

The Influence of Organizational Rewards on Organizational Commitment and Turnover Intentions

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Abstract

The influence of the internal and external relationship between natural and outside (extrinsic), involvement socially compensation and three basic organizational commitments has gauged in this study. Extrinsic rewards are defined as offers which are more beneficial to organizational environment in the work engagement tenure, for instance, remunerations, incentives, compensations and enrichments in job description. Communication and behavior with colleagues at work and having positive relation with managers and coworkers in corporate houses come into Social rewards. The other reward which has professional motivation features, self-governance, clarifications of role, individual's feedback and training with involvement in taking intellectual decision making with top management, are also a tangible benefit, starts from very initial about the job satisfaction and influence employee to upgrade his own psychology comes in the intrinsic reward. Further finding in the future research implications is creating another variable which is the continuance commitment of the organizational to its turnover in the organization. Now classified incentives (Rewards) into three demonstrative categories: work task, socially and organizational rewards (for particular time period). Intrinsic reward is in foam of task rewards and social and organizational rewards are treat as extrinsic rewards. Statistical technique has derived from SPSS, AMOS Graphics and Advance Excel programs and data has been taken from several surveys from multiple organizations and via questionnaires from different organizational employees.

Keywords: Intrinsic reward, extrinsic reward, social reward, normative commitment, effective commitment, continuance commitment, organizational development.

Introduction

Overview and Background:

In the organizational fields, there are many attentions growing in rewards and their dynamics in the advance economies. For instance, most advance and the evaluation organizations who progressing and gradually playing the specific roles in all over the world. Therefore, world's organization treated their self in intellectually engaged in compensations point of view. (Casimir, 2014) Issued new demonstrate to the organizational management which are implementing in western management to reach the advancement involvement along the many diversion departmentalization and the styles of leadership and the tactics of the management for many organizations and can make the well performing high quality supervision relationship and the work reliability, but the thing is that commitment of employees in the workplace. (Sajjad, Nazir; Amina, Shafi; Wang, Oun, 2016). There are many differences and mix and match cultural values the diversity in work relation, but they create the challenges for employees against this diversity. In organizations supervisors reacts to operatives (workers) and the sub ordinance with the power and the authority between their managers. Contrary to the most categorical and work relations in organizations. (Westwood, R., Chan, A. and Linstead, S., 2004).

In time of being the number of many worldwide researchers conceptualizing aspects of organizational commitment, workers or employees in government level, & how these rely from the private sector, has intensified. (Young, B.S., Worchel, S. and Woehr, D.J., Organizational commitment among public service employees, 1998). In the backward situation found that the organizational commitment is specific reason to work positively to develop the relation into job outcomes with ignoring holidays or absenteeism, evaluate their productivity and efficiency for job and citizenship behavior (Meyer, J.P., Stanley, D.J., Herscovitch, L. and Topolnytsky, L., "Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates, and consequences", 2002). It's proof that the organization has their resources with employee commitments by offering incentives (Malhotra & Budhwar, 2007) In the other way in organization commitment plays a vital role of constructing the efficiency of an employee with the significance level of 360-degree loyalty (Malhotra & Budhwar, 2007).

As per as indications of employees get organizational with enter abilities, aims and hierarchy of needs with a reply that the classification of the job environment get pleasant when they go with the efficiency of work and also attractive goals (Mottaz, C.J., 1998). This is the assumption that the human resource's management do as the comfortable benefits to the workers or employees in an organization so then they would be do the job with an effective way and with honesty to produce their efforts with organization by committing a huge risk of production, (Blau, 1964) therefore the exchange reflection with the organization as commitment to a reward system at job satisfaction. (Lambert, 2000).

Then continue the factor of rewards process to produce much more affiliation of an employee with dignity of work. Perhaps the exchange theory is the basic and such main for employee's goals, and to retain in organizational with the most promising commitment to the organization. (Eisenberger R, 1990).

Now there is an interesting way to teach the whole area of cultural diversion in the national and the international level for pay no attention with-in global cultural values.

(Clugston, 2000) Researchers engage that cultural dimensions with an individuality way, perceptions, norms & behaviors (Aycan, 2000) after the past theories and researches of the journals and researchers analyzed the value and the roles of the cultural aspects.

The Influence of the organizational rewards:

Now Spreading the Commitment of the relationship between the employees and their objective to organization or Commitment. (Clugston, 2000). Also driven the same research between the value norms of labor or employees for their organization system. (Williamson, 2009). Get smartly approach to rectifying that the socially value can be moderate, the relationship of commitment and the reward of the organization in the USA. The research can be used as a mirror to see the relationship between the internal or the external factor's rewards system and the commitment of the organization. Now it's recovered relation to organization commitments on the yearly employee turnover of the organizational workers. Here mostly developing country who making goals with high intentions and turnover and it is the great challenge because of the high quality leadership and the market competition for their talent (Hulme, 2006).

In recent decades the turnover rate in Organizational surrounding us approximately 10 to 15% (Leininger, 2007). The operatives can be costly high in turnovers sometimes in the recruitment and the other human resources process. The new employee only feels that in output levels and then replacing him after the sometime ago. to relief this loss turnover of the employee's is very important. Now a study helps that to how employees can bring low or down the yearly turnover levels of employees by considering smart offers and rewards to established organization and reducing differences between the outcomes and the achievements in organizations. The purpose to collect the research is to enhance the social and the various rewards system on the two or the three commitment factors of account of Organization (Sajjad, Nazir; Amina, Shafi; Wang, Oun, 2016).

Problem Statement:

The idea to intend the reward in the organizations is simply and beneficial to the turnover intentions by big companies in the world. In the contemporary world an organization needs a strategic rewards system for their own employees and workers that addresses these four elements: Compensation, Benefits, recognition and appreciation. In the organization also the needs a commitment from the employees with the efficiency at work and effectiveness in a job because it is very necessary for the upcoming challenges and work load at organization. Now came to the turnover intention in the organization there are many countries creates objective and the opportunities in organizational goals and long term goals for the bottom-line of the company's turnover but in the research become the main focus to describe the all the depending variables who actually run the organizational commitment and the turnover intentions in public & private sectors. As the model drawn by the researcher of turnover intentions in the organization having two variables that are moderator who's a show the whole relationship in turnover relation of the organization employee's commitment, but there are more finding efforts made by us.

Many businesses are facing twofold problems regarding a reward system in today, ignoring elements i.e. usually recognition or appreciation or appreciation, those elements are not properly maintained and aligned with relevant corporate strategies. There are two variables finding by the researcher, 1. Affective commitment and the 2nd one is Normative Commitment.

Additional Commitments/Justification:

Further finding in the future research implications is creating another variable of moderator which is continuance commitment of the organizational to its turnover in the organization of Pakistan or anywhere in the world.

Continuance commitment is willingness to remain continue in an organization with their emotional attachments through organization rewards and to remain in the organization till their retirement.

In the organization, continuance commitment plays a significance role for individual needs to rectify their resulting to recognize their costs (tenure, pay, benefits, and vesting of pension) and family commitment, etc.)(Meyer, J.P. and Allen, N.J., A three-component conceptualization of organizational, 1991).

More ever the positive relationship among continuance commitment and job performance with analyzing the work and reflex with individualism and flexibility. In the Middle East, a department of human resources uses a positive addition and proofread study in the corporation with continuance commitment of individualism. The Arab region has adopted fully job performance level.

Objective and Significance:

Employees are working now a day in the organization that will be fair environment like a user friendly or the fair workplace where every employee feels positive acceptance, respectful and value. The achievement of a research it can be the variable factor of that made direct relation to organizational turnovers and intentions, which is rectifying the goal of commitments (affective, normative) and the research variable yet another commitment that is continuance commitment. What is the importance? Is this commitment can make significance to organizational turnover intentions? Yes, it is Because a continuance commitment relationship is regarded more important in today to organization. Continuance commitment is taken with force behind an organization performance means e.g. employees emotionally feeling to willingness a part in the organization till them serving the services as his or her part. Usually, it is a very common thing to describe the relation between performance and rewards because rewards are the boosters (motivating factor) to organizational turnover intentions.as per in Pakistan it is very important to rely on the rewards via it's intrinsic or extrinsic reason is that the skill and developing programs are less than percentage on organization only the factor of emotions (Continuance commitment) create the willingness of pay intentions for a turnover of organization.

Outline of the Study:

In order to choose a representative sample for the currently we are study, includes three main variables organizational commitment and job performance such as rewards compare with the intentions at turnover. In organizational rewards, there are two factors to develop the employee intention to produce more significance attachments via intrinsic rewards (participation, autonomy, etc.), extrinsic rewards (salary, promotion) and social rewards (coworker support, supervisor support) to fulfill their commitments which are categorize in three forms, which is affective commitment (Emotionally, efficient way), Normative commitment (Fulfil the obligation such as prime manner) and the lifetime commitment, which is continuance commitment (Emotionally attached to the company). According to job

performance, simplify the sub categories as the linear relationship such as variables (participation, autonomous, supports and the obligation) with interlinking, creates more scope in future benefits to an employee to establishing and remark their benchmark and creativity in work. Its implication to willingness power for their continuing member as an employee in the organization and may be reacted with antecedents, job performance and citizenship. This is the basic view for the firm productivity through employee satisfaction.

Literature Review

Organizational rewards are categorized into three distinguish types of (Katz and Van Maanen, 1997): & Tangible benefits offered by the organization in extrinsic rewards such as: salary, promotion, private healthcare, company, car, and all fringe benefits (Malhotra & Budhwar, 2007) Social benefits defined by its name, communicating with others at work and also having positive and interpersonal relationship with the supervisor and coworkers (Williamson, 2009) Autonomy, feedback, role clarity and participation in decision making and training are professionally motivational features included in such benefits. (Glisson, C. and Durick, M., 1998). It identifies a significance development of employee's abilities, knowledge, and most important is training which is the "key element in the reward package" constantly at every level of an organization (Armstrong, 1993). Training is observed as an intrinsic reward due to a vital non-monetary motivator. The relationship between employee and employer is defined in social exchange. An employee using social factors and making relation to other employee, coworker or employer to get maximum benefits (Blau, 1964). Organization starts social exchange when they show forcible implication of employee advantages (Gould). What their organization owes them through this opinion, feelings of commitment are generated in employees, and contributed performance of the organization; additionally, employees consider any else matters, such as provision of organization rewards (De Clercq & Rius, 2007) Feelings of obligation can influence an employee for positive attitude and behavioral responses and these things can be value to the organization (Ayree, Budhwar, & Chen, 2002).

Organizational Commitment:

Other recent researches on organizational commitment contrive that this commitment is a multidimensional construct. Multidimensional construct development can be associated with the work of (Meyer and Allen, 1984), which explore and define organizational commitment into three departments: emotional attachments (affective), perceived cost (continuance), and obligation (normative). These departments have been adopted on the basis of this study, and this study has measure current and accepted overview in a wide area (Klein, Molloy, & Cooper, 2009). Organizational commitment expedient influence and identification of an employee with the relevant department or organization (Newman, Thanacoody, & Hui, 2011). The very useful and most commonly used model is developed by (Meyer, J.P. and Allen, N.J., A three-component conceptualization of organizational, 1991) which is three component models. Additionally, both commitment (Affective, Normative and Continuance) is perfectly analyzed and tested by Meyer, Allen and their coworkers. There is no lack of this study which has investigated the antecedents of coworkers and employees (Wagner, 2007)

Affective commitment:

This commitment is being feel emotionally committed to magnify with an organization (Meyer, J.P. and Allen, N.J., A three-component conceptualization of organizational, 1991). Recent study defines that affective commitment is negatively associated with leave, or employee turnover and positively related to work performance. (Meyer, J.P., Stanley, D.J., Herscovitch, L. and Topolnytsky, L., "Affective, continuance, and normative commitment to

the organization: a meta-analysis of antecedents, correlates, and consequences”, 2002). Employees remain in their organization through a good affective commitment through their own performance.

Normative Commitment:

In organization, it must be attachment with feelings and obligations, shows the normative commitment (Yao, X. and Wang, L., 2006). in research point of view no difference as a pattern of outcomes and antecedents in affective and normative commitment (Meyer, J.P. and Allen, N.J., 1997).

Continuance Commitment:

The employee relationship in organization creates psychological and emotional effects on both. The factor shows the direct attachment to the operatives labor membership to the organization till they work for them as citizenship. (Meyer, J.P. and Allen, N.J., A three-component conceptualization of organizational, 1991). The first factor elaborates that elements should leave when individualism leaving his or her organization. (Becker, H.S, 1960). For example, any medication benefits, funds after retirement and other benefits.^{2nd} those of the alternative's employees are surely have greater continuance commitment due to skills and demand lacks. Internal networking behavior and continuance commitment is supposed to having negative relation.

Rewards:

Extrinsic rewards: Performance-related pay, bonus pay, basic pay, overtime, other benefits are extrinsic benefits offered by the organization (Newman, A. and Sheikh, A., 2012a). It is found studies that there is a positive satisfaction relationship between extrinsic benefits and normative commitments.

Intrinsic rewards: Ability to perform work with efficiency and proper management in the current organization named as Autonomy, which is an intrinsic motivator (Hackman, J.R. and Oldham, G.R., 1976). This is positively related with normative and affective commitment, due to the fact that it a serves inner psychological satisfaction of the employees (Williamson, 2009).

Social rewards: Supervisor support is the part of social reward, helpful & caring supervisors create satisfaction level in employees and a motivation of commitment to organization. (Malhotra & Budhwar, 2007) Social benefits defined by its name, communicating with others at work and also having positive and interpersonal relationship with the supervisor and coworkers (Williamson, 2009) Autonomy, feedback, role clarity and participation in decision making and training are professionally motivational features included in such benefits. (Glisson, C. and Durick, M., 1998). It identifies significance development of employee's abilities, knowledge, and most important is training which is the "key element in the reward package" constantly at every level of an organization (Armstrong, 1993).

Methodology

Method of data collection:

In this research data was collected from various public and private sector employees working in Karachi, Pakistan. This research was conducted over a whole month of October

2018. The questionnaire was made on hard copy form and E-form (electronic form). Questionnaire was distributed to private organization employees and E-forms were filled out through distribution of links and manually in tablet. Visit to several places to capture the respondents, visit to shopping malls and take a little interview in open environment and select fully professional respondents, E-form was the best option in these type of places because it is quite difficult to fill form on paper. Mostly respondents were selected from private sectors. Visit to different private sectors and dispatch hard-copy of questionnaire and translate them in to Urdu if needed. All the participant was given maximum 20 minutes to fill the questionnaire to evaluate affective, normative and continuance commitment, turnover intention, intrinsic, extrinsic and social rewards and demographics sections. And care was taken specially to make sure that none of top management was present while employees completing their questionnaire. We ensured every respondent that their responses will remain confidential.

Sampling:

Total 200 hard copies were distributed and 162 was received, and total 119 E-forms were filled out. 83 was selected out of 162. The questionnaire was distributed to several public and private sector i.e. telecommunication, different malls in different places in Karachi. Karachi is a trade Centre in Pakistan, majority of people are engaged in service sectors.

Majority of man were selected because they exist in majority in market holding 76% or this research. 50% of 21 – 30 age group was selected because this age group is preferred in all organizations, they are facing all the issues and understanding the culture of organization. 500 samples size was applied because in previous relevant researches they took 400-600 (Sajjad, Nazir; Amina , Shafi; Wang, Oun, 2016).

Instrument:

Affective Commitment : (Dr Omoankhanlen Joseph Akhigbe, 2014)

I would be very happy to spend the rest of my career with this organization
 I enjoy discussing my organization with people outside it
 I really feel as if this organization's problems are my own
 I think that I could easily become as attached to another organization as I am to this organization

Normative Commitment (Oloda Oluwatayo Felix, 2014)

I think that people these days move from company to company too
 I was taught to believe in the value of remaining loyal to one's organization
 If I got another offer for a better job elsewhere I would not feel it was right to leave my organization

Continuance Commitment (Ajienka Mercy Finelady, 2014)

I feel that I have too few options to consider leaving this organization
 It wouldn't be too costly for me to leave my organization now
 It would be very hard for me to leave my organization right now

Turnover Intentions (Ajienka Mercy Finelady, 2014)

In comparison for rewards or facilities my work is too much relax and easier
 Does HR department provide career Consoling provide on your job Profession
 Over all, I'm happy with organization culture and work environment

Rewards(Intrinsic) (Meyer, J.P. & Allen, N.J, 1991)

Financial rewards can be increase the work productivity
 Intrinsic rewards built normative for the employees autonomous

Rewards(Extrinsic)

Incentives develops attitudes of employee towards organization
 Money is enough to create motivation for employees performance

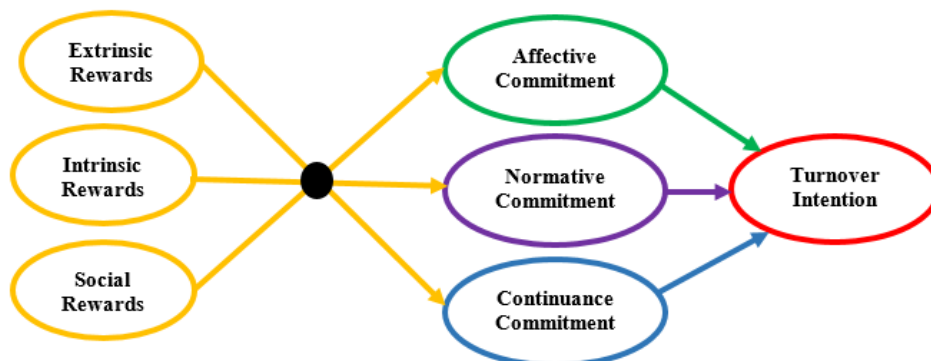
Rewards(Social)

Employee's involvement and recommendations often lead to changes in this company
 Most employees in organization have input into decision that affects

Measures: All variables were measured on five measuring scale from

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
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Research model:



Statistical Techniques:

The gathered data was analysed on Structural Equation Model (SEM) by using Microsoft Excel, SPSS and AMOS Structural Equation Modelling(SEM) is an exceptionally broad, incredible multivariate examination system that incorporates specific forms of various different investigation techniques as uncommon cases. Structural Equation Model is utilized because of its qualities in yielding exact and solid outcomes. The questionnaire was of our research was distributed manually to the employees of telecommunication in order to perform the result first we tested the frequency of our respondents than we can move forward to test the variables of our research. Various test such as Factor analysis, Cronbach’s alpha validity, Model fit test and Moderation model test or Direct and Indirect estimate were directed to create the results of this study. The confirmatory factor analysis can be characterized as the procedure tests that how exact develops are spoken to by the deliberate factors. This system is utilized in my exploration with the end goal to dismiss or acknowledge the estimation hypothesis. Which got the desired outcomes for my examination. Direction and indirect estimate technique was likewise use to check the relation between variables and direct impacts of variable on one another and the indirect impact variables on each other as indicated by the variables used in our study.

Research and Analysis

Results and Interpretations:

Gender	
Male	76%
Female	24%

The topic which we have selected for our research is “The Influence of Organizational Rewards on Organizational Commitment and Turnover Intentions”. For this research we have collected data from different sources like different journals, articles, from internet related to our topic as well as the involvement of online Google medium. We have made a questionnaire which has to be filled among the individuals. In this research, the demography results show that male ratio is 76%and the female ratio that is 24%, because of majority of organizations that we visit like malls management and the shops (brand Staff) like casual brands etc. The total is 205 of the demography result.

Age Group		Household income level	
Below 20 years	23.1%	Below 29,000	26.9%
21 to 30 years	50%	30,000 - 35,000	16.9%
31 to 50 years	18.7%	36,000 – 40,000	32.7%
41 to 50 years	5%	41,000 – 50,000	9.4%
Others	3.2%	Others	13.1%

The table shows the age of the male and female respondents. The highest ratio is 50% that is the age group from 20 to 30 years. However, the least ratio is 5% that is the result of 50 years and above. The topic which we have selected for our research is “The Influence of Organizational Rewards on Organizational Commitment and Turnover Intentions”. For this research we have collected data from different sources like different journals, articles, from internet related to our topic as well as the involvement of online Google medium. We have made a questionnaire which has to be filled among the individuals. The respondents were asked to analyze that, Work Engagement enhance General well-being and Control at work or not. The table shows the Household income of the employees of Mall Managements and Brands Shops. The highest ratio is 33% that is more than Rest. 40,000. However, the least ratio is 9.4% that is Rs.41000-5000.

Qualification		Work experience	
Matric	12.3%	Less than 1 year	25.1%
Intermediate	32.2%	1 – 3 years	21.6%
Bachelors	33%	4 – 6 years	22.2%
Masters	21.6	7 – 10 years	17%
Diploma masters	2.9%	Above 10 years	14%

The results from the above demographic table chart shows the qualification of the respondents. The highest ratio is 33 that accounts for the bachelors group. Then 32.2 accounts for the Intermediate group and the 2.9 for the diploma certificate. The least in this chart is 21.6 for the Matric and others group. The results from the above demographic table chart shows the work experience of the respondents. The highest ratio is 25.1% that is 1-3 years of experience. However, the least is 17% that is More than 10 years of experience.

Confirmatory Factor Analysis (CFA):

Construct/Indicators	Standardized Factor Loading (CFA- AMOS)	Construct Reliability		Construct Validity		
		Cronbach's alpha	Composite Reliability (CR)	Convergent Validity Average Variance Extracted (AVE)	Discriminant Validity Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
Affective Commitment		0.837	0.841	0.575	0.2304	0.315
Affective Commitment 1	0.69					
Affective Commitment 2	0.89					
Affective Commitment 3	0.82					
Affective Commitment 4	0.60					
Normative Commitment		0.781	0.802	0.580	0.2916	0.248

Normative Commitment 1	0.60					
Normative Commitment 1	0.85					
Normative Commitment 1	0.81					
Continuance Commitment		0.710	0.744	0.500	0.2916	0.2
Continuance Commitment 1	0.72					
Continuance Commitment 2	0.83					
Continuance Commitment 3	0.54					
Turnover Intentions		0.774	0.759	0.519	0.4900	0.383
Turnover Intentions 1	0.61					
Turnover Intentions 2	0.64					
Turnover Intentions 3	0.88					
Intrinsic Reward		0.684	0.701	0.545	0.7744	0.425
Intrinsic Reward 1	0.84					
Intrinsic Reward 2	0.62					
Extrinsic Reward		0.758	0.786	0.656	0.7744	0.378
Extrinsic Reward 1	0.64					
Extrinsic Reward 2	0.95					
Social Reward		0.894	0.845	0.731	0.2809	0.367
Social Reward 1	0.84					
Social Reward 2	0.87					
		$\alpha > 0.70$ (Nunnally,1967)	CR > 0.70	i) AVE > 0.50 ii) CR > AVE		

The Factor loadings those are indicators which has Commitments, rewards and the turnover Intentions. In the above chart all the factor loadings showed the result that is nearer to the 70% that is according to the range and we have not removed any of question from the data. The Cronbach's alpha of Affective Commitment is 0.837, Normative Commitment is 0.781, Continuance Commitment is 0.710 and turnover Intentions is 0.774, Intrinsic Rewards is 0.684, Extrinsic Rewards is 0.758 and the social rewards is 0.894. Then the Composite Reliability (CR) of Affective Commitment is 0.841, Normative Commitment is 0.802, Continuance Commitment is 0.744, turnover intentions are 0.759, intrinsic rewards is 0.701, extrinsic rewards is 0.786 and the social rewards is 0.845. The Average Variance Extracted (AVE) of Affective Commitment is 0.575, Normative Commitment is 0.500, turnover intention is 0.519, intrinsic rewards are 0.545, extrinsic rewards is 0.656 and the social rewards is 0.731.

Then the Maximum Shared Variance (MSV) of Affective Commitments is 0.2304, Normative Commitment is 0.2916, Continuance Commitment is 0.2916, Turnover Intentions is 0.4900, intrinsic rewards is 0.7744, extrinsic rewards is 0.7744 and the social rewards is 0.2809. And the Average Shared Variance (ASV) of Affective Commitment is 0.315, Normative Commitment is 0.248, Continuance Commitment is 0.2, Turnover Intentions is 0.383, Intrinsic Rewards is 0.425, Extrinsic Rewards is 0.378 and the social rewards is 0.367. The MSV and ASV are always lesser than AVE. And our values of ASV and MSV are lesser than AVE that means our values are according to the range. So now we can easily check the model fit.

Model Fitness:

Model Fit Indexes	Accepted Value	Results
Chi-square/df	< 3	2.351
P. Value	> 0.00	.000
Goodness-of-Fit Index (GFI)	> 0.90	.94
Adjusted Goodness of Fit Index (AGFI)	> 0.80	.88
Comparative Fit Index (CFI)	> 0.90	.95
Tucker-Lewis Index (TLI)	> 0.90	.94
Root Mean Square Error of Approximation (RMSEA)	< 0.05	.057

According to the above chart the value of Chi-square/df is 2.351 because our sampling in the various methods like e-forms and manually, it should be less than 3 so could be very well for model fitness test, P-Value is 0.000 and its exactly equal to the requirement for the fitness and if there is some value exceed so then it will be not good for the model fit, GFI value is 0.94 and it should be greater than 0.90, value of AGFI is 0.88 and its should be greater than 0.80 so it very well testing material for the model fitness, value of CFI is 0.95 and it could be greater than some into 0.90 because it is unique for model fitness, value of TLI is 0.94, it would be use full for the research because it is the significance value for model testing, and the value of RMSEA is 0.05, it is equal value and should be on 0.05 and less then it. These all values are according to the range that means our model is fit to predict the results.

Structural Path	P-value	Result
Direct Relationship		
Continuance commitment ---> social reward	<0.05 .110	Insignificant
Continuance commitment ---> extrinsic reward	<0.05 0.003	Significant
Continuance commitment ---> intrinsic reward	<0.05 0.001	significant
Normative commitment ---> social reward	<0.05 0.05	significant
Normative commitment ---> extrinsic reward	<0.05 -0.206	Insignificant
Normative commitment ---> intrinsic reward	<0.05 1.078	Insignificant
Affective commitment ---> social reward	<0.05 .106	Insignificant
Affective commitment ---> extrinsic reward	<0.05 .036	significant
Affective commitment ---> intrinsic reward	<0.05 .430	Insignificant
Turnover Intention ---> Continuance commitment	<0.05 4.275	Insignificant
Turnover Intention ---> Normative commitment	<0.05 -2.133	Insignificant
Turnover Intention ---> Affective commitment	<0.05 -0.833	Insignificant
Indirect Relationship		
Turnover Intention ---> social reward	<0.05 .031	significant
Turnover Intention ---> extrinsic reward	<0.05 .412	Insignificant
Turnover Intention ---> intrinsic reward	<0.05 000	Significant

Hypothesis testing:

The results from the above chart shows that, In the direct relationships, there is a insignificant relationship between Continuance Commitment and Social Rewards, its P-value is 0.110 and our HA is rejected. And There is Significant relationship between Continuance Commitment and Extrinsic rewards, its P-value is 0.003 and our HA is Accepted, Continuance commitment and intrinsic rewards are significant value so HA Accepted with 0.001. There is insignificant relationship between normative commitment and social reward with the P-value of 0.94 so our HA rejected, there is an insignificant change between normative commitment

and extrinsic rewards with the P-value -0.206, so again our HA accepted, there is insignificant change between normative commitment and the intrinsic rewards with the P-value of 1.078, so again our HA is rejected.

There is insignificant change between effective commitment and social rewards with the p-value 0.106, so our HA is rejected, there is a significant change between affective commitment and extrinsic reward with the p-value 0.36 so our HA is Accepted, there is insignificant change between affective commitment and intrinsic rewards with the p-value is 0.430 so again our HA is rejected, there is all insignificant change between Turnover intentions and the all commitments(Affective, Normative, Continuance) with the P-value are 4.275,-2.133,-0.833 respectively. Now the Indirect relationship between turnover intentions and all rewards (social, extrinsic and intrinsic) with the p-value insignificantly social and extrinsic rewards 0.31 and 0.412 respectively. And only significant change between turnover intentions and intrinsic rewards with the p-value 000 so our HA is accepted here.

Conclusion and Discussion

The purpose of this research was to collect a significance change of current organizational commitments and the roles or impact of rewards to employee's attention. Our results are somehow same as the previous research results and the variables were relevant. We have faced difficulty in getting questionnaires filled because, the understanding of respondents was not clear. That's why many of our questionnaires got rejected, total 200 hard copies were distributed and 162 was received, and total 119 E-forms were filled out. 83 was selected out of 162. The questionnaire was distributed to several public and private sector i.e. telecommunication, different malls in different places in Karachi. Karachi is a trade Centre in Pakistan, majority of people are engaged in service sectors. So our research basically based on the intentions across the organizational turnovers, rewards and the commitments (Affective, Normative, and Continuance) these all variables are crucial for organizational yearly turnovers, after the all resulting our hypothesis are more significantly accepted via questionnaire and randomly feedback by all Management employees when the time of visit. Intrinsic reward are in foam of task rewards and social and organizational rewards are treat as extrinsic rewards. Statistical technique has derived from SPSS, AMOS Graphics and Advance Excel programs and data has been taken from several surveys from multiple organizations and via questionnaires from different organizational employees.

Recommendations and Limitations

There are few limitations found in conducting our research. Organizational (Management) sector is a vast field therefore we could not access the data from different Big firms like PSO and Atocck and the large banks and offices of Pakistan. There are different sources from which data is collected but according to our convenience, we have collected this data from manual medium and E-Forms to which we can aware of our research. We distributed this questionnaire among the employees of Mall Managements (Luckyone, Ocean, the forum, park towers and the atrium mall). The questionnaire was distributed to 200 hard copies were distributed and 162 was received, and total 119 E-forms were filled out. 83 was selected out of 162. Due to finance problem and less time, more variables could have been added to the model but because of some limitations we couldn't sampled in further organizations and sectors. So, this research would be broader and more significant, because for the commitments it should be significant for the upcoming researchers for creating more interesting effects and interpret the relation between the models.

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