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RELATIONSHIP BETWEEN REWARD MANAGEMENT SYSTEMS AND EMPLOYEE TURNOVER INTENTION

[1]Oshineye Adebowale Abiola (PhD), [2]Adeniran Ademola Joshua (PhD)
[1]Department of Public Administration,
Faculty of Management Sciences,
Lagos State University, Ojo, Lagos State.
[2]Department of Business Administration,
Ogun State Institute of Technology, Igbesa, Ogun State
Corresponding Author: adebowale.oshineye@lasu.edu.ng

Abstract
This study examines the relationship between reward management systems and employee turnover intention at United Bank for Africa (UBA), Panseke, Abeokuta, Ogun State, Nigeria. A quantitative descriptive survey research design was adopted. A structured questionnaire was administered to a sample of 175 employees selected using a quota sampling technique, of which 170 questionnaires were duly completed and returned (return rate: 97.1%). Data were analysed using frequency tables, simple percentages, and Pearson Product-Moment Correlation Coefficient via SPSS version 23. ***Findings:*** *The results show a positive and significant relationship between remuneration systems and turnover intention (r = 0.464, p = 0.000), between cash incentives and turnover intention (r = 0.172, p = 0.019), and between work-life balance and turnover intention (r = 0.245, p = 0.037).* ***Originality/Value:*** *The study contributes contextual evidence from the Nigerian banking sector on how well-designed reward management systems encompassing fair remuneration, cash incentives, work-life balance, and supervisor support can reduce employee turnover intention. Practical recommendations are offered for equity-based pay and people-centred workplace policies.*

Keywords: *Reward management; remuneration systems; cash incentives; work-life balance; turnover intention*

1. Introduction

In today's changing environment, buffered by globalisation, social variation and an intense competitive environment, the sources of sustained competitive advantage have shifted from finance concepts to technology and now to human assets. To achieve organisational goals, management needs to understand how to motivate their employees, which in turn requires understanding their attitude to work, life, and different personality types. Failure to accomplish this mission may lead to employees leaving the workplace, resulting in huge financial and non-financial losses in the organisation.

Employee turnover is the most challenging issue in the modern organisational environment. Employee turnover, the movement of employees from one firm to another within a particular time period, may

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result in deterioration of the quality of the organisation. Rajapaksha (2015) stated that employee turnover significantly affects the role of an organisation in the apparel industry. Nowadays, organisations are looking for better ways to help their employees become more productive and happier in their workplace, to keep a high retention rate. Employees want to be appreciated for their efforts and expect a fair return on that effort as well.

Most organisations implement many strategies to make employees happier. A systematic way of providing incentives for individuals or groups who perform well is called a Reward System. Reward systems can be categorised into two areas: financial rewards and non-financial rewards (Armstrong, 2007). Financial rewards satisfy employees by providing rewards in terms of money, while non-financial rewards encompass recognition, learning opportunities, and increased job responsibility. As a leading financial institution, United Bank for Africa (UBA), Panseke, Abeokuta, Ogun State, serves as the focus organisation for this study, providing an ideal setting to explore the relationship between reward management systems and employee turnover intention. The remainder of this article is structured as follows: Section 2 reviews the relevant literature and presents the conceptual and theoretical frameworks. Section 3 describes the research methodology. Section 4 presents data analysis and hypothesis testing results. Section 5 discusses the findings. Section 6 concludes with recommendations and directions for future research.

2. Literature Review

The conceptual framework for this study is built on the premise that reward management system components, namely remuneration system, cash incentives, work-life balance, and supervisor support, directly influence employee turnover intention. A conceptual framework is a set of coherent ideas or concepts organised in a manner that makes them easy to communicate to others (Schwartz, 2016). In this study, the independent variables (reward management system components) are linked to the dependent variable (employee turnover intention) as illustrated in Figure 1 below.

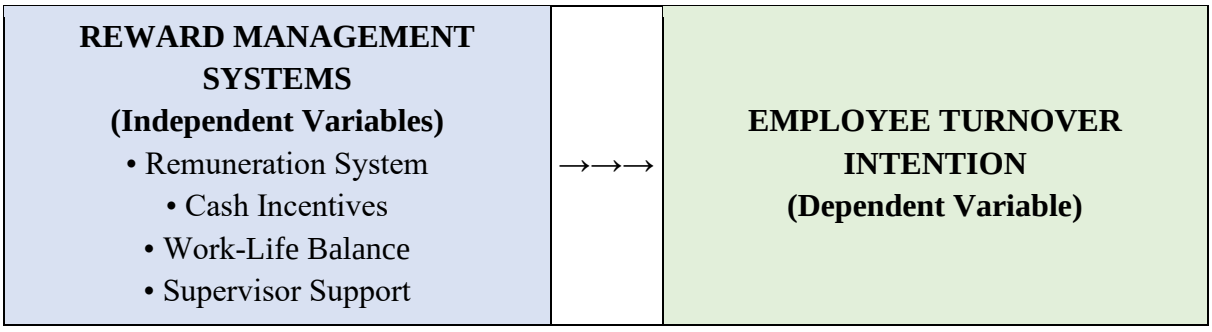

Figure 1. Conceptual Framework. Source: Field Survey (2026)

The framework illustrates that an effective and well-implemented reward management system comprising fair remuneration, attractive cash incentives, balanced work-life policies, and supportive

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supervisory relationships is expected to reduce employee turnover intention. Conversely, deficiencies in any of these reward dimensions are likely to heighten employees' intention to leave the organisation.

Remuneration System

Remuneration refers to the total compensation package received by an employee for work performed, including basic salary, bonuses, allowances, and other financial benefits. Armstrong (2012) emphasises that equitable remuneration is fundamental to employee satisfaction and retention. When employees perceive their pay as fair relative to their contribution and market standards, their intention to leave the organisation diminishes.

Cash Incentives

Cash incentives are monetary rewards given to employees to reinforce high performance and desirable behaviour. Pratheepkanth (2011) found that well-structured incentive schemes significantly improve employee motivation and reduce turnover in banking institutions. Agbaeze et al. (2017) similarly confirm that financial rewards positively affect employee performance and retention in Nigerian organisations.

Work-Life Balance

Work-life balance refers to the equilibrium between professional responsibilities and personal life. Clutterbuck (2003) describes it as an arrangement enabling employees to allocate appropriate amounts of time and energy to their work and non-work activities. Ghayyur and Jamal (2012) found that work-family conflict increases turnover intention, while Rashid et al. (2013) confirmed that work-life balance policies reduce the likelihood of employees leaving their organisations.

Supervisor Support

Perceived supervisor support refers to employees' beliefs about the extent to which supervisors value their contributions and care about their well-being (Maertz et al., 2007). Eisenberger et al. (2001) found that perceived organisational and supervisor support engenders reciprocal commitment, thereby reducing turnover intention. Supportive supervisory relationships create a psychologically safe environment that encourages employees to remain in their organisations.

Employee Turnover Intention

Turnover intention refers to an employee's deliberate and conscious intent to leave the current organisation (Cotton & Tuttle, 1986; Price, 1977). It is widely regarded as the strongest proximate predictor of actual turnover (Hom & Griffeth, 1991) and has significant organisational cost implications, including recruitment, training, and lost productivity (Abbasi & Hollman, 2000).

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Theoretical Framework

Various theories have been advanced to explain the reward management system on employee turnover intention. The theoretical framework adopted for this study is based on two relevant theories: the Human Relations Theory and the Expectancy Theory.

Human Relations Theory

This theory was developed by Elton Mayo and others. The theory believes in the importance of recognising human beings and their needs as paramount in achieving organisational commitment. It emphasises that employee commitment, work equipment, physical environment, and communication flow are crucial, and that participation aids management in integrating workers with the organisation. Both managers and employees can realise goals and attain stronger commitment and satisfaction through participative management.

The theory asserts that there are many rewards which managers expect from participative management, including a conducive work environment, greater commitment, motivation, manageable workload, greater freedom to manage resources, and greater job satisfaction (McGregor, 1990). According to Agba, Ushie and Nkponyen (2010), participative decision-making is a veritable management tool, and demands by employees to participate appear to be deeply rooted in the culture of freedom. Onuka (2012) asserts that the Human Relations School believes that effective communication facilitates employees' commitment and participation in decisions that affect them in the workplace, since people are the main factor of production.

This theory is relevant to this study because it underscores the role of supervisory support, recognition, and a supportive work environment — all components of the reward management system — in reducing employee turnover intention. Organisations that embrace human relations principles create conditions under which employees feel valued, thereby reducing their intention to leave.

Expectancy Theory

Expectancy Theory is a contingency model which states that there is no universal method of motivating people towards achieving organisational objectives. This theory was propounded by Vroom (1964) in his study of staff motivation and job satisfaction. The major tenet of the theory is that whether a person works hard will depend essentially upon what he expects to get out of the effort put into work. Ushie (2010) observed that the basic tenet of the theory is that human behaviour in a given situation is a joint function of the degree to which that behaviour is instrumental in attaining an outcome and the subjective probability that the outcome will be forthcoming. Outcomes may be positive, such as a good work environment, pay, and security or negative, such as a harsh work environment, non-payment of salary, and threat of dismissal. The key to Expectancy Theory is the understanding of an individual's goal and the linkage between effort and performance, between rewards and individual goal satisfaction.

This theory applies to this study because it explains how employees' motivation and turnover intention are directly influenced by the rewards they receive or anticipate. When employees perceive that their

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effort will lead to performance, and that performance will be appropriately rewarded, their turnover intention diminishes. This expectancy-reward linkage forms a critical basis for understanding why well-designed reward management systems reduce employee turnover intention.

Empirical Review

A body of empirical evidence supports the link between reward management and employee turnover intention. Agwu (2013) examined the impact of fair reward systems on employee job performance in Nigerian organisations and found that equitable financial and non-financial rewards significantly enhance commitment and reduce turnover. Sajuyigbe et al. (2013) similarly concluded that reward practices positively influenced employee performance in manufacturing firms in Oyo State, Nigeria.

Musa et al. (2014) investigated the effect of motivational incentives on staff turnover in the hospitality industry and found that poor incentive structures were a key driver of voluntary turnover. Atiq and Bhatti (2014) demonstrated that incentive structures significantly affect turnover intention across different age groups, with younger employees being particularly responsive to financial incentives.

In the banking sector specifically, Pratheepkanth (2011) found that reward systems had a direct and significant effect on employee motivation and retention in Sri Lankan commercial banks. Lee et al. (2012) identified poor compensation and limited career advancement as major drivers of turnover intention in hotel employees, findings that are transferable to the banking context.

Noor (2011) demonstrated that work-life balance is a significant predictor of turnover intention among academics in Malaysian public universities. Son (2014) highlighted the mediating role of emotional exhaustion and psychological contract breach in the relationship between supervisory behaviour and turnover intention. Taken together, this evidence suggests that a holistic reward management approach addressing both financial and non-financial dimensions is necessary to reduce turnover intention effectively.

3. Methodology

This study was mainly a quantitative descriptive survey research carried out in the form of a field study with a limited number of employees from the United Bank of Africa, Abeokuta, Ogun State, as the survey population. A well-structured questionnaire was used to describe the general situation of the perceived problem associated with the reward management system on employee turnover intention. This research design was considered appropriate because it allows for the systematic collection of data from a defined group of respondents without manipulating any of the variables, thereby providing an accurate description of the phenomenon under study. The relevant data were collected from the primary source, specifically through self-administered questionnaires. The questionnaire was designed in such a way as to provide respondents with the opportunity to furnish first-hand data relating to the objectives of the study. Secondary data was also consulted through a review of related literature, journal articles, textbooks, and other published materials relevant to reward management and employee turnover intention.

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The research study considered two hundred and fifty (250) employees in the United Bank of Africa, Abeokuta, Ogun State, as the appropriate population of the research study, involving all levels of employees working under the employers within the Panseke branch. The study then selected a sample size of one hundred and seventy-five (175) staff from the population using a quota sampling technique, which allowed for proportional representation across different employee categories and levels within the organisation.

The instrument used in this study was a questionnaire form, which consisted of questions intended to generate information relating to the variables of the study. The questionnaire was divided into two sections: Section A dealt with the personal information of respondents (demographic data), while Section B dealt with the objectives of the study. The major elements identified in the study were remuneration system, cash incentives, work-life balance, supervisor support, and turnover intention, measured using multiple-item scales on a four-point Likert scale of strongly agree, agree, disagree, and strongly disagree. The study data were presented in frequency tables showing the variables, frequency, and corresponding percentages. The hypotheses were tested with the aid of the Pearson Product-Moment Correlation Coefficient using the Statistical Package for Social Science (SPSS version 23). A total of 175 questionnaires were administered to respondents, of which 170 were duly filled and returned, representing a return rate of 97.1%.

4. Findings and Discussion

Demographic Characteristics of Respondents

Table 4.1: Age Group Distribution

Age Category	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 25 years	33	19.4%	19.4%	19.4%
25 years but below 35 years	44	25.9%	25.9%	45.3%
35 years but below 45 years	35	20.6%	20.6%	65.9%
45 years but below 55 years	30	17.6%	17.6%	83.5%
55 years and Above	28	16.5%	16.5%	100.0%
Total	170	100.0%	100.0%	

Source: Researcher's Field Survey (2026)

Table 4.1 shows that respondents aged 25–34 years form the largest group (25.9%), indicating a strong representation of young adults. This is followed by those aged 35–44 years (20.6%) and below 25 years

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(19.4%), reflecting a dominance of economically active individuals. Older respondents (45 years and above) make up a smaller proportion, suggesting less representation from that age group.

Table 4.2: Gender Distribution

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	92	54.1%	54.1%	54.1%
Female	78	45.9%	45.9%	100.0%
Total	170	100.0%	100.0%	

Source: Researcher's Field Survey (2026)

Table 4.2 shows that male respondents (54.1%) are slightly more than female respondents (45.9%). This indicates a relatively balanced gender distribution, although males dominate the sample. The difference suggests that male perspectives may be slightly more represented in the study.

Table 4.3: Marital Status

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Single	53	31.2%	31.2%	31.2%
Married	70	41.2%	41.2%	72.4%
Others	47	27.6%	27.6%	100.0%
Total	170	100.0%	100.0%	

Source: Researcher's Field Survey (2026)

Table 4.3 shows that married respondents (41.2%) form the largest group, followed by single respondents (31.2%). Respondents classified as others account for 27.6%, indicating a notable presence of alternative marital statuses. This suggests that a significant proportion of the respondents have family responsibilities, which may influence their responses.

Table 4.4: Working Experience

Length of Service	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5 years	42	24.7%	24.7%	24.7%
5 years – 10 years	58	34.1%	34.1%	58.8%
10 years – 15 years	31	18.2%	18.2%	77.0%
15 years and above	39	22.9%	22.9%	100.0%
Total	170	100.0%	100.0%	

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Source: Researcher's Field Survey (2026)

Table 4.4 indicates that respondents with 5–10 years of experience (34.1%) form the largest group. This is followed by those with less than 5 years (24.7%) and 15 years and above (22.9%), showing a mix of experience levels. Overall, the workforce is moderately experienced, with a strong representation of mid-level employees.

Table 4.5: Educational Qualification

Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
SSCE	31	18.2%	18.2%	18.2%
ND or Equivalent	37	21.8%	21.8%	40.0%
First Degree or Equivalent	53	31.2%	31.2%	71.2%
Master's Degree	49	28.8%	28.8%	100.0%
Total	170	100.0%	100.0%	

Source: Researcher's Field Survey (2026)

Table 4.5 shows that respondents with a first degree (31.2%) constitute the largest group, closely followed by those with a master's degree (28.8%), indicating a highly educated sample. Overall, the majority of respondents possess tertiary education, which enhances the reliability of their responses.

Test of Hypotheses

After a careful and systematic analysis of the respondents' responses to the research questions formulated, the hypotheses were tested using the Pearson Product-Moment Correlation Coefficient.

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Hypothesis One

H_1: There is a significant negative relationship between the remuneration system and the turnover intention of employees.

Table 4.11: Correlations — Remuneration System and Turnover Intention

	Statistic	Remuneration System	Turnover Intention
Remuneration System	Pearson Correlation	1	.464**
	Sig. (2-tailed)	-	.000
	N	170	170
Turnover Intention	Pearson Correlation	.464**	1
	Sig. (2-tailed)	.000	-
	N	170	170

*Source: Researcher's Field Survey (2026). ** Correlation is significant at the 0.01 level (2-tailed).*

Table 4.11 indicates that there is a significantly positive linear relationship between the remuneration system and turnover intention of employees. This relationship is illustrated by a correlation coefficient of 0.464 at a significance level of 0.000, which is lower than the benchmark significance level of 0.01. This implies that there is a positive and significant relationship between the remuneration system and turnover intention of employees, meaning a change in the remuneration system will bring about a corresponding effect on turnover intention of employees. The null hypothesis is therefore rejected.

Hypothesis Two

H_2: There is a significant negative relationship between cash incentives and turnover intention of employees.

Table 4.12: Correlations — Cash Incentives and Turnover Intention

	Statistic	Cash Incentives	Turnover Intention
Cash Incentives	Pearson Correlation	1	.172
	Sig. (2-tailed)	-	.019
	N	170	170
Turnover Intention	Pearson Correlation	.172	1
	Sig. (2-tailed)	.019	-
	N	170	170

*Source: Researcher's Field Survey (2026). ** Correlation is significant at the 0.01 level (2-tailed).*

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Table 4.12 indicates that there is a significantly positive linear relationship between cash incentives and the turnover intention of employees. The correlation coefficient of 0.172 at a significance level of 0.019 is lower than the benchmark significance level of 0.01. This implies a positive and significant relationship between cash incentives and turnover intention, meaning a change in cash incentives will bring about a corresponding effect on turnover intention of employees. The null hypothesis is therefore rejected.

Hypothesis Three

H_3: There is a significant negative relationship between work-life balance and turnover intention of employees.

Table 4.13: Correlations — Work-Life Balance and Turnover Intention

	Statistic	**Work-Life Balance**	**Turnover Intention**
Work Life Balance	Pearson Correlation	1	.245
	Sig. (2-tailed)	-	.037
	N	170	170
Turnover Intention	Pearson Correlation	.245	1
	Sig. (2-tailed)	.037	-
	N	170	170

*Source: Researcher's Field Survey (2026). ** Correlation is significant at the 0.01 level (2-tailed).*

Table 4.13 indicates a significantly positive linear relationship between work-life balance and turnover intention of employees. The correlation coefficient of 0.245 at a significance level of 0.037 is lower than the benchmark significance level of 0.01. This implies a positive and significant relationship between work-life balance and turnover intention, indicating that a change in work-life balance will bring about a corresponding effect on turnover intention of employees. The null hypothesis is therefore rejected.

Discussion of Findings

The findings of this study offer important insights into the dynamics of reward management and employee turnover intention in a Nigerian banking context, and warrant discussion in relation to the extant literature and theoretical frameworks adopted. The first finding — that the remuneration system is positively and significantly correlated with turnover intention ($r = 0.464$, $p = 0.000$) — is consistent with Armstrong's (2012) assertion that equitable remuneration is fundamental to employee satisfaction and retention. The relatively strong correlation coefficient suggests that remuneration is the most influential reward dimension in the current study. This aligns with Agwu's (2013) finding that fair financial rewards significantly reduce turnover propensity among Nigerian employees, and with Pratheepkanth's (2011) evidence from the banking sector in Sri Lanka. Expectancy Theory (Vroom, 1964) further explains this finding: when employees perceive that effort leads to performance and that performance is rewarded with competitive remuneration, they are less likely to seek employment

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elsewhere. The second finding, a significant but weaker positive relationship between cash incentives and turnover intention ($r = 0.172$, $p = 0.019$), resonates with the argument of Lotta (2012), who noted that while financial incentives motivate employees, their effect on retention is less pronounced than non-financial rewards. The comparatively low correlation coefficient suggests that cash incentives alone are insufficient to sustain employee commitment; they must be complemented by non-monetary elements of the reward system. Musa et al. (2014) and Atiq and Bhatti (2014) similarly found that incentive structures influence turnover intention, albeit with varying effect sizes depending on employee demographics and sector context.

The third finding that work-life balance is positively and significantly related to turnover intention ($r = 0.245$, $p = 0.037$) corroborates the work of Noor (2011) and Rashid et al. (2013), who demonstrated that work-life balance policies are key determinants of employees' intention to remain in their organisations. Clutterbuck (2003) posits that organisations which support employees in balancing professional and personal demands engender greater loyalty. Human Relations Theory (Mayo, as cited in Onuka, 2012) also supports this finding by emphasising that meeting employees' social and personal needs is as important as financial compensation in fostering workplace commitment.

Taken together, these findings highlight the multidimensional nature of reward management and its implications for retention. The results suggest that organisations should not treat any single reward dimension in isolation but should instead adopt an integrated reward strategy that addresses remuneration equity, incentive design, work-life balance, and supervisor support simultaneously. This is consistent with the theoretical proposition of Expectancy Theory that motivation and, by extension, retention depend on the alignment between effort, performance, and the totality of perceived rewards. A notable limitation of this study is the relatively small sample size ($n = 170$) drawn from a single bank branch, which constrains the generalizability of the findings. Future research should consider larger, multi-branch or multi-bank samples, and may benefit from incorporating structural equation modelling to examine mediation and moderation effects within the reward-turnover intention relationship.

5. Conclusion and Recommendations

The research findings provide evidence that better financial and non-financial rewards lead to decreased employee turnover intention. The problem of the research was to determine the extent to which the current reward system affects the non-executive level employees' turnover intention of United Bank of Africa (UBA), Abeokuta, Ogun State. Based on the existing literature, a conceptual framework was developed to test the relationship between financial and non-financial rewards — remuneration, cash incentives, work-life balance, supervisor support, and employee recognition — and turnover intention. The results confirm that reward management systems play a significant role in shaping employees' decisions to stay or leave an organisation. When employees perceive that the reward system is equitable, transparent, and responsive to their needs, their turnover intention diminishes. This finding aligns with both the Human Relations Theory and the Expectancy Theory,

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which emphasise the importance of creating a work environment where employees feel valued and where their efforts are appropriately rewarded.

Based on the findings, the following recommendations are proposed:

1. Organisations should follow an equity pay system where every employee is paid fairly for their contribution.
2. Companies should build a social culture focused on friendly relationships among co-workers and supervisors, adopting a people-first attitude and implementing programs to improve employees' attitudes towards teamwork.
3. Employee recognition should be institutionalised as a significant tool for reducing turnover intention among non-executive employees.
4. Additionally, organisations should provide flexible working hours and ensure that employees have access to communication channels that help them balance their family and work responsibilities, as these measures significantly contribute to reducing turnover intention.

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