

Employee Remuneration and Organizational Commitment of Deposit Money Banks in Rivers State

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Abstract: This study investigates the association between employee remuneration and organizational commitment of deposit money banks in Rivers State. The study adopted the Maslow's theory of motivation which emphasized on safety, security, belongingness, self-esteem and finally self-actualization needs. The objective of the study was to ascertain the influence of employee remuneration on organizational commitment of deposit money banks. The study adopted the survey research design. Based on the research questions, a research questionnaire was designed and one hundred & twenty-nine (129) copies were distributed to the sample population which was determined by taro yamen sample size determination formula. One hundred & five (105) copies of the distributed questionnaire were retrieved, these copies were analyzed and the hypotheses were tested using the Spearman Rank Correlation Statistical tools via SPSS Package version 21.0. The result revealed that; there is a significant relationship between employee remuneration and organizational commitment. The study concluded with recommendations amongst others that the management of deposit money banks should endeavour that employee pay is commensurate with work done as this could boost the commitment level of an employee thereby making them more profitable.

Keywords: Employee remuneration, salary structure, profit sharing, organizational commitment, Affective commitment, Continuance Commitment.

1. INTRODUCTION

Banks, not like another status quo, hire several sources within the route in their operations. To live to tell the tale in enterprise, they have to put such sources, specifically the human capital, to powerful and green use. but, human aspect, unlike other resources, may be very dynamic and behavioral scientists contend that someone's life-style is not random but brought about and directed in the direction of a few ends they believe rightly or wrongly to be in their first-class hobby. that is so due to the fact people are particular and feature exceptional lifestyle, wishes, dreams, desires, and backgrounds, and by so doing respond to motivational stimuli in a different way. therefore, the properly-being of person financial institution employees is expectedly certain to differ continually with specific lifestyles reviews and expectancies (Olaniyi, Osemene, & Omotehinse, 2003).

Growing a work environment wherein employees are efficient is critical to extended productivity and income. Employees do work in anticipation of commensuration go back with the aid of way of pecuniary fee or wages. Pay brings out the tough paintings in human element and self confidence among personnel. The goals of remuneration are to layout the lowest value pay structure with the intention to entice, encourage and preserve competent people. Remuneration is what employees obtain in trade for their contribution to the business enterprise. The results of poor remuneration can also detract from the objective of improving organizational productivity and advocate a decline in the best of labor existence. Correct remuneration bundle make contributions to the realization of businesses strategic goals. In extreme instances, pay troubles may also boom grievances, lead to absenteeism and purpose people to quit (Azuh and Adejumo, 2011).

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Employees are the organization's key useful resource and the achievement or failure of companies middle on the potential of the employers to attract, hold, and reward accurately talented and equipped employees. Personnel' willingness to live at the activity largely depends on repayment packages of the enterprise (Armstrong, 2003). In an attempt to make certain personnel premier performance and retention, groups want to do not forget an expansion of suitable ways to praise the employees to get the favored consequences (Falola, Ibidunni & Olokundun, 2014). It's been argued that the degree to which personnel are glad with their job and their readiness to remain in an agency is a function of repayment applications and praise machine of the enterprise (Osibanjo, Abiodun, & Fadugba, 2012).

The fulfillment of an organization and the pursuit of first-rate depend now not most effective on how the business enterprise makes the most of human capabilities, however also on how it stimulates commitment to an employer (Beukhof, de Jong & Nijhof, 1998; Thornhill, Lewis & Saunders, 1996). Dedication has been related to treasured consequences for both employees and employers. more dedication can bring about superior feelings of belonging, safety, efficacy, more career advancement, extended repayment and accelerated intrinsic rewards for the man or woman (Rowden, 2000). For the company, the rewards of dedication can mean multiplied employee tenure, constrained turnover, reduced education expenses, greater process pleasure, reputation of organization's needs, and the meeting of organizational goals including high pleasant (Mowday, Porter & Steers, 1982).

Many researchers have studied several organizational elements that would improve the dedication of an worker together with: Salami, (2008), looked at "Demographic and psychological factors Predicting Organizational dedication among commercial people". Omolayo, and Owolabi, (2007), worked on "financial Rewards: A Predictor of employee's dedication to Medium Scale organizations in Nigeria". Jaja, and Okpu, (2013), studied "idea Scheme and employees commitment in Nigerian Banking industry". Jha, (2011), examined "have an impact on of mental Empowerment on Affective, Normative and Continuance commitment: A look at in Indian IT enterprise". Akintayo, (2010) investigated on "paintings family role struggle and Organizational dedication amongst commercial workers in Nigeria". Aina, Adeyeye, and Ige, (2012), tested "employer way of life and employees commitment in Public Tertiary institutions in Lagos country". Inspite of these studies, there appeared to be a literature gap on how remuneration of employees can enhance their commitment in an organization. Consequently, to fill the space within the literature we tested worker remuneration and organizational dedication in deposit cash banks in Rivers state.

Research Problem:

The shape of the Nigerian banking enterprise changed significantly considering 2004 due to regulatory caused consolidation via mergers and acquisitions. The banking area reform coupled with the global trend in Merger and Acquisitions provided a compelling reason for primary structural changes inside the economic system that resulted within the emergence of 20 stronger and greater centered banks from the preceding 89. However, issues persist that most banks are suffering with their manpower integration programmes because of challenges engendered through consolidation. Worker pay bundle have continue to be a first-rate venture of human useful resource managers within the banking area due to the CBN directives on financial institution capitalization. Most of the banks have downsized and retrenched their body of workers and hold the capacity ones. Additionally, most banks have resulted in turning their complete staffs to agreement staffs as a result of control inability to pay their employees commensurately. With this issue on board, this study therefore investigate the relationship between employee remuneration on organizational dedication of deposit money banks in Rivers country

Research Objectives:

The objective of this paper is to empirically determine the extent to which employee remuneration influence organizational commitment of deposit money banks in Rivers State.

Study variables and Research framework:

Our predictor variables is employee remuneration with its measures as salary structure and profit sharing, while the criterion variable is organizational commitment with its measures as affective and continuance commitment. These variables attribute and explanations are as follows:

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Employee Remuneration: This is defined as a form of financial returns and tangible benefits that employee receives as part of employment relationship.

Salary Structure: This is a system where compensation is based upon the number of units of work produced by an individual or distinct work team.

Profit Sharing: This is a plan that gives employees a share in the profits of the company.

Organizational Commitment: This is defined as the employees' feeling of obligation to stay with the organization

Affective Commitment: This is defined as the employee's emotional attachment to, identification with, and involvement in the organization

Continuance Commitment: This is the willingness to remain in an organization because of the investment that the employee has with "nontransferable" investments.

2. FUNCTIONAL RELATIONSHIPS AND MODEL SPECIFICATIONS

In the context of functional relationships, the study's objectives are to show functional relationships amongst two measures of predictor variables – salary structure and profit sharing and for the criterion variables – affective and continuance commitment. This study is only developing a functional relationship rather than model specifications. The functional relationships for the study are as indicated below:

$$OC = f(ER) \dots \quad (i)$$

$$ER = SS, PS \dots \quad (ii)$$

$$OC = AC, CC \dots \quad (iii)$$

Where:

OC = Organizational Commitment

AC = Affective Commitment

CC = Continuance Commitment

ER = Employee Remuneration

SS = Salary Structure

PS = Profit Sharing

Theoretical Framework:

The Maslow's needs concept of (1956) is adopted for this study. In line with Maslow's needs theory (1956) person wishes begins with primary needs or physiological need and are followed by using protection needs, social wishes, esteem needs and self-actualization wishes and in keeping with Swinton (2006) up to esteem wishes stage employee motivation or pleasure may be maintained via factors which Herzberg known as hygiene elements that consist of income, advantages and job security. This includes income, blessings, process safety, the expectancy theory accept as true with that employees will trade their behaviour with the aid of operating harder or prioritizing their moves if they understand that with the aid of doing so they may be rewarded with something of price to them.

Hence, incentives are a wonderful way to praise attempt and behaviors which the organization desires to encourage (Torrington, hall, Taylor and Atkinson, 2009). even as Catanzaro (2001) defined the effects of rewards over worker motivation, he said that reward has a deep effect over employee motivation. In China base profits, merit pay, 12 months-give up bonus, cash allowance, housing provision, extra time allowance, and individual bonus were the maximum crucial factors to preserve and motivate personnel (Randy et al., 2002). praise and reputation techniques undoubtedly affect motivation, overall performance and hobby of personnel inside an organization. And a touch extra tricky, team-primarily based incentives, if designed appropriately, also can increase and guide personnel for a number high quality effects (Patricia, 2007).

Research Framework:

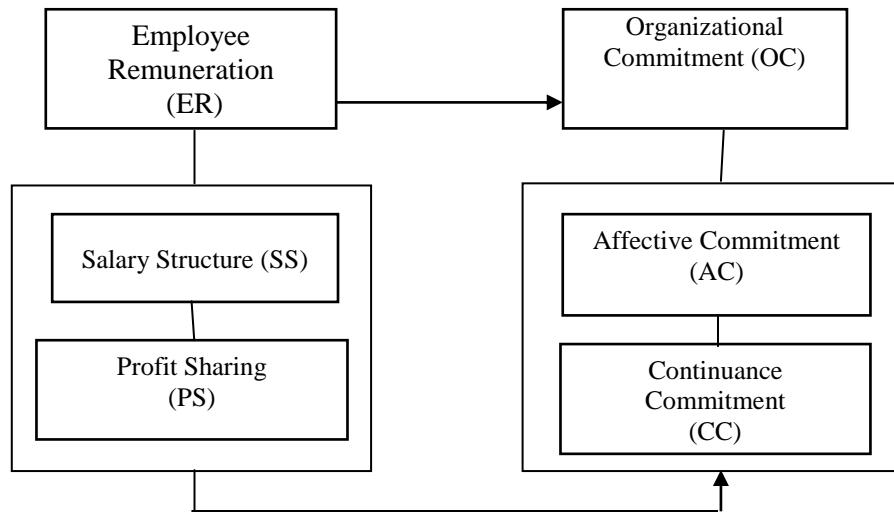


Fig.1: Conceptual framework on employee remuneration and organizational commitment of deposit money banks in Rivers State

Source: Survey Data, 2016

Operational Framework:

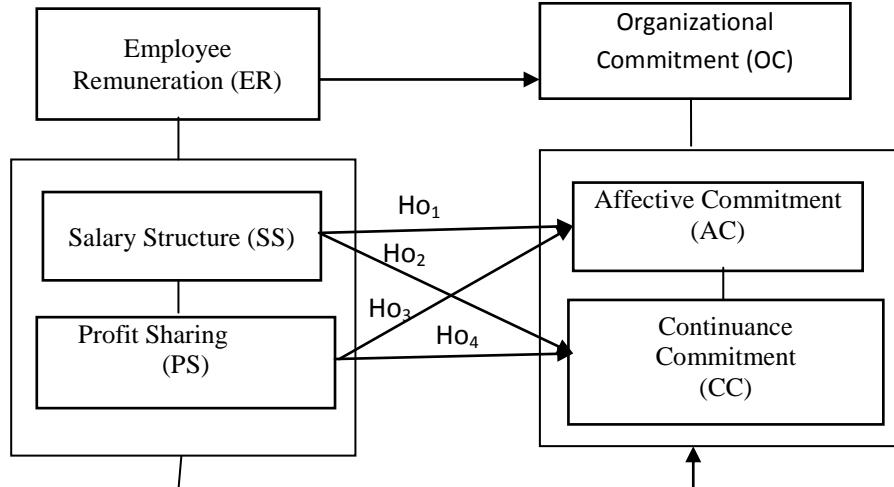


Fig.2: Operational framework on employee remuneration and organizational commitment of deposit money banks in Rivers State

Source: Survey Data, 2016

Research Hypotheses:

Based on our research framework, the below hypotheses are formulated:

H₀₁: There is no significant relationship between salary structure and affective commitment of deposit money banks in Rivers State.

H₀₂: There is no significant relationship between salary structure and continuance commitment of deposit money banks in Rivers State.

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Ho₃: There is no significant relationship between profit sharing and affective commitment of deposit money banks in Rivers State.

Ho₄: There is no significant relationship between profit sharing and continuance commitment of deposit money banks in Rivers State.

3. REVIEW OF RELEVANT LITERATURE

Employee Remuneration:

Remuneration is traditionally seen as the full earnings of a character and can incorporate a variety of separate bills decided according to one of a kind rules. for instance, the total remuneration of medical workforce may additionally include a capitation rate and a fee for services, or it could encompass a revenue and shared economic danger. A remuneration strategy, consequently, is the unique configuration or bundling of bills that visit make up an character's overall profits.

Remuneration is one of the maximum essential and complex human sources control systems. even as encouraging the look for higher and better performances, the remuneration device need to try and align humans's conduct with the business enterprise's goals. consistent with Dutra (2002), "remuneration is the monetary and/or financial counterpart of a job carried out by way of the person". it is able to be divided into direct and oblique remuneration". Direct remuneration is the whole amount acquired in cash by using an man or woman for a activity he/she has completed. It includes constant and variable remuneration (Chiavenato, 2000; Dutra, 2002).

Fixed remuneration is the cash amount previously agreed between the individual and the organization that is frequently paid for the task achieved. it's also related to the duties and the placement held by using the person inside the organisation (Dutra, 2002). Variable remuneration is the quantity in coins received by way of the character for accomplishing certain desires formerly agreed between the person and the employer.

In line with Dutra (2002), the biggest trouble to develop a proper remuneration system is defining standards that differentiate humans based totally on their contribution to the organization. the two fundamental units of criteria to determine the remuneration are: those who are based on the activity marketplace and those based on internal equality requirements. the first one makes use of statistics outside to the agency, specifically wage research, and targets at making the remuneration system greater competitive. the second makes use of internal enterprise statistics and objectives at ensuring a safe and honest surroundings.

Indirect remuneration is represented through the advantages the agency offers people for the task completed, aiming at offering security and luxury (Dutra, 2002). Examples of benefits include: medical help, institution life coverage, retirement additional and automobile, amongst others.

4. DIMENSIONS OF EMPLOYEE REMUNERATION

Salary Structure:

An income shape is a group of pay grades, ranges or bands, linking associated jobs inside a hierarchy or collection, that offers a framework for the implementation of reward techniques and policies inside an agency. To design a earnings structure, there need to be a proper way to price the work in the agency so that pay is presented fairly. The task evaluation manner will assist develop this inner work hierarchy.

Profit-Sharing:

Consistent with Cynog-Jones (1956) stated that "profit-sharing refers to exact preparations beneath which people often get hold of, similarly to their wages and salaries, a proportion on some pre-decided foundation, within the income of the project, the sum allocated to employees varying with the level of earnings." In present day utilization, the share of profits may be paid in cash or in shares, and can be deferred for a number of years. it can be allotted between eligible employees similarly, or according to any number of things, along with length of service. The bills can be conditional on earnings being advanced to a few predetermined degree. while, theoretically, employees may want to get hold of negative bills

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while the company makes a loss - resulting in internet remuneration lower than the primary salary - in exercise that is by no means the case.

Organizational Commitment:

Organization commitment may be described as affiliation of employees to the organization and involvement in it. In trend there are three dimensions of commitment which might be continuance dedication, affective commitment and normative dedication (Allen and Meyer, 1996; Karrasch, 2003; Turner and Chelladurai, 2005; Greenberg, 2005; Boehman, 2006; Canipe, 2006). all these sorts are impartial in nature and are proven by means of people at exclusive levels in organisation (Meyer and Allen, 1997). Porter et al., (1974) defined the organizational dedication as believing and accepting the dreams and values of agency and possessing and displaying choice to be a part of the employer. devoted personnel display robust intentions to serve their businesses and are low at intentions to depart (Hunt and Morgan, 1994; Robbins and Coulter, 2003; Mowday, Steers, and Porter, 1982).

Emotional attachment to the goals and values of an business enterprise is dedication (Buchanan, 1974). Organizational dedication is "the combination internalized normative needs to perform in a manner which meets organizational targets and pastimes" (Wiener, 1982). In view of the literature available we can say that for university teachers, organizational commitment and dedication can be considered as their notion in and popularity of the university dreams and values, their preference to remain a part of universities and act in manner that is beneficent for universities.

Reaching high ranges of organizational commitment amongst employees is regularly cited as a hallmark of supportive human useful resource management practices and as a mechanism for reinforcing organizational overall performance (Arthur, 1994; Guest, 1987). Affective dedication, as an instance, has consistently been observed to be negatively associated with turnover intentions and actual turnover (Croppanzano, James, and Konovsky, 1993; Meyer, Allen, and Smith, 1993; Rhoades, Eisenberger, and Armeli, 2000; Somers, 1995). However, studies investigating the relationship among affective dedication and in-function overall performance have yielded mixed results, with meta-analytic findings helping only a wonderful vulnerable correlation between organizational commitment and in-position (i.e., character level) performance (Meyer, 1997).

Meyer (1997) indicates that a capacity reason behind the vulnerable hyperlink between organizational commitment and performance is that the measure of man or woman performance may not capture the unique behaviors that make a contribution to the performance of the general unit. studies conducted at the organizational degree support this assertion (i.e., a stronger high quality courting between the common dedication degrees amongst personnel and organizational performance). Benkhoff (1997) reports tremendous linkages among several measures of organizational commitment and branch financial institution overall performance (i.e., achieving higher sales targets, accelerated profits). Ostroff (1992) investigated the hyperlink between the dedication of instructors and school performance and discovered that dedication became appreciably related to most indices of performance within the expected direction.

5. MEASURES OF ORGANIZATIONAL COMMITMENT

Affective Commitment:

The primary size of organisational commitment is affective commitment, which represents the individual's emotional attachment to the organization. according to Meyer and Allen (1997) affective commitment is "the employee's emotional attachment to, identification with, and involvement within the corporation". Organisational contributors, who are devoted to an corporation on an affective foundation, preserve running for the company due to the fact they need to (Meyer and Allen, 1991). Contributors who're dedicated on an affective stage live with the corporation due to the fact they view their non-public employment courting as congruent to the dreams and values of the organization (Beck and Wilson, 2000).

Continuance Commitment:

The second dimension of organisational commitment is continuance commitment. Meyer and Allen (1997) define continuance commitment as "recognition of the expenses associated with leaving the company. It is miles calculative in nature because of the character's notion or weighing of fees and dangers related to leaving the current business enterprise (Meyer and Allen, 1997). Meyer and Allen (1991) further country that "employees whose primary link to the business

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enterprise is based on continuance commitment continue to be due to the fact they want to do so". This shows the distinction between continuance and affective commitment. The latter involves that individuals stay inside the enterprise due to the fact they need to.

Continuance commitment may be seemed as an instrumental attachment to the organisation, in which the character's affiliation with the agency is based on an evaluation of financial blessings won (Beck and Wilson, 2000). Organizational individuals broaden commitment to an enterprise because of the effective extrinsic rewards obtained thru the attempt-bargain without identifying with the enterprise's goals and values.

The energy of continuance commitment, which suggests the need to stay, is decided via the perceived prices of leaving the business enterprise (Meyer and Allen, 1984). first-class (1994) indicates that "continuance organisational commitment will therefore be the most powerful when availability of alternatives are few and the wide variety of investments are high". This argument supports the view that when given higher alternatives, employees might also go away the agency.

Employee Remuneration and Organizational Commitment:

Worker remuneration is one of the elements that produce process satisfaction as noted in want achievement version by means of Kreitner and Kinicki (2006). Inside the observe of Khojasteh (1993) found out that Pay and security had been extra motivators for personal than for public sectors professional improvement possibilities and income packages are of great importance that create job satisfaction factors (Grace and Khalsa, 2003). pinnacle most elements in producing process pleasure include monetary assets, school workload, and generation effect (Miller et al., 2001). reimbursement structures can also have an effect on faculty's process pride and as a consequence have an impact on intentions to pretty as nicely retention fees. better repayment stage ends in better job delight and retention fees for faculty are also better. An greater praise in agencies also enhances process delight (Boyt et al., 2000). Studies conducted by Opara (2004) and Samad (2007) concluded that if staff is satisfied with their job in addition to the organizational surroundings such as its colleagues, reimbursement, and management they will be greater devoted with the dedicated with their enterprise as compared to while they're now not satisfied. The significance of those two regions cannot be neglected due to the fact they're the important thing factors that impact employee's turnover, employee's overall performance, and their productivity.

Satisfied and devoted body of workers is commonly are contributor and performer towards enhancing organizational productiveness. On the premise of above given literature it is evident that employee repayment has some effective impact at the worker's activity pleasure and organizational commitment. agencies which have better repayment management device placed a very wonderful impact on their personnel. It is also logical that personnel with higher compensation will be more happy with their process and additionally committed with the organization.

Salary structure and Organizational Commitment:

Salary structure is a powerful Human resource management tool for recruitment, retention, motivation and reward for work done (Amah, 2010). It is a factor that must be considered if an organization wants to remain competitive in its industry. As the demand of employers on employees have increased over the years, so the demand of employees from their employers has also become complex. What employees expect of their employers is no longer just "a fair day's pay for a fair day's work" but rather a competitive remuneration package with new innovative methods of providing benefits. Pay provides employees with a tangible reward for their services to the organization. It also provides them with a source of livelihood. Wage and salary programmes are vital to both organizations and employees for several reasons.

A company's salary structure is the method of administering its pay philosophy. The two leading types of salary structures are the internal equity method, which uses a tightly constructed grid to ensure that each job is compensated according to the jobs above and below it in a hierarchy, and market pricing, where each job in an organization is tied to the prevailing market rate.

Salary structure is often defined as the range of pay rates that are provided for the various types of jobs, skills and/or performance in one organization (Blau & Kahn, 2003; Milkovich and Newman, 2008). Salary structure policies consist of three major characteristics: the number of levels, differentials and criteria (Lazear and Rosen, 1981; Milkovich and Newman, 2008).

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A company's salary structure is also defined as the method of administering its pay philosophy. The two leading types of salary structures are the internal equity method, which uses a tightly constructed grid to ensure that each job is compensated according to the jobs above and below it in a hierarchy, and market pricing, where each job in an organization is tied to the prevailing market rate. In a hierarchical pay distribution, salary structure policies tend to use many levels, tiers and large pay differentials (Lazear and Rosen, 1981; Milkovich and Newman, 2008). Salary structures are used to determine specific pay rates for particular jobs, usually based on the nature of the job, its content and requirements. A salary structure provides the framework within which the Organization places the pay rates for its various jobs or groups of jobs.

Empirical studies about salary structure (e.g., pay gaps, pay rates and pay entitlements) have been conducted by Bloom (1999) in Indiana State University, Summer and Miller (2000) in Southeastern United States, and by Ismail, Ismail and Sulaiman (2007) in Malaysian public institutions of higher education. These studies found that salary structures distributed for similar and/or different job categories based on the distribution rules of seniority, length of service, merit and/or contribution etc. had strongly invoked employees' perceptions of distributive justice and that this feeling might thus have led to enhanced job commitment.

Compensation research literature is consistent with the findings of fundamental social comparisons based on distributive justice theories, namely Adams' (1963 and 1965) equity theory and Allen and White's (2002) equity sensitivity theory. Adams' equity theory posited that employees expect to receive fair outcomes such as pay, bonus, benefits, security, recognition etc. for their inputs (e.g., education, effort, time, commitment and experiences) to their jobs. If their inputs are greater than the outputs, employees will feel that they are unfairly treated. They may become de-motivated and reciprocate by showing low commitment in their work (Adams, 1963 and 1965; Sweeney & McFarlin, 1993).

Conversely if they perceive their pay as fair, this feeling may lead to an increased job commitment (Sweeney & McFarlin, 1993). However, according to Allen and White (2002), relative preferences of individuals for fairness in the distribution of rewards also influence their job commitment. Positive perceptions of distributive justice are associated with higher levels of job commitment i.e. intention to stay etc. (Schaubroeck, May & Brown, 1994) whereas negative perceptions of distributive justice strongly lead to low job commitment i.e. intention to search for other jobs etc. (Sagie, 2002; Stumpf & Hartman, 1984). From the foregoing, the following hypotheses were derived.

H_{o1}: There is no significant influence of salary structure on affective commitment in deposit money banks in Rivers State.

H_{o2}: There is no significant influence of salary structure on continuance commitment in deposit money banks in Rivers State.

Profit-Sharing and Organizational Commitment:

Institution-based totally incentive systems together with gain-sharing, worker stock possession plans (ESOPs) and profit-sharing have been the challenge of several research (Cooke, 1994; Kim, 1999; McKersie, 1986; and Hammer, 1988 for differences between benefit-sharing and earnings-sharing for differences among ESOPs and profit sharing). income sharing, simply put, occurs while a portion of organizational profits is shipped to personnel as a part of their reimbursement (Kruse, 1993).

Research on advantage sharing has commonly entailed case examine examinations (Bartoland Durham, 2000) or followed a micro-financial perspective (e.g. Weitzman, 1995). The latter type of research has typically addressed the problem of whether profit sharing has any impact on such outcomes as profitability, productiveness, absenteeism, and hard work turnover, by the usage of survey information to evaluate corporations with and without advantage sharing (e.g., Blasi, Conte, and Kruse, 1996; Kruse, 1996). For a selection of reasons if you want to be described later, there's little consensus concerning the effectiveness of gain-sharing. the anomaly surrounding if, how, and whilst earnings sharing is successful leaves human resource specialists unsure as to whether to endorse the implementation of gain sharing in their corporations.

The status quo of benefit sharing systems implies the intent of returning to personnel a part of the end result of their collective hard work (i.e., an organizational-stage manifestation of the norms of reciprocity). personnel perceiving

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excessive tiers of such reciprocity as a result of income sharing are likely to price procedural organizational justice highly. Such exams, in turn, are asserted to have an effect on next worker attitudes.

Profit-sharing may decorate worker attitudes thru mechanisms related to organizational justice (Greenberg, 1996) and notions of “honest trade”. We assert that profit sharing can facilitate perceptions of procedural justice (equity) amongst all employee businesses inside an company. Even within the face of free-rider issues, the institution of earnings sharing implies an corporation’s motive to proportion rewards extensively with personnel, as opposed to distributing earnings completely to managers or shareholders.

As mentioned by Florkowski and Schuster (1992), this research credit benefit sharing with improving a number attitudes and behaviors. Ogden (1995) and Schwochau, Delaney, Jarley, and Fiorito (1997), as an instance, have established how income sharing facilitates worker help for policy adjustments. On the equal time, the mechanisms by which benefit-sharing affects hypothesized consequences remain beneath-explored (Florkowski and Schuster, 1992; Ogden, 1995).

The success of advantage sharing also can be defined as an software of primary-agent principle (Eisenhardt, 1988; 1989) due to the fact that it's miles a performance-based totally form of reimbursement that serves to better align the hobbies of employees, managers, and shareholders. Though, there's trendy recognition that the tactics with the aid of which income sharing impacts firm performance aren't well understood (Bartol & Durham, 2000; Weitzman & Kruse 1990). In this word, we hypothesize as follows:

H₀₃: There is no significant influence of profit-sharing on affective commitment in deposit money banks in Rivers State.

H₀₄: There is no significant influence of profit-sharing and continuance commitment in deposit money banks in Rivers State.

Research Gap:

Salami, (2008), looked at “Demographic and psychological factors Predicting Organizational dedication among commercial people”. Omolayo, and Owolabi, (2007), worked on “financial Rewards: A Predictor of employee’s dedication to Medium Scale organizations in Nigeria”. Jaja, and Okpu, (2013), studied “idea Scheme and employees commitment in Nigerian Banking industry”. Jha, (2011), examined “have an impact on of mental Empowerment on Affective, Normative and Continuance commitment: A look at in Indian IT enterprise”. Akintayo, (2010) investigated on “paintings family role struggle and Organizational dedication amongst commercial workers in Nigeria”. Aina, Adeyeye, and Ige, (2012), tested “employer way of life and employees commitment in Public Tertiary institutions in Lagos country”. Against this backdrop, the present paper seeks to show how employee remuneration can influence organizational commitment of deposit money banks Rivers State.

Methodological Perspectives:

The objective of the study was to investigate on the relationship between employee remuneration and organizational commitment of deposit money banks in Rivers State. The accessible population of the study consists of nineteen (19) deposit money banks in Rivers State. The sample size was made up of one hundred and five (129) senior employees of the nineteen (19) deposit money banks in Rivers State. Using Taro Yamen sample size determination formular With the use of questionnaire method, one hundred and twenty nine copies (129) of the questionnaire were administered to respondents, and after retrieval and data cleaning, one hundred & five (105) copies were used for analysis. The study is a correlational work and the Spearman Rank Correlation statistical tool was used to analyze the raw data with the aid of Statistical Package for Social Sciences (SPSS). The collected raw data were tabulated and evaluated with the application of the 5-point Likert scale (Walton, 1975).

6. ANALYSIS AND RESULTS

The study data was analyzed based on its aim, to examine if there is a significant relationship between these dimensions employee remuneration and the measures of organizational commitment, and the variation of such relationship. The data from the analysis is showed below while conclusion was made based on the findings.

Hypothesis One:

H₀₁: There is no significant relationship between salary structure and affective commitment

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Table.1: Statistical Analysis for Hypothesis One

		Salary Structure	Affective Commitment
Spearman's rho	Correlation Coefficient	1.000	.647**
	Sig. (2-tailed)	.	.
	N	105	105
	Correlation Coefficient	.647**	1.000
	Sig. (2-tailed)	.	.
	N	105	105

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

From the result of the above table, the correlation coefficient ($r = 0.647$) between salary structure and affective commitment is very strong and positive. The coefficient of determination ($r^2 = 0.65$) indicates that 65% of affective commitment can be explained by salary structure. The significant value of ($p < 0.05$) reveals a significant relationship. Based on that, the null hypothesis was rejected. Therefore, there is a significant relationship between salary structure and affective commitment in deposit money banks in Rivers State

Hypothesis Two:

H0₂: There is no significant relationship between salary structure and continuance commitment

Table.2: Statistical Analysis for Hypothesis Two

		Salary Structure	Continuance Commitment
Spearman's rho	Correlation Coefficient	1.000	.688**
	Sig. (2-tailed)	.	.
	N	105	105
	Correlation Coefficient	.688**	1.000
	Sig. (2-tailed)	.	.
	N	105	105

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

From the result of the above table, the correlation coefficient ($r = 0.688$) between salary structure and continuance commitment is very strong and positive. The coefficient of determination ($r^2 = 0.688$) indicated that 69% of continuance commitment can be explained by salary structure. The significant value of ($p < 0.05$) reveals a significant relationship. Based on that, the null hypothesis is rejected. Therefore, there is a significant relationship between salary structure and continuance commitment in deposit money banks in Rivers State.

Hypothesis Three:

H0₃: There is no significant relationship between profit sharing and affective commitment

Table.3: Statistical Analysis for Hypothesis Four

		Profit Sharing	Affective Commitment
Spearman's rho	Correlation Coefficient	1.000	.723**
	Sig. (2-tailed)	.	.
	N	105	105
	Correlation Coefficient	.723**	1.000
	Sig. (2-tailed)	.	.
	N	105	105

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

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From the result of the above table, the correlation coefficient ($r = 0.723$) between profit sharing and affective commitment is very strong and positive. The coefficient of determination ($r^2 = 0.72$) indicated that 72% of affective commitment can be explained by profit sharing. The significant value of ($p < 0.05$) reveals a significant relationship. Based on that, the null hypothesis is rejected. Therefore, there is a significant relationship between profit sharing and affective commitment in deposit money banks in Rivers State.

Hypothesis Four:

H_04 : There is no significant relationship between profit sharing and continuance commitment in deposit money banks in Rivers State.

Table.4: Statistical Analysis for Hypothesis Four

		Profit Sharing	Continuance Commitment
Spearman's rho	Correlation Coefficient	1.000	.632 **
	Sig. (2-tailed)	.	.
	N	105	105
	Correlation Coefficient	.632 **	1.000
Continuance Commitment		Sig. (2-tailed)	
		.	
N		105	105

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

From the result of the above table, the correlation coefficient ($r = 0.632$) between profit sharing and continuance commitment is very strong and positive. The coefficient of determination ($r^2 = 0.63$) indicated that 63% of continuance commitment can be explained by profit sharing. The significant value of ($p < 0.05$) reveals a significant relationship. Based on that, the null hypothesis is rejected. Therefore, there is a significant relationship between profit sharing and continuance commitment in deposit money banks in Rivers State.

7. CONCLUSION AND RECOMMENDATIONS

With respect to the outcome of this paper as presented by the actors above we thus conclude as follows; Organizational commitment will only be successful if management of deposit money banks can redirect their strategic policy on employee motivation by ensuring that their workers are paid adequately so as to boost the level of their employee commitment. The impact of employee remuneration on commitment in the banking sector cannot be over-emphasized with the economic situation of this country, because it helps in meeting the domestic and personal needs of the employees.

8. RECOMMENDATIONS

Consequent on the following conclusions above, the researcher therefore recommends that;

- i. The management of deposit money banks should endeavour that employee pay is commensurate with work done as this could boost the commitment level of an employee thereby making them more profitable
- ii. Profit sharing provides a way of associating employees more strongly with the affairs and fortunes of their companies. Bank managers should review their policy on profit sharing in order to accommodate employees who have worked relentlessly for the growth of the organization
- iii. Bank Managers must ensure that incentives rewards distributed to employees are dynamic and constantly re-evaluated to ensure their transparency and fairness to all employees so as to continue to have their dedication, commitment and loyalty, which is the major drive for keeping contented and satisfied employees, thus avoiding turnover but ensuring retention of vibrant employees.

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