

Organizational Incentives and Commitment Among Employees in Nigeria: An Empirical Investigation

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Abstract

Creating and organizational atmosphere for employees to give their best is neither a one sided tactics nor strategy of a mission impossible. Traditionally, the relationship between employers and employees is a give and take scenario as exemplified in the saying “you reap what you sow”. The study empirically investigated the relationship between organizational incentives and employees’ commitment in selected organizations in Nigeria. The survey method was adopted with a sample data of 160 drawn from 257. Spearman’s Rank Correlation Coefficient was used to identify and test the strength of a relationship in the null hypotheses. After the test, it was discovered that; there is a positive correlation between job promotion and employee normative commitment, there exist a strong positive correlation between individual bonus and employee continuance commitment and finally that there is a very strong, positive correlation between employee participation in decision making and affective commitment. The study therefore recommended that Nigerian organizations should regularly promote employees who are qualified for it. This is because the study revealed an unswerving connection between it and to their commitment. The study further recommends a continuous application of bonuses to propel and energize the morale and commitment of employees. They should also see the employees as assets and not as liabilities or chattels by giving them a voice through involvement in decision making especially the ones that concerns their welfare to increase their commitment and overall organizational citizenship behaviour.

Keywords: *incentive, bonus, promotion, affective, normative, continuance, commitment.*

Introduction

Regan (2020) stated that there are key reasons why employee incentives must be a part of an organization’s culture to include increase in productivity, better employee engagement and morale, to retain employees, and attract top talent, help employees reach and exceed company goals and encourage teamwork and collaboration. Employee commitment is highly valuable in the workplace globally. Studies have highlighted that commitment has a great impact on the successful performance of an organization. A committed employee has a stronger desire to belong to an organization and will be willing to display greater organizational citizenship behaviour that is, a willingness to go over and beyond their required jobs duties. To satisfy the organization he/she is working for and if human resources are said to be an organizations greatest assets, then committed human resources should be regarded as an organizations competitive advantage (Ogini, 2020).

It has become increasingly important and keenly expedient for researchers and thinkers alike to understand the subject matter of employee commitment across Nigerian firms, Africa and

the global perspective. In spite of the difficulties facing managers and non-managers as a result of unending uncertainties and complex elusions of rapid changes in human and non-human resource spheres, organizations must as a matter of necessity and survival, relentlessly strive for excellence in their activities. Irrespective of the meagre salaries and wages paid Nigerian workers, they have continued to show hope and confidence that tomorrow will be better.

Many Nigerian employees are so committed to their work similar to the gumming of bread and butter. Many studies have been conducted in this area in order to provide answers why the workers have continued to work irrespective of the numerous discouraging and ugly situations facing them. As you will agree with me, the answer to the above statement is not far-fetched as the study is focused on identifying the reasons for this citizenship behaviour that the Nigerian worker have continued to display. Research already has it that committed employees develop a bond with their firm and that once there is an emotional connection to one's career, relationships with his or her colleagues and the organization at large, that they perform better in their task, duties and responsibilities. Hence, for an organization to be successful, it must draw strength from the individual and collective performance of its employees. The key variables of the study covering the independent and dependent variables of the study namely organizational (e.g. job promotion, individual bonus and employee participation in decision making) and employee commitment (e.g. normative commitment, employee continuance commitment and affective commitment) among Nigerian workers were discussed under the conceptual clarification and empirical investigations.

Statement of the Problem

Drawing from the above background and on the other hand, it has become a very hard nut to crack for Nigerian organizations in their effort to get highly committed employees. This has been in recent literature, a great nightmare to managers. The expression 'highly committed' is not an all comers affair because in practice and in reality, many 'perceived' committed employees usually end up pretenders in the face of slightest of adjustments in material and in this case, financial resources. This is the centrality of the measure of the criterion variable of this study (commitment) on an independent predictor (incentive). The study therefore x-rayed a relational effect of organizational incentives and its effect on the commitment of the Nigerian worker. Specifically, the study ascertained the relationship between job promotion and employee normative commitment, assessed the relational effect of individual bonus on employee continuance commitment and finally defined the link between employee participation in decision making and affective commitment of the Nigerian worker. The above objectives were achieved through an empirical investigation into providing answers to three postulated questions on the degree of effect of organizational incentives on employees' commitment in Nigeria.

Research Hypotheses

The following null hypotheses were stated and tested:

- i. There is no significant relationship between job promotion and employee normative commitment among Nigerian worker.
- ii. There is no significant relationship between individual bonus and employee continuance commitment among Nigerian worker.

- iii. Employee participation in decision making does not significantly influence affective commitment among Nigerian worker.

Conceptual Clarification and Empirical Investigation

The study specifically devoted effort in exploring and evaluating the effect of incentives on employees' commitment in Green Energy International Ltd and All Grace Ltd, Otakikpo, Rivers State with a view to increasing knowledge in the oil and gas sector of Nigeria. Three examples of organizational incentives namely; job promotion, individual bonus and participation in decision making and the three dimensions of employee commitment namely; normative, continuance and affective by Meyer and Allen (1991) were considered.

Furthermore, the study is anchored on the Affective Event Theory which proposes that affective work behaviours are explained by employee mood and emotions, while cognitive-based behaviours are the best predictors of job satisfaction. This theory further stressed that positive inducing and negative-inducing emotional incidents at work are distinguishable and have a significant psychological impact upon workers' job satisfaction. The study equally draws from the Social Exchange Theory which expressly states that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain "rules" of exchange which usually involve reciprocity or repayment rules such that the actions of one party lead to a response or actions by the other party.

Employee Incentives and Employee Commitment

Cohen (2000), defined commitment as the capacity to which an individual identifies itself with the organization and its goals, and his ambition to achieve these goals. Employee commitment is simply the extent to which employee's identify with the organization's work ethic, cooperate with its goals and objectives and contribute to corporate performance. Armstrong (2014), posits that commitment denotes an individual's strength of identification and involvement in an organization, and it plays an important part in Human Resource Management (HRM) philosophy.

Organizational commitment has two major viewpoints. The first is the loyalty of employees towards the organization and the second is the employee's determination to remain with the organization. That is why Armstrong (2014) said that commitment refers to attachment and loyalty. Furthermore, Meyer and Allen (1997) see commitment a psychological state that characterises the employees' relationship with the organization and has implication for the decision to continue membership in the organization. Hunjra, Chani, Aslam, Azam and Rehman (2010) have rightly stated that committed employees are highly motivated to contribute their time and energy to the pursuit of organizational goals and objectives are increasingly acknowledged to be the primary asset available to an organization. That is, they provide the intellectual capital, which for many organizations has become their most critical asset. Note also that the degree to which employees are committed to their work, job and employer can be inferred from their feelings, attitudes, behaviour and actions whilst at work. The findings of Ponnu and Chuah (2010) suggested that employees' commitment with an organization could be significantly increased by enhancing organizational fairness, particularly procedural justice which would consequently reduce employees' intention to leave.

Moreover, organisational commitment is viewed as a psychological connection that individuals have with their organisation, characterised by strong identification with the organisation and a

desire to contribute to the accomplishment of organisational goals (Meyer & Allen 1997). Meyer and Allen (1991) clearly stated that organisational commitment has three core themes, namely affective, continuance and normative commitment. Commitment can be seen as an affective point of reference towards the organisation (affective commitment), acknowledgement of the consequences of leaving the organisation (continuance commitment), and an ethical responsibility to stay with the organisations (normative commitment) (Meyer & Allen 1991; Lumley, Coetzee, Tladinyane & Ferreira (2011).

Andrew (2017) identified the impact of employees' commitment on organizational performance in Sri Lanka. The three commitments (Affective, Normative, and Continuous) were taken as independent variables and organizational performance as the dependent variable. Both descriptive and explanatory research methodologies were adopted in the study. The results of the study indicated that the employees' commitment (Affective, Normative, Continuous) are significantly related to organizational performance. The research findings further revealed that there exists positive relationship between the three commitments and organizational performance. It has also been proved from the results that there exists strong correlation between the three independent variables and organizational performance. These outcomes in turn are associated with guiding the top management for working towards increasing employees' commitment level, and the management should hire employees who are likely to become linked to the organization, this shall have a great impact and take the organization towards promising competitive edge.

Incentives are rewards offered by organizations to motivate employees and guide their behaviour toward achieving corporate objectives (Armstrong & Taylor, 2020). These incentives can be broadly classified as:

- i. Financial Incentives: Salary increments, bonuses, commissions, and other monetary forms of recognition.
- ii. Non-Financial Incentives: Praise, awards, career development, flexible work schedules, and a positive organizational culture.

Recent research suggests that financial incentives can satisfy short-term material needs, but non-financial incentives often lead to sustained motivation and deeper organizational commitment (Vroom, 1964).

Kalaiti and Onuoha (2016) investigated the relationship between reward management strategies and organizational commitment in the banking industry in Bayelsa state, Nigeria. The findings revealed a positive relationship between reward management strategies and organizational commitment.” Based on the findings, it was concluded that the implementation of pay structures and employee benefits significantly enhances organizational commitment (affective and continuance.) within the Nigerian “work environment and the banking Industry to be specific. Etozuo and Umoh, (2017) examined the effect of non- financial rewards on continuance commitment in the Nigerian manufacturing industry. The findings revealed that non- financial rewards is significantly related to economic exchange and few alternatives. Based on these findings we concluded that non- financial rewards has significant influence on continuance commitment. Al-Suhaymi (2025), investigated the impact of incentive systems on employee turnover in the service sector, including hospitality, retail, and healthcare. The data revealed that both financial incentives and non-financial incentives significantly influence job

satisfaction and organizational commitment, ultimately reducing turnover intentions. Interestingly, the results suggest that non-financial incentives can exert a greater long-term impact by fostering intrinsic motivation, while financial incentives often address immediate economic needs.

Job Promotion and Normative Commitment

Lumley, Coetzee, Tladinyane, and Ferreira (2011), explored the relationship between employees' job satisfaction and organisational commitment in four information technology companies in South Africa using a correlational and stepwise regression analyses. The findings add new knowledge that can be used to improve organisational practices for the retention of valuable staff members in the information technology environment. Ogini (2020) examined the relationship between job promotion and employee commitment of Public Hospitals in Rivers State using the Spearman's Rank Order Correlation Coefficient. The findings revealed that there is a positive significant relationship between job promotion and workers commitment of the public hospitals. The study recommended that Public Hospitals in Rivers State, Nigeria should stimulate job promotion of their employees in order to ensure employees' affective commitment.

Tachie-Donkor and Mensah (2024), investigated the relationship between job promotion and employee commitment at a Ghanaian University Library. The findings of the study revealed a statistically significant positive relationship between job promotion and employee commitment among library staff. The study therefore concluded by recommending that university libraries in Ghana prioritize job promotion as a means to foster employees' affective commitment, thereby enhancing organizational effectiveness and employee satisfaction.

Individual Bonus and Employee Continuance Commitment

Continuance commitment is regarded as an awareness of the costs associated with leaving the organisation (Meyer & Allen 1997). Because of the individual's awareness or consideration of expenses and threats linked to leaving the organisation, continuance commitment is considered to be calculative (Meyer & Allen 1997). Individuals with continuance commitment remain with a specific organisation because of the money they as employees earn as a result of the time spent in the organisation, and not because they want to. This differs from affective commitment, where individuals remain with an organisation because they want to and because they are familiar with the organisation and its principles (Lumley, Coetzee, Tladinyane & Ferreira (2011). There are various studies made regarding incentive systems, showing controversial findings (Dimitrova, 2019). On one hand, some researchers suggest that incentive pay systems have a positive impact on the employees' behaviour, retention and a significant reduction in employees' turnover (Horngren et al., 2000; Zimmerman, 2013). On the other hand, there is a possibility in which a form of incentive can reduce the overall retention and commitment of individuals if they hinder each other (Mintzberg, 2009). At the same time, studies showed mixed results in terms of work effort, motivation, and commitment, suggesting that incentive systems can be both encouraging and damaging to the workflow (Libby & Lipe, 1992; Tuttle & Burton, 1999; Sprinkle, 2000). Companies implement financial and non-financial incentives in order to boost employees' performance, motivation, commitment and to be able to retain these skilled employees for longer (Gerhart & Rynes, 2000). As seen above, previous studies provide mixed support whether the use of reward systems in companies is mainly positive or negative. Moreover, this thesis further explains the influence of incentive

systems over the commitment of employees and how, in turn, this commitment affects their retention within the company. As a result of the possibility to receive additional pay incentives may encourage employees to perform more efficiently and reciprocate with increased commitment towards the organization (Kuvaas, 2006).

In general, incentives lead to higher engagement and organizations have more satisfied and productive employees (Tohidi, 2010). This leads to commitment from the employees. In a research made in Adecco Call Centre Census in 2004, bonuses were rated as the most positive reward among the staff and a third of the agents preferred flexible hours, gym membership or discounted products as a benefit. These benefits are derived from the employee's good performance and achievements which requires high levels of commitment (Dimitrova, 2019). Umoh, Amah, and Wokocha (2014) examined the effect of employee benefits on continuance commitment in the Nigerian manufacturing industry. The findings revealed that employee benefits are significantly related to economic exchange and few alternatives and based on these findings they concluded that employee benefits have significant influence on continuance commitment.

Employee Participation in Decision Making and Affective Commitment

Affective commitment is the individual's psychological or emotional connection to, identification with and participation in the organisation (Meyer & Allen 1997). Individuals who are dedicated at an emotional level usually remain with the organisation because they see their individual employment relationship as being in harmony with the goals and values of the organisation for which they are currently working. Affective commitment development involves identification with the organisation and internalisation of organisational principles and standards (Beck & Wilson 2000).

Affective commitment involves the belief of wanting to remain in the organisation because through experience one develops a positive attitude towards the organisation. This commitment is triggered when an employee can relate to and agree with the norms of the organisation when they compare their personal norms and value system. Firmansyah & Andrianto (2019) analysed the influence of leadership style and financial incentives both simultaneously and partially, and to find out the variables that dominantly influence the performance of employees. The respondents of this study were "MJA" Travel employees in Surabaya, Indonesia and it was concluded that there is a significant positive effect in part of the variable leadership style and financial incentives on employee performance.

In a related study, Elqadri, Priyono, Suci and Chandra (2015) examined the importance of leadership style, motivation, and incentives to improve employee performance among all employees using multiple linear regressions to analyse the data. The outcome indicates that the level of the relationship between leadership style, motivation, and the provision of incentives on employee performance was very strong.

Methodology

The researcher applied quantitative methodology by utilizing the survey design. Three dimensions of organizational incentives (job promotion, individual bonus and participation in decision making) were identified as the independent variables of the study and three dimensions of employee commitment (normative, continuance and affective) were adequately operationalized. With a population of 257 staff, the simple random sampling was applied. This

number was obtained from the Human Resource Department of the firms during the field work in May 2021. Spearman's (rho) Spearman's Rank Correlation Coefficient with the use of version 23.0 of the SPSS output window was adopted to measure the relationship or association between two true ranked variables of our quantitative data. The Spearman's rho coefficient ranges between -1 to +1. The former indicates a perfect negative relationship while the later indicates a perfect positive relationship.

Test Results and Discussion of Findings

Data Presentation and Analysis

Table 4.1: To what extent does individual bonus affect continuance commitment?

Options	Frequency	%	Valid %	Cumulative %
Great Extent	74	46.3	46.3	46.3
Moderate Extent	53	33.1	33.1	79.4
Considerable Extent	22	13.8	13.8	93.1
Low Extent	11	6.9	6.9	100.0
Total	160	100.0	100.0	

Table 4.1 clearly indicates that individual bonus greatly affects continuance commitment.

Table 4.2: Employee participation correlates with decision making?

Options	Frequency	%	Valid %	Cumulative %
Strongly Agree	69	43.1	43.1	43.1
Agree	58	36.3	36.3	79.4
Undecided	20	12.5	12.5	91.9
Disagree	13	8.1	8.1	100.0
Total	160	100.0	100.0	

Table 4.2 indicates that employee participation correlates with decision making.

Table 4.3: To what extent does individual bonus help employees remain in the organization?

Options	Frequency	%	Valid %	Cumulative %
Great Extent	72	45.0	45.0	45.0
Moderate Extent	68	42.5	42.5	87.5
Considerable Extent	16	10.0	10.0	97.5
Low Extent	4	2.5	2.5	100.0
Total	160	100.0	100.0	

Table 4.3 also clearly indicates that individual bonus greatly helps employees to remain with the organization.

Table 4.4: There is a positive relationship between incentive packages and affective commitment?

Options	Frequency	%	Valid %	Cumulative %
Strongly Agree	76	47.5	47.5	47.5
Agree	46	28.8	28.8	76.3
Undecided	20	12.5	12.5	88.8
Disagree	18	11.3	11.3	100.0
Total	160	100.0	100.0	

Table 4.4 indicates that there is a positive relationship between incentive packages and affective commitment.

Table 4.5: Job promotion develops normative commitment?

Options	Frequency	%	Valid %	Cumulative %
Valid Strongly Agree	73	45.6	45.6	45.6
Agree	65	40.6	40.6	86.3
Undecided	12	7.5	7.5	93.8
Disagree	10	6.3	6.3	100.0
Total	160	100.0	100.0	

Table 4.5 indicates that job promotion helps employees to develop normative commitment.

Table 4.6: Does job promotion boost employee morale and performance in the organization?

Options	Frequency	%	Valid %	Cumulative %
Yes	137	85.6	85.6	85.6
No	23	14.4	14.4	100.0
Total	160	100.0	100.0	

Table 4.6 indicates that job promotion greatly boost employee morale and performance.

Table 4.7: Bonus improves continuance commitment?

Options	Frequency	%	Valid %	Cumulative %
Strongly Agree	58	36.3	36.3	36.3
Agree	89	55.6	55.6	91.9
Undecided	6	3.8	3.8	95.6
Disagree	7	4.4	4.4	100.0
Total	160	100.0	100.0	

Table 4.7 indicates that bonus improves continuance commitment to a high extent.

Table 4.8: Incentives lead to job satisfaction in the organization?

Options	Frequency	%	Valid %	Cumulative %
Strongly Agree	81	50.6	50.6	50.6
Agree	58	36.3	36.3	86.9
Undecided	13	8.1	8.1	95.0
Disagree	8	5.0	5.0	100.0
Total	160	100.0	100.0	

Table clearly indicates that the provision of incentives leads to job satisfaction in employees.

Table 4.9: Employee participation in decision making enable employees feel like a valued part in the organization.

Options	Frequency	%	Valid %	Cumulative %
Yes	136	85.0	85.0	85.0
No	24	15.0	15.0	100.0
Total	160	100.0	100.0	

Table 4.9 indicates that employee participation in decision making enable employees feel like a valued assets.

Table 4. 10: Providing solution correlate with the employee comfortable feeling in the organization?

Options	Frequency	%	Valid %	Cumulative %
Strongly Agree	60	37.5	37.5	37.5
Agree	65	40.6	40.6	78.1
Undecided	12	7.5	7.5	85.6
Disagree	23	14.4	14.4	100.0
Total	160	100.0	100.0	

Table 4.10 clearly indicates that providing solution correlates with the employee comfortable feelings.

Table 4. 11: To what extent does incentives relate to affective commitment?

Options	Frequency	%	Valid %	Cumulative %
Great Extent	82	51.3	51.3	51.3
Moderate Extent	48	30.0	30.0	81.3
Considerable Extent	22	13.8	13.8	95.0
Low Extent	8	5.0	5.0	100.0
Total	160	100.0	100.0	

Table 4. 11 also clearly indicates that incentives relate to affective commitment.

Table 4. 12: Sales performance helps employees in working hard in an organization.

Options	Frequency	%	Valid %	Cumulative %
Valid Strongly Agree	43	26.9	26.9	26.9
Agree	78	48.8	48.8	75.6
Undecided	8	5.0	5.0	80.6
Disagree	31	19.4	19.4	100.0
Total	160	100.0	100.0	

Table 4.12 clearly indicates that sales performance helps employees in working hard.

Table 4. 13: Bonus includes additional money earned by employees as a result of meeting set target.

Options	Frequency	%	Valid %	Cumulative %
Strongly Agree	45	28.1	28.1	28.1
Agree	82	51.3	51.3	79.4
Undecided	11	6.9	6.9	86.3
Disagree	22	13.8	13.8	100.0
Total	160	100.0	100.0	

Table 4.13 also clearly indicates that bonus includes additional money earned by employees as a result of meeting set targets.

Table 4. 14: Employee participation in decision making enables input made by employees in decision making.

Options	Frequency	%	Valid %	Cumulative %
Yes	147	91.9	91.9	91.9
No	13	8.1	8.1	100.0
Total	160	100.0	100.0	

Table 4.14 indicates that employee participation in decision making greatly enables input made by employees in decision making.

4.2. 1 Test of Hypothesis One

H₀₁: There is no significant relationship between job promotion and employee normative commitment in organizations.

H_{a1}: There is no significant relationship between job promotion and employee normative commitment in organizations.

Correlations

		Does job promotion boost employee morale and performance in the organization?		Job promotion develops normative commitment?
Spearman's rho	Does job promotion boost employee morale and performance in the organization?	Correlation Coefficient	1.000	.651**
		Sig. (2-tailed)	.000	.000
		N	160	160
	Job promotion develops normative commitment?	Correlation Coefficient	.651**	1.000
		Sig. (2-tailed)	.000	.000
		N	160	160

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

A Spearman's rank-order correlation was run to determine the relationship between Job Promotion and Employee Normative Commitment. There was a strong, positive correlation between Job Promotion and Employee Normative Commitment, which was statistically significant ($rs(8) = .651, p = .001$).

4.2.2 Test of Hypothesis Two

H₀₂: There is no significant relationship between individual bonus and employee continuance commitment in organizations.

H_{a2}: There is a significant relationship between individual bonus and employee continuance commitment in organizations.

Correlations

							To what extent does individual bonus help employees remain in the organization?
		Bonus improves continuance commitment?	Correlation Coefficient	1.000	.854**		
			Sig. (2-tailed)	.	.000		
			N	160	160		
Spearman's rho	Bonus improves continuance commitment?		Correlation Coefficient	.854**	1.000		
			Sig. (2-tailed)	.000	.		
			N	160	160		
	To what extent does individual bonus help employees remain in the organization?		Correlation Coefficient	1.000	.854**		
			Sig. (2-tailed)	.	.000		
			N	160	160		

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

Correlations

				Employee participation correlates with decision making?		To what extent does incentives relate to affective commitment?
		Employee participation correlates with decision making?	Correlation Coefficient	1.000	.911**	
			Sig. (2-tailed)	.	.000	
			N	160	160	
Spearman's rho	Employee participation correlates with decision making?		Correlation Coefficient	.911**	1.000	
			Sig. (2-tailed)	.000	.	
		To what extent does incentives relate to affective commitment?	Correlation Coefficient	1.000	.911**	
			Sig. (2-tailed)	.	.000	

A Spearman's rank-order correlation was run to determine the relationship between Individual Bonus and Employee Continuance Commitment. There was a strong, positive correlation between Individual Bonus and Employee Continuance Commitment, which was statistically significant ($r_s(8) = .854, p = .001$).

Test of Hypothesis Three

H₀₃: Employee participation in decision making does not significantly influence affective commitment in organizations.

H_{a3}: Employee participation in decision making significantly influence affective commitment in organizations.

A Spearman's rank-order correlation was run to determine the relationship between Employee Participation in Decision Making and Affective Commitment. There was a very strong, positive correlation between Employee Participation in Decision Making and Affective Commitment, which was statistically significant ($rs(8) = .911, p = .001$).

Discussion of Findings, Conclusion and Recommendations

The study found out that there is a positive correlation between job promotion and normative commitment of employees in Nigerian organizations. The study findings revealed

This corroborates with the work of Ogini (2020) that there is a positive significant relationship between job promotion and workers commitment of public hospitals in Rivers State. It was also found that there is a strong, positive correlation between individual bonus and employee continuance commitment in these organizations and finally that there is a very strong, positive correlation between employee participation in decision making and affective commitment in Nigerian organizations. Generally, these findings suggest, therefore, that the greater the job satisfaction among the employees, the more committed they will be to the organization.

In very concise and concrete terms, the study concludes that incentive influences employees' commitment; job promotion increases employee normative commitment, individual bonus inspires employee continuance commitment and employee participation in decision making enhances affective commitment as indicated in the noticeable positive significance of the results of tests. This also means the employees are highly satisfied with their jobs and by implication, improving employee incentives energizes their commitment thereby improving overall organizational performance. The key findings of this study are also in line with the findings of Malietso, Manyasi and Kwendo (2023) that there exists a significant positive relationship between continuance commitment and employee performance. It also aligns with Knezovic and Smajic (2022), who found out that there is a positive relationship between employee participation in decision making and two dimensions of organizational citizenship behaviour. Second, their findings suggest that affective commitment mediates the relationship between employee participation in decision making and organizational citizenship behaviour. Furthermore, organizational citizenship behaviour is found to mediate the relationship between affective commitment and organizational citizenship behaviour.

On a note of finality, since there is a direct relationship between promotion and employee commitment, employers should constantly habitually promote employees who are due as well as the continuous use of bonuses to enhance the morale and raise commitment among Nigerian workers. Organizations should see the employees as assets and not as liabilities by providing adequate incentives including giving them a voice through involvement in the decision making process especially as it concerns their welfare to reinvigorate their commitment, satisfaction and improve citizenship behaviour.

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