

## REWARD SYSTEMS AND ACADEMIC STAFF COMMITMENT IN RIVERS STATE POLYTECHNICS: STRATEGIC APPROACHES.

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**ABSTRACT:** This study examined the reward management strategies for academic staff job commitment in Polytechnics in Rivers State Nigeria. The aim of the study was to examine the extent to which the dimensions of the reward management strategies are utilized for academic staff job commitment. The study was guided by 2 objectives with 2 corresponding research questions and hypotheses. Descriptive research design was used for the study. The population of the study comprised all 1470 academic staff of the two Polytechnics, namely: Ken Saro Wiwa Polytechnic and Elechi Amadi Polytechnic in Rivers State. The sample size of the study was 400 academic staff drawn from the entire population through stratified sampling technique. The instrument titled: "Reward Management Strategies for Academic Staff Job Commitment in Polytechnics Questionnaire" (RMSASJCPQ) was used for the study. Furthermore; test - retest method was used to establish the Reliability of the instrument, the coefficient value of 0.867 and 0.821 was obtained using Cronbach Alpha. The Data collected were analyzed using descriptive statistics; Mean and Standard Deviation were used to answer the research question, while independent t-test was used to test the null hypotheses at 0.05 level of significance. The findings revealed among others that, there is significant difference between the mean ratings of male and female staff on the extent of career development opportunities are utilized for academic staff job commitment in Polytechnics in Rivers State. Based on the findings, it was concluded that well-designed reward management strategies such as prompt payment of salary, and career development opportunities have the potential to be utilized for academic staff job commitment. The study therefore, among others, recommend that, relevant government agency and polytechnic administrators should be exposed to and equipped with the relevant reward management strategies through seminars, conferences and workshops in order to ensure academic staff job commitment in polytechnics.

**Keywords:** Reward, Management Strategies, Academic Staff, Job Commitment, Polytechnics, Rivers State, Nigeria.

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### INTRODUCTION

Every institution wants to be successful and have constant progress. It is a well-known fact that institution whether private institution, mutual benefit associates or even public entities require competent workforce to survive and to remain competitive. However, the effectiveness and efficiency of any institution are to a large extent, dependent on the level of motivation available

for the labour force. In today's ever increasing and dynamic institution and work environment, the highly motivated staff's serve as a synergy for accomplishment of the institutional goals, institutional plans, high efficiency, commitment, growth and high performance.

Academic staff are the heartbeat of any educational institution, their commitment to duty directly related to the level of motivation they have within the institution, education in this regard because they play important role in educational institution. Their major assignment is to develop the students academically and morally through training. Academic staff are main interface with students, and their job commitment is crucial to determine level of performance of teaching, learning, research and service to community, and thus critically affect students' performance. Rowley (2019) opined that most higher institutions have a major role to offer a high-quality teaching, learning and research experience to their students.

Reward system implemented by institution will influence staff behavior and attitude towards their job if the rewards satisfy their needs and help them to reach personal goals. The various forms of behaviour and attitude disposition which institution require of its employees in order to achieve set goals depend on the kind of rewards and incentive package the institution is willing to offer. Sometimes, rewards are not simply expressed in the monetary form, but it also includes those difficult to measure in monetary currencies.

Reward management is about the design, implementation, maintenance, communication and evolution of reward policies which help organizations to improve performance and achieve their objectives. Academic staff Job performance to a large extent gives direction to the attainment of desired objectives in Polytechnic's in Rivers State. The Polytechnic's system for instance, might achieve its goal when staff are highly committed to their duties.

Career development opportunity is considered an essential tool for new and old staff to enhance their present or future performance (Khan, 2011). Career development involves exposing the staff to capacity building programmes and other training activities that will help to sharpen the skills and knowledge of the academic staff and this goes a long way to improve on their effectiveness on the job.

Academic staff in Polytechnics that show interest in career development programmes helps to keep them abreast with issues in their profession such as conferences and seminars spurs the staff to action as this will enable them to acquire more experience. Mastering of skills and attitude is essential for workplace effectiveness. Thus, this study seeks determine reward management strategies for enhanced staff job commitment in polytechnics in Rivers State, Nigeria.

## **Research Questions**

The following research questions were formulated to guide the study:

- To what extent is career development opportunities utilized for academic staff job commitment in Polytechnics in Rivers State?
- To what extent is prompt payment of salary utilized for academic staff job commitment in Polytechnics in Rivers State?

## **Hypotheses**

The following null hypotheses guided the study and tested at 0.05 level of significance:

- There is no significant difference between the mean ratings of male and female staff on the extent career development opportunities is utilized for academic staff job commitment in Polytechnics in Rivers State.
- There is no significant difference between the mean ratings of male and female staff on the extent prompt payment of salary is utilized for academic staff job commitment in Polytechnics in Rivers State.

## **THEORETICAL FRAMEWORK**

### **Herzberg's two-factor theory (1987)**

Herzberg's (1987) Two-Factor Theory as cited in Ololube (2024) is based on the fulfillment needs, on how to satisfy workers and know their plights, in order to bring out the best in them. The main aim of this theory is to know what satisfy and dissatisfy workers in an organization. The study revealed that the factors that led to job satisfaction are not the same that dissatisfied them. This implies that job satisfaction and dissatisfaction are independent. Herzberg saw environmental factor as the major cause of workers' dissatisfaction, which is also known as hygiene factor. However, the presence of these factors has nothing to with the satisfaction of workers but rather help to increase the performance of workers in the white-collar jobs. Examples of hygiene factors include interpersonal interaction with colleagues and supervisors and the working environment; this is otherwise known as the job content. This is perceived as important but not really sufficient to satisfy workers in this category. On the other side is the job context which dwells on or emphasizes motivating factors in order to make them to work harder. This specifies what people actually do in their work, and entails achievement, recognition for work done, responsibility and authority, advancement and career.

Two-Factor Theory is closely related to Maslow's hierarchy of needs but it introduced more factors to measure how individuals are motivated in the workplace. This theory states that meeting the lower-level needs (extrinsic or hygiene factors such as supervision, salary decrease or increase, working conditions and organizational policy) of individuals would not motivate them to exert more effort or committed in the job, but would only prevent them from being dissatisfied.

## **CONCEPTUAL REVIEW**

### **Reward**

The concepts of reward management are inter-changeably used by researchers. Ezigbo and Court (2011) argued that the concepts are quite interrelated, overlapping and complementary in the context of employee motivation. Reward is the compensation doing work well given to an employee in the form of both financial and nonfinancial incentives (Ololube, 2024). This definition is in consonance with the position of Okpokiri (2021) who stated that reward is the material and psychological payoffs given to an employee as recognition for good contribution and for performing tasks well in the workplace. In the views of Anele (2022), organizational reward means all the benefits which include financial and non-financial, that an employee

receives through the employment relationship with an organization. Cole (2002) as cited in Ololube (2024) opined that the growth of the economy and of a country largely depend on the Educational system in that country, hence rewarding staff's become very necessary to achieve quality education that will drive the economy towards the path of development.

Academic staff work to develop institutional environment that promote teaching, learning, critical thinking team work among staff's, School administrators and students. Lecturer's job commitment is an essential tool required to reshape teaching and learning to meet the present demands for staff improvement and excellent performance. They are the main resources for educational' business activities; the issues of Staff rewards critically decide academic success.

## **Classification of Reward Management**

### ***Monetary Rewards and Non-Monetary Rewards***

Monetary rewards are those that will enhance the employee's financial well-being directly, example bonus, increase in wages and profit-sharing schemes. On the other hand, non-monetary rewards do not enhance the employees' financial position directly but make the job more attractive. In every career be it lecturing or any other work, employees will be willing to put in their best if what they go home with at the end of the month is enough to help them meet their needs, The way workers are remunerated for their efforts in their work places determine how serious they will be with their work. Remuneration as defined refers to the monetary income obtained by workers for participating in social labour, that is, the material compensation paid by an employer in a statutory way to a worker in exchange for fulfillment of labour obligations after a labour relationship was been established by them". Labour remuneration is the main source of income for workers to meet their material, cultural and living needs of themselves and their family members. In every career be it teaching or any other work, employees will be willing to put in their best if what they go home with at the end of the month is enough to help them meet their needs.

### ***Performance-Based Rewards and Membership-Based Rewards***

Employees performance is an indicator of the quantity of work done (i.e. how much unit of a product has been produced or provided), quality of work produced (how well the work has been done) and the timeliness of the work that has been done.

The rewards that a business organization gives to their employees can be based on either their performance or membership criteria. Performance based rewards are exemplified by the use of commissions, piecework pay plans, incentive schemes, group bonuses, merit pay or other forms of pay for performance plans. Membership-based rewards would include cost of living increases, benefits and salary increase, seniority or time in rank, credential or future potential as can be seen in tertiary institution.

## **Reward Management Strategies for Staff Job Commitment**

It is notable that different motivation strategies may affect the staff in different ways at points in time because conditions, needs and personal objectives are not static but inconstant state of flux. The staff who accomplish their task or give good commitment, they different not only want to

focus on their achievement but they want their achievement to be appreciated. The overall aim of reward system is to support the attainment of the Institutional goals and objectives by helping the organization to ensure that it has the skilled, committed and well-motivated work force it needs. In a school system, it is necessary for the administrators to develop the most suitable incentives and good reward system which could be financial and non-financial, nevertheless, one of the strategies to improve the management of reward packages is to give rewards in line with the needs and context of work environment. It is the motivation and co-ordination of the activities and effort of the staff in school in order to obtain maximum output from them and consequently achieve the goals of education optimally. The functions according to Ololube (2024) include the following:

### ***Staff Maintenance***

This concern making the work environment conducive for workers, pertinent practices include; promotion and transfer, motivation, staff safety, security and health services. It is pertinent that educational establishments have sound policies in respect of staff transfer and promotion to ensure that justice and fairness prevail in dealing with staff. As work to be performed in the school is important, the mood of the man to perform the job is equally important. For maximum and productive goal attainment, the administrators must ensure the comfort and happiness of the workers.

### ***Staff Development***

This is the process of appraising staff performances and identifying their key skills and competence that need development or training to improve their skills for better performance. It involves providing development programme and training courses that are suitable for the programme. The success of educational organization hinges on the strength and quality of the staff members. There is need to change through training and to improve and grow in competence. This can be done through in-service training, conference, workshop and seminars.

### ***Academic staff Job Commitment***

The term commitment has been studied in different forms in the psychological literature. Adeniji (2019) remarked that lecturers often show their dissatisfaction if there is no adequate provision for job security, promotion and when unfairness is exhibited. Anele (2022) stated that job commitment is referred to the extent to which teachers/lecturers make out, relates to their places of employment.

### **Career Development Opportunities are Utilized for Academic Staff Job Commitment**

The personal growth of the academic staff is an important factor that is often given due consideration before and after taking a job. Academic staffs' in the Polytechnic's look forward to any job opportunity which can increase their chances of self-actualization. Some lecturers value the lecturing profession because it gives them the opportunity of striking a work life balance where they can interact with the members of their family and this forms the major non-monetary

reward which some lecturers look out for if they must give their best work performance to the Polytechnic.

Career development opportunities help staff to improve in knowledge and embrace new innovations in lecturing profession. Staff development opportunities allow employees to develop and enhance their skills which include socialization of different forms just as new staffs need training to begin work, so also more experienced staff need retraining to keep up with the demands and challenges of their job. The success of any organization is dependent on its workforce, and in order to get the best workforce to do the job, it must be continuously trained and developed.

### **Prompt Payment of Salary for Academic Staff job commitment**

It is extensively conceived that money helps to stimulate job efforts (Miline, 2007). It can be observed in most of the developing countries where physiological needs of most workers are yet to be met. The role of money is very crucial in the realization of the deserved needs of workers and in obtaining higher order needs such as recognition in the society and in purchasing luxury goods and services that bring about comfort in life. The cardinal reason why most people engage in one form of job or another is to earn salary or income. This is needed to meet up with some vital personnel and domestic needs like feeding, clothing, payment of rent, schools fees, utility bills etc. Salary can be described as the money that an employee receives for doing his job. Money is believed to have a great tendency of bringing out a higher commitment in employee when he is adequately paid. It is believed that man is an economic being, whose attitude to work can only be influence by money. Prompt pay salary to staff are important because with money, people can satisfy needs for status, security, recognition and affiliation. For example, in Nigeria, a person's social worth depends largely on the size of his earnings or acquired monetary wealth exhibited in either building raised, types of house he can afford to live in and the type of car he uses.

The salary of an academic staff is paid by his employer can have a great influence on his commitment in the administration. A staff doesn't simply view his salary as a dollar amount, he sees it as the value his employer places on him as a worker. The level of appreciation he feels can have a direct impact on his overall performance. A worker is more likely to perform to his potential if they are happy with the salary he is earning. A person earning a high salary feels motivated to do a good job, because he wants to please his employer retain his position. His salary brings him a feeling of security, allows him to feel accomplished and gives him a high-status ranking that he enjoys. A person is much more willing to put in extra hours at the office if he feels his financial rewards, are a fair trade-off. It increases the commitment, satisfaction and productivity.

Anele (2022) observed that in Nigeria, job satisfaction induces greater commitment to lecturing. He added that lack of job satisfaction as a result of poor salary package and other conditions of service after employees' commitment to work and contributions to the effectiveness of institution is reduced. It has been confirmed that lecturing job is devoid of satisfaction. Hence, many who lend themselves in the field are there by necessity rather than by design; therefore, most of them put on low rate of commitment while on the job. Staff motivation is an important factor for any educational system to achieve its goals and objectives.

## **CHALLENGES OF ACADEMIC STAFF JOB COMMITMENT**

### **Inadequate Infrastructural Facilities**

Inadequate infrastructural facilities are another fundamental challenge facing the academic staff of Polytechnic's. Infrastructural facilities refer to that social capital that aids delivering of teaching, researching and other academic services in the educational institutions. Infrastructural facilities include classrooms, offices, lectures halls, sport ground, light, water, good roads, ICT facilities etc. Many academic and non-academic staff in the Polytechnic's in Rivers State cannot discharge their academic services effectively due to inadequate infrastructural facilities. Many academic staff do not have constant light in their offices and internet services to support their online teaching programme. Fatuzzo (2017) detected that the Nigerian polytechnics seem to be grappling with the challenges of engaging their workforce especially the academic staff due to frustrating work conditions arising from inadequate or lack of lecturing and research facilities, poor remuneration, unfavorable policies like high imposition of taxes, and poor job security with non-pensionable salary. These challenges may have culminated into poor commitment in the Polytechnic ranking. The Polytechnic's lack of sufficient facilities and equipment to effectively deliver teaching and research programme. Ololube (2024) opined that our institutions of higher learning are characterized by under-funding, poor working environments, poor conditions of service, inadequate infrastructural facilities and ineffective management of financial resources.

### **Poor Funding of Research Programme**

One of the cardinal programme and core functions of the academic staff is carrying out research. Over the world, lecturers are known for carrying out research frequently, it is unfortunate that academic staff of many Polytechnic's not carrying out research due to poor funding of research programme and lack of conducive environment. Okoli, et al. (2016) confirmed that the poor attitude of Governments towards research and inadequate funding of research programme have not given enough priorities it deserves. One of the functions of the Universities is to engaged in research programs and solve the social, economic, and political challenges affecting the Nation through their findings. Due to the poor research programs and lack of research capital, many young researchers are discouraged to embark on researches.

## **METHODOLOGY**

The researcher adopted a descriptive research design. The population for this study consisted all the academic staff in two (2) Polytechnics in Rivers State; 1470 (1,110 males and 360 females). Namely: Ken Saro-Wiwa Polytechnic, Bori (950), and Captain Elechi Amadi Polytechnic, Rumuola (520), Port Harcourt, Rivers State.

The sample size for this study comprised of 400 academic staff which was 5% of the entire population of the study and this consisted of 246 males and 154 females academic staff in two Polytechnics in Rivers State. The simple random sampling technique was used to select the sample of the study.

The research instrument for collecting data in this study was a self-design questionnaire titled: "Reward Management Strategies for Academic Staff job Commitment in Polytechnics in Rivers State Questionnaire (RMSASCDPRSQ)." It was developed by the researcher with the

assistant of the research supervisor. The instrument was divided into section A and B. Section A comprises of demographic data of the respondents while section B comprises of items base on postulate research questions.

To validate the research instrument, face and content validity of the instrument was established by two experts, one in the Department of Educational Management, Ignatius Ajuru University and Department of Statistics, Ken Saro-Wiwa Polytechnic, Bori, Rivers State. Their corrections were implemented in the final draft of the instrument.

Cronbach alpha method was used to test the reliability of the instrument and a reliability index: 0.86 and 0.821 respectively. 400 copies of the instrument were distributed and administered and 346 copies were properly answered and returned which represented 86.5% returned rate.

Data for this study was gathered through the administration of the questionnaire. The Mean and Standard deviation was used in answering the research questions while the independent t- test analysis was used in testing the hypotheses at .05 level of significance.

## RESULTS AND DISCUSSION

**Research Question One:** To what extent is career development opportunities is utilized for academic staff job commitment in Polytechnics in Rivers State?

Table 1: Mean ratings and standard deviation on the extent career development opportunities is utilized for academic staff job commitment in Polytechnics in Rivers, State Nigeria

s/n	Items	Mean	SD	N	Decision
1	Enhance teaching skills by upgrading teaching skills through professional development can lead to greater confidence and enthusiasm in the classroom resulting in increased job commitment.	2.26	1.327	346	Low extent
2	Career development opportunities can lead to better student outcomes which can increase staff motivation and commitment.	2.84	1.654	346	High extent
<b>Grand mean and SD</b>		<b>3.689</b>	<b>2.154</b>		<b>High extent</b>

The Data on Table 1 shows that, the mean ratings and standard deviation on the extent career development opportunities is utilized for academic staff job commitment in Polytechnics in Rivers State. The table shows that all the items are well above the criterion mean while item 1 is below the criterion mean of 2.50 which indicates that enhanced teaching skills by upgrading teaching skills through professional development can lead to greater confidence and enthusiasm in the classroom, resulting in increased job commitment. This means that, career development opportunities has a significant impact on enhancing academic staff job commitment in polytechnics in Rivers State, improved job opportunities can lead to increased job satisfaction, which in turn can boost job commitment, career development opportunities can lead to better student outcomes, which can increase staff motivation and job commitment, as seen on items 1 and 2 with mean ratings of 2.26 and 2.82 respectively. However, the grand mean of table 1 shows 3.689 which further indicates that the majority of the respondents agreed that career development opportunities is utilized for academic staff job commitment in Polytechnics in Rivers State, Nigeria.

**Research Question Two:** To what extent is prompt payment of Salary utilized for academic staff job commitment in Polytechnics in Rivers State, Nigeria?

Table 2: Mean ratings and standard deviation on the extent prompt payment of salary utilized for academic staff job commitment in Polytechnics in Rivers State, Nigeria

s/n	Items	Mean	SD	N	Decision
3	Prompt salary is instrumental in retaining skilled faculty member, preventing them from seeking better-paying opportunities elsewhere.	2.92	1.612	346	High extent
4	Prompt payment of staff salary enables them to meet up their financial obligations and motivates their job co	2.89	1.723	346	High extent
<b>Grand mean and SD</b>		<b>2.905</b>	<b>2.473</b>		<b>High extent</b>

The data on table 2 shows the mean ratings and standard deviation on the extent prompt payment of salary is utilized for academic staff job commitment in Polytechnics in Rivers State. The table shows that, both male and female academic staff agreed that to high extent prompt payment of salary is utilized for academic staff job commitment, prompt salary is instrumental in retaining skilled faculty members, preventing them from seeking better-paying opportunities elsewhere, prompt payment of staff salary enables them meet up their financial obligation and motivates their job commitment as seen on item 3 and 4 with the mean ratings of 2.92, and 2.89 respectively. However, the grand mean of table 2 shows 2.905, which further indicate that the majority of the respondents agreed to high extent that prompt payment of salary is utilized for academic staff job commitment in Polytechnics in Rivers State, Nigeria.

## Test of Hypotheses

### Null Hypothesis One

**HO<sup>1</sup>:** There is no significant difference between the mean ratings of male and female staff on the extent career development opportunities is utilized for academic staff job commitment in Polytechnics in Rivers State.

Table 3: Summary of t-test on the difference between the mean rating of male and female staff on the extent career development opportunities enhances the academic staff commitment in Polytechnics in Rivers State

Gender	N	Mean	SD	Df	t-test	Sig.	Decision
Male	226	2.96	0.76	344	1.696	.091	NS
Female	120	2.82	0.70				

Table 3 reveals the summary of t-test on the difference between the mean rating of male and female staff on the extent career development opportunities is utilized for academic staff commitment in Polytechnics in Rivers State. The result from the table above reveals the mean responses of the male staff as 2.96 and the standard deviation of 0.76 while the mean responses of female staff is 2.82 and standard deviation is 0.70. The table also reveals t-test calculated value of 1.696 and corresponding significance value of .091. The result shows that  $p > 0.05$  at 344

degrees of freedom. Hence, it is concluded that there is no significant difference between the mean ratings of male and female staff on the extent career development opportunities enhances academic staff job commitment in Polytechnics in Rivers State. Therefore, the null hypothesis one is retained at 0.05 level of significance.

### **Null Hypothesis Two**

**HO<sub>2</sub>:** There is no significant difference between the mean ratings of male and female staff on the extent of prompt payment of salary is utilized for academic staff job commitment in Polytechnics in Rivers State.

Table 4: Summary of t-test on the difference between the mean rating of male and female staff on the extent of prompt payment of salary is utilized for academic staff commitment in Polytechnics in Rivers State

<b>Gender</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>Df</b>	<b>t-test</b>	<b>Sig.</b>	<b>Decision</b>
<b>Male</b>	226	2.91	0.96	344	0.129	.898	<b>NS</b>
<b>Female</b>	120	2.90	1.13				

Table 4 displays the summary of t-test on the difference between the mean rating of male and female staff on the extent of prompt payment of salary is utilized for academic staff commitment in Polytechnics in Rivers State. The above table shows mean responses of the male teachers to be 2.91 and the standard deviation of 0.96 while the mean responses of female academic staff is 2.96 and standard deviation is 1.13. The table also reveals t-test calculated value of 0.129 and corresponding significance value of .898. The result shows that  $p > 0.05$  at 344 degrees of freedom. Hence, it is concluded that there is no significant difference between the mean ratings of male and female staff on the extent of prompt payment of salary is utilized for academic staff job commitment in Polytechnics in Rivers State. Therefore, the null hypothesis two is retained at 0.05 level of significance.

## **DISCUSSION AND FINDINGS**

### **The extent career development opportunities are utilized for academic staff job commitment.**

This finding is in agreement with the findings of Okpokiri (2021), who opined that career rewards management strategy includes the following reward options; training and development, lateral moves/advancement, career progression, personal growth, stretch assignment and career incentives, etc. Similarly, Anele (2022) argued that career reward strategy are of four (4) types which are career development, training, opportunities for acquiring required skills and participation environment. The authors added that career reward strategy has been recognized as a powerful tool for attaining employees' motivation and commitment, and is a strong source of employee retentions. The result analysis in Research Questions shows that reward management help to enhance academic staff job commitment in Polytechnics. All the items have grand mean rating above 2.5 indicating that use of rewards management to encourage staff to put in their best actually enhance job Commitment. Employer would enhance staff commitment by attributing consideration on non-financial rewards to staff in giving praise and encouragement to staff,

recognition for excellent performance, establishing room for staff autonomy, professional growth and staff promotion, decrease in staff responsibilities and giving high quality and adequate leadership.

### **The extent prompt payment of salary is utilized for academic staff job commitment**

The findings of the study revealed that to a high extent prompt payment of salary encourages academic staff job commitment. They are motivated to work, staff will adhere to professional code of conduct for effective job performance and to enhance the rate of staff job committed. The findings of the study in this regard showed that, according to Anele (2022), employees who experience stressful working condition are more likely to be performed less in their jobs; hence, they are not likely to be productive. A prompt payment of salary, motivates academic staff to give their best. But wherever motivation is lacking, the result is a reduced level of job commitment. This agrees with Ausubel's position that staff who experience delayed in salary are less likely to be involved in their job. This negative correlation seems to suggest that the staff in the study do not feel motivated with their job, due to apparent delayed payment of salary could affect their level of job commitment.

### **CONCLUSION**

Academic Staff are the engine rooms of the Polytechnics and they need to be motivated to work well and improve on their job commitment. The study mirrored on managing reward strategies with the aim to verifying its efficacy on academic staff job commitment, and the enhancement of productivity in Polytechnics. Based on the finding of the study, it can therefore be concluded that various rewards management strategies such as prompt payment of salary, regular promotion, provision of incentives, career development opportunities and recognition rewards hold remarkable enhancement on academic staff job commitment in Polytechnics in Rivers State, Nigeria. It revealed that when academic staff are adequately rewarded by enhanced salaries/wages, provided with avenue and monetary support for skill update and careers advancement in their various fields of learning, allowances to meet up with the cost incurred in the provision of life necessities and given recognition and encouragement, it releases in them the motivation to put in their best towards achieving a set academic goals and objectives.

Moreover, the paper affirms further that rewards offered by an institution have positive relationship with job commitment and satisfaction. As such, this propels employees' performance, retention and the attainment of academic goals. The study however, observed that if an administrator reward strategy is perceived to be unfair and unrealistic, it will de-motivate academic staff job commitment. Government needs to increase the funding of Polytechnics education, increase the funding of research programme, motivate the academic staff, provision of effective staff development programme, provision of infrastructural facilities, implementation of union agreement, provision of adequate incentives and capacity development programme on Information Communication Technology (ICT) so that, at the end of the day, academic goals will be highly attained through job commitment of academic staff.

## Recommendations

Based on the findings of this study, discussions and conclusion drawn from it the following recommendations are made:

- Administrators of various Polytechnics, policymakers and other stakeholders in the education field should know that financial rewards are not the sole factor that is utilized for staff job commitment.
- Relevant government agency and polytechnic administrators should be exposed to and equipped with the relevant reward management strategies through seminars, conferences and workshops in order to ensure academic staff job commitment in polytechnics.
- Government should provide relevant legislation with respect to staff welfare in the form of minimum wage beyond which no private Polytechnics should pay their workers.

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