

Influence Of Reward System And Career Development Programmes On Non-Academic Employees' Commitment In University Of Ibadan, Nigeria

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Abstract – There is no denying that organisations today are dealing with greater obstacles than before. These issues affect all organisations, regardless of their size, structure, or the type of the goods or services they provide. They are not special to any one organisation or industry. As a result, this study examined the nexus between reward system and career advancement programmes on non-academic employees' commitment in University of Ibadan, Nigeria. Two specific objectives were raised for attainment. Stratified and simple random sampling techniques were employed to sample three-hundred and sixty (360) respondents. A questionnaire created by the authors tagged 'Reward System and Career Development Questionnaire "RSCDQ" and Employees' Commitment Questionnaire 'ECQ' was used to obtain information. Analyses of data were done with the aid of descriptive and inferential statistical tools of SPSS. The empirical findings indicated that the reward system has positive and significance influence on employees' commitment. This showcases that the more favourable the reward system is, the more likely the non-academic employees would demonstrate high degree of commitment in the course of discharging their duties. The empirical outcomes further revealed that career development has a positive and significance influence on level of commitment of non-academic staff. However, it is concluded that both prevailing reward system and career development exercise have great impact on employees' commitment level. It is recommended that reward system and career development programmes should be enhanced by the concerned stakeholders in order to always guarantee employees' commitment to duties.

Keywords – Employees' Commitment, Reward System and Career Development.

I. INTRODUCTION

Without iota of doubt, organisations worldwide seem to be experiencing more obstacles than ever in the twenty-first century. These difficulties affect all organizations, regardless of their size or organizational structure, and are not special to any one organization or industry. Changes that are necessary for today's organizations to function properly present a constant challenge to employees' dedication in particular. From an industrial relations standpoint, it has been found that employees are an organization's most vital part. Employee commitment is crucial for organizations to achieve the required levels of effectiveness and productivity. This implies that without every employee being devoted to the organisation's goals, no organisation can perform at its peak.

Employees' Organisational commitment which can be affective, continuance or normative is an employee's emotional bond with the organisation. Employees that have an emotional connection to the company in a positive way are said to be affectedly committed. As they are always intending to identify establishment aims and strive to achieve same in all ramifications (Anwar

and Abdullah, 2021). The emotional component of continuity commitment is mostly immaterial, and the employee believes it would be extremely expensive to leave the organisation (Gardi et al. 2020). This may in part be attributed to economic, reputation and social costs of leaving. Employees level of commitment dictate how such employees are immersed to the establishment (Prabhu et al. 2020). There is an obligatory idea at place of work under normative commitment, where workers are compelled to accept the organisation's commitments to them (Anwar & Shukur, 2015). Loyalty is an important component, either as a consequence of a worker's own value ideas that shape his behaviour which is appropriate for an existing circumstance in the workplace (Sultan et al. 2020).

This means that a business benefits from employee commitment since a longer employment relationship allows a worker to better comprehend the firm's objectives. A well-thought-out system of labor incentive has a significant impact on employees' productivity, which in turn affects the organisation's dedication. According to Manimalar (2022), employee commitment and reward strategies are directly and favourably correlated, which indicates that the incentive practices are directly correlated with employee commitment. This is to infer that effective reward management would improve employee engagement, whereas ineffective and unfair reward management would decrease employee commitment and may negatively impacts the organisation.

Individuals who typically work in organisations are expected to be provided with a continual career development process. This is due to the fact that organisations can benefit from career development just as much as employees or other people can. In other words, for a company to advance, growth planning and career development are crucial. Along with the need for suitable salary, earnings, and other rewards, a new employee of the company undoubtedly desires something else that will help him/her advance professionally. Yadewani and Wijaya (2021) claimed that an organisation's efforts to foster solid career planning would undoubtedly increase its workforce's productivity, which would in turn have an effect on the workforce's loyalty to the company. Employee commitment essentially to ensure alignment between employee's personal objectives and corporate objectives. This is to say that employee commitment would enhance employees' performance.

The desire of employees for management to be interested in their professional growth will enhance productivity and strengthen commitment to organisational objectives. This is because the workforce of today is always intending to display a strong desire to seek objectives beyond just a job. It may not unconnected with their ambition for looking for job that would let them advance their personalities, hobbies, and skill sets. Majority of workers are no longer satisfied with their job and the standard benefits as a result of rising living standards. Hence, desire a job that reflects their passions, personalities, skills and fits within their entire life circumstances.

Higher education institutions heavily rely on their staff members to be successful. The staff are responsible for producing and providing services to students and the general public. Since academic institutions are in the service sector, the effectiveness of management in surviving and competing depends on the level of staff performance. For this labour-intensive business to produce the quality that would satisfy customers, a highly competent and trained personnel is necessary. This means that the higher education institution must be able to retain its personnel in addition to hiring and training the best candidates for the job. No organisation can achieve optimal performance in an environment that is quite competitive unless every employee is dedicated and committed to the organisation. However, there has not been complete focus on the nexus among reward system, career development and employees' commitment among non-academic staff of the higher institution of learning. Hence, this present study has been designed to fill the identified gap.

II. OBJECTIVES OF THE STUDY

The main objective is to examine the nexus among reward system, career development programmes and employees' commitment among non-academic staff of University of Ibadan, Nigeria, specifically, the study are to;

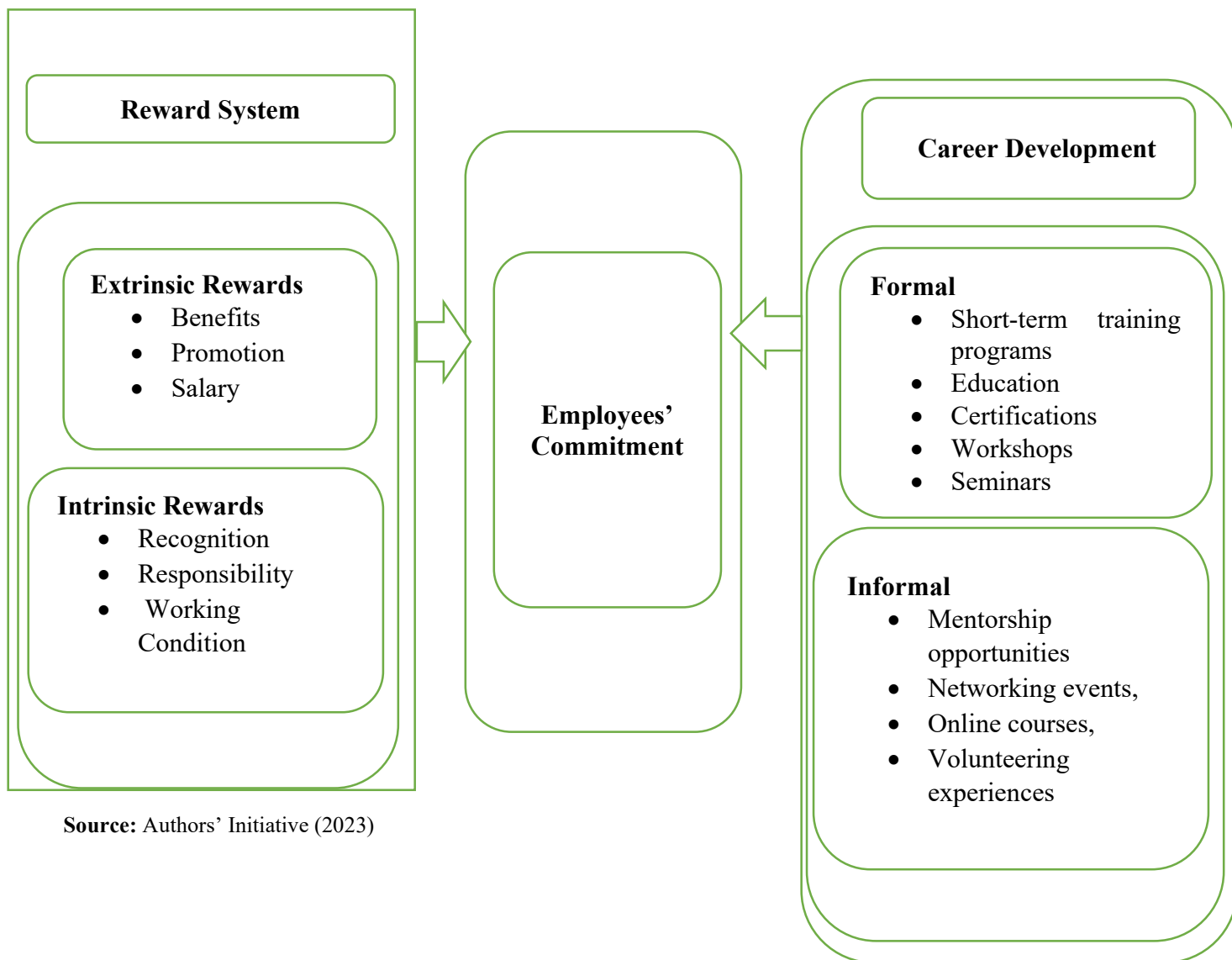
- i. examine the impact of reward system on non-academic employees' commitment level within the organisation under investigation; and
- ii. investigate the influence of career development programmes on non-academic employees' commitment level within the organisation under consideration.

III. RESEARCH QUESTIONS

The questions below guided the study.

- i. What is the impact of reward system on non-academic employees' commitment level within the organisation under investigation?
- ii. What is the effect of career development programmes on non-academic employees' commitment level within the organisation under consideration?

Framework for the Study



Source: Authors' Initiative (2023)

The above conceptual framework depicts that employees' level of commitment at the organisational phase is a function of prevailing rewards system which comprised both extrinsic and intrinsic parts. Such that an employee who is extrinsically and intrinsically motivated by the establishment would demonstrate favourable level of commitment while working with the establishment. Besides, employees' commitment could as well be enhanced by the kind of formal or informal career development programmes. These comprised training classes that are only temporary in length, educational credentials, workshops, seminars, mentorship opportunities, chances to network, online courses, and voluntary community services.

IV. METHODOLOGY

Research Design

Descriptive survey research design was employed. As researchers' focus was neither to add to or subtract from the existing facts obtained through the research instrument.

Population of the study

The study's population comprised 3698 non-academic employees from three associations of University of Ibadan, Ibadan, Nigeria. They are: Senior Staff Association of Nigerian Universities (SSANU), National Association of Academic Technologists (NAAT) and Non-Academic Staff Union (NASU). Drawing from the university report, the respective population size indicated that the population of Senior Staff Association of Nigerian Universities (SSANU) is two thousand and forty (2040), and this was got from the sum of population of senior administrative staff and senior secretariat staff. The population of National Association of Academic Technologists (NAAT) is one thousand and thirty-four (1034) and this was got from sum of senior technical staff and junior technical staff, while the population of Non-Academic Staff Union (NASU) is six hundred and twenty-four (624) which was got from the sum of junior non-technical staff as shown in Table 3.1 below.

Table 1: Population of non-teaching staff

Staff Category	Male	Female	Total
Senior Administrative Staff	1079	668	1747
Senior Secretariat Staff	50	243	293
SSANU	1129	911	2040
Senior Technical Staff	623	236	859
Junior Technical Staff	160	15	175
NAAT	783	251	1034
Junior Non-Technical Staff	403	221	624
NASU	403	221	624
Total Population of Non-Teaching Staff	2315	1383	3698

Source: University of Ibadan Annual Report 2021

Sample and Sampling Techniques

Three hundred and sixty (360) respondents were sampled as determined through Taro Yamane's formula. Simple random sampling procedure was embraced to sample respondents from the strata created.

Instrumentation

A structured self-designed questionnaire with three sections tagged 'Reward System and Career Development Questionnaire "RSCDQ" and Employees' Commitment Questionnaire "ECQ" were used in this study. First section consists of demographic characteristics, section B comprised items on employee's commitment while section C contains items on reward system and career development.

Validity and Reliability of Instrument

In order to ensure that the instrument is valid, the draft copy of the instrument was properly scrutinized by the expert in the field of Educational Measurement and Evaluation before the production and final administration of the research instrument. The reliability of the instrument was done among twenty (20) non-academic staff of a tertiary institution in Osun State, Nigeria. The

Cronbach Alpha coefficient produced 0.72, .081 and 0.77 for reward system, career development and employees' commitment respectively.

Method of Data Analysis

A component of inferential statistics, that is, simple regression technique was used at 5% level of significant to analyse the data collected for the study and provided answer to the stated research questions.

V. RESULTS

Analysis Based on Demographic Information

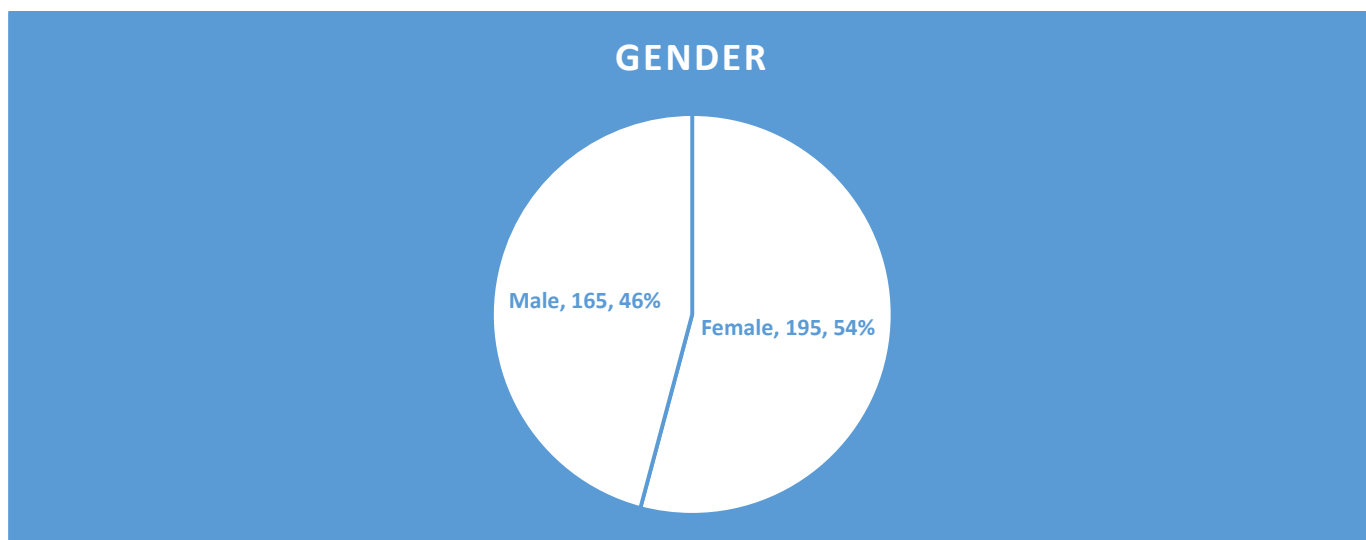


Figure 1: A Pie-chart displaying the responses by gender

Using percentages, as indicated in Figure 1. It was discovered that 195 respondents or 54% of all participants were female, while the remaining 165 respondents were male and accounted for 46% of the total respondents. With 54% of the participants being female, it is inferred that they were the majority.

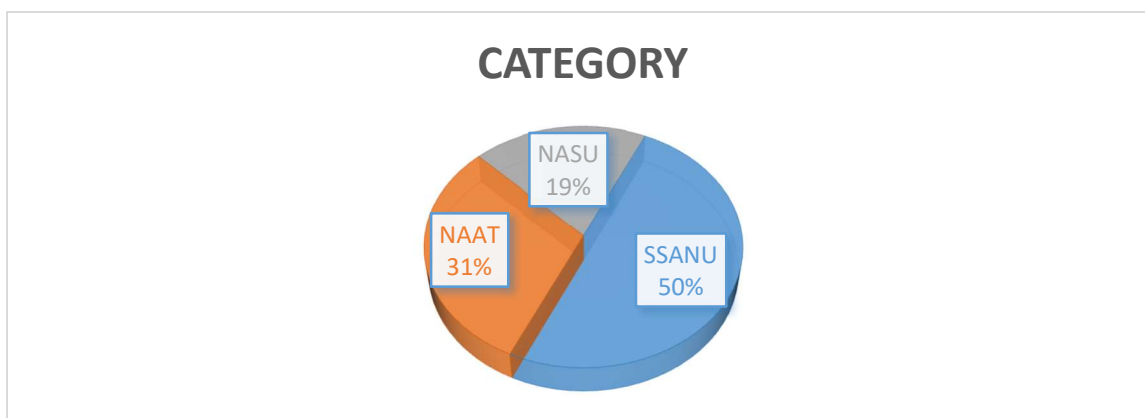


Figure 2: A pie chart illustrating the distribution of respondents per category of unions.

The percentages of sample of respondents based on their category is shown in the pie-chart in Figure 2. The empirical results indicated that Senior Staff Association of Nigerian Universities (SSANU) had one-hundred and eighty (180) representation, National Association of Academic Technologists (NAAT) had one-hundred and ten (110) while Non-Academic Staff Union (NASU) had seventy (70) participants which represented 50%, 31% and 19%, respectively.

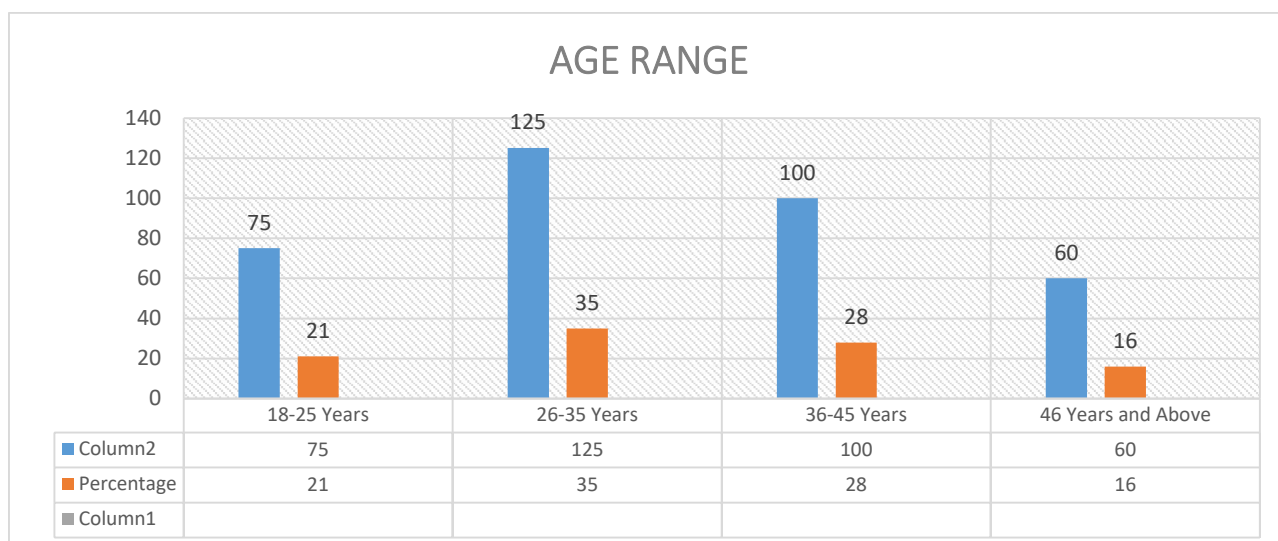


Figure 3: Bar-chart displaying respondent age distribution

The empirical findings from figure 3 showed that one-hundred and twenty-five (125) which represented 35% of participants are between 26-35 years, one-hundred (100) and of them which represented 28% were within the age range. While, seventy-five (75) and sixty (60) which accounted for 21% and 16% of the entire population were between 28-25 years and 46 years and above, respectively.

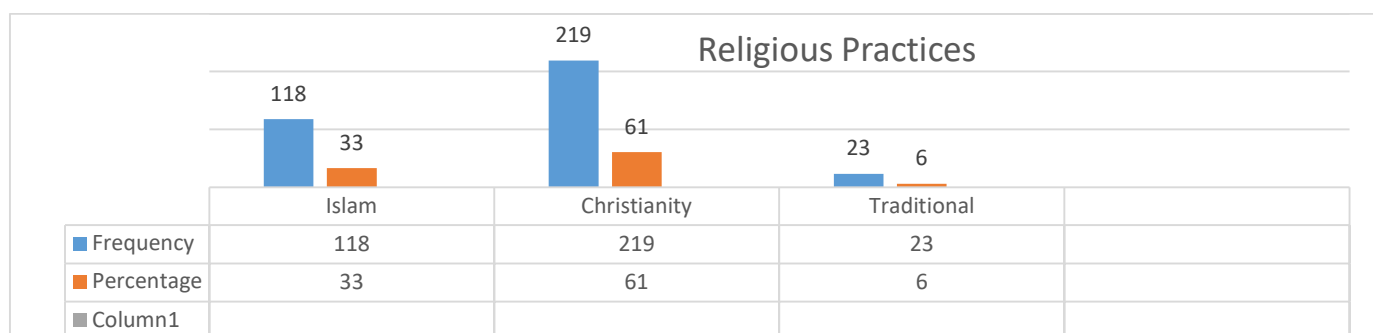


Figure 4: Bar-chart displaying respondent distribution by religious practice

Figure 4 showed that 118 participants or 33% claimed to be Muslims. Two hundred and nineteen (119) of them, or 61% of them, claim to be Christians. Twenty-three (23) people, or 6% of the participants, practice traditional worship. As a result, Christians make up the bulk of research participants as having 61% representative, while Traditional worshippers make up the least number of participants.

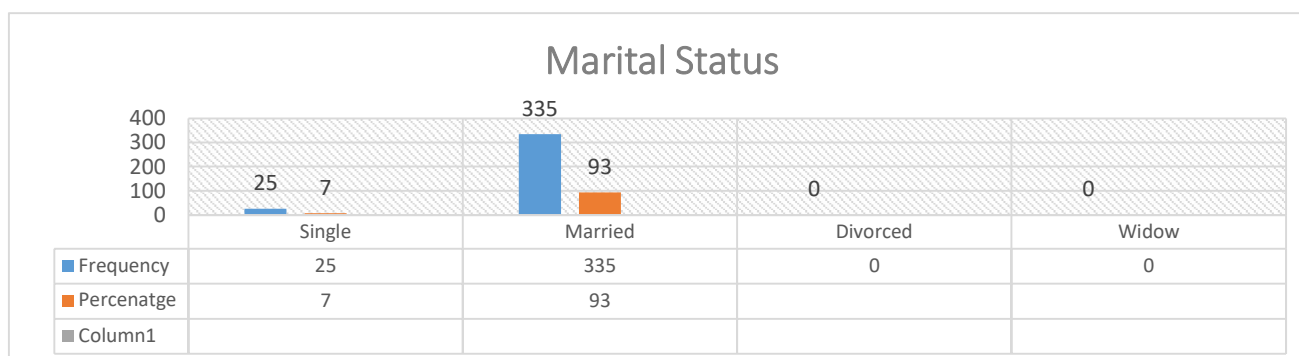


Figure 5: Bar-chart displaying the respondents' distribution by marital status

Figure 5 showed that twenty-five (25) of the respondents, or 7% of the total participants, are single. There were 335 married people, or 93% of the participants. However, none of them were widowed or divorced. Since 93% of all responders in the survey were married.

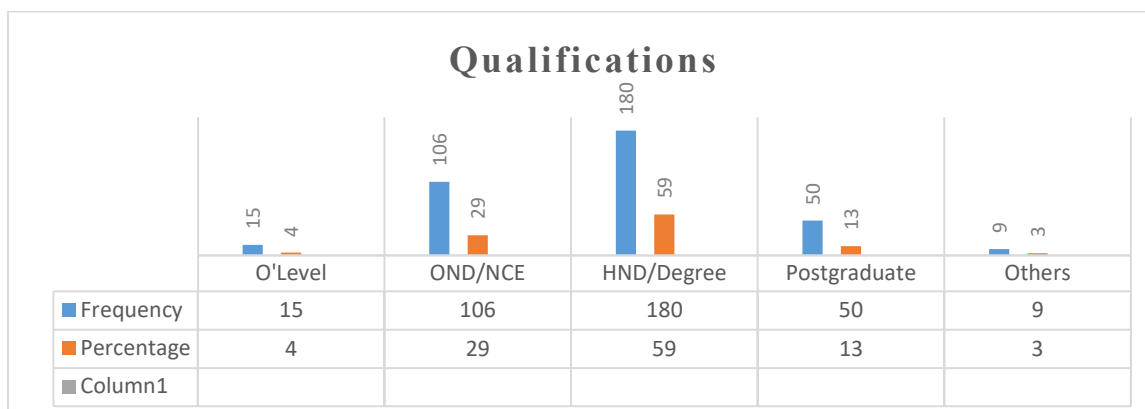


Figure 6: Bar-chart displaying the respondent distribution by educational background

Figure 6 revealed that fifteen (15) respondents had O'Level which represented 4%, 106(29%) had Ordinary National Diploma certificate or Nigeria Certificate in Education, one-hundred and eighty (180) and fifty (50) participants or 59% and 13% had Higher National Diploma or First Degree and postgraduate certificates respectively.

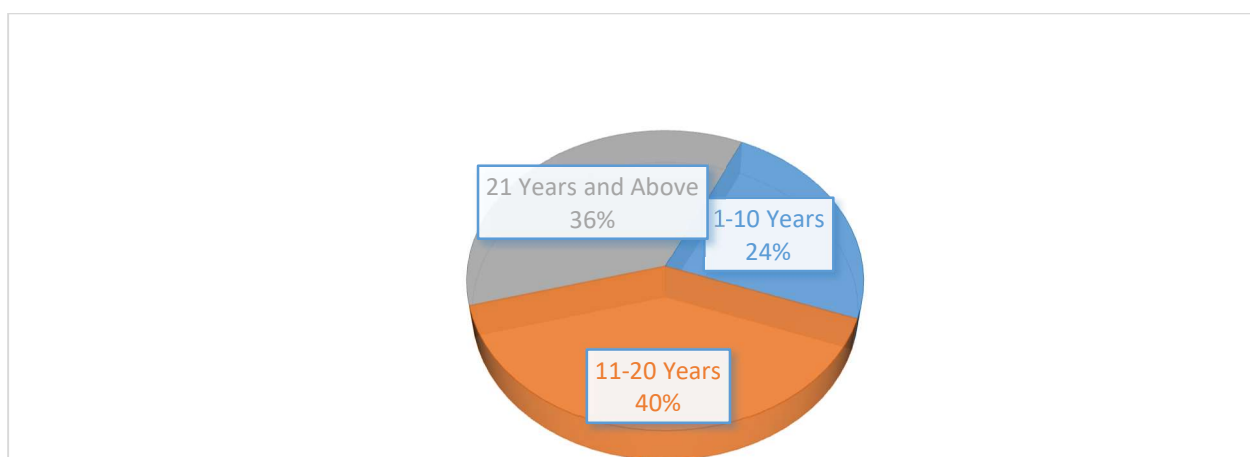


Figure 7: Pie-chart displaying respondents' distribution based on year of employment.

Figure 7 that is pie-chart showed the number of years that had been spent by the respondents in the school as non-academic staff and is expressed in percentage. The empirical findings indicated that eighty-five (85) participants which amounted to 24% had spent 1-10 years. While one-hundred and forty-five (145) and one-hundred and thirty (130) which accounted for 40% and 36% had used between 11-20 years and 21 years and above in the system respectively.

Analysis of Data Based on Research Questions

Research Question 1: What is the impact of reward system on commitment level among non-academic staff of university of Ibadan?

Table 2: Simple regression analysis illustrating the effect of the rewards system on the level of commitment of non-academic workers.

R=0.382 R ² =0.146 Adj.R ² = 0.144 F-Value= 76.678 P-Value= 0.000	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	66.906	1.261		53.056	0.000
Reward System	0.177	0.029	0.168	6.131	0.000*

a. Dependent Variable: Level of Commitment.

* < 0.05 (significant)

From Table 2, given the Beta weights and p -values $0.000 < 0.05$, the result of the simple regression shows that reward system instituted by university management will positively and significantly influence non-academic staff level of commitment. This implies that the more favourable the reward system is, the more likely the non-academic staffs demonstrate high degree of commitment and vice-versa. The R² showcased that the reward system will account for 14.6% changes that take place in level of commitment among non-academic staff. The value of the R² indicated that the reward system accounted for 14.6% changes that take place in level of commitment among non-academic staff. Fubara and Needorn (2023) found a positively and significantly correlated between rewards and employees' commitment levels. The greatest sources of employee motivation, according to Raza (2012), are monetary rewards because they can be adjusted to the requirements of individual employees and keep them interested in their work.

Research Question 2: What impact do career development programmes have on the degree of commitment among university of Ibadan non-academic staff members?

Table 3: Simple regression analysis demonstrating the impact of career growth programmes on level of commitment among university of Ibadan non-academic workers.

R=0.185 R ² =0.034 Adj.R ² = 0.034 F-Value= 63.556 P-Value= 0.000	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	68.215	0.580		117.655	0.000
Career Development	0.171	0.021	0.185	7.972	0.000*

a. Dependent Variable: Level of Commitment.

* < 0.05 (significant)

The empirical findings from table 10 indicated that career development positively and significantly influence employees' level of commitment. Furthermore, the value of the R² indicated that the career development will account for 3.4% changes in degree of non-academic employees' commitment to work.

The value of the R^2 indicated that the career development will account for 3.4% changes in degree of non-academic employees' commitment to work. The value of the R^2 indicated that the role clarity, reward system and career development jointly account for 34.4% of changes taking place within non-academic staff level of commitment.

Pujiwati (2016) found that the degree of career satisfaction is inversely correlated with how well an individual's employee perceived professional needs match the opportunities available to fulfil those goals at work. It concurs with a recent study by Srimulatsih, (2021), which found that career development had a beneficial impact on employee commitment at an Indonesian oil palm plantation.

VI. CONCLUSION AND RECOMMENDATIONS

The study concluded that the non-academic staff level of commitment is a positively influenced by reward system and career development respectively. Hence, the following suggestions were raised.

- i. Employees should be equipped with training and retraining program to enhance learning on the job to be proactive of the job function of different unit his or department or career ladder.
- ii. It is suggestive that the rewards system should be created in accordance with the goals of the employees. The institution's management should ask potential employees during interviews what kind of compensation they anticipate receiving and take their responses into consideration. Even, the employees should be carried along whenever there are changes to the reward rules and procedures.
- iii. Employers are advised to see employees as most important assets. These employees should be given opportunities provided for career advancement.
- iv. Employers are advised to have the orientation that their staff members are their most valuable resource. They should be given access to personal and professional development programs. Long-term planning for a career development program should be institutionalised coupled with strategies for winning union support.

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