FINANCIAL REWARD AND WORKERS' COMMITMENT IN RIVERS STATE GOVERNMENT AGENCIES AND PARASTATALS

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ABSTRACT

The study examined the relationship between financial reward and workers' commitment in Rivers State Government Agencies and Parastatals. The study used financial reward as the predictor variable while affective and normative commitments were used as the measures of the criterion variable. The population of the study consisted of 341 employees drawn from twenty nine (29) civil service agencies in Rivers State, however, due to the complexity of accessing all the workers, which amounts to 11,883 employees according to records from the Administration department of the Head of Service, a convenient sampling was used to derive four (4) agencies, namely, Rivers State News Paper Cooperation (The Tide), Rivers State Civil Service Commission, Rivers State Independent Electoral Commission, and Rivers State Tourism and Development Agency. The study took a cross sectional survey design approach on covering the 4 agencies in Rivers State, which has a total population of three hundred and forty one (341) employees, while Taro Yamene formula Sampling technique was used to derive a sample size of two hundred and seventy five (275) employees. The researcher distributed 275 copies of questionnaires and received 269 representing 98% used for the analysis and the data gathered were presented using frequency tables, simple percentages, bar chart, descriptive statistics of mean, standard deviation, and variance were used to analyze data. Also, the hypothesis was tested using Spearman ranking order correlation of the Statistical Package for Social Sciences (SPSS) version 21.0. Findings revealed that there is a significant positive relationship between financial reward and affective and normative commitment in Rivers State Government Agencies. Based on the findings it was concluded that there is a significant positive relationship between financial reward and workers' commitment in Rivers State Government Agencies. Therefore, the study recommends that the Rivers State Civil Service administrators should review salary increment and the provision of bonuses and allowances for workers, train and retrain employees to develop their knowledge and inject appreciation and recognition into the system to enhance productivity and workers' commitment to the service.

INTRODUCTION

In this era of globalization, organizations are improving business processes by adopting advanced technologies and innovations. Further, organizations try their best to hire competent employees to achieve their goals. To employ competent staff, organizations have to offer better work environments, market-based salaries, job security, and empowerment. Of all these perks and benefits, financial variables are the most important factor. On the one hand, every employee has to run his livelihood. He/she needs financial rewards/perks to support the family. On the other hand, the management of each organization has to develop the relationship between employees and organizations to fulfill the demands of both parties. An organization expects their employees to follow the rules, policies, and regulations of the organization. In return, an employee will expect a better work environment, excellent financial rewards, and an appropriate salary. If an organization offers more financial rewards, the employees of that organization will be more motivated and satisfied. Moreover, the success of an organization is highly dependent on the employees' motivation to work. It is therefore, important for a company to ascertain what motivates its employees so that it can plan a suitable reward system and gain better results. There are two types of rewards examined in the literature; extrinsic rewards and intrinsic rewards.

Extrinsic rewards are non-job-related rewards such as pay, salary and working conditions. Gupta and Shaw (1998) concluded that financial incentives are indeed effective. According to them, not all jobs are interesting and challenging. However, in many working environments, this is not the reality. They conclude that money matters most and that it motivates us due to its symbolic and instrumental value. The symbolic value of money recaps what is assumed of it. The instrumental value of money is defined as the ends usage that can be obtained in exchange. According to Nelson (2004), when money is used to recognize employees for excellence of work, it sends a wrong signal to the employees. Accordingly, the emphasis on financial rewards might drive the employees to reach individual gains, and sometimes reduces teamwork (Gupta & Shaw, 1998)

Rewards too play an important role in determining employee motivation. Therefore, it is necessary for a manager to understand how important financial rewards are to inspire employees and motivate them. Financial rewards are identified as the most functional tool for managers to motivate employees in order to influence their behavior positively to attain organizational goals (Danish, 2010). The significance of financial and non-financial rewards varies with the age of an employee. The non- financial rewards influence on work motivation to a greater extent after the pay exceeds a certain level. According to Hertzberg's (Two factor theory), there are two kinds of factors that have a strong impact on employee motivation. The hygiene factors such as pay, policies and working environment, and the motivational factors such as appreciation, recognition, caring attitude from employer and opportunities for achievements. An effective reward system can motivate the employees and enhance their productivity (Fuhrmann, 2006). Financial rewards play a critical role in enticing talented employees, however, there is only a short-term impact on their work motivation (Samodien, 2004).

On the other hand, when employee's motivation declines, they tend to exhibit aggression, apathy, and hostility and perform below expectation, thereby undermining efficiency, productivity, and sustainability. Motivation is dynamic, so it's essential to motivate and be motivated. This study looks at employee performance from the financial and non-financial perspective of motivation to this note, James (2014) identified three warning signs of a de-motivated workforce thus "poor atmosphere in the workplace, slipping job standards and decreasing productivity," he further stated that, "there are factors that need to be observed, leading to downward performance, and there is a great chance that the organization will deal with a de-motivated workforce". Shields *et al.* (2015) stated that reward system should be based upon the differing needs of employee and should be the combination of monetary and non-monetary aspects, the study states that a properly designed employee reward system is an important source of motivation and brings many benefits to organizations, strives to identify how this reward system affect workers' commitment in organizations and bring to light the impact of reward system on employees' attitude and performance with particular emphasis on the need to introduce the yearning needs of the labouring employee. For this purpose, by using advanced systems and also increasing capabilities of organizational behaviour, there is a possibility of closer relationships with employees which enhances their commitment to the organization.

Gabriel and Nwaeke (2015) conducted a study on non-financial incentives and Job satisfaction among hotel workers in Port Harcourt, Zeb-Obipi and Ikoromasoma (2021) investigated workplace management and employee commitment in Local Government councils in Rivers State, Koskey and Sakataka (2015) examined the effects of reward on employee engagement and commitment at rift valley Bottlers Company in Kenya. Despite the above empirical research work on the likely empirical relationship on reward system and workers' commitment none of the study utilized the same predictor and criterion variables as it is used in this study, therefore creating a gap in the literature which the study intends to fill by examining the conceptual relationship between financial reward and workers' commitment of Rivers State Civil Service, in Nigeria. To further guide this study, the following research questions were raised:

i. What is the relationship between financial reward and affective commitment in Rivers State Government Agencies and Parastatals?
ii. What is the relationship between financial reward and normative commitment in Rivers State Government Agencies and Parastatals?

Conceptual Framework

The conceptual framework is a diagrammatic presentation of the study variables. It represents the relationship between financial reward and workers' commitment as represented in Figure 1.

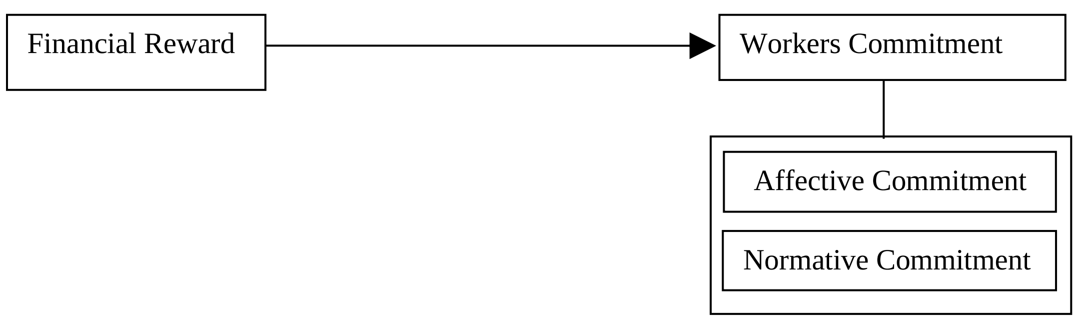

Figure 1: Relationship between Financial Reward System and Workers' Commitment
Source: Armstrong (2009); Pratheepkanth (2011), and Researcher's Desk, (2022)

LITERATURE REVIEW

Theoretical Review

In search for theories of financial reward and workerss commitment the study is anchored on expectancy theory by Victor Vroom (1964) and affective event theory because it focuses on financial reward and workers' commitment

Expectancy Theory

Expectancy theory states that motivation will be high when people know what they have to do in order to get a reward, since they expect that they will be able to get the reward and that the expected reward will be worthwhile. The concept of expectancy was originally contained in the Valency Instrumentality-Expectancy (VIE) theory that was formulated by Vroom (1964). The assumptions of Vroom's Expectancy Model asserts that; (i) Multiple variables influence individual behavior, (ii) Individuals are thought to be rational and conscious beings; every person has unique requirements and desires, (iii) Individuals change their behavior in response to their expectations, which helps them attain their intended outcome. He claims that effort and performance are intimately related to personal motivation, and he bases his argument on expectation, instrumentality, and valence. As such he defined the following: (i) Expectancy is how an individual evaluates the likelihood that a specific degree of effort will result in a specific level or relative of change in his or her performance. As such Effort equals to Performance. (ii) Instrumentality means that if an individual performs better then desired outcome will be achieved. Hence, Performance equals to Outcome. (iii) Valence refers to the desire of a person with respect to a potential outcome or reward. The reward may be extrinsic (pay rise, promotion, and other benefits) and intrinsic (satisfaction and self-esteem) The strength of expectations may be based on past experiences (reinforcement), but individuals are frequently presented with new situations, change in management's job, payment system, or working conditions-where past experience is an inadequate guide to the effects of the change. Motivation can be reduced in these circumstances.

Reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably, and consistently in accordance with their value to the organization (Armstrong and Murlis, 2007). According to Luthans and Peterson (2006), there are two basic types of rewards, financial and non-financial and both can be utilized positively to enhance performance behaviors of employees, thus have an affective effect on the worker.

Affective Event Theory

Psychologists Weiss and Cropanzano (1996) propounded the affective event theory to describe the links between employees' internal influences- emotions and moods- and how these influence job satisfaction (Thompson and Phua, 2001). Furthermore, the theory describes human behavior and the interaction between internal influences - cognitions, emotions, mental states - and employees' reactions to situations in the workplace. These episodes can have an impact on their work performance, organizational commitment, and job satisfaction (Wegge *et al,* 2006).

Similarly, obvious positive and negative emotional incidents at work have a significant psychological impact on employees' job satisfaction and organizational commitment, and may result in long-term internal and external affective reactions (emotions) among employees. This impact can cause organizational friction (Dugguh and Ayaga, 2014). In other words, the type of feedback given by managers has been shown to have an impact on employee performance and work satisfaction (Fisher and Ashkanasy, 2000). This theory's fundamental thesis is that job satisfaction is determined by the difference between what one desires and what one has (Thompson and Phua, 2001).

Furthermore, the idea suggests that how highly one values a certain aspect of employment (e.g., compensation, benefits, or advancement) might influence how satisfied or unsatisfied one becomes when expectations are realized or are not met. This theory provides a practical explanation of how employees are satisfied or dissatisfied when a certain aspect of incentives (for example, the degree of praise for executing a task, the quantity of cash received, and so on) meets their expectations. It also describes the relationship between an employee's expectations and the results of a task. As such this study shall develop concepts which shall be focused on the reward system while adopting the expectancy theory and affective event theory as guiding to its findings.

Conceptual Review

Financial Rewards

Financial rewards are monetary incentives that an employee earns as a result of good performance. Financial reward, incentives and bonus can motivate employees to higher performance levels, these rewards are associated with organizational goals. Noorazem *et al*, (2021) noted that reward system can enhance employee's motivation and reinforce the image of an organization among key stakeholders or future employees. When an employee helps an organization in the achievement of its goals, a reward often follows. Financial rewards consist of the value of all cash payments such as salary, bonus and fringe benefits. Salary is the amount of basic pay (the fixed wage) paid to an employee by an employer in return for work performed. Basically, salary refers to the amount that an employee earns before any extras are added or payments are deducted. It constitutes the rate for the job. It may vary according to the grade of the job or, for shop floor workers, the level of skill required. Salary is described as a fixed amount provided to employees at regular intervals for their daily performance and output (Noorazem *et al.,* 2021).

It is also the primary mechanism for the organization to reward employees, although there is little understanding of how it works in the reward system. To understand how salary affects employee performance, the organization must first understand their preferences in a reward system. As a result, the compensation issue is extremely difficult for managers to address, and they must work hard at connecting with the performance and financial incentive connection. Salary, according to Noorazem *et al.* (2021), have become a significant element in promoting employee performance, except for the wage. They also stated that allowances are unaffected by employee performance. According to a prior study by Ohiwerei and Emeti

(2011) every firm must determine and establish the amount of wage that employees should receive based on their life demands. Thus, an effective pay strategy is supposed to contribute to the viability of the work unit, the implementation of the vision and mission, and the attainment of work objectives (Noorazem *et al.*, 2021).

Whereas a bonus is a sum of money offered to an employee over and above the salary or wages as a reward for his/her good performance. A company may use bonuses to reward achievements, to show gratitude to employees who meet longevity milestones, or to entice prospective employees to join a company's ranks. According to Heathfield (2016), a bonus is remuneration that goes above and beyond the amount of an employees get as a basic salary or hourly rate of pay. Bonus plans are an important component of reward systems. This is due to the fact that the employees' bonuses will be dependent on their present success in the firm. According to Bardot (2014), bonuses are a type of remuneration that employees should not be expected to get because they are often discretionary or backward-looking. However, it can be viewed as an additional sum of money paid by the firm when employee performance is exceptional throughout the year. Salary, wages and bonuses are used when determining the effect of financial reward as the measure of the independent variable reward system.

Concept of Workers' Commitment

For this study, workers' and employees will be used interchangeably as they refer to same status of employment and for convenience of word construct. Armstrong (2012) emphasizes that workers' commitment is the loyalty and attachment that employees have with an organization and its association with their feelings about the institution. According to Zeb-Obipi and Ikoromasoma (2021) an employee is one of the major factors that propel organizational success while commitment is the desirable attitude which every organization seeks to encourage because of its positive effects on organizational efficiency. Employee commitment has an important place in the study of organizational behavior. This is in part due to the vast number of works that have found relationships between employee commitment and attitudes and behaviors in the workplace.

Measures of Workers' Commitment

Workers commitment has an important place in the study of organizational behavior. This is in part due to the vast number of works that have found relationships between employee commitment and attitudes and behaviors in the workplace. Nowadays, it is widely recognized that multidimensional construct, offered by Meyer and Allen, is the most popular approach to employee commitment (Sam Gnanakkan, 2010).

Affective Commitment (AC)

Meyer and Allen (1997) define affective commitment as an employee's emotional attachment to identification with, and participation in, the organization based on favorable feelings, or emotions, toward the organization. Affective commitment is preceded by perceived job characteristics such as task autonomy, task significance, task identity, skill variety, and supervisory feedback, organizational dependability, which refers to the extent to which employees believe the organization can be relied on to look after their interests, and perceived participatory management, which refers to the extent to which employees believe they can influence decisions on the work environment and other uses of concern to them (Madi *et al.*, 2012). They also claimed that the usage of these antecedents is consistent with Rowden's (2002) findings that these elements all create rewarding settings that are innately conducive to development.

Meyer and Herscovitch (2001) also claimed that personal participation, identification with the appropriate target, and value congruence are the key foundations for the formation of affective commitment (Meyer and Maltin, 2010). According to Meyer and Herscovitch (2001), when there is a high level of affective commitment, employees will be willing to remain in that organization; otherwise, the opposite will be demonstrated. According to Bal *et al.* (2014), affective commitment demonstrates an emotional attachment and involvement in the organization. However, Dugah and Ayaga (2014) previously described affective component as an emotional commitment to the organization through identification, involvement, and appreciated membership. It has also been stated that affective commitment demonstrates dedication that is based on emotional bonds that a person establishes with the organization via positioned job experiences. As a dimension in management development, job experience is related to boss-driven development.

Meyer *et al.* (2004) also emphasized that commitment has both cognitive and affective components. The cognitive elements are the behavioral forms and the foundation of the commitment, whereas the emotional elements are whatever feelings a particular mentality evokes. Furthermore, Kaptijn (2009) demonstrates that Meyer and Allen emotional commitment comprises three sub-components.: the emotional attachment to the organization, the identification with the organization, and the involvement in the organization.

Normative Commitment (NC)

According to Madi *et al* (2012), normative commitment refers to an employee's sense of obligation to stay with the business, which is based on the employee having internalized the organization's values and aims. Normative commitment is defined as an employee's sense of obligation to remain a member of the organization (Bal *et al.,* 2014). It has also been proposed that co-worker commitment, which comprises affective and normative aspects, as well as commitment behavior, organizational dependability, and participative management, are potential antecedents for normative commitment. And it is envisaged that the commitment of coworkers will give normative signals that influence the growth of normative commitment. It is important to note that organizational dependability and participatory management are critical concerns that will build and embed a sense of moral obligation to reciprocate to the company. Normative commitment is believed to indicate an employee's sense of obligation to maintain participation in the organization (Bal *et al.,* 2014).

Meyer and Maltin (2010) believe that the latter insight about normative commitment is compatible with recent findings, revealing that normative commitment can have two distinct aspects, one reflecting a moral necessity and the other reflecting indebted responsibility (Meyer *et al.,* 2002). First, when normative commitment is combined with strong affective commitment, the moral imperative mindset is experienced. Second, the indebted responsibility attitude is the outcome of a strong normative commitment and persistence combined with a weak affective commitment. Furthermore, Lee and Chen (2013) argued that normative commitment is related to the obligation that employees may believe they owe the business for being granted a job while they are in desperate need. That, in no small part, will improve or boost employee dedication, especially in a society plagued with unemployed individuals. According to another viewpoint, normative commitment develops as a result of cultural and organizational socialization as well as the receipt of benefits that stimulate a demand to reciprocate (Scholl, 1981). According to Meyer and Allen (1991), the normative approach to commitment is less widespread. Internalized moral obligation is contributor behavior and is consequently evident in those in the organization. However, with this form of commitment, the employee is supposed to swear unwavering loyalty to the company without opposing or criticizing its operations.

Empirical Review

Financial Reward System and Workers' Commitment

Michael and John (2022) study looked at the relationship between reward systems and quick-service restaurant employee commitment in Port-Harcourt, Rivers State, Nigeria. The empirical referent of reward systems is reward systems, and the metrics of employee commitment are normative, continuous, and emotional commitment. The research addressed three questions and investigated three hypotheses using the conceptual and operational frameworks to establish the degree of positive linear association between reward systems and employee commitment. For the study, a cross-sectional correlational survey research design with a time horizon was used. Using Taro Yamane's formula for sample size determination for a given population, a total of one hundred and seventy-eight (178) subjects were recruited from a population of three hundred and twenty-two (322) respondents throughout the twenty-six (26) fast-food establishments in Port-Harcourt. The researcher used a five-point Likert Scale questionnaire titled "Reward Systems and Employee's Commitment Questionnaire" to collect data on a micro level unit of analysis. The Pearson

Product Moment Coefficient of Correlation was employed as an inferential statistical tool to assess the relationship between reward systems and employee commitment. Through the aid of SPSS, results analyzed showed that Reward systems had a considerable influence on normative, continuous, and affective commitment. Based on the empirical findings, the researcher concluded that reward systems improve normative commitment, significantly improve continuation commitment, and modestly improve emotional commitment. The researcher then suggests that managers of quick-service restaurants use reward system tactics sparingly if they want to normatively and affectively commit employees to staying with the organization.

Furthermore, Donates (2020) in his study on financial rewardand employee commitment in Imo State Civil Service, which was conducted to examine the relationship between payment of salaries, wages, offer of bonus and employee commitment variables, based its findings from four research questions and hypotheses. The study methodology adopted a survey research design, non-probability sampling technique, descriptive statistics of mean and standard deviation to analyze data, while correlation analysis was employed in the testing of the hypotheses. The analysis was enabled by Statistical Package for Social Sciences (SPSS) version 23. Findings showed that payment of salaries positively influenced affective employee commitment and continuance employee commitment, payment of wages positively influenced normative employee commitment and offer of bonus positively affected continuance employee commitment. It was concluded that financial reward enhanced employee commitment in the Imo State Civil Service. The study recommends that managementof various ministries in the state civilserviceshouldnot take the issue of employee commitment for granted. Also, Agburu (2012) examined contemporary developments in pay and salary administration in Nigeria: A synthesis of theoretical and empirical difficulties. The researcher used a straightforward cross-sectional survey method. The acquired data was subjected to critical examination, primarily utilizing non-parametric approaches. The study discovered unjustified lags between labor (employee) pay and productivity; huge income disparities between various levels of government employees while they both buy from the same market; and workers were dissatisfied with their net earnings (pay).

However, according to Papageorgiou, Giorgalli, and Petrou (2013), the top five criteria that employees of COOP banks in Cyprus believed to be the most important job satisfaction motivators were ranked thus: salary, work environment, possibility for growth, relationship with co-workers, and interesting work.

As such the study developed the following hypotheses:

H_{01}: There is no significant relationship between financial reward and affective commitment in Rivers State Civil Service.

H_{02}: There is no significant relationship between financial reward and normative commitment in Rivers State Civil Service.

METHODOLOGY

An explanatoory cross-sectional survey was used in this study. Cross-sectional surveys are studies that are designed to determine the frequency or level of a specific attribute in a defined population at a specific point in time (Lai, 2011). The population of this study comprised of 341 employees drawn from 29 agencies in Rivers State. The sampling technique applied for this study was the Taro Yamane formular, using an error level of 5%. Primary data was collected using a self-administered questionnaire that featured closed-ended questions on a five point Likert scale ranging from strongly disagree to strongly agree. The research questionnaire was validated using the content validity technique while reliability was tested with the use of Cronbach’s Alpha Correlation Coefficient with coefficients of all the study variables greater than 70%, as the threshold. The study applied both descriptive and inferential statistical analysis; the hypotheses were tested using the Spearman Rank-Order Correlation Coefficient with aid of the Statistical Package for Social Sciences (SPSS).

DATA ANALYSIS AND RESULTS

Data Presentation

Table 1: Presentation of Questionnaire Distribution

Particulars of questionnaire	Frequency	Percentage
Copies of questionnaire administered	276	100
Copies of questionnaire retrieved	270	98
Copies of questionnaire not returned	6	2
Copies of usable questionnaire	270	98

Source: Research Data, 2023

From table 1, it is recorded that 276 copies of the questionnaire were administered to respondents. 6 questionnaire representing 2% was not returned. 270 questionnaire representing 98% were returned. 270 (98%) of retrieved questionnaire were suitable for data analysis.

Univariate Data Analyses

Univariate analysis is basically the process of describing individual variables in a study. According to Sullivan (2011), univariate statistics are used to describe the distribution of a single variable through the use of simple frequency tables. According to Saunders *et al* (2013), commencing initial analysis is best done by looking at individual variables and their respective components. Earlier in this study, that is, in chapter one, we clearly delineated our study variables as - financial reward system - predictor variable; workers' commitment- criterion variable.

Table 2: Descriptive Statistics for Fiancial Reward

	N	Minimum	Maximum	Mean	Std. Deviation
salary	270	1.00	5.00	2.35	1.182
allowance	270	1.00	5.00	3.093	1.379
bonus	270	1.00	5.00	3.598	1.322
Valid N (listwise)	270				

Source: Research Data 2023, (SPSS output version 21.0)

Table 2 above illustrates the descriptive statistics for reward system which are salary, allowance and bonus with mean scores of 2.35, 3.093 and 3.598, 3respectively.

Table 3: Descriptive Statistics for Workers commitment

	N	Minimum	Maximum	Mean	Std. Deviation
Affective Commitment	270	1.00	5.00	3.885	1.234
Normative Commitment	270	1.00	5.00	3.898	1.473
Valid N (listwise)	270				

Source: Research Data 2023, (SPSS output version 21.0)

Table 3 above illustrates the descriptive statistics for commitment which are affective and normative commitment with mean scores of 3.885 and 3.898 respectively.

Bivariate Analysis

In determining the statistical technique to suit our purpose, we considered Kothari (2004: 138) who argued that when there exist relationship or correlation between two variables, correlation technique should be used and when there exist cause and effect relationship between two variables in the case of the bivariate population or between one variable on one side and two. This was the basis for our choice of the Spearman Rank Order Correlation to test our hypothesized relationships in our study. This section is used to present answers to our research questions and hypotheses. We shall commence by first presenting a proof of existing relationships.

Test of Hypotheses

Relationship between financial system and commitment of civil servants in Rivers State

Table 4: Correlation for financial system and Workers commitment

			Financial System	Affective Commitment	Normative Commitment
Spearman's rho	Financial System	Correlation Coefficient	1.000	.775	.775
		Sig. (2-tailed)	.	.225	.225
		N	270	270	270
	Affective Commitment	Correlation Coefficient	-.775	1.000	1.000**
		Sig. (2-tailed)	.225	.	.
		N	270	270	270
	Normative Commitment	Correlation Coefficient	-.775	1.000**	1.000
		Sig. (2-tailed)	.225	.	.
		N	270	270	270
	Continuance Commitment	Correlation Coefficient	.258	.200	.200
		Sig. (2-tailed)	.742	.800	.800
		N	270	270	270

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

$Ho_{1:}$ There is no significant relationship between financial system and affective commitment of civil servants in Rivers State

From the result in the table above, the correlation coefficient shows that there is a positive relationship between financial system and affective commitment of civil service in Rivers State. The correlation coefficient 0.225 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between financial system and affective commitment of civil service in Rivers State.

$Ho_{2:}$ There is no significant relationship between financial system and normative commitment of civil servants in Rivers State

From the result in the table above, the correlation coefficient shows that there is a positive relationship between financial system and normative commitment of civil service in Rivers State. The correlation coefficient 1.000 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between financial system and normative commitment of civil service in Rivers State.

DISCUSSION OF FINDINGS

In this section, empirical findings on the relationship between each dimension and the criterion variable of the study were discussed vis-a-vis the empirical findings of other authors in their studies. The analysis of the study revealed a correlation coefficient of .0.775 and 0.775^{**} between financial system and workers' commitment, indicating a strong and positive relationship between financial reward and affective commitment. More so, the probability value (0.000) is less than the critical value (0.05), this shows that there is a strong significant relationship between salary and affective commitment. The findings are attuned with the findings of Ayeni (2015) findings on financial reward on workforce efficiency in the College of Education, Ikere-Ekiti, which revealed that financial rewards in the form of salary and benefits enhance effectiveness and commitment also Isaac and Dinah (2016) studies on effect of financial and non-financial rewards on organizational commitment of employees in Universities in Nakuru County, which findings revealed that financial reward management practices collectively have a significant effect on organizational commitment.

Michael and John (2022) study on the relationship between reward systems and quick-service restaurant employee commitment in Port-Harcourt, Rivers State, Nigeria. Reward systems had a considerable influence on normative, continuous, and affective commitment. Based on the empirical findings, the researcher concluded that reward systems improve normative commitment, significantly improve continuation commitment, and modestly improve emotional commitment. The researcher then suggests that managers of quick-service restaurants use reward system tactics sparingly if they want to normatively and affectively commit employees to staying with the organization. Also , Donates (2020) in his study on financial reward and employee commitment in Imo State Civil Service, which was conducted to examine the relationship between payment of salaries, wages, offer of bonus and employee commitment, the findings showed that payment of salaries positively influenced affective employee commitment and continuance employee commitment, payment of wages positively influenced normative employee commitment and offer of bonus positively affected continuance employee commitment. It was concluded that financial reward enhanced employee commitment in the Imo State Civil Service.

CONCLUSION AND RECOMMENDATION

This study was carried out to empirically examined financial reward and workers' commitment in Rivers State Civil Service. Based on the findings, it was concluded that financial reward has a positive significant relationship with workers' commitments, Employees are the most valuable asset of an organization and their commitment is vital for its survival as they take responsibility for the actualization of organizational goals. Reward system is an important tool adopted not only to maximize performance but to also help workers in becoming more efficient, productive, satisfied, motivated and innovative in the work place. Hence it was recommended that Rivers State Civil Service should increase the salary for workers to enable them adequately take care of their personal needs as well as enhance their commitment to the service. Also, the service should pay attention to allowances such as peculiar allowance to enhance productivity, cushion the effect of the current economic realities in the country, and ensure workers commitment to the service. And lastly, the service should also pay attention to bonuses for employees such as Christmas bonus, Salah bonus, end of year bonus etc. as part of government efforts to boost morale and increase the welfare of civil servants.

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