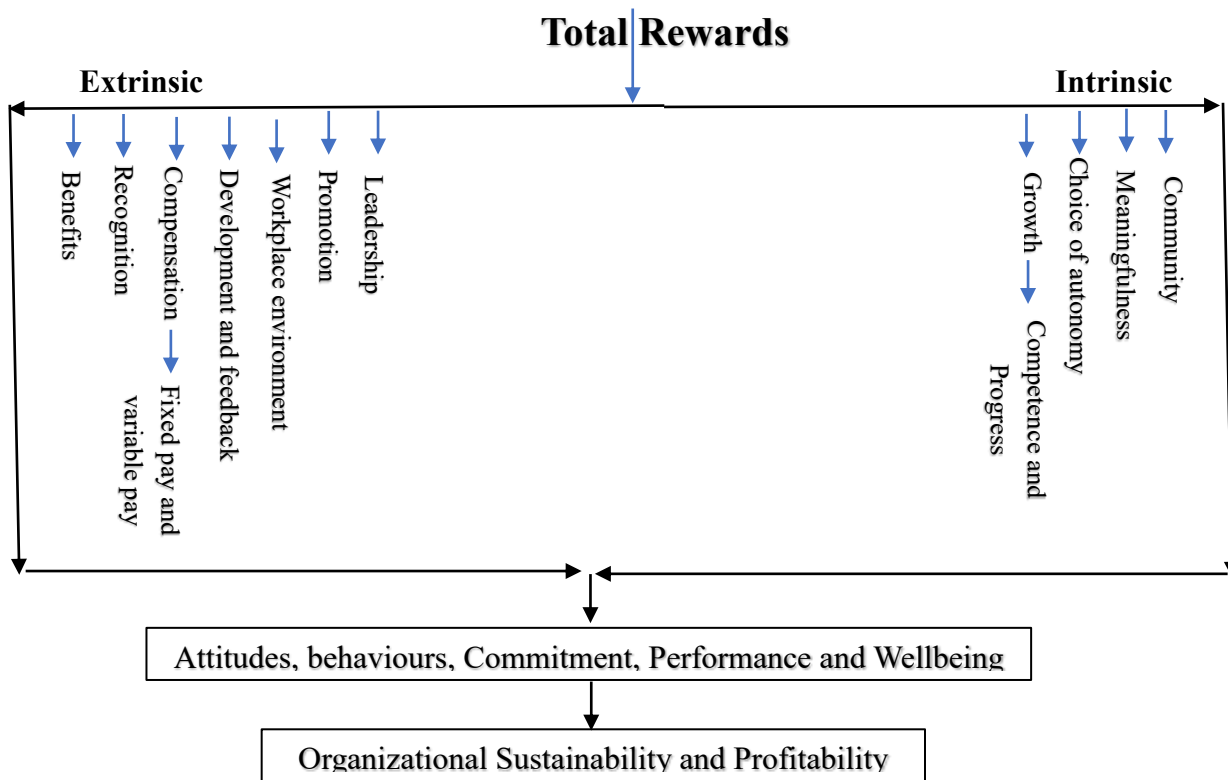


Diagram of Total Reward system as in Holistic Approach

Bratton (2007) defined reward as referring to all the monetary, non-monetary and psychological payments that an organization provides for its employees in exchange for work they perform. Rewards do not just happen or are they given in isolation. The wider organizational strategic plans, the culture and aspirations in addition to the needs of the employees are considered holistically to ensure a true fit, before policies on rewards are adapted. It is important that the reward systems of organizations be satisfactory to both the needs of the employers and employees. It is one of the factors that enable organizations to remain competitive and sustainable in the global economy and also provides employees with a tangible reward for their services (Okogbaa, 2019).

Extrinsic Rewards

There are seven groups of extrinsic reward they are; benefits, recognition, compensation, development and feedback, workplace environment, promotion and career opportunities, and leadership. They are explained thus;

Benefits

Benefits are also known as ‘benefits in kind’ or ‘perks’ (perquisites) (Okogba, 2019). They are non-cash, non-pay or non-monetary elements that make up an employees’ reward package that employees receive in addition to a regular salary or in exchange from their employment

relationship which include meal subsidy, provision of health care, pension, payment of club membership by the organization, trips to some other countries of the world sponsored by the organization and entitlement to official car. Some organizations provide some benefit indirectly through service providers to serve as third party; example is insurance company, pension officers etc. some organizations have additional perks such as flexible working arrangement, enhanced maternity, paternity and sick leave. The main aim is to retain employees and thereby making available to the employees security geared towards their health, retirement, welfare and time off. It is good to know that some benefits are by law compulsory or mandatory, though it depends on the country involved.

Under the benefit as reward, we have twenty-five (25) types of benefits offered by organization to its employees. According to Mckee (2023) which are medical coverage, dental insurance, vision insurance, life insurance policies, prescription and pharmacy, specialist services, mental health coverage, retirement planning, paid time off, paid vacation time, paid sick leave, extended leave, family leave, disability benefits, workers compensation, living stipends, student loan repayment, college grants and scholarships, paid training and development, continuing education allowances, travel and spending expenses, company equipment, company transportation, remote work flexibility and investment opportunities. He went head to explain the 25 benefit thus.

Medical Coverage

The most common employee benefits that employers offer is medical or health coverage. Typically, employee medical insurance covers costs associated with doctors' appointments, regular check-ups and basic medical procedures. It also covers emergency room visit and many types of surgical procedures.

Dental Insurance

Many employers provide dental coverage as part of their overall employee medical benefits, but sometimes dental insurance is a separate benefit. Depending on your workplace, you may have a complete benefits package including medical or dental or two separate insurance policies for your medical and dental plans. Dental plans generally cover routine dental exams, cleanings and x-rays and dental procedures like root canals, filling and oral surgery.

Vision Insurance

Vision insurance is usually a separate insurance plan in addition to employee health benefits. Eye exams, prescription lenses, ocular procedures and routine checkups for eye health are typical procedures that a vision plan covers. These kinds of plans typically cover checkups once a year.

Life Insurance Policies

Many employers provide life insurance plans as part of an employees' benefits package. Often, the life insurance, which means the insurer provides the employer with a master contract that extends life insurance coverage to all staff members and is in effect for a certain time period.

Usually, the life insurance term lasts for as long as the employee works for their employers. Other life insurable plans may be available depending on the employer.

Prescription and Pharmacy Benefits

Many health coverage plans offer prescription benefits, such as lower co-pays for medicines and even no-cost prescriptions. Many pharmacy benefits contain a plan formulary along with tiered pricing for prescription drugs.

Specialists Services

Specialists services, including referrals from primary care physicians, make up a portion of many employee benefits packages. This can be useful for employees who seek specialized care for their health conditions.

Mental Health Coverage

Some employee health plans also include mental and emotional health coverage. The insurance plan may cover appointments with mental health practitioners, behavioural and cognitive therapy services and grief, divorce and family counselling. It may also cover prescriptions for medications for mental conditions.

Retirement Planning

Retirement options are available through most employers and often differs, depending on the company.

Paid Time Off

In addition to health benefits, most employers offer Paid Time Off (PTO), allowing employees to schedule personal days off from work. Typically, the amount of paid time off increases by a set number of hours, which employees accrue each pay period. The number of hours you can earn vary between employers. It often depends on the length of time an employee has worked for their employer.

Paid Vacation Time

Generally, vacation time accrual is an employee benefits that may be an option instead of paid time off. Employees who have vacation allowances accrue a certain number of hours each pay period, similar to paid time off allowances. One of the primary differences between a pay time off plan and paid vacation time is that employees can use pay time off for any kind of time off from work, whereas they can only use vacation allowance for vocations. When employers offer vacation allowance, they typically also offer paid sick leave.

Paid Sick Leave

In addition to paid time off, or paid vacation allowance, many employers offer sick leave. Employees accrue a set number of hours each pay period, the same as paid time off or paid vacation days, but sick days are usually a separate allowance combined with paid vacation. Additionally, employers who provide paid sick leave generally include paid vacation days in the package and this combination of employee perks takes the place of paid time off.

Extended Leave

Extended leave is different from paid sick leave accrual and it accounts for long periods away from work for medical reasons. Often, employers offer extended leave benefits that pay employees' salaries for time off over 15 consecutive days. Employers may require employees to provide notice of their extended absence along with documentation of any medical procedures they experienced during their time away.

Family Leave

Along with extended leave, many employee benefits packages include a family leave plan. Family leave includes extended absence allowance, such as maternity and paternity leave, for when parents welcome their new babies. Depending on the employer, employees may take up to 12 weeks off of work to stay with family and their infants.

Disability Benefits

Disability benefits ensure an employees' salary in the event they sustain an injury or become ill and cannot work. Some employers may offer temporary disability insurance plan that provide income support to employees who have suffered an injury or illness outside of work. While disability benefits can vary between employers, many offer some forms of short time disability coverage in the event you are injured on the job.

Workers Compensation

Workers compensation plans are usually part of a typical employee benefits package. Workers' compensation covers accidents, illness and injuries suffered on the job. These benefits frequently offer coverage for up to 100 weeks, depending on the plan.

Living Stipends

Some employers offer living stipends as part of their benefits packages, especially if employees may relocate to fill a position at the company. Depending on the company, employees may receive monthly or yearly stipends that cover several living expenses such as moving fees, home office set up, utility coverage and rent.

Students Loan Repayment

Many employees who have recently graduated from college may have outstanding student loans to pay back. Employers who offer student loan repayment benefits offer to pay back the employees' student loan, usually at a set amount per month. The amount that employers contribute can depend on the loan amount and monthly payment minimum.

College Grants and Scholarships

Depending on your employer, you may be able to receive a grant or scholarship for college. Many employers develop scholarship programs that allow employees to return to school or finish their degrees. The amount you receive can differ depending on the employer, their scholarship program and how they sponsor the scholarship program.

Paid Training and Development

Many companies pay their employees to attend training and professional development. Additionally, it may be a requirement for new hires to attend new employee training, and employers pay for this. Another perk employers are likely to offer alongside paid training is paid professional development, where employees can attend mandatory developments without the worry of having to use their pay time off or vacation days to attend the event.

Continuing Education Allowances

Along with professional development and paid training, many employers offer paid allowance for employees to obtain continuing education credit hours for their jobs. Much like paid professional development, paid continuing education can help employees avoid using up their personal or vacation time for work related days away from the office. It also allows them to stay up to date on industry news and regulations.

Travel and Spending Expenses

Many businesses require executives and professionals to travel to complete business assignment. In these cases, employers generally cover the costs of travel, lodging and spending costs for employees who travel long distances to perform their jobs. This benefit typically also covers costs for food and transportation.

Company Equipment

Depending on the role and industry, employers may offer company equipment as part of their employee perks. Items like computers, cell phones and tablets may be equipment that employers provide to their employees to perform their jobs. Usually, when employers provide company equipment, employees have access to it for the duration of their employment.

Company Transportation

Some companies provide company vehicles for employees to use. This perk is common in trade industries such as construction, where employees arrive to work in their personal vehicles and then use the company's vehicles to complete their job duties. This can help employees save money on gas or fuel, avoid wear and tear on their personal vehicles.

Remote Work Flexibility

Many companies offer remote work flexibility perks, allowing employees to work from home one or more day per week. They may also allow employees to choose their own hours and schedules. In these cases, employees can work whenever they want as long as they complete their assignments on time.

Investment Opportunities

Many corporate business and organizations offer ways for employees to invest in company stocks. Shares or other profit-growing opportunities, investing in a company may allow you to benefit from its growth and profitability. It can also increase your personal net worth.

Recognition

Recognition reward is done through formal acknowledgement or giving attention in the form of cash or non-cash awards, such as "thank you", trips, gifts, prizes, etc., to employees for their outstanding commitment, behaviour, or duration in service. This is practiced mainly to motivate and encourage the employees, acknowledge their commitment to the achievement of the organizational goals and organizational sustainability, as well as boosting their morale. Recognition program are more effective when the employee receives them, or at least is informed that he or she will receive them soon after the behavior or performance achieved occurs (Keer, 1999). The recognition reward package should be what the employee will value, cherish and will bring about motivation.

Compensation

Compensation is of two types, which are fixed or based pay and variable or short-term/long-term incentives. Compensation is the financial returns either in cash or shares that the organization or the employers give to the employees directly as part of their contractual relationships. The details explanation of the two types of compensation are thus:

Fixed Pay

Fixed pay is the fixed amount of money or salary to an employee by the employer at the end of every payroll circle in exchange for services received. Fixed pay is the totality of the amount of salary mentioned in the salary slip with basic and multiple allowances. It includes all remuneration guaranteed by the company, most commonly in the form of a monthly or annual salary. It is the same amount received every month by the employees without any addition,

irrespective of hours worked or the quality of work done. Basic pay, DA (Dearness Allowance), HRA (House Rent Allowance), Conveyance Allowance, other special allowances, etc. are termed as fixed pay.

Variable Pay

Variable compensation is the pay that is added to an employee's base salary. Variable pay depends on the employees' performance which is offered in addition to the employees' fixed pay. The variables might not be credited every month depending on the organizations policy, employee or company's performance. It is called "variable" because the amount can change between pay periods. Some examples of variable pay are performance bonuses, sales commissions, referral bonuses, profit sharing, etc.

Variable pay can be termed as pay at risk because if the preplanned goals are not achieved, the pay is foregone. Therefore, the aim is to motivate employees focus on performances that rated above or beyond their job description. At the same time, the employee tends to share some of the company's risk by this practice. Two types of variable pay elements exist, they are: incentives and bonuses:

- **Incentives** are determined by performance goals which can be short term, that is, it is dependent on yearly performance outcome or long term which is calculated based on many years performance outcome.
- **Bonuses** are one-off payments dependent on individual group or company performance. Hallock and Olson (2009) suggested that it will be a growing phenomenon in the future for organizations to give employees the complete choice over their total reward package.

Learning and Development

Learning and development opportunities are made available to the employees by the organization for human capacity development. This is done to give support to employees, giving them feeling of competence in the job, self-efficiency and achievement, also to motivate the employees to high level of commitment toward their jobs. The development provided by the organization are on the job training for improved performance, career-enhancing opportunities like provision of financial assistance and time by the employers for the employees to further in acquiring degrees in higher education as well as engaging in new and more challenging duties.

Work Place Environment

Employees spend a major considerable amount of time at work, and their working environment has an impact on their performance in integrated ways. Employees who are satisfied with their work environment are more likely to have positive work output. Researchers have observed that the workplace environment is crucial since employees can work more efficiently doing their jobs in a nice workplace, which lead to higher employees performance and organizational output. The term "Appealing Climate" or "supportive Atmosphere" refers to a situation which draws people and motivates them to work by giving them possibilities to accomplish. Employees are more willing to integrate their extraordinary use of skills, abilities, and knowledge to achieve success

in a welcoming and supportive workplace environment. Employees will be motivated for a number of reasons to accomplish optimal performance and productivity inside a firm. Employees' performance is linked to the employees' commitment.

One of the most critical factors influencing employee performance in an organization is the working environment (Zhenjing et al., 2022). A good work environment is essential for guaranteeing employee performance and avoiding excessive stress, which can negatively impact job performance.

Kama et al. (2011) stated that working environment is essential as in a comfortable environment, employee can focused on their job correctly, and it lead to a better employee performance, which leads to improved organizational productivity. An environment that focuses people and has stirred them to be its workforce, provide them the prospect to perform efficiently, is called attractive environment or supportive environment and it helps to produce recruitment and keep on in occupation (Awan & Tahir, 2015).

In an organization, it is made sure that there, has a conduciveness of physical environment according to organization requirements for facilitating informality, privacy crosses disciplinarily, familiarity, and communication; these factors motivate employees to achieve higher level of organizational commitment that ultimately leads the organization towards improved performance (Iqbal, 2008). The working environment is significant and has a high impact on employees with different aspects. If organizations environment does not attract the employee and they have a negative perception of different workplace, stress-related illness, and productivity, then eventually their obligation has reduced to a low level which in turn affects the organization productivity and argumentations (Cottini & Ghinetti, 2012). However, if the organization environment is friendly, safe and trusted, it impacts employees positively and their performance, creativity, productivity, commitment and financial health drive high, which also influences the organization augmentations (Iqra et al., 2019). Hence, Bhatti (2018); Mattson et al. (2016), opined that the environment of the workplace had enhanced consequences by motivating employees.

Promotion

Promotion can be defined as the advancement of an employees rank or position in a hierarchical structure. In a promotion, the responsibility is greater, achievement, facilities status, and demand for proficiency are higher; and the addition of wages or salaries as well as other allowances. Promotion means assigning more responsibility and authority to employees. In simple words, promotion is to transfer an employee to a higher position. Job promotion has several indicators, namely loyalty, qualification and achievement. Promotion is the most common form of internal mobility for personnel in an organization (Amehojo et al., 2022).

According to Gupta, promotion refers to a higher post carrying greater responsibilities, high status and a better salary. It is the upward movement of an employee in the organization's hierarchy. Promotions are used to reward employees that perform well and to motivate them to greater effort. Promotion is one of the extrinsic rewards. Promotion is also an important factor in an employees' life and career which can affect their motivation and commitment. The promotion will encourage employees to perform a job more efficiently and effectively in order to improve their talent. Promotion will give long-term satisfaction to employees. This can be done only by elevating the employee to a higher position and offering a little with increased accountability and responsibility due to the employees efforts, behaviour, and period of service in the organization.

This kind of reward encourages the worker to put in his best effort so he can earn the trust of management and get more power and responsibility from them. Wan, Suleiman and Omar argued that workers would be more committed to organization and loyal to the organization, and the intention to leave the organization will be low, if the promotion is made fairly and equally. Therefore, promotion is an opportunity given to an employee based on the progress shown by the worker in his work. Directly or indirectly, promotion will increase the position of workers in the organization's hierarchy and give them greater responsibility. Promotion is seen as an important factor in influencing motivation, work performance and commitment. This is because it can increase or develop an employee's skills and knowledge.

Leadership

Leadership is a way of someone influencing the attitude or behaviour of another or group under his/her authority, supervision, monitoring or mentoring. An employee can be put in a position of leadership in an organization by the employer to exert due authority on, supervise, monitor or mentor a person or a group within the organization.

The most effective strategy is reward system and leadership of the organization to engage the employees in the organizational goals and to manage performance of an individual or a group (Benazir et al., 2015). It could be a raise in something. For example giving an employee authority to monitor another or others and their activities/jobs carried out or could be a form of recognition among others after proper appraisal is done. By this, management encourages the employees to bring out their hidden leadership skills and talents. These programmes always train and inspire employees to become more efficient, committed, productive and respected personnels. investigations have shown that engaging employee in organization management bring a huge organizational success as this gives the employee a sense of belonging, hence, inspiring or motivating the employee to be more committed to his job description as he/she will not want to be seen as a failed leader. Thereby, indirectly or directly improving the organizational productivity and at the end the achievement of the organizational goals and objectives.

Intrinsic Reward

Intrinsic rewards are intangible and refer to as that which can satisfy the employees' psychological needs. That is, the satisfaction an individual gets from the job performance. It is the valued experiences an employee obtains while engaging in a job. They are also part of esteem and self-actualization needs of the employees. These can be through the engagement in challenging work, opportunities for personal and professional development, recognition of achievement and having a chance to participate in organizational decision-making. The satisfaction one get gets from the job itself are intrinsic rewards, such as having pride in one's work, having a feeling of accomplishment, being part of a team, feeling valued, receiving, praises and recognition of achievement, Job satisfaction, job interest, challenge and variety. These satisfactions can be said to be self-initiated rewards and are internally fulfilled by the employees.

SUMMARY AND CONCLUSION

Reward systems identified together is the foremost effective factor to maximize employee's productivity. The reward system in organization can be seen as a strategy that is designed to provide appreciation for high or good performance to encourage them to perform more, same time, provide incentives for low or poor performers to improve their performance. Rewards system depicts the employer-employee relationships in an organization, it shows what the employer is ready to offer to the employee, if encouraging, motivates the employee and if discouraging, demotivates the employee. In today's competitive labour market, monetary benefits are insufficient to motivate employees to reach better levels of commitment and performance. A mix of monetary and non-monetary rewards, on the other hand, is more effective better levels of employee performance which results in increase of the achievement aims of the company. The reward system is practically measured on the expectations of management of the organization from its employees, hence, the reward the organization is ready to give to the employees who meet or exceed these expectations. Therefore, reward system has the tendency of shaping the behaviour of employees towards the organization and their jobs. Organizations can apply this method to ignite employees favourable behaviour. Employees, when well-motivated are ready to go extra mile to put in their best and do extra jobs as required by the organization. They become more productivity, energized committed and innovative. Hence, the assertion that employees performance is linked to employees commitment and employees' commitment is linked to the employees motivation.

Recommendation

- I recommend that rewards system should be kept on the top list of the human resources management functions to serve as an incentive to motivate the employees to high level of commitment at work which will in turn bring about better output or optimal financial gain to the organization and keep the organization sustained and equal or above the competitive level in the labour market.

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