

## **EFFECT OF REWARD MANAGEMENT ON EMPLOYEE JOB SATISFACTION IN EURO GLOBAL FOODS AND DISTILLERIES LIMITED**

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**Abstract:** The study examined Effect of reward management on employee's job satisfaction in Euro global foods and distilleries limited. The problem of this study asserted that poor performances, low staff morale and high employee turnover are due to the extremely poor reward management system in the organisation. The objectives of the study were to establish the level in which extrinsic and intrinsic rewards has affected the job satisfaction of employee's in Euro Global Foods And Distilleries Limited. The population of the study was 156 workers in Euro Global Foods And Distilleries Limited and complete enumeration was used to get the sample size for the study, The study adopted a survey research design, which process has to do with sending out copies of questionnaires to the respondent which is then statistically analysed to draw meaningful research conclusions. The study used primary source data which was the questionnaire and the questionnaire response rate was 80%. The correlation and regression analysis were used to find relationships and to analysis the hypothesis. The findings revealed, extrinsic rewards indices possess significant and effective effect on job satisfaction of employees. The study found out that employees are the most important part of service industries, and it is very important for managers to make sure they are happy. It is recommended that top management should pay attention to the intrinsic reward practice of the organisation, since it affects the employee's job satisfaction. It also recommended that extrinsic reward (as indicated in this study) should be administered efficiently.

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**Keywords:** Effect of Reward, Management, Employee, Job Satisfaction, Euro, Global food and Distilleries.

### **Introduction**

#### **1.1 Background to the Study**

Reward management plays a pivotal role in driving individuals to achieve their goals and excel in their work, contributing significantly to the general capacity and execution of employees at the workplace. Rewards are often influenced by various factors such as job satisfaction and recognition.

Employees should have the opportunity to advance in their careers and work in a positive environment. Motivated employees tend to invest more effort and enthusiasm into their work, becoming more committed to the

organization and its goals, resulting in elevated levels of productivity and job satisfaction. Additionally, motivated employees, especially in a positive work environment with opportunities for career advancement, are more likely to stay with the company for an extended period.

Organizations can employ various strategies to motivate and reward their employees, including providing regular feedback and recognition for achievements, offering skill development and training opportunities, promoting work-life balance, and providing competitive compensation and benefits packages. It is imperative for organizations to implement effective motivational strategies to ensure employee engagement and commitment, creating a positive and motivational work environment that leads to increased capacity, employee satisfaction, and overall success.

The reward or compensation an employee receives is subjective and can vary significantly based on factors such as job location, industry, and job responsibilities (Issah, 2012). Therefore, the successful implementation of rules and guidelines in any organization relies heavily on the interest and involvement of employees in their working environment. Rewarding employees is essential for achieving organizational goals and objectives, contributing to employee satisfaction and motivation.

To ensure employee satisfaction and motivation, both monetary and non-monetary rewards are crucial. While some employees are motivated by financial incentives like salary increases, bonuses, and benefits, others value non-monetary rewards such as flexible schedules, time off, mentorship programs, and retirement plans.

Pratheepkanth (2012) found that rewards have a positive effect on motivation. Some employees perceive monetary compensation as sufficient, while others aspire for material incentives such as cars, houses, or vacations. Regardless of the reward type, it contributes to employee satisfaction within the organization. Inadequate rewards, however, can lead to reduced job satisfaction, increased absenteeism, and decreased engagement in tasks beyond job descriptions. This lack of interest and reduced activity in assigned tasks ultimately results in diminished productivity and a decline in job quality.

Employee satisfaction is greatly influenced by the rewards they receive. If employees don't feel appreciated or fairly compensated, their commitment to the organization diminishes. Therefore, it is crucial for organizations to recognize and reward the good work employees do, serving as motivation for employees to remain committed and experience job satisfaction. With increased motivation, organizations can achieve growth and profits. Conversely, employees who feel inadequately compensated may become less committed and decrease productivity. Hence, an effective reward system is essential for attracting new employees and motivating existing employees to perform at a higher level. Ultimately, happy employees are vital for a company's success, as they work harder and are more committed when they feel appreciated and rewarded.

## **1.2 Statement of the Problem**

One identified issue in organizations is the lack of an effective employee reward system, resulting in poor performance, low morale, and high turnover. The existing reward systems may be flawed, rooted in misconceptions about employee motivation. Recognizing the importance of employee performance, organizations should tailor reward systems to individual preferences, addressing the diverse motivations that employees may have.

### 1.3 Objectives of the Study

The study aims to determine the effect of reward management on employee job satisfaction at Euro Global Foods and Distilleries Limited. Specific goals include examining the impact of extrinsic and intrinsic rewards on job satisfaction and assessing the degree of job satisfaction in the presence of these rewards.

### 1.4 Research Questions

1. To what extent does extrinsic reward affect job satisfaction among employees at Euro Global Foods and Distilleries Limited?
2. To what extent does intrinsic reward affect job satisfaction among employees at Euro Global Foods and Distilleries Limited?
3. What is the degree of job satisfaction among employees in the presence of extrinsic rewards at Euro Global Foods and Distilleries Limited?
4. What is the degree of job satisfaction among employees in the presence of intrinsic rewards at Euro Global Foods and Distilleries Limited?

### 1.5 Hypotheses of the Study

The study's hypotheses, stated in their null forms, guide the research:

1. Extrinsic reward has no effect on employee job satisfaction at Euro Global Foods and Distilleries.
2. Intrinsic reward has no effect on employee job satisfaction at Euro Global Foods and Distilleries.
3. The degree of job satisfaction among employees does not change with the existence of extrinsic rewards at Euro Global Foods and Distilleries.
4. The degree of job satisfaction among employees does not change with the existence of intrinsic rewards at Euro Global Foods and Distilleries.

## 2.1 Conceptual Framework

### 2.1.1 Reward Management

Reward management is a critical aspect of improving individual and team performance within an organization. By offering monetary incentives, recognition, and praises, companies can motivate employees and enhance overall efficiency. Group performance-related schemes, tied to specific targets, align employee interests with the company's financial success, fostering improved organizational performance. Ajila (2012) emphasizes the distinction between non-monetary rewards inherent to the job and external monetary rewards, including compensation, benefits, and job security. According to Armstrong (2010), reward management involves setting performance goals, providing rewards, and creating a positive work environment that encourages employees to work harder and stay committed to their jobs. Effective implementation of rewards and recognition fosters a positive working environment, boosting morale and overall productivity.

In addressing employee turnover, rewards play a significant role. Sajuyigbe (2013) highlights the impact of inadequate compensation on organizational profitability and emphasizes the role of reward management in ensuring fair and consistent recognition based on individual contributions. Maslow's hierarchy of needs underscores the importance of addressing basic needs through rewards, reinforcing the value employees bring to the organization. Non-monetary rewards, such as recognition, learning opportunities, and increased responsibilities, complement financial incentives, contributing to a holistic reward system.

### 2.1.2 Employee Rewards and Benefits

Organizations employ a range of rewards and benefits to motivate and satisfy employees, enhancing loyalty and job satisfaction. The reward system encompasses financial compensation, recognition, and benefits. While there is a trend downplaying monetary pay, evidence suggests its positive impact on individual and organizational performance. A comprehensive approach, known as total reward, considers base pay, performance-based pay, and competence-based pay. Organisations need a clear and consistent approach to rewards that reflects their values and principles, promoting better performance and job satisfaction.

Total reward goes beyond monetary aspects, including opportunities for learning, growth, and a positive work-life balance. Recognition rewards play a crucial role in this strategy, influencing employee behavior and performance. Effective implementation involves communication, education, integration into performance management, and continuous improvement.

### 2.1.3 Extrinsic and Intrinsic Rewards

Extrinsic rewards, such as monetary incentives, time off, and bonuses, play a crucial role in retaining employees. Well-designed systems directly tied to productivity are essential for retaining top performers. In contrast, intrinsic rewards, arising from internal factors like challenging tasks and increased responsibilities, contribute to employee motivation and satisfaction. Recognition and appreciation are effective intrinsic rewards, fostering satisfaction and commitment.

### 2.1.4 Job Satisfaction

Job satisfaction is integral to employee happiness and achievement. Factors such as supportive supervisors, effective communication, and alignment of organizational values contribute to job satisfaction. Effective supervision involves adapting leadership styles, encouraging employee involvement, and supporting individual and team efforts. Satisfied employees are more cooperative, motivated, and likely to produce high-quality work. Understanding the emotional reaction towards work, factors influencing satisfaction, and interconnected attitudes is crucial. Job satisfaction is influenced by the nature of work, pay, growth opportunities, and relationships within the organization. Employers must focus on these factors to create a positive work environment, leading to increased productivity and lower employee turnover rates.

## 2.2 Theoretical Framework

### 2.2.1 Introduction to Herzberg's Motivation Theory

This study is anchored in Herzberg's motivation theory, providing a framework to explore the intricate relationship between the reward system and employees' job satisfaction. Herzberg's theory, also known as the motivation-hygiene theory, delves into two distinct categories of factors influencing job satisfaction: motivators and hygiene factors. The former, including achievements, recognition, and growth, contribute positively to job satisfaction, while the latter, encompassing elements like supervision, compensation, and relationships with colleagues, can cause dissatisfaction if unmet. The crux of Herzberg's theory lies in the importance of addressing both motivators and hygiene factors to create a satisfying work environment. It highlights that the absence of either category can lead to dissatisfaction and impact employees' desire to remain with the organization.

### 2.2.2 Herzberg's Motivation-Hygiene Theory: In-depth Analysis

Herzberg's motivation theory, formulated in 1959, marked a pivotal shift in understanding employee motivation. Through a comprehensive examination of individuals and their job experiences, Herzberg categorized job factors into satisfaction and dissatisfaction classes. Motivators, intrinsic to the job itself, and hygiene factors, extrinsic

elements, are crucial components of this theory. Motivators, such as recognition and opportunities for growth, directly contribute to job satisfaction and motivation. On the other hand, hygiene factors, also known as maintenance factors, are essential for averting job dissatisfaction but may not inherently generate long-term satisfaction. These include aspects like pay, company policies, fringe benefits, physical working conditions, status, interpersonal relations, and job security. Addressing both sets of factors is imperative for organizations aiming to create a work environment that fosters satisfaction and prevents dissatisfaction among employees.

### **2.2.3 Hygiene Factors: Importance and Considerations**

Hygiene factors are critical components that organizations must address to prevent job dissatisfaction. These external elements, ranging from compensation to interpersonal relations, form the foundation of job security and well-being within the organization. Fair compensation aligned with industry norms, clear company policies, comprehensive fringe benefits, conducive physical working conditions, defined roles and responsibilities, positive interpersonal relations, and job security contribute significantly to job satisfaction. Organizations must ensure the fulfillment of these hygiene factors to meet employees' basic needs, establishing a stable and supportive foundation for their work. However, it's crucial to recognize that meeting hygiene factors alone may not guarantee long-term job satisfaction and motivation.

### **2.2.4 Motivational Factors: Driving Job Satisfaction and Performance**

Motivational factors, distinct from hygiene factors, are inherently linked to job satisfaction and motivation. These factors, intrinsic to the job, serve as satisfiers and play a pivotal role in keeping employees motivated and engaged. Recognition for good work, a sense of achievement through meaningful goals, growth and advancement opportunities, meaningful responsibilities, and the overall meaningfulness of work contribute directly to job satisfaction and motivation. Organizations can enhance employee performance by focusing on these motivational factors, fostering an environment where employees feel acknowledged, challenged, and aligned with the meaningful objectives of their work. Herzberg's motivation theory thus provides valuable insights for organizations seeking to create a reward system that addresses both intrinsic and extrinsic factors, ultimately promoting job satisfaction and high employee motivation.

## **2.3 Empirical Review**

In a 2020 study by Khalid, Salim, and Loke, the effects of employee rewards and motivation on job satisfaction in public and private water utility organizations in Malaysia were investigated. Motivational theories were applied to analyze this relationship empirically. The study revealed a positive correlation between employee motivation and job satisfaction. Notably, employees in public water utility organizations reported higher levels of rewards, motivation, and job satisfaction compared to their counterparts in private water utility organizations. A key finding was the significant influence of motivation on job satisfaction, surpassing the impact of tangible rewards in both public and private water utility organizations. This emphasizes the crucial role of fostering a motivated workforce in enhancing overall job satisfaction, irrespective of the organizational type. The study contributes valuable empirical evidence to understanding the intricate relationship between employee rewards, motivation, and job satisfaction, particularly within the unique context of water utility organizations in Malaysia.

Armstrong's study in 2019 delves into the prevalent issue of organizations failing to evaluate the effectiveness of their reward policies and practices. The primary cause identified for this deficiency is a lack of attention to motivational theories. The study highlights that organizations, in general, are not adequately leveraging motivational theories to assess the impact and efficiency of their reward systems. One key finding points to

resource constraints and time limitations as major contributing factors to organizations neglecting the evaluation of their reward systems. Limited resources make it challenging for organizations to dedicate the necessary time and effort needed for thorough evaluations. Additionally, the study unveils a noteworthy gap in standardized procedures for conducting evaluations, indicating a lack of established frameworks or guidelines within organizations.

Shafiq and Naseem conducted a comprehensive investigation in 2019 to understand the correlation between rewards and employee motivation within the banking sector of Pakistan. The study aimed to explore and analyze the relationship between various reward factors and employee motivation. To achieve this, the researchers employed regression analysis, a statistical method, to examine the association between rewards and employee motivation.

The analysis focused on a range of variables that are crucial in the context of the banking sector in Pakistan. These variables included salary, interesting work, job security, promotion opportunities, appreciation, advancement opportunities, loyalty to employees, sympathetic personal help, good working environment, and other benefits. By considering these diverse aspects, the study aimed to provide a nuanced understanding of how different elements of the reward system contribute to or influence employee motivation within the specific context of the Pakistani banking industry

## **METHODOLOGY**

**Research Design and Population:** The research employed a survey to gather information efficiently. The population of the study comprised 156 employees from various departments within the company, selected for their understanding of the company's operations.

**Sources of Data:** Primary data was collected through a survey supervised by the human resource manager. The survey questions were clear, and a reliability test was conducted. Secondary data was gathered from published books and articles.

**Method of Data Collection:** A self-administered survey was used with a 5-point scale. The survey measured responses on a scale from strongly disagree to strongly agree, ensuring clarity and relevance to research goals.

**Sample Size and Sampling Technique:** Complete enumeration was used due to the small population size of 156 employees. Simple random sampling was also employed to ensure each member had an equal chance of being selected.

**Reliability and Validity:** Reliability was ensured through careful preparation, editing, and testing of the research instrument. Cronbach's Alpha test was used to assess the reliability, indicating satisfactory results. Validity was ensured by having an expert in the field review the questionnaire for feedback and suggestions.

**Data Analysis Techniques:** Quantitative research methods were employed using the SPSS statistical package. Descriptive statistics (mean, mode, median, and standard deviation) were used for interpretation. Correlation and regression analysis were utilized to identify relationships and test hypotheses. The study followed a deductive approach.

Result Presentation

Table 1: Analysis of Personal Data

Gender	Population
Female	68
Male	90
Position	Population
Manager	12
Operational staff	144

4.3.1. Testing Hypothesis 1

H<sub>01</sub> Extrinsic reward has no effect on job satisfaction of employees.

We used a computer program called SPSS (version 21.0) to analyze data and see if there was a link between rewards at work and how happy employees were with their jobs. We checked if any important connections stood out.

Decision rule

To determine if our hypothesis was supported, we compared the calculated t-value to a critical t-value obtained from a table. If the calculated t-value was higher than the critical t-value, we rejected the null hypothesis.

Table 3: Model Summary of Hypothesis 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.305	.093	.085	.18814

a. Predictors: (Constant), Extrinsic reward

**Table 4: Results of Simple Linear Regression Analysis**

<i>Model</i>	<i>Non- standardized Variability</i>		<i>Standardized Variability</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	2.351	.326		7.214	.000
Extrinsic reward	.320	.098	.305	3.256	.002

a. Dependent Variable: Job Satisfaction

According to the findings in Table 3, the relationship between intrinsic rewards and job satisfaction has an R-square value of .093, meaning that approximately 9.3% of the variance in job satisfaction can be attributed to changes in intrinsic rewards.

The regression analysis presented in Table 4 reveals the regression equation for predicting job satisfaction using intrinsic rewards as follows:  $\text{job satisfaction} = 2.351 + .320(\text{intrinsic rewards})$ . This indicates that for each unit increase in intrinsic rewards, job satisfaction is expected to increase by approximately .320 units. The beta coefficient of .305 further supports this relationship, suggesting that a one-unit increase in intrinsic rewards corresponds to a .305 unit increase in job satisfaction.

Decision:

According to the analysis presented in Table 3, it is found that approximately 9.3% of the variation in job satisfaction can be attributed to changes in extrinsic rewards. Additionally, based on the findings in Table 4, the regression equation to predict job satisfaction using extrinsic rewards is  $\text{job satisfaction} = 2.351 + .320(\text{Extrinsic rewards})$ . This equation suggests that for every incremental increase of one unit in extrinsic rewards, job

satisfaction is predicted to increase by around .320 units. Moreover, the beta coefficient of .305 indicates a significant relationship, implying that a one-unit increase in extrinsic rewards corresponds to a .305 unit increase in job satisfaction.

**4.3.2. Testing Hypothesis 2**

Ho2: There is no significant effect of Intrinsic rewards on employee’s job satisfaction, SPSS (version 21.0) statistical software was used to determined by correlation and regression analyses

Decision Rule:

When conducting hypothesis testing, the null hypothesis is rejected if the computed t-value exceeds the critical t-value, based on the chosen degree of importance.

Table 5: Model Summary of Hypothesis 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.202 a	.041	.032	.63036

a. Predictors: (Constant), Intrinsic reward Scale

**Table 6: Results of Simple Linear Regression Analysis**

<i>Model</i>	<i>Non- standardized Variability</i>		<i>standar dized t</i>	<i>Sig</i>	
	B	Std. Error	Beta		
(Constant)	2.993	.275		10.878	.000
Intrinsic reward	.177	.084	.202	2.095	.039

a. Dependent Variable: Job satisfaction

According to the information provided in Table 5, the R-square coefficient corresponding to Intrinsic rewards is found to be 0.041. This suggests that a unit According to Table 6, increasing intrinsic rewards is linked to a 4.1% decrease in job satisfaction.

The regression analysis results in Table 6 indicate that the equation for predicting job satisfaction based on Intrinsic rewards is as follows:  $\text{job satisfaction} = 2.993 + .177(\text{Intrinsic rewards})$ . This equation implies that an decrease in intrinsic rewards is linked to a 4.1% increase in job satisfaction, or in simpler terms, improving the rewards given to employees can lead to a boost in their satisfaction with their job.

Decision:

The statistical analysis shows that the t-value of 2.095 exceeds the evaluative t-value of 2.01 at a 5% degree of significance. Hence, the null hypothesis is rejected, suggesting that there is an weak effect of Intrinsic rewards on job satisfaction.

**4.3.4. Testing Hypothesis 3:**

Ho<sub>3</sub>:The degree of job satisfaction among employees does not change with the existence of extrinsic reward in Euro Global Food and Distilleries. A hypothesis was formulated. Hypothesis Ho<sub>3</sub> stated that the degree of job satisfaction among employees does not change with the existence of extrinsic reward in Euro Global Food and Distilleries. To test this hypothesis, correlation and regression analyses were conducted using SPSS version 21.0.

Decision Rule:

The null hypothesis is rejected if the calculated t-value exceeds the critical t-value, and is not rejected if the calculated The t-value is within the acceptable range.

Table 7: Model Summary of Hypothesis 3

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.236 a	.056	.047	.36521

a. Predictors: (Constant), Extrinsic reward.

Table 8: Results of Simple Linear Regression Analysis

<i>Model</i>	<i>Non- standardized Variability</i>		<i>standar dized Variabil ity</i>	<i>t</i>	<i>Sig .</i>
	B	Std. Error	Beta		
(Constant)	2.957	.372		7.958	.000
Extrins ic reward	.271	.110	.236	2.467	.015
a. Dependent Variable: level of job satisfaction					

Following to Table 7, The R-square value for extrinsic rewards is 0.056, indicating that there is a potential relationship. 5.6% change in the level of job satisfaction for every one-unit change in extrinsic rewards, there is a potential effect on the dependent variable.

Following the regression: Based on the data provided in Table 8, the regression analysis reveals a regression equation for estimating job satisfaction in relation to extrinsic rewards.

The equation is given as  $\text{job satisfaction} = 2.957 + .271(\text{extrinsic rewards})$ . A change in the independent variable, (extrinsic rewards), by one unit may result in a corresponding effect on the dependent variable (job satisfaction) which is associated with an average increase of .271 units. Additionally, a beta coefficient of .236 emphasises This suggests that as extrinsic rewards increase, job satisfaction is likely to also increase, An increment of one unit in intrinsic rewards corresponds to a 0.236 unit increase in job satisfaction.

Decision:

According to the statistical analysis, At a 5% significance level, the calculated t-value of 2.467 exceeds the critical t-value of 2.01. Hence, the null hypothesis is rejected, implying that the results showing an important and positive correlation between Extrinsic rewards and job satisfaction among employees.

**4.3.4. Testing Hypothesis 4:**

Ho<sub>4</sub>: The degree of job satisfaction among employees does not change with the existence of Intrinsic reward in Euro Global Food and Distilleries. The study has revealed no notable or favourable effect of intrinsic rewards on the level of employee job satisfaction. hypothesis, the statistical software SPSS (version 21.0) was used to perform correlation and regression analyses.

Decision Rule:

If the calculated t-value is higher than the critical t-value, we can conclude that there is a statistically significant association between the variables under investigation. it indicates a rejection of the null hypothesis. On the other hand, when calculated t-value falls within the range of the tabled t-value, the null hypothesis is not rejected

Table 9: Model Summary of Hypothesis 4

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.54	.043	.41	5.22383

a. Predictors: (Constant), Intrinsic reward Scale

Table 10: Results of Simple Linear Regression Analysis

<i>Model</i>	<i>Non- standardized Variability</i>		<i>standar dized Variabil ity</i>	<i>T</i>	<i>Sig .</i>
	B	Std. Error	Beta		
(Constant)	2.245	.097		2.526	.012
Intrins ic rewar d	.192	.296	.249	2.648	.512
a. Dependent Variable: Level of job satisfaction					

In Table 9, the coefficient of determination (R-squared value) for the regression model is given as .043 is reported for the variable intrinsic rewards. This indicates that a change of one unit in intrinsic rewards may be associated with a 4.3% change in job satisfaction.

Based on Table 10, the R-squared value represents the proportion of the variation in the dependent variable (y) that can be explained by the independent variable(s) in the regression model. The R-squared value ranges from 0 to 1, with a value closer to 1 indicating a better fit of the model.

## 5.2 Conclusion

The research conducted unequivocally demonstrated the significance of incorporating both Monetary and Non-monetary rewards for the purpose of fostering job satisfaction and commitment among employees. It is commonly acknowledged that enhancing employee motivation is crucial in promoting their satisfaction, that ultimately has a positive effect on organisational performance. Thus, it is fundamental for organisations to establish and execute a reward system that effectively addresses both non-monetary and Monetary factors in order to improve employee satisfaction.

In various industries, employees are widely recognised as the most valuable asset. Consequently, managers are faced with the challenge of identifying the optimal balance between intrinsic and extrinsic rewards, and determining whether a combination of both would be most effective at assessing and improving employee satisfaction and commitment.

### 5.3 Recommendations

Following comprehensive research conducted, and analysis of the empirical data, the researcher proposes the following suggestions to address reward and motivation issues within an organisation:

1. Extrinsic rewards has a lot of significance and a positive effect on the job satisfaction of employees. The study recommends that in order to optimise job satisfaction for employees, management should strive to enhance the existing reward practices within the organisation. This can involve offering more to boost employee performance, employers can offer attractive compensation plans and provide additional rewards based on their job performance. motivate employees and increase their satisfaction.

2. Intrinsic rewards have a weak effect on the job satisfaction of employees, therefore the study recommends that top management should emphasise the values of intrinsic rewards within the organisation. Emphasising the significance of intrinsic rewards can contribute to improving employee satisfaction levels.

3. The level of job satisfaction of employees increased with an existence of extrinsic reward. As a result, the study recommends for an effective and efficient administration of extrinsic rewards. By doing so, employees are very likely to exhibit enhanced commitment and performance, which would lead to increased Job satisfaction.

4. The level of job satisfaction of employees decreased with an existence of intrinsic reward. So the study suggest that the organisation may also consider job redesign as a strategic approach to increase job satisfaction and retain valuable employees.

By implementing these recommendations, the organisation can effectively address reward and motivation challenges, ultimately fostering a satisfied and motivated workforce.

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