

DIMENSION OF REWARD SYSTEM ON EMPLOYEES' COMMITMENT: A TERTIARY INSTITUTION VIEW

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ABSTRACT

The conceptualization of the extrinsic motivation originates from the expanse of physically bonded events that infuse an undue level of participation into a required designated activity. Furthermore, the establishment of literatures on intrinsic motivation, which is being derived from personal enjoyment and intrigue is quite inexhaustive. This is believed to encourage unhindered fulfilment in controlling activities while extrinsic motivation involves doing something because you want to earn a reward. This study looks at the effect of reward system on employees' commitment. This study is carried out to explore the effect of intrinsic motivation on employee performance in a tertiary institution. The sample frame comprises of staff and faculty of Landmark University in Omu-Aran Kwara state. all the analyses carried out using statistical package for social science (SPSS) software will be used to analyze collected data. The output of the analysis will reveal the linear relationship between the independent (Intrinsic Motivation) and dependent variable (Employee Performance) taken together and whether any given independent variable has an influence on the dependent variable. The results of the linear regression show there is a linear relationship between the reward system and employees' commitment. The explanatory power of the independent variable was 0.079, implying that 7.9% of variation reward system can be explained by a unit change in employee's commitment. While the remaining percentage of 92.1 is explained by other variables. Hence, the reward system will enhance the employee's commitment. The management of Landmark University should create recreational facilities to enhance their employees' environment. This should also be practised in other universities in Nigeria, with this it will enable comprehensive comparison with other universities outside the country.

INTRODUCTION

The conceptualization of the extrinsic motivation originates from expanse of physically bonded events that infuse an undue level of participation into a required designated activity. This was well actuated by Maslow (1954) in his hierarchy of needs theory (Adebajji et al., 2018). Thus, it could be inferred that the ability to physically relate the occurrence of a situation leads to the drive being shown by the person. This will only be an assertion with the absence of an empirical literature. Furthermore, the establishment of

literatures on intrinsic motivation, which is being derived from personal enjoyment and intrigue, is quite inexhaustive. This is believed to encourage unhindered fulfilment in controlling activities while extrinsic motivation involves doing something because you want to earn a reward.

On the other hand, when employee 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 intrinsic perspective of motivation to this note.

James (2014) stated "three warning signs of a de-motivated workforce; poor atmosphere in the workplace, slipping job standards and decreasing productivity," James (2014) 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. Studies have now been the influence of monetary incentives and their removal on performance, but evidence is limited in developing nations like Nigeria in a tertiary institution.

To this end, the objective of the paper is to measure the effect of reward system on employees' commitment. This study is carried out to explore the effect of intrinsic motivation on employee performance in a tertiary institution. The study is limited to Landmark University, Omu-Aran, Kwara State, Nigeria.

LITERATURE REVIEW

Extrinsic motivation is usually defined as our tendency to engage in activities to gain some kind of known outward reward. It is important to note that either tangible or psychological in nature can be these rewards. Money and trophies are two types of tangible rewards that are common. People engage in activities they may not normally find terribly enjoyable or rewarding to earn a salary. In order to be able to compete in sporting events to win trophies and awards, athletes often engage in strenuous and difficult training sessions.

Concept of Employee Performance

Employee performance means what an individual does and what he or she does not do, it involves the effort they put in and the weight of their result, presence at work, accommodative and supportive nature and timeliness of result. Giving the outcomes of the study by, Yang (2008) on individual's performance it shows that the way an individual act or perform cannot be verified. Employee performance is influenced by motivation because when employees are propelled they put in their best and at such there will be an increase in their performance and this will lead to high productivity (Azar & Shafiqhi, 2013).

Although there are different forms of intrinsic motivation, this study focuses on the well-being of an employee, the relationship between employees and co-workers as well as their managers as factors that can influence the productivity levels of an employee in an organization. Intrinsic motivation, derived from an individual or from the nature of the work itself, influences behavior, well-being, and productivity positively. These factors will be discussed below:

Employee well-being

In most organizations, the concept of well-being of employees has become a matter of great interest in recent years. In today's world, the growing reliance on overall market forces places a significant burden on wage earners and those of working age in the delivery of goods and services. This has therefore adversely affected the workforce's health, safety and general well-being. Hence it is not possible to underestimate a workforce's well-being as workers also have similar needs, whether physical or emotional. These may vary from welfare, safety, health, and a sense of being able to cope with life. Employees are now looking for assistance from their organizations in achieving this because a significant amount of their time and lives are expended at work. Most business establishments around the globe understand the necessity for a healthy workforce as they are crucial in enhancing an organization's productivity levels and fiscal performance. As such, most organizations take giant strides in a bid to improve the welfare of their workforces by implementing several health and productivity programs that is aimed at promoting the well-being of their workforce.

Well-being is defined as a concept that encompasses physical, financial and psychological health, as well as a personal connection and a sense of belonging and not just the absence of an ailment or injury. It is a broad ideology that takes the individual as a whole to know about a person's physical and mental state.

Finally, in order to be successful in health and well-being programs, an organization must be able to relate effectively to its workforce and ensure that matters of great concern that can be described as personal to staff and their relationships are addressed. Some of these matters may include their welfare packages, health-related behaviors, present and eventual monetary state of affairs as well as their experiences in the place of works. It is imperative to note that the attitude of a workforce provides several clues on how to obtain the best health returns and investment in productivity.

Baase (2009) stated that there is evidence that the health and well-being of the labor force of an organization is inseparably linked to their productivity levels as well as the health of the economy of the nation. As such labor employers are also well aware of the importance of well-being programs and are concerned with finding better ways to improve the well-being of employees through various programs for health protection and promotional benefits. Most organizations even allow staff to take off for several days due to illness without their pay being deprived. Some even compensate employees for not taking sick leave and additional payment to them (Mathis & Jackson, 2003).

Shellengarger (2001) also agreed that managers give paid time off to their workers, free time for lunch and relaxation, holidays, leave, etc. This is done to ensure that employees remain healthy and motivated, thereby increasing their workplace efficiency and efficiency levels resulting in high productivity.

Relationship with co-workers

The relationship between an employee and co-workers describes the associations that exist on the hierarchy in an organization between equal-level workers without any form of authority over each other. Workers who enjoy great support from their colleagues are extremely hard-working and find their workplace friendly. Cummins (1990) stated that employees with a decent affiliation to their fellow employees are usually prosperous and highly productive in the workplace even when their jobs are very stressful. This means supporting a coworker is very important to minimize stress. Mayo et al. (2012) also agreed that support for co-workers is vital to support workplace productivity. Although the relationship between co-workers and managers in terms of support has rarely been

considered, the kind of relationships that a worker has in terms of support from his co-workers have a very strong influence on his level of performance and productivity (Schaubroeck et al. 2005).

A rational explanation of relationships between workers, whether friendly or strictly professional, has an impression on a worker's level of efficiency and effectiveness that are elements of productivity between members of the workforce. Existence of effective relationships between employees and colleagues also ensures job satisfaction (Altinoz et al., 2012).

Relationship with managers

A worker's relationship with his/her manager describes the level of relationships that exist between employees and their superiors, i.e. managers, supervisors or bosses at the different levels of an organization's hierarchical structure, even when managers have the capacity or a certain level of power over them. Workers who enjoy their managers' great support are diligent and find their workplace friendly. For example, workers who enjoy the support of fellow workers also have personal relationships outside the workplace and more ties with their coworkers tend to appreciate the workplace and therefore perform extremely well and are highly productive in their work compared to those with less support. Employees have a sense of belonging when they can comfortably request help from colleagues to complete certain jobs that promote unity (Mitchell & Ambrose, 2007).

Good relationships with employees are very effective in minimizing work stress and fostering harmony among the employees of an organization. This can be accomplished by organizing social functions to promote the trust and mutual respect-based bond relationship with their workers if they are to attain high levels of productivity. Managers should therefore ensure that their organizations use deliberate and well-structured initiatives to build foundations for strong relationships with their workforce (Spector, 2008).

Businesses and managers have a duty to meet the needs of their workforce, and this can be achieved by ensuring that employees are involved in decision-making processes, receive critical feedback and credit for their conduct and performance, and enjoy personal or friendly relationships with their managers rather than strictly professional relationships (Sinha & Bajaj, 2013). Maintaining decent relationships with the workforce of an organization is paramount and an effective way of closely monitoring, evaluating and controlling the workforce's productivity gaps. It also boosts the worker's individual efficiency, efficiency and productivity levels because when managers take the time to build and improve relationships as well as guide workers in their different roles, they will produce more quality work in turn. A unified entity can only be built through such decent relationships as well as a strong management sensitivity (Chapman & Goodwin, 2001).

To be sure, staying connected to a huge number of workers in large establishments can prove to be an intimidating task. It may be true that members of a workforce have personal relationships with their immediate bosses, but this does not always give workers the assurance that their organizations care for them as individuals, so the kind of relationships that employees share with their managers really matter as having a loyal and dedicated workforce can be very vital to an organization as having a loyal customer (Gillenson & Sanders, 2005).

In addition, a suitable and effective management of employee relationships is appropriate for all organizations as this promotes personal employee interactions with fellow employees and their managers. Mutually respectable employee relationships have a positive

effect on the organization's success. Vineet et al. (2013) stated that a Good relationship with managers helps in promoting commitment, high morale and confidence in the organization.

Effectiveness of Employee

Effectiveness is seen as "the degree to which goals are achieved and policies are achieving what they were intended to achieve." It focuses on influencing the reason that achieves the expected results. If such a service can achieve set goals, a service is said to be effective. A worker is said to be successful in this way when he/she has the required results regarding the organization's goals.

Efficiency of Employee

Efficiency is the output of the projected effects, especially without any leftover profitability. This concerns the ability of workers to work profitably without any leftovers as far as vitality, time and price are concerned. In other words, it is said to be wasteful in case it creates less than what it is required to produce. Efficiency stems from the relationship between information sources and yields and is referred to as the amount of outputs created to limit production costs.

Victor Vroom's Expectancy Theory

Expectancy theory states that motivation will be high when people know what they have to do in Order to get a reward, expect that they will be able to get the reward and expect that the reward will be worthwhile. The concept of expectancy was originally contained in the valency instrumentality-expectancy (VIE) theory that was formulated by Vroom (1964). Valency stands for value; instrumentality is the belief that if we do one thing it will lead to another; and expectancy is the probability that action or effort will lead to an outcome. 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.

Motivation is only likely when there is a clearly perceived and usable relationship between performance and outcome, and the outcome is viewed as a means to meet needs. This explains why extrinsic financial motivation-such as an incentive or bonus scheme-only works if the link between effort and reward is clear and the reward value is worth the effort. It also explains why intrinsic motivation can be more powerful than extrinsic motivation resulting from the work itself. Intrinsic motivation outcomes are more under the control of individuals who can rely more on their past experiences to show the extent to which their behavior is likely to achieve positive and advantageous outcomes.

In this study the researcher used all three but focused on the theory of Locke and Latham because if people have demanding but agreed goals, motivation will improve and they will also receive feedback.

EMPIRICAL REVIEW

Jibowo (2007) directed an examination on "the effect of employees motivation on organizational performance", with the point of determining regardless of if a motivated representative can produce better energy for the expansion of the organization. After studying

numerous theories that are related, the investigation energized the provision of work atmosphere that is supportive of high productivity. This includes each extrinsic and intrinsic issues, especially the reception of participative management technique.

Ahmad et al. (2012) conducted an examination titled "factors influencing staff motivation in saving money sector of pakistan", transformed into an empirical contemplate aimed at locating the relationship between different factors that motivate employees. Using in excess of one regressions, it was discovered that all factor natural in extrinsic and intrinsic factor have compelling impact on employees inspiration.

Corroborating the past examination, Geoffrey (2010) titled "Motivation and Academic Staff Performance in Public Universities in Uganda", it was discovered that problems of most staff motivation is being created through boss' management form. The examination therefore beseeched employers to secure their workers and attempt and adopt uncommon motivational ways to deal with workers based on their needs, both extrinsic and intrinsic.

METHODOLOGY

The population of this study will consist of "staff and faculty of Landmark University Omu- Aran, Kwara State. Landmark University is a Private Christian University, affiliated with Living Faith Church Worldwide and located in Omu-Aran Kwara State, Nigeria. Descriptive research is adopted to obtain a clear perception from the staff and faculty of Landmark University concerning the impact of intrinsic motivation on employee's performance. In this study quantitative (structured questionnaire) research method was used to get some vital information that will be useful for this research work. The instrument that was used for this is a well-structured and self-administered questionnaire that is subject to slight adjustment by the researcher before approval. , the sample frame comprises of staff and faculty of Landmark University in Omu-Aran Kwara state. All the analyses carried out using statistical package for social science (SPSS) software will be used to analyze collected data. The output of the analysis will reveal the linear relationship between the independent (Intrinsic Motivation) and dependent variable (Employee Performance) taken together and whether any given independent variable has influence on the dependent variable.

Descriptive statistics will be used to analyze responses from respondents. The reason for adopting regression analysis was because of the primary importance the technique has to provide and predict the value of dependent variable in relation to the independent variable.

RESULTS

The returned questionnaire amounted to 243 (two hundred and forty-three) which had a percentage of 93 % representing the high output from the distributed questionnaire. A total number of 17 were not returned which represented percentage of 17% (Table 1).

Questionnaire	Respondents	Percentage (%)
Returned	243	93%
Not returned	17	7%
Total Distributed	260	100%

Source: Survey Result (2019)

Background Information

Analysis the Educational Background of the staffs and faculty of Landmark University shows that 71 (28.0%) of the respondents have BSC/HND certification, while 94 (37.0%) of the respondents have MSC/MBA certification, 45 (17.7%) of the respondents have PHD certification and 33 (17.3%) of the respondents chose others with the major responses choosing MSc/MBA 37.0% (Table 2).

	Frequency	Percent	Valid Percent	Cumulative Percent
BSc/HND	71	28.0	29.2	29.2
MSc/MBA	94	37.0	38.7	67.9
PhD	45	17.7	18.5	86.4
Others	33	17.3	13.6	100.0
Total	243	100.0	100.0	

Source: Survey Result (2019)

Analysis of the Number of Years Present of the faculty and staff of Landmark University shows that 55.1% of the respondents have spent 0-3years, 37.8% have spent 4-6years and 7.1% have spent 7-9years with major responses choosing 0-3years 55.1% (Table 3).

	Frequency	Percent	Valid Percent	Cumulative Percent
0-3YEARS	140	55.1	57.6	57.6
4-6YEARS	96	37.8	39.5	97.1
7-9YEARS	18	7.1	2.9	100.0
Total	243	100.0	100.0	

Source: Survey Result (2019)

Questions Analysis

Analyses of respondents' opinion "*reward influence my performance*". The result indicates that 2.8% are indifferent, 39.6% agree and 42.4% went with strongly agree. While 4.7% were with strongly disagree and 10.6% disagree. With the major responses going with strongly agree with 42.4% (Table 4).

	Frequency	Percent	Valid Percent	Cumulative Percentage
Strongly Agree	108	42.4	44.4	44.4
Agree	101	39.6	41.6	86.0
Indifferent	7	2.7	2.9	88.9
Disagree	15	10.6	6.2	95.1
Strongly Disagree	12	4.7	4.9	100.0
Total	243	100.0	100.0	

Source: Survey Result (2019)

Analyses of respondents' opinion "*am adequately recognized for the work done*". The result indicates that 2.8% are indifferent, 49.6% agree and 29.5% went with strongly agree. While 6.3% were with strongly disagree and 11.8% disagree. With the major responses going with agree with 49.6% (Table 5).

	Frequency	Percent	Valid Percent	Cumulative Percentage
Strongly Agree	75	29.5	30.9	30.9
Agree	126	49.6	2.9	82.7
Indifferent	7	2.8	7.8	85.6
Disagree	30	11.8	6.6	93.4
Strongly Disagree	16	6.3	100.0	100.0
Total	243	100.0		

Source: Survey Result (2019)

Analyses of respondents' opinion "*it is worthwhile to reward excellence and give credit for my job when am done*". The result indicates that 42.7% agree and 42.7% went with strongly agree. While 3.9% were with strongly disagree and 10.7% disagree. With the major responses going with strongly agree with 42.7% and 42.7% (Table 6).

	Frequency	Percent	Valid Percent	Cumulative Percentage
Strongly Agree	109	42.7	44.9	77.9
Agree	109	42.7	44.9	89.7
Disagree	27	10.7	6.2	95.9
Strongly Disagree	10	3.9	4.1	100.0
Total	243		100	

Source: Survey Result (2019)

Analyses of respondents' opinion "*reward boost my morale at work*". The result indicates that 2.0% are indifferent, 42.9 % agree and 38.6% went with strongly agree while 4.7% were with strongly disagree, and 11.8% disagree. With the major responses going with agree with 42.9% (Table 7).

	Frequency	Percent	Valid Percent	Cumulative Percentage
Strongly Agree	98	38.6	40.3	40.3
Agree	109	42.9	44.9	85.2
Indifferent	5	2.0	2.1	87.2
Disagree	30	11.8	7.8	95.1
Strongly Disagree	12	4.7	4.9	100.0
Total		100	100	

Source: Survey Result (2019)

Analyses of respondents' opinion "award given to employees encourage us to deliver our best to student". The result indicates that 0.8% are indifferent, 36.6% agree and 47.2% went with strongly agree. While 3.1 % were with strongly disagree and 6.9% disagree. With the major responses going with strongly agree with 47.2% (Table 8).

Table 8				
AWARD GIVEN TO EMPLOYEES ENCOURAGE US TO DELIVER OUR BEST TO STUDENT				
	Frequency	Percent	Valid Percent	Cumulative Percentage
Strongly Agree	120	47.2	49.4	49.4
Agree	93	36.6	38.3	87.7
Indifferent	2	0.8	0.8	88.5
Disagree	31	6.9	8.2	96.7
Strongly Disagree	8	3.1	3.3	100.0
Total	243	100.0	100.0	

Source: Survey Result (2019)

Analyses of respondents' opinion "I am able to balance work priorities with my personal life". The result indicates that 0.8% are indifferent, 47.1% agree and 40.4% went with strongly agree. While 2.7% were with strongly disagree and 8.6% disagree. With the major responses going with agree with 47.1% (Table 9).

Table 9				
I AM ABLE TO BALANCE WORK PRIORITIES WITH MY PERSONAL LIFE				
	Frequency	Percent	Valid Percent	Cumulative Percentage
Strongly Agree	103	40.4	42.4	42.4
Agree	120	47.1	49.4	91.8
Indifferent	2	0.8	0.8	92.6
Disagree	22	8.6	4.5	97.1
Strongly Disagree	7	2.7	2.9	100.0
Total	243	100.0	100.0	

Source: Survey Result (2019)

Analyses of respondents' opinion "I have flexibility to arrange my work schedule to meet my personal/ family life". The result indicates that 0.8% are indifferent, 33.9% agree and 48.8% went with strongly agree. While 4.3% were with strongly disagree and 12.2% disagree. With the major responses going with strongly agree which is 48.8% (Table 10).

Table 10				
I HAVE FLEXIBILITY TO ARRANGE MY WORK SCHEDULE TO MEET MY PERSONAL/FAMILY LIFE				
	Frequency	Percent	Valid Percent	Cumulative Percentage
Strongly Agree	124	48.8	51.0	51.0
Agree	86	33.9	35.4	86.4
Indifferent	2	0.8	0.8	87.2

Disagree	31	12.2	8.2	98.5
Strongly Disagree	11	4.3	4.5	100.0
Total	243	100.0	100.0	

Source: Survey Result (2019)

Analyses of respondents' opinion "*Unions such as ASUU, NASU that fights for employees' welfare within tertiary institution should be more promoted and encouraged as a motivational factor*". The result indicates that 2.4% are indifferent, 43.3% agree and 39.8% went with strongly agree while 3.5% were with strongly disagree and 10.9% disagree. With the major responses going with agree which is 43.3% (Table 11).

	Frequency	Percent	Valid Percent	Cumulative Percentage
Strongly Agree	101	39.8	41.6	41.6
Agree	110	43.3	45.3	86.8
Indifferent	6	2.4	2.5	89.3
Disagree	28	10.9	7.0	96.3
Strongly Disagree	9	3.5	3.7	100.0
Total	243	100.0	100.0	

Source: Survey Result (2019)

Analyses of respondents' opinion "*Adequate chances for professional growth and research advancement in the institution helps us to work strictly to the given the given course brochure*". The result indicates that 2.4% are indifferent, 44.9% agree and 38.2% went with strongly agree while 2.0% were with strongly disagree and 12.6% disagree. With the major responses going with agree which is 44.9% (Table 12).

	Frequency	Percent	Valid Percent	Cumulative Percentage
Strongly Agree	97	38.2	39.9	39.9
Agree	114	44.9	46.9	56.8
Indifferent	6	2.4	2.5	89.3
Disagree	33	12.6	8.6	97.9
Strongly Disagree	5	2.0	2.1	100.0
Total	243	100.0	100.0	

Source: Survey Result (2019)

Analyses of respondents' opinion "*My organization tends to provide my interest over material attainment*". The result indicates that 2.4% are indifferent, 42.4% agree and 32.9% went with strongly agree while 4.3% were with strongly disagree and 17.6% disagree. With the major responses going with agree 42.4% (Table 13).

	Frequency	Percent	Valid Percent	Cumulative Percentage
Strongly Agree	84	32.9	34.6	34.6
Agree	108	42.4	44.4	79.0
Indifferent	6	2.4	2.5	81.5
Disagree	34	17.6	14.0	95.5
Strongly Disagree	11	4.3	4.5	100.0
Total	243	100.	100.0	

Source: Survey Result (2019)

Analyses of respondents' opinion "*My organization tends to help balance both family issues and organization goals and objectives*". The result indicates that 2.4% are indifferent, 40.4% agree and 36.2% went with strongly agree while 3.9% were with strongly disagree and 16.8% disagree. With the major responses going with agree which is 40.4% (Table 14).

	Frequency	Percent	Valid Percent	Cumulative Percentage
Strongly Agree	92	36.1	37.9	37.9
Agree	103	40.	42.4	80.2
Indifferent	6	2.4	2.5	82.7
Disagree	44	16.8	13.2	95.9
Strongly Disagree	10	3.9	4.1	100.0
Total	243	100.0	100.0	

Source: Survey Result (2019)

Analyses of respondents' opinion "*am being given the materials and equipment to do my job right*". The result indicates that 2.8% are indifferent, 37.4% agree and 44.5% went with strongly agree while 2.4% were with strongly disagree and 12.0% disagree. With the major responses going with strongly agree which is 44.57% (Table 15).

	Frequency	Percent	Valid Percent	Cumulative Percentage
Strongly Agree	113	44.5	46.5	46.5
Agree	95	37.4	39.1	85.6
Indifferent	7	2.8	2.9	88.5
Disagree	33	12.0	9.1	97.5
Strongly Disagree	6	2.4	2.5	100.0
Total	243	100.0	100.0	

Source: Survey Result (2019)

Research Hypothesis

H_0 : Reward system does not affect employee's commitment.

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	
1	0.079 ^a	0.006	0.002	0.44952	
a. Predictors: (Constant), RS					
Anova					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	0.304	1	0.304	1.504	0.221 ^b
Residual	48.698	241	0.202		
Total	49.002	242			
^a Dependent Variable: EC; ^b Predictors: (Constant), RS					
Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	1.680	0.071		23.692	0.000
RS	-0.041	0.034	-0.079	-1.226	0.221
^a Dependent Variable: EC					

The results of the linear regression in Table 16 shows that $R=0.079$ and $R^2=0.006$. The R value 0.079, which shows that there is a linear relationship between reward system and employees commitment. The R^2 indicates that explanatory power of the independent variable is 0.079 this means that about 7.9 % of the variation reward system is explained. It implies that 7.9% of variation reward system can be explained by a unit change in employee's commitment while the remaining percentage of 92.1 is explained by other variables. Since the value of significance (sig.) in Table 16 above is less than 0.01 at 0.000, it shows the significance of the model at 99% confidence level. This implies that the null hypothesis would be rejected, and alternative hypothesis accepted. Hence, reward system will enhance employee's commitment.

RECOMMENDATIONS AND CONCLUSION

Quantitative methodological framework was employed in which the data collected from staff and faculty of Landmark University was subjected to regression statistical methods of analysis. It was used to test the hypotheses set out for the study The study looked into some reviewed literatures that covered different models and theories on intrinsic motivation by different scholars, various definitions given by several management scholars, different means of meeting employees' demands, their performance and also the importance of intrinsic motivation. Various journals, articles and other scholarly articles were reviewed to get terms, ideas, concepts as well as professional viewpoints.

The following below are the recommendations which have been found useful and if adopted will go a long way in enhancing employees' performance:

1. The management of Landmark University should create recreational facilities to enhance their employees' environment.
2. The management of Landmark University should provide staff club for their employees.

Based on this study, it can be concluded that intrinsic motivation enhances employee's innovative ability Reward system also affect employee's commitment. There

may also be a need to introduce additional variables. This should also be practiced in other universities in Nigeria; with this it will enable comprehensive comparison with other universities outside the country.

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