

THE ROLE OF REWARD SYSTEM ON THE RETENTION OF EMPLOYEES IN JIGAWA STATE POLYTECHNIC, DUTSE, NIGERIA

By

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Abstract

This study explored the role of rewards system on the retention of employee among workers of Jigawa State Polytechnic, Dutse Nigeria. The objectives of this study were to determine whether there is a relationship between reward system and employee retention, and to make recommendations to the authority of Jigawa State Polytechnic, Dutse and policy makers in the organization of other tertiary institutions and other organizations on possible ways/strategies to improve employee retention based on the research findings. The study utilized a quantitative research design and 100 staff was randomly be selected as research participants. Self-administered questionnaires were distributed to the respondents. The data was also be analyzed using Statistical Package for the Social Sciences (SPSS), version 20.0. Hypotheses were formulated and be tested on the relationships between the independent and the dependent variable. The following theories underpinned the study; Expectancy Theory and Equity Theory. The findings revealed that reward as a key factor influencing employee retention was explained by the following determinants salary, bonus, promotion and job recognition in the Polytechnic were significant positive predictors of employee retention.

Keywords: Role, Salary, Bonus, Promotion, job recognition and Employee Retention

1.1 Introduction

Every research undertaking must begin by justifying why the study is necessary and clarifying what it sets out to achieve, so that its eventual findings can be judged against a clear point of reference. This chapter therefore sets out the background to the study, the statement of the problem, the research questions and the aims and objectives that guide the work, before outlining its scope.

Human resources are widely regarded as an organization's most valuable asset, yet many organisations still fall short of drawing out the full potential of their workforce. Technological change has touched almost every aspect of organizational life and it has become correspondingly difficult to raise organizational performance without pairing sound human-resource policy and managerial practice with the deployment of modern technology. Managers and administrators are therefore under continuous pressure to refine their HR policies so that the workforce remains adequate, satisfied, productive and committed to its duties. Organisations that succeed in doing so are better placed to secure a competitive advantage and to operate more efficiently.

One of the most persistent problems facing administrators today is how to hold on to skilled employees, given the cost of replacing them and the productivity lost when they leave. Staff turnover has become an increasingly serious problem in the modern workplace and the success of any organisation continues to depend heavily on the quality of its human resources. Some employees remain in post largely because of the security offered by their terms of appointment, or by pension and gratuity arrangements and turnover in such cases tends to stay relatively low; others, however, leave in pursuit of more attractive opportunities elsewhere.

Employee retention is becoming a serious issue for organizations be it private or public worldwide, as it positively affects its daily routine work and sustainability Mohammed, (2020).

Also, high number of employees leaving the organization can lead to a substantial loss and there by operational obstacles and at the same time the morale and zeal of the existing employees will be weakened. Notwithstanding knowing the importance of retaining employee, many organizations have now started to bring an effective policy of retaining their talent employees Singh, (2018). Thus, global organizations have now view employee retention as a vital issue by bringing in policies that sustain employee to remain.

According to the International Labour Organization (ILO) it was established to cater for the welfare of employees, decent dressing and the general conditions that will enhance working condition, and promote work to the standards and also protecting susceptible employees from exploitation Dreval et al. (2025). In United Kingdom (UK), retention of employee is becoming a problem, in a social sector an average of 6.8% are leaving the organization in 2020/2021 Maeda and Socha-Dietrich (2021). This is because of the challenges associated with recruitment and staff retention which includes lay pay, poor working hours etc Devi et al. (2021). As such to retain an employee is path to organization success and good service delivery Feggett (2017). Similarly, effective recruitment policy will positively enhance employee retention Hussein and Turnpenny (2020). Mazlan and Jambulingam (2023) argued that, organizations should ensure retain its skilled employees so that it can remain competitively and often well service delivery. They added that retaining talent employee improves productivity and efficiency in the organization, not only saving cost in recruiting and induction of new employee.

Similarly, in Zimbabwe the high number of employees' turnover is as a result of poor employee reward system Chiboiwa et al. (2010). Also, In Nigeria also most employees are leaving their organizations for new opportunities, and some on a specific reason. However, reward and pay are what other employees are looking for. Also, employees are leaving especially when they discover no future in the work. Poor management, lack of recognition and unorganized

organization and lack of feedback from managers are among the factors that enhance employee retention in Nigeria.

However, reward system is one of the central mechanisms through which an employee's happiness and commitment to an organisation are sustained. Some researchers treat it narrowly as the salary paid to employees, while others take a broader view in which reward captures the whole of value that an employer places on an employee, not merely its incentive component. On other reason, an employee who is satisfied with pay and with the level of concern shown by the employer tends to perform better and to their best. Higher earnings function both as a motivator and as a source of security, so where such are achieved, employer and employee are more likely to achieve their respective objectives (Obicci, 2014).

The biggest challenge faced by many organizations is turnover and is increasingly becoming a big problem in the modern workplace. However, the success of any organization largely depends on the quality of its human resource. Many employees decide to stay due to its nature of appointment and pension and gratuity scheme which at the same time result in turnover relatively become low. Usually, some employees leave for more attractive.

1.2 Statement of the Problems

In today's fast-changing and highly competitive business environment, organisations start-ups and small-to-medium enterprises in particular face growing pressure to remain agile while still retaining their most skilled employees. Public organisations in particular now face serious difficulty in retaining skilled workers. Frost (2020) observed that organisations find themselves in a critical position because they compete for qualified staff against rivals whose salary offers, they often cannot match. The underlying problem is how to design a reward package capable of retaining such staff so that day-to-day

operations continue smoothly. Managers are further hampered by their inability to anticipate employees' changing needs, yet keeping pace with those needs is precisely what allows an organisation to become an employer of choice Birt et al. (2004).

More broadly, a persistent failure to recognize and reward employees' achievements tends to erode morale and reduce productivity, largely because many organisations do not fully grasp their employees' immediate motivational needs. Managers who make a point of acknowledging staff and attending to their emotional well-being generally see better results in return Renger et al. (2020).

When an organisation fails to identify and reward its employees' achievements, the consequences typically include heightened stress, significant turnover and lower job satisfaction Lei et al. (2022). Genuine achievement therefore needs to be recognized by the organisation. This seminar paper accordingly seeks to close an existing gap in the literature on reward systems and employee retention by drawing out further insight into how leadership can improve employee well-being.

1.3 Aims and Objectives of the Study

This research work sets out to review the literature on how reward systems affect the retention of staff in the public service, with particular reference to public polytechnics in the Northwest zone of Nigeria. It pursues the following objectives:

1. To establish whether salaries and wages have a direct relationship with employee retention within the organisation.
2. To determine whether a significant relationship exists between promotion, recognition and employee retention.
3. To establish whether employee well-being plays a meaningful role in retention.

To offer practical recommendations to relevant authorities on how the reward system within their organisations might be improved.

1.4 Hypotheses of the Study

H1 – There is significant and positive relationship between salaries and employee retention

H0 – Salaries does not have significant relationship with employee retention

H1 – There is positive and significant relation between bonus and employee retention.

H0 – There is no positive relation between bonus and employee retention

H – There is significant relations between promotion and employee retention

H0 – Promotion does not have relation with employee retention

H1 – There is significant and positive relationship between recognition and employee retention

H0 – Job recognition does not have significant relationship with employee retention

1.5 Research Questions

The following research questions arise directly from the problems identified above; the study is designed so that answering them will, in turn, address those problems:

- To what extent does the rewards have an impact on employee's retention in the organization development.
- Does the reward system contribute to employee retention in the organisation?

1.6 Significance of the Study

Reward and retention are closely linked to organizational development: where employees are adequately rewarded whether through monetary or non-monetary means, the resulting satisfaction tends to lower costs and help retain experienced, highly skilled staff, which in turn sustains the organisation and strengthens its competitive position. The study should

also be of value to students seeking a deeper understanding of reward and employee retention. Because the study is carried out within Jigawa State of Nigeria, its findings will be most directly generalizable to that setting, though they should also be of use to other researchers wishing to build on this work. Finally, the study offers practical recommendations based on the variables examined.

1.7 Scope the study

The study focuses on the role of reward systems on employee retention in Jigawa State Polytechnic, Dutse, Nigeria. It examines how reward systems affect retention and considers both extrinsic and intrinsic forms of reward and the roles they play in keeping employees within the organisation. Owing to constraints of time and finance, the study is confined to Jigawa State Polytechnic, Dutse located in the Northwest zone of Nigeria.

2.1 Review of Related Literature

This section concern with reviews of the conceptual, theoretical and empirical literature relevant to the impact of reward on employee retention in Jigawa State Polytechnics, Dutse in Northwestern Nigeria and outlines the theories underpinning the study.

Human resources are consistently identified in the literature as the most valuable asset to any organisation, public or private Ejiofor and Ubachu (2001) and as one of the essential ingredients of organizational success. Where this asset is poorly planned or managed in terms of who is recruited, the qualifications, skills and experience they bring and the policies put in place to retain them, meeting organizational goals becomes correspondingly difficult.

It has been observed that polytechnic staff frequently leave one institution for another, whether by transfer, secondment or by taking up a fresh appointment altogether, for reasons that lie with both employer and employee; this pattern is what prompted the present study. Among the factors commonly cited as pushing or pulling staff out of an organisation are weak human-resource policies and a general failure among employers to understand how to retain their workforce effectively. The central challenge facing employers, then is how to encourage and reward staff sufficiently that they choose to remain. Achieving an organization's goals depends on having both an effective reward system and adequate staff-retention strategies in place to sustain performance and productivity.

Weak human-resource policy and poor planning are widely regarded as major contributors to staff turnover and organisations that fail to reward their workforce adequately tend to experience higher turnover rates Shakeel and But (2015). Many organisations have begun taking deliberate steps to address reward and retention as turnover rates rise; Fheli (2007)

argues that a poor compensation package is itself an indicator that staff are likely to leave. Samuel and Chipunza (2009) add that retaining talented staff carries substantial benefits for organizational development and that an organisation which continues to lose talented and skilled staff risks losing its competitive advantage altogether. Effective service delivery therefore depends on getting the reward system right and on retaining a capable workforce, so as to sustain high productivity Fitz-Enz (1997).

2.2 Conceptual Reviews

This section reviews the key concepts and theoretical positions relevant to the field.

2.3 Employee Retention

Workers' retention is the process by which an organisation encourages existing employees to remain until retirement, keeping talented and skilled staff in place so that organizational objectives can be more fully achieved Coetzee et al. (2016); an organisation unable to retain its knowledge and its experienced employees is at real risk of failure. H a i d e r e t a l . (2 0 1 5) describe retention as the process by which organisations keep their workforce until the employee's due date of retirement, or until a given project has been completed. Browell (2001) similarly frames retention as the process through which an organisation prevents its workers from moving to another employer, while Gold and Bratton (2003) describe it as the set of methods and techniques used to ensure that staff remain with the organisation until retirement.

The importance of building an effective retention strategy can hardly be overstated: the strategies an organisation adopts to retain competent staff largely determine the extent to which it can achieve its broader goals. Achieving those goals, or improving performance more generally, therefore requires that human resources be managed effectively and efficiently, which in turn depends on retaining the most talented segment of the workforce. Reward and retention are, in this sense, closely linked elements that raise

organizational standards and generate competitive advantage.

Organisations strive to retain the best available workforce in pursuit of their goals. As noted above, retention has been defined as the process of keeping staff until their due date of retirement or the completion of a given project Haider et al. (2015) and as the process through which an organisation prevents staff from leaving for another workplace Browell (2001). Taken together, these definitions treat retention as a means by which employees are motivated to remain within an organizational setting until retirement; this study, accordingly, treats retention as a human-resource practice used to keep staff engaged over the long term, with the broader strategic aim of retaining talented and dedicated employees for the benefit of the organization's continued operation Wakabi (2016).

A range of factors can either pull employees toward staying or push them toward leaving. Kallio et al. (2024) identify excessive working hours, large class sizes and frequent changes to course content or curriculum as demotivating factors that can drive staff away, along with poor working and living conditions particularly for lecturer's inadequate salary and weak leadership. Chianon (2000) observes that some staff remain in post even when underpaid, provided pay is delivered on time, promotion arrives when due and other welfare provisions are maintained.

From the discussion above, it is clear that many factors bear on reward within an organisation, including levels of pay and benefits, allowances, bonuses, promotion policy, working conditions, recognition and leadership, among others. Madigan and Kim (2021), drawing on a study conducted in China, note that while retaining education-sector staff may not appear essential in itself, doing so nonetheless affects the quality of teaching and student learning outcomes. Similarly argue that the accumulation of teaching and administrative responsibilities produces occupational stress that directly affects teacher retention.

2.3.1 Pull and Push Retention Indicators

Indicators of retention are, in effect, the factors that determine whether a worker stays or leaves good pay, favourable conditions of service, sound management and so on. Researchers often use "pull" and "push" interchangeably in this context: any factor capable of pulling an employee toward staying will, if withheld, tend to push that same employee toward leaving. Agrela et al. (2008) describe such indicators as the factors that steer retention toward organizational growth and success, while other researchers argue that thinking about retention has moved beyond the older focus on salary and benefits alone Feldman (2000).

Ogundare (2025) and Vikar, (2026) argue that financial incentives alone cannot serve as the sole measure of retention; factors such as work life balance, stress management and fair compensation systems must also be taken into account. Seller-Boersma et al. (2026) similarly find that competitive salaries, career advancement and a positive team environment rank among the most prominent retention factors. These indicators are discussed in more detail below.

1. **Skill recognition.** Recognizing an employee's skill, regardless of age, functions as a retention strategy in its own right Yazinski (2009).
2. **Learning and working climate.** As learning and development opportunities become increasingly important for retaining talented staff, organisations should aim to build a conducive working environment Arnold et al. (2007).
3. **Job flexibility.** Flexibility matters because it allows an organisation to accommodate individual working hours, workloads, responsibilities and locations around employees' family circumstances Pleffer (2007).
4. **Training.** Training remains a basic element of retaining talented staff at any career

stage, shaping both behavioural and technical development; access to training and development is widely seen as central to organizational growth Elsafty and Oraby (2022).

5. **Job flexibility (career development).** Richman et al. (2008) argue that organisations wishing to retain staff over the longer term need to combine job flexibility with career-development opportunities, both of which function as key retention incentives.
6. **Compensation.** A weak compensation structure can breed frustration and doubt among employees, particularly where pay increases are minimal or absent Choudhary (2025).
7. **Employee motivation.** Motivation is considered one of the more powerful retention factors: financial incentives alone are rarely sufficient and intrinsic reward remains essential to employees in today's environment Thomas (2009).

2.3.2 Push Factors of Retention

Push factors are those that drive workers away from an organisation poor management, absence of promotion or training, inadequate pay, weak pension provision and a general shortage of the resources needed to work effectively, among others. This study finds that a failure to provide adequate pull factors tends, in itself, to generate push factors: reward can either encourage a worker to remain or drive them away, depending on how it is applied Haider et al. (2015).

2.4 Employee Reward System

Employee reward is widely regarded as one of the principal mechanisms for attracting and retaining skilled staff, since an organisation seeking to retain highly qualified employees needs a reward system capable of satisfying them. Frost (2002) argues that organisations

which recognize the contribution of their talented and skilled staff are more likely to keep them. Attractive salary remains the most frequently cited factor in employee reward and financial rewards typically comprise pay, bonuses, promotion and other benefits. Reward can also be understood as a form of recognition intended to sharpen employees' efforts towards high productivity while meeting customer or client needs; on this view, reward is a deliberately designed process aimed at achieving organizational objectives through a better understanding and management of employee performance.

Midhalose (2024) classifies rewards into two broad categories: extrinsic and intrinsic. Extrinsic rewards are largely financial and attach directly to the job and the organisation pay, promotion, bonuses, fringe benefits and similar payments, whereas intrinsic rewards are more personal, encompassing career advancement, interesting work and participation in decision-making.

Reward, refers to any form of remuneration given to an employee in recognition of their contribution towards organizational goals and can take many forms, including incentives, salary, wages and bonuses. Armstrong (2018) describes reward as a programme set up by organisations to acknowledge employees' efforts towards meeting organizational objectives; the reward system is now widely regarded as a significant factor in employee happiness and productivity Emelianova (2019).

Kang and Lee (2021) argue that reward is one of the essential elements of human-resource management, fostering cordial relationships, concentration and sustained productivity in pursuit of organizational goals. More broadly, employee reward can be understood as the process by which an organisation ensures that employees are fully motivated in line with their contribution, monetary or non-monetary to the organization Bayad and Kofand (2021).

Within Nigerian polytechnics specifically, reward functions as a vital tool for staff retention and organizational development Gallup (2013). Lawler III (2000) argues that an effective reward system must be equitable, transparent and strategically aligned with organizational goals. Reward can therefore affect employees in many ways intrinsic or extrinsic all of which serve in one way or another to sustain employees within the organisation.

2.4.1 Types of Reward System

Reward systems vary considerably between organisations. Shields et al. (2015) classify reward into intrinsic and extrinsic forms; Datta et al. (2024) add that extrinsic rewards are monetary while intrinsic rewards are non-monetary. Mdhlalose (2024) treats total re-ward as encompassing every form of incentive an organisation uses to attract and retain staff as a motivational device, while other authors distinguish tangible (monetary) from intangible (appreciative) reward, noting that whichever form is used should meet employees' underlying needs. Reward systems, taken together, can therefore be understood as the vital element for attracting and retaining talented staff and for sustaining good behaviour, productivity and general organizational performance. The principal types of reward are considered below.

2.4.2 Financial and Non-Financial Reward

Financial reward refers to direct or indirect monetary benefit passed from an organisation to an employee, in the form of allowances, bonuses, salary and related payments. Armstrong and Murlis (2007) regard financial reward as essential for attracting and retaining talented, competent staff. Das and Dash (2024) describe reward more broadly as recognition given by an organisation for good service delivery, distinguishing financial reward salary, bonuses, incentives and other benefits from non-financial reward such as promotion, recognition, training and certification. Ultimately,

the purpose of a reward system is to retain capable staff and to motivate them towards achieving organizational goals through high performance and effective productivity; a sound reward system is in this sense, a strategic tool for attracting and retaining capable employees Maryanti et al. (2022). Lusthaus (2002) notes that reward may take the form of profit sharing, stock options or recognition. Profit sharing involves allocating a defined percentage of company profit to staff as reward, principally as a means of retaining talented employees for competitive advantage and to help the organisation meet its objectives.

An effective reward policy therefore tends to improve job satisfaction, productivity, retention and organizational development; conversely, a weak reward policy tends to produce job dissatisfaction and ultimately, staff departures. Reward-management policy can thus be understood as the system through which an organisation secures better employee performance, competency and overall standards.

Compensation (Remuneration): Competitive payment structures, including base salary and other forms of remuneration, play an important role in attracting and retaining talented staff.

Benefits: Benefits refer to the total package an employee needs from an employer, including health coverage, income protection, financial readiness, retirement provision and adequate time-off policies, all of which help secure the well-being of employees and their families.

Recognition: Recognition refers to any form of appreciation an employer extends to an employee, including expressions of gratitude and the acknowledgement of achievement.

Salary: Salary is the payment an employee receives from an employer for work performed, as specified in the terms of appointment, typically paid weekly or monthly depending on the agreed arrangement. Reward, however, is not confined to salary alone; other forms of reward can also raise employee motivation. Bullock et al. (2015) identify salary as an important indicator of whether employees feel adequately motivated, noting that employees tend to feel motivated when they are well and promptly paid prompt payment of salary and allowances is therefore closely linked to both performance and retention.

Promotion: Promotion refers to the movement of an employee to a higher rank or position within the organizational hierarchy and may be based on loyalty, qualification or achievement.

Ambady (2022) classifies rewards as the benefits or incentives an employee receives from an employer in recognition of work done, with the further purpose of improving future performance, aiding retention and raising job satisfaction. Beyond financial and non-financial reward, organisations should also offer a clear career-development path, since doing so signals genuine concern for staff development and helps build a skilled, well-trained workforce Ajala (2024).

2.5 Theoretical Reviews

This section compares the existing theories and conceptual models relevant to the study, rather than focusing solely on empirical findings. The study draws on two complementary theories: Expectancy Theory and Equity Theory.

2.5.1 Expectancy Theory

Expectancy theory, a psychological model of workplace motivation introduced by Victor Vroom in 1964, holds that individuals are motivated to act in a given way based on the outcome they expect from that action. The theory suggests that providing employees with incentives encourages them to commit more fully to their work: employees tend to perform closer to their best when offered non-financial rewards job security, challenging work, recognition alongside financial rewards such as wages, salaries, profit sharing and bonuses. Bawalla and Adenugba (2021) add that non-monetary reward, including job security, challenging work, recognition, improved designation, opportunities for advancement, involvement in decision-making, autonomy and job rotation, are among the essential motivating factors for employees.

2.5.2 Equity Theory

Equity theory, developed by John Stacy Adams in 1963, holds that individuals are more content when they perceive themselves to be treated fairly, a judgement typically made by comparing the ratio of one's own contributions and rewards against those of others in the organisation. The system is designed to maximize individual reward by distributing organizational resources fairly among group members. The theory is adopted here because it helps explain employee performance in terms of the perceived fairness or unfairness of resource distribution within the organisation.

- a. **Bonus payment:** Bonuses positively influence employee motivation and retention. Consistent with expectancy theory, bonuses strengthen the link between

performance and reward (instrumentality), encouraging employees to pursue the outcomes they value (valence) and, in turn, fostering an interest in staying rather than leaving Dinibutum (2012). Reward can equally be delivered through non-financial means, such as recognition and development opportunities Suff and Reilly (2005). Also, compensation (particularly year-end bonuses) has significant and positive impact on employee retention Nguyễn (2026).

Sorn et al. (2025) and Zehra (2025), confirm that compensation has impacted on employee retention. The result shows a positive and significant relationship between compensation and employee retention. Furthermore, employee feedback, high and competitive salary, welfare benefits, fair overtime pay, fair performance-based incentives, rewarding seniority pay and safe are the key drivers of employee retention.

b. Salary increment: Salary increment is among the most important extrinsic rewards, sustaining a stable relationship between employer and employee and contributing directly to retention. Where an organisation lacks a fair and stable approach to salary and increments, the psychological contract between organisation and employee can break down, raising turnover. Saeed et al. (2023) find that employees place considerable value on salary growth, treating it as a further signal of recognition and appraisal that reinforces their sense of worth to the organization Armstrong and Taylor (2023). Also, Zhu and Newman (2023), Hidayatulloh and Mahendri (2026) and Olanrewaju and Folashade (2026) added that competitive salaries are defined as important in attracting, motivating, and retaining qualified employees.

c. Recognition certificates and awards: Recognition certificates and awards are also form of non-monetary extrinsic reward. It acts as a vital role in improving job satisfaction and motivating factor for retaining an employee not to quit. Recognition is one of the major signs

that the workforce's efforts are reorganized and honored by employers. A similar research was conducted by Murugan and Philimis (2025) that compensation has significant impact in the retention of employee.

d. Promotion: Similarly, Gelencsér et al. (2023), Steil et al. (2022), Anthonysamy et al. (2025) and Folorunso et al. (2025) and Wongso et al. (2024), it indicated that there is a significant relationship between promotion opportunities and employees' intention to stay. Similarly, Taheri (2025), Takleb et al. (2005), Kalhoro et al. (2024) and Kandel et al. (2025) applied a combined theoretical framework drawing on Self-Determination Theory, Vroom's Expectancy Theory, Adams' Equity Theory and Skinner's Reinforcement Theory to examine how financial and non-financial rewards shape intrinsic and extrinsic motivation. recognition and a fair distribution of reward was necessary, alongside greater transparency and support for employees' psycho-logical needs. The studies concluded that an effective, well-balanced reward system financial and non-financial has a significant positive impact on the performance of public servants.

2.6 Empirical Reviews

Together, Equity Theory and Expectancy Theory point to the importance of a well-defined reward structure for building commitment, performance and retention. Both theories suggest that when employees perceive fairness between their inputs and the out-comes they receive, and when their efforts are met with meaningful reward, they are more likely to remain committed to the organisation and less likely to consider leaving. The findings expected from this study are intended to provide empirical support consistent with these theoretical claims, by showing how an effective reward system improves employee retention.

Overall, the literature reviewed here points to the need to address both financial and non-financial reward. Financial reward pays, promotion, bonuses, fringe benefits and

similar payments attaches directly to the job and the organisation, while non-financial reward is bound up with more personal forms of satisfaction, including career advancement, engaging work, participation in decision-making, working conditions, promotion opportunities and access to affordable healthcare.

2.7 Conceptual Framework and Hypotheses Development

2.8 Conceptual Framework

This seminar paper sets out to examine the role of reward systems on the retention of staff in Jigawa State Polytechnic, Dutse. Drawing on the literature reviewed above, four independent variables are identified as the principal scope of the reward system under study salary, bonus, promotion, job recognition and employee well-being each of which is expected to bear a significant, positive relationship with employee retention, the dependent variable.



Figure 1: *Conceptual framework*

2.8.1 Hypotheses Development

Reward is a key factor in the smooth running of an organisation, particularly with respect to employee retention: employees broadly agree that a sound reward system exerts an important, positive influence on retention Akhtar et al. (2015).

H1 – There is significant and positive relationship between salaries and employee retention.

Al Bahri (2022) suggests that motivation is among the factors that shape an employee's attitude and contentment. Several studies have examined the relationship between salary, wages and retention, including Dahrwal and Mishra, Garba and Idris (2021), Asaari et al

(2019); taken together, their findings point to a positive and significant relationship between work motivation particularly as it relates to salary and wages and employee retention. Based on the research result, the research also agreed with what revealed that effective payment of monthly salary when it is due and also promptly has significantly affect employee retention in the organization.

H2 – There is positive effect between bonus and employee retention

Osibanjo et al. (2014) in a research compensation packages: a strategic tool for employees' performance and retention, the study found that bonus has a positive and significant impact on employee performance and vital factor that predictor employee retention. Labro and Omartian (2025) argued that bonuses are paid, to employee with plans to serve as a means of retention. Shinde (2025) also confirm that bonuses were categorized as a positive reinforcement to employee rewarding system for the work done, and thereby a system of encouraging and them without leaving the organization. Bonuses is one of the components of employee benefits and rewards in the organization apart from the salary packages in order to enhance his services and long-term retention in organizations Zehra (2025). Insani et. al. (2026) added that bonus was identified the most powerful component for employee retention in the organization. As per the relevant research conducted above, that effective and implementation of good payment of bonuses as a reward system has positive impact to employee retention in the organization.

H3 – There is significant relation between promotion and employee retention.

Promotion in an organization is the movement of an employee from a lower level to a higher position, which is accompanied by an increase in salary. Among the studies that support the above hypothesis Shakya (2024), Chukwu (2019), Chukwu (2019) and Onyango et al. (2025). From all the studies above, indicate a significant positive correlation between promotion training and employee retention.

H4 –Job recognition have significant and positive relation with employee retention.

Arunraj et al. (2024) also suggested that well-designed recognition programs can significantly improve employee morale, reduce turnover, and impact the overall success of the organization. Similarly, Mngomezulu et al. (2015), Rusin and Szandala (2025), Vilakazi et al. (2026), Murugan and Philimis (2025), Tirta and Enrika (2020) are of the opinion that reward and recognition, work life balance and job satisfaction have significant positive effect on the employee retention. Base on the above findings the research conclude that job recognition has positive effect with employee retention.

3.1 Methodology

3.2 Research Design

The design sets out the plan by which the study intends to answer the research problem identified earlier. For this study, the researcher adopts a survey research design, since it allows for the collection of data that can subsequently be analysed to reach a defensible conclusion.

3.3 Population of the Study

The population for this study comprises the five Colleges that are under the Jigawa State Polytechnics, Dutse, drawing on both academic and non-academic staff. Staff were chosen as the study population because of their direct knowledge of and exposure to, the issues under investigation. The population is further stratified into three groups: junior officers, intermediate officers and senior officers.

3.4 Sample Size

The Jigawa State Polytechnic, Dutse is made up of six colleges. A questionnaire will be administered to a sub-sample of the population drawn from this institution. The sample of 100 employees were selected from a population of 1215 employees in the Polytechnic. And questionnaire was developed from the literature reviewed, while the responses will be recorded on a five-point Likert scale,

3.5 Sampling Techniques

Sampling involves selecting a representative portion of the population and treating the data collected from that portion as representative of the study as a whole (Bryman et al., 2012). Applying an appropriate sampling method allows a researcher to reduce research costs, work more efficiently, retain flexibility and achieve greater accuracy (Sanders et al., 2013).

This study adopts a probabilistic approach, specifically stratified random sampling, as the technique best suited to its objectives. A sample of selected Colleges drawn from College of Business and Management Studies, College of Science and Technology and College of Environmental Studies and Central Administration each will form the basis of the study.

3.6 Instrument Reliability and Validity

Reliability and validity depend on the strength of the methodological approach used to gather data questionnaires and documents review. Participation in the study was voluntary, strict confidentiality was maintained throughout and the research will comply fully with ethical standards governing studies involving human participants.

3.7 Method of Data Analysis

The study will employ descriptive statistics to analyze respondents' profile data, presented as frequencies and pie charts. The main body of data collected was be analysed descriptively, using means and standard deviations, with the aid of SPSS software (version 2). The level of statistical significance was measured at $p < 0.05$.

3.8 Findings and Discussion

Descriptive analysis was use carried in order to explore the demographic profile of respondents using charts and percentage analysis.

Find below the result for gender distribution of respondents. In a sample of 100 staff 85 (85%) were males and (15%) were females. These results show that both genders were represented in the sample. However, from the result above males dominated the organization. The reason could be the fact that females are not actively participating in the public service. In terms of the age, 40% of the respondents were in the age group 35-44 years, followed by the age group 25-34 years with 35% respondents, 45-above years with 25%. This shows that the samples comprised of mainly the youth and the middle ages and these are the age groups where labour mobility is highly pronounced.

Table 1: Demographic Distribution variables. Sample (n=100)

Sex	Variables	Percentage
	Male	85%
	Female	15%
	Total	100
Age	16 – 24	0%
	25 – 34	30%
	35 – 44	35%
	45 – 54	20%
	55 +	15%
	TOTAL	100
Qualification	PhD/Master's Degree	41.7
	B.Sc	18.3
	HND/NCE	30.4
	ND/OND	31.4
	SSCE and others	6.9
Nature of Appointment	Permanent & Pensionable	95.9
	Contract	1.6
	Casual	2.5
Years of Service	1 – 5	12.7
	6 – 10	10.2
	11 – 15	18.1
	15 – 20	32.9
	Over 20	26.1

Table 2 below show reward packages that improve employee retention in an organisation.

The table below show that 90% of the total respondents indicated that salary good reward packages system being offered and lucrative reward packages can make them to stay with their institution. Similarly, Pillay (2009) added that employee rewards has positive impact on employee retention.

Table 2: Reward packages that improve employee retention

Variables	Percentage
Salary (Good Pay)	90%
Bonus	3%
Promotion	4%
Recognition	3%
TOTAL	100

The table below shows the factors that influence employee retention. The result indicated that recognition given by the organization has 30%, career advancement 37%, responsibility given to employees 22% and learning opportunity 11%.

Base on the below results career advancement and recognition given to employee are the kind of reward needed by an employee and the equally makes him to remain in the organization.

Table 3: Factors that influence employee retention

Variables	Percentage
Recognition	30%
Career Advancement	37%
Responsibility	22%
Learning Opportunity	11%
TOTAL	100

The sample size for the study is 100 which come out of the six (6) Colleges that are under the Polytechnic, 80% male and 20% females. The simple random sampling technique was used in selecting the sample of the study. Also, self-administered questionnaire was used as the method of data collection. The questionnaire was divided into two, section A and B, in section A is demographic questions while section B are questions related to the research.

In the cause of the data collection 100 copies of questionnaire were distributed to the respondents and all copies were properly answered and returned.

Research Question: To what extent does the rewards have an impact on employee's retention in the organization development.

Question	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Prompt salary is instrumental in retaining skilled employee	38.5	27.2	7.9	10.8	15.6
Better-paying opportunities prevent them from leaving the organization	32.8	40.5	5.5	9.8	11.4
Regular payment of staff salary resulted for job commitment	46.8	41.5	0.0	6.5	5.2

Good reward system enhance productivity resulting in increased job commitment.	27.5	46.5	5.8	10.0	10.2
The use of modern technology improves your efficiency and retention of employee	55.3	22.0	3.8	11.5	7.4
Benefits and other packages received leads to employee retention	57.3	32.5	5.5	4.7	00
Recognition give has significant effect on employee retention	46.8	42.5	3.8	2.5	4.4

Results from research indicate that there is a positive relationship between rewards and employee retention towards the development of the organization. This is because that the more an employee is rewarded by the organization, and the more likely they are to remain in that organization. This has also shown that most employees stay in the Polytechnic for quit number of years because of the different king of rewards offered by the organization.

Job Commitment and Career Progression

The study found that employees tend to remain in the organization particularly when they are fully committed in the organization and at the same time when their career is also moving to the high level. This agree with the findings of research carried out by Anele (2022) that identified four different ways of career progression in which training opportunity is among, the determinant factor for an employee to remain in the organization. The analysis of the research questions indicated that good reward management improve employee retention and at the same time improve work performance in the organization, this is because good reward system, encourage staff at work through putting their best of knowledge and become committed, giving praise and other forms of rewards to an employee serve as a factor for retaining an employee in the organization.

Rewards and Eemployee Retention

Furthermore, the research indicated a positive relationship between rewards and employee retention, which shows that many the employees in the area of study are fully rewarded, and

are bound to remain in the organization. The result equally shows that many of employees remain in the Polytechnic for many years just because of economic gains they receive from that institution.

3.9 Research Gap

The research gap for this study is contextual and geographical and institutions specific. Thus, most of the available research pay much priority on private sectors and federal universities especially in the southern and other geopolitical zones of Nigeria. The study focuses on Northwest zone Polytechnic which is own by state government (Jigawa State Government), the Polytechnic have some challenges ranging from politics, funding constraint and the like, that direct or indirectly affecting the reward system and employee retention. Also, most of the previous studies didn't talk to public polytechnics in Northwest zone and focus was on financial reward salary and bonuses, while the modern Human Resource Management pay more emphasis on total reward frame work which incorporates pay benefits together with career advancement, work life balance, employee wellbeing, promotion and safe working environment as forms of reward. The gap would highlight how non-financial and psychological reward and how it influences the employee retention in Jigawa State Polytechnic

Empirical studies have identified some push factors and absence of such factors can make an employee leave the organization such as Lack of good and prompt payment of salary, lack of promotion, lack of recognition and employee wellbeing to mention but a few. Therefore, lack of fair rewards system and effective recognition can bring unsatisfactory workforce in the organization, this is because all employees like to be treated as valuable resource not a disposable asset.

3.10 Conclusion

This seminar paper trying to find out the influence reward system on the employee retention in the organization. Thus, both reward and retention are vital construct to the sustenance and development of organizations, this is because whether financial or non-financial play an important role in the survival of the organization. Therefore, the role of reward system towards

employee retention are important to organizations. Base on the literature above, it has been found apart from the importance of financial rewards i.e. salary, fringe benefits, bonuses and employee wellbeing an employee also expect various non-financial rewards for example job recognition, promotion, award, decision making, and appreciation from the organization. The impact of non-financial rewards is instrumental in improving the employee's morale and enhance their satisfaction and their intention to stay.

In a global perspective to retain skilled and talented employee is an essential element for organization sustainability and growth, as many employees exiting from the organization will bring significant cost in recruiting, training and induction of new employees. Similarly, the research was also able to find out the various factors of retention (push and Pull factor) that can make employee to stay or leave the organization. Also, the main reasons which affect the employee's intention to stay is lack of good reward system.

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