

Reward Management as a Tool for Improving Job Satisfaction in Nigerian Postal Service, Abuja

Okafor Ikechukwu Joseph, PhD; and Otu Joseph Ayi

Department of Public Administration, Faculty of Management Sciences, University of Abuja, Nigeria.

Corresponding author: ikennaiyk@yahoo.com

DOI: <https://doi.org/10.62154/qjmr.2024.017.010451>

Abstract

Motivating employees through reward management for efficiency and greater job satisfaction have been a major concern of organisations. This study assessed the impact of reward management on job satisfaction using the Nigerian Postal Service as a case study. The specific objectives were to determine the relationship between reward management and job satisfaction and investigate the extent to which reward management influence employees job satisfaction in NIPOST. The study adopted survey research design whereby relevant information were elicited from both primary (questionnaire) and documentary sources. A sample size of 81 was adopted using total population sampling. Data generated through the questionnaire were arranged in tables and analysed using simple percentage method and mean average. The hypothesis of the study was tested using Pearson correlation. Findings from the data analysis revealed that the reward system in NIPOST have not significantly improved job satisfaction as there have been issues with poor commitment level to work, labour turnover/absenteeism and delay in accomplishing tasks. The study recommended that upward review of workers' salaries, proper recognition and good interpersonal relationships within the organisation should be encouraged and implemented.

Keywords: Reward, Reward Management, Job, Job Satisfaction, Nigerian Postal Service.

Introduction

Every formal organisation usually has a reward management system in place. Workers in the organisation guarantee that the objectives and goals are met within the time limit specified and in meeting these set targets reward play key roles. The employees use both their physical and mental abilities to guarantee that the goods and services of the organisation are delivered to clients. Personnel in the public sector, either at the state or federal level, are compensated in accordance with a centralised framework. This pay structure describes the compensation and benefits that are to be offered to employees at various levels and phases within the public sector. Since they are paid, public officials are obligated to be competent and knowledgeable at all occasions. Nonetheless, some people have stated or observed that the Nigerian Civil Service is characterised by incompetence, low efficiency, and corruption (Akintoye, 2000).

The pace at which employee job dissatisfaction continues to rise in public organisations is becoming a source of worry, and it is clear that the measures undertaken by the

government to address this issue have not yielded the positive desired result to a large extent. Poor financial and non-financial reward administration has been a thorn in the side of job satisfaction. Public service managements in Nigeria frequently complain about insufficient funding to provide an appealing place to work for their personnel (Ife, 2020).

Other concerns, such as relationships with other people, recognition, and recommendations from superiors, have also played an important role in reward management and employees' job satisfaction in the Nigerian public service. Workers in public sector organisations in Nigeria are reported to have lower job satisfaction than their counterparts in developed nations (Iyida, 2015).

The British colonial masters founded the Nigeria Postal Service in 1852 (Iyida, 2015). It was regarded as a component of the British postal system. This was the case until 1874, when it became a branch of the London General Post Office. Several modifications have occurred in the postal service organisation throughout the years. It has branches all around the nation. The public service organization such as Nigeria postal service was established to carry out policies set by the government. To properly achieve this purpose, government employees must be spurred with suitable remuneration and non-monetary schemes. Efforts taken by NIPOST management to address difficulties impacting reward management may have resulted in employee unhappiness, which has culminated in a number of actions involving strikes.

On 29th of September, 2021 members of the National Union of Postal and Telecommunications Employees (NUPTe) shut down operations at the Nigerian Postal Service's national headquarters in Abuja over special allowances due workers since 2011 (Daniel, 2021). Earned allowances, transfer allowances, burial fees, and repatriation allowances were among the benefits. Employees of NIPOST have also gone on several strike and planned protests in recent times and this may have been caused by the perception of employees towards rewards allocation. According to Ife (2020), a key source of worry is the bad working conditions of postal workers.

Several researchers have carried out studies to ascertain the relationship between reward management practices and job satisfaction (Yasmeen, Faroog, and Asghar, 2013; Igomu and Aakoo, 2023; Olayemi et al., 2024). However, little or no study have been carried using Nigeria Postal Service, Abuja to find out the perception of employees on reward management practices and the relationship between reward management practices and job satisfaction. This study therefore seeks to fill this gap and proffer recommendations to enhance reward management practices and job satisfaction in a public service organization such as Nigeria Postal Service (NIPOST), Abuja.

Objectives of the Study

The study has the following specific objectives to:

- i. Ascertain the perception of NIPOST employees on reward management and how it influences job satisfaction.

- ii. Investigate the extent to which reward management influence employees job satisfaction in NIPOST.

Hypotheses of the Study

This study is guided by the following hypotheses:

Hi: There is significant impact of reward management practices on job satisfaction in NIPOST.

Ho: There is no significant impact of reward management practices on job satisfaction in NIPOST.

Literature Review

Conceptual Review

Reward

There are multiple meanings of reward. To a layperson, it refers to something presented in appreciation for service, exertion, or success. Every worker strives hard to guarantee that their organisations accomplish objectives, and in exchange, they expect to be paid for their efforts either monetary or non-monetary awards. Individuals in the organisation have many needs to meet, such as food, lodging, healthcare, clothes, and so on, and they expect to be compensated when their tasks allocated to them have been completed. As defined by Lin (2007), a reward is the pay that a worker earns from an organisation in exchange for the labour that the person provides or in exchange for work accomplished. Put differently, it refers to the collection of brain structures that try to control and regulate behaviour by inducing pleasure (Ajila and Abiola, 2004). From this definition, it is understood that reward system within an organization is not only tied to money. It could also entail behavioural control. It is believed that when employees are adequately rewarded, there are tendencies they would display good behaviours within the organisation (Antoni, Baeten, Perkins, Shaw & Vartiainen, 2017).

Through an efficient incentive system, employees in an organisation may be compensated and fully engaged. In the opinion of Bratton and Gold (2003), reward includes all monetary, non-cash, and psychological rewards made by an organisation in exchange for their work. This term defines the responsibility of organisations to offer care to workers in exchange for work performed. In this context, reward encompasses pay, wages, leave, employee decision-making, and so on. As stated by Malhotra, Budhwar, and Prowse (2007), incentives include every benefit that employees obtain from their employer.

Organisations can utilise a variety of different reward schemes. Reward systems can be categorised as either intrinsic or extrinsic. Intrinsic reward systems refer to those that are built right into the job and that the employee enjoys as an outcome of successfully finishing the task or meeting his/her objectives. Extrinsic incentive, on the other hand, is earned from outside and is concrete in order to acknowledge the efforts of the worker.

Extrinsic rewards are those that are related to working conditions, fringe benefits, security, promotion, contracts of service, salary, incentives, bonuses, payments, and job security, as

well as the workplace setting and working circumstances (Badrinarayan and Tilekar, 2011). As a result, rather than individual managers, an organisation such as NIPOST must choose the reward scheme to give at the organisational level.

Extrinsic incentives address fundamental survival needs such as money (to pay bills), a sense of security and regularity (the job is secure), and recognition (company recognises talents). In the opinion of Hellriegel (1999), an extrinsic incentive is one provided by the organisation and comprises money, status, job stability, and fringe benefits. These incentives can be compared to the job context components that Herzberg referred to as cleanliness considerations.

Intrinsic incentive is concerned with worker psychological growth (Williamson, Burnett, and Bartol, 2009). They are intangible benefits that include features like independence, feedback, and involvement in the decision-making process. The intrinsic incentive system was designed with the intention of rewarding employees in the form of confidence and connected to their sense of accomplishment and advancement within the organisation. Workers are satisfied when they have produced something worthwhile at work and have been verbally praised by the organisation (Nawab, Ahmad, and Shafi, 2011).

Reward Management

Scholars have provided numerous descriptions of reward management. Armstrong (2010) defined reward management as the tactics, procedures, and rules necessary to guarantee that the worth of individuals and their contributions to attaining organisational, departmental, and team goals are recognised and compensated. In the view of Armstrong and Murlis (2004), reward management is concerned with the design, implementation, and maintenance of incentive procedures and practices aimed at improving organisational, team, and personal achievement.

Based on the above concepts, reward management might be defined as a motivating tool used in recognising workers for their contributions to the business. As a result, it means that the reward might be in form of compensation, remuneration, or the unambiguous cost of work.

Schneider (1987) argued that reward management is focused on employee and the value they create in the organization. Armstrong (2010) points out that reward management is concerned with the design, implementation and maintenance of reward systems (interrelated reward processes, practices and procedures) which focus on satisfying the necessities of both the organisation and its stakeholders, and to operate fairly, equitably and consistently. These systems cover measures for evaluating the importance of jobs through job evaluation and market pricing, the design and management of grade and pay structures, performance management processes, schemes for rewarding and recognizing people according to their individual performance or contribution and/or team or organisational performance, and the provision of employee benefits.

It should be emphasised that incentive management is about more than just compensation and perks for employees. It is also concerned with non-monetary benefits including

recognition, chances for learning and development, and greater work responsibility. Consequently, reward management entails analysing and monitoring worker pay, wages, and any other employee perks. The goal of reward management is to create and effectively implement a reward framework for an enterprise (Armstrong, 2010).

Compensation policy and practices, salary and payroll administration, total reward, recognition, praises, promotion, minimum wage, executive compensation, and team reward are some of the most common components of a reward structure (Armstrong and Murlis, 2007). As stated by Armstrong (2010), for an organisation to achieve a highly devoted business condition and its overall business goal, a system of rewards needs to be developed to ensure that every effort individuals render to achieving organisational or group goals is appreciated, recognised, and rewarded.

Scholars have explained that reward management may influence employees' commitment to their organisations (Zantua, Teng-Calleja & Caringal-Go, 2024; Esop & Timms, 2019; Aryani R., Widodo & Chandrawaty, 2021). Results from Zantua et al (2024) revealed that rewards management significantly predicts organization justice. Turnover intent was also directly predicted by rewards management and its relationship with rewards management was partially mediated by organization justice. Affective commitment significantly moderates the relationship between organization justice, rewards management, and turnover intent. Findings of this research contribute to both knowledge and organization practice by illustrating how turnover intent is reduced through effective and equitable management of rewards especially among employees with low levels of affective commitment to work organizations in a collectivist society.

Job Satisfaction

As stated by Locke (1976), job satisfaction actually refers to an exciting and enjoyable psychological state an individual gains from his or her work. Job satisfaction is critical for lowering attrition and raising commitment. As a result, job satisfaction is regarded as the most significant factor in the organisation. To put it differently, organisational performance is heavily reliant on the degree of happiness workers obtain from their jobs (Wubuli, 2009). In accordance with Heathfield (2012), pay is a fixed measure of cash or compensation provided to employees by a corporation in exchange for valuable work accomplished. The system for remuneration has an important role in determining an employee's degree of job satisfaction. In addition, the growing requirements of families with greater standards of living have pushed employees to seek more lucrative jobs in order to secure their careers and living pleasure. When workers see that they are not properly compensated, they experience a state of intense dissatisfaction. As a result, this passionate mistake will build and accumulate over time, making people dissatisfied with their job for the organisation. In the opinion of Pouliakas (2010), there exists an important adverse link between incentive payments and employee job satisfaction. Financial inducements improve employee usefulness and efficiency. Millán, Hessels, Thurik, and Aguado (2011) revealed in the research they conducted that possessing greater work earnings tends to enhance the

chance of being pleased with the type of job for employees and employers. In accordance with Bozeman and Gaughan (2011), the belief that one is compensated for what one is valued influences happiness at work. People who accept that they get paid "what they are worth" in the job marketplace have a greater degree of happiness at work than those who disagree with them.

Relationship between Reward Management and Job Satisfaction

Several researchers have shown a link between incentive management and work happiness. Personal and organisational performances have been proven to be affected by intrinsic incentives. Workers in an organisation may have achieved the esteem stage of development and maybe the self-actualization stage as a result of the influence of intrinsic rewards (Mikander, 2010).

The intrinsic benefits motivate and improve workers as well as managers to be able to push themselves, complete new tasks, and collaborate with others in order to work in harmony. In addition to that, intrinsic rewards allow workers to focus better and keep them energised and managing themselves (Yasmeen, Faroog, and Asghar, 2013). Workers that have significant amounts of intrinsic rewards become informal recruiters and marketers for their organisation, recommending colleagues to work in the organisation and recommending products and services for prospective clients.

As noted by Thomas (2009), intrinsic rewards offer an advantageous situation for both the organisation and its personnel. Employees are satisfied with their jobs because they have a sense of accomplishment and self-worth, which leads to job satisfaction and enhanced efficiency at work. At the same time, the organization's sales output and earnings have grown due to an increase in employee happiness, which cumulatively improves overall productivity. In addition, intrinsic incentives or rewards promote greater degrees of pleasure and performance. As a consequence, workers are more interested, excited, enjoyable, and confident in doing duties, leading to improved organisational efficiency. Uco (1992) posits that organisations should offer workers comparable wages that can attract as well as keep personnel, and to cause them to depend more on intrinsic motivating strategies to boost efficiency.

Extrinsic incentives address fundamental survival needs such as income (to pay bills), a sense of security and regularity (the job is secure), and appreciation. In the words of Hellriegel (1999), an extrinsic incentive is one provided by the organisation and comprises money, status, job stability, and fringe benefits. These incentives can be compared to the employment context components that Herzberg referred to as hygiene (maintenance) aspects. Queresh, Zaman and Ali (2010) indicated that (extrinsic) financial rewards and social recognition rewards impacted on employees' job satisfaction.

Overview of Reward Management in Nigeria Postal Service

The reward management policy in Nigerian Postal Service (NIPOST) covers both monetary and non-monetary issues. The following points constitute major issues of reward management in the Nigerian Postal Service:

- i. **Promotion:** Promotion is usually approved by the Federal Civil Service Commission. Officers who fall under within the field of selection for any promotion exercise are considered except for those who are under disciplinary action. The minimum number of years for an officer to be promoted is as follows: Grade Level 06 below – minimum of 2 years, 07-14- minimum of 3 years while 15-17 minimum of 4 years. Promotion is based on merit, seniority and the records of performance of officers.
- ii. **Annual Performance Appraisal:** Employees of NIPOST are evaluated annually to ascertain their deficiencies and level of performance using the Annual Performance Evaluation Report (APER) form.
- iii. **Salary Administration:** This entails the monetary monthly payment to employees for work done. Salaries are paid according to the specification within the condition of service and payment differs according to the rank of employees.
- iv. **Health Protection Benefits:** This is a kind of benefits employees receive for work-related accidents and injuries. Accidents, overexertion, or injuries caused by excessive lifting, carrying, or pushing, adds significantly to the expenditure spent on health issues. Management spends huge sum of money on health related issues. The medical bills for employees of NIPOST are determined by the National Health Insurance Scheme (NHIS).
- v. **Retirement Benefits:** Pension strongly influences workers' behavior, giving younger workers a compelling reason to continue working for their employer and encouraging older workers to retire on a timely basis.
- vi. **Educational and House Allowances:** Employers have found that educational and tuition aid assistance benefits are highly desired by employees. These programs have been found to aid employee retention and recruitment. The program normally covers some or all costs associated with formal education courses and degree programs, including the cost of books and laboratory materials.
- vii. **Maternity Leave:** NIPOST reward management policy provides that a female employee shall be entitled to maternity leave on full pay if she gives not less than seven days written notice in advance, or a shorter period as may be reasonable in the circumstances, of her intention to proceed on maternity leave. A female employee is entitled to three months maternity leave in addition to any period of annual leave she is entitled to, and sick leave if she happens to fall sick during her time of confinement and with the consent of the employer.
- viii. **Work Environment:** The work environment consists of the physical building, offices, operational vehicles, working tools as well as employees recognition in decision making, empathy, recommendations from superiors, friendly social interaction among employees.

Theoretical Framework

This study is based on Frederick Herzberg's two-factor theory, often known as the Motivation-Hygiene hypothesis, which he proposed in 1959. To study what individuals desire from their employment, the two-factor hypothesis was developed. Abraham Maslow, Douglas McGregor, and Chris Argyis were all influential on Herzberg. The hypothesis proposed a two-factor explanation of motivation: work satisfaction and job discontent factors. Employees would not be pleased, according to Fredrick Herzrberg, if their low-level demands were just met.

Without a sure, boosting basic benefits and pay rates, as well as providing a suitable environment, would not fundamentally make employees satisfied or pleased with their jobs. As a result of focusing on his idea, workers strive to uncover higher wants and varied levels of fulfilment referencing to their mental characteristics such as gratitude, transformation, and increased responsibility. This also refers to professional transformation and attempts to organise tasks in order to generate opportunities for individual achievement, individual growth, and recognition (Herzberg, 1966).

As an outcome, Herzberg's twin factor theory contains parts of hygiene and motivation that seems to be effective as an effect of changes in worker efficiency. Owing to the Herzberg's submission, motivation aspects are necessary to drive professionals in carrying out their tasks and projects with their most amazing capability levels. On the other hand, cleaning aspects are vital to ensure that the crew is not unhappy and unsatisfied. As a result, the inventor investigated if the factors that lead to job satisfaction (and inspiration) were similar to those that lead to job dissatisfaction.

In this approach, Herzberg improved the hygiene theory to explain these findings as he saw the satisfier as a motivator and the dissatisfier as the hygiene ones. The use of the "hygiene" label is due to the fact that these elements are maintenance items that must be isolated from dissatisfaction. They also do not provide satisfaction. Many managers have employed extrinsic rewards (e.g., monetary incentives and recognition) to inspire their staff in an effort to promote employees' creativity and encourage job satisfaction.

Methodology

This study adopted a survey research design. The study adopted both primary and secondary sources of data. The primary source was administration of questionnaire to staff of NIPOST while the secondary source consisted of information from journals, textbooks, internet articles, official publications from NIPOST office. The questionnaire was entitled: "the Questionnaire on Impact of Reward Management on Job Satisfaction" (QIRMJS). The ratings of the items on the QIRMJS were on a four point scale with the following coding patterns; Strongly Agree/Very High Extent = 4, Agree/High Extent = 3, Disagree/Low Extent = 2 and Strongly Disagree/Very Low Extent = 1.

The population of the study consisted of the entire staff of NIPOST, Gwagwalada district and it is estimated to be 83 (Personnel Department, 2022). The study adopts total population sampling because of its manageable size. Therefore, the sample size for this

study was 83. Data generated through the questionnaire were arranged in tables, simple percentage and mean methods were used to analyze the data. The decision rule for the interpretation of the results of the data analysis was that a mean score of 2.5 and above was considered as good and positive while below 2.5 was considered poor and negative. The hypothesis of this study was tested using correlation inferential statistical tool.

Table 1: Description of Correlation Results

Positive Range	Negative Range
0.01 to 0.19: Very Weak Agreement	-0.01 to -0.19: Very Weak Disagreement
0.20 to 0.39: Weak Agreement	-0.20 to -0.39: Weak Disagreement
0.40 to 0.59: Moderate Agreement	-0.40 to -0.59: Moderate Disagreement
0.60 to 0.79: Strong Agreement	-0.60 to -0.79: Strong Disagreement
0.80 to 1.0: Very Strong Agreement	-0.80 to -1.0: Very Strong Disagreement

Source: Research Design (2024).

Table 1 above showed the interpretation of correlation result. The test of hypothesis result is hinged on the interpretation on table 1 above.

Data Analysis and Interpretation

Table 2: Employees Perception of Reward Management in NIPOST

Items	N	SA (4)	A (3)	D (2)	SD (1)	Mean	Decision
I am more concentrated to accomplish tasks in my organization because of the reward system	81	12 (15%)	8 (10%)	39 (48%)	22 (27%)	2.12	Disagree
I always look forward with excitement for reward packages in my organisation	81	11 (13%)	7 (8%)	35 (44%)	28 (35%)	2.09	Disagree
Reward management in NIPOST has increased staff motivation	81	6 (7%)	15 (19%)	27 (33%)	33 (41%)	2.00	Disagree
Reward packages are sometimes implemented with bias or prejudice	81	35 (43%)	29 (36%)	5 (6%)	12 (15%)	3.00	Agree
Grand Mean = 2.30 (Rejected)							

Source: Field Survey (2024).

Table 2 above shows the relationship of reward management and job satisfaction in Nigerian Postal Service (NIPOST). Details of the analysis reveal that majority of the respondents disagree that they are more concentrated to accomplish tasks because of the reward management according to the mean score of 2.12. The mean score of 2.09 indicated that majority of the respondents are of the opinion that do not always look forward for reward packages with excitement. The mean score of 2.00 indicate that reward management in NIPOST has not increased employees' motivation. The mean score of 3.00 indicated that majority of the respondents have the opinion that reward packages are sometimes implemented with bias or prejudice Therefore the grand mean score of 2.30 (Disagreed) can be regarded as being a representative of majority of the respondents' opinion on impact of reward management on job satisfaction.

Table 3: The extent to which reward management influence job satisfaction in NIPOST

Items	N	VHE (4)	HE (3)	LE (2)	VLE (1)	Mean	Decision
Salary for staff has not improved employees morale	81	28 (35%)	38 (47%)	9 (11%)	6 (7%)	3.08	Agree
Employees recognition in decision making and promotion have improved job satisfaction	81	11 (14%)	13 (16%)	39 (48%)	18 (22%)	2.20	Disagree
Career advancement has not improved employees zeal to work	81	32 (40%)	25 (31%)	8 (10%)	16 (19%)	3.00	Agree
Appraisal has not improved employees happiness to work	81	24 (30%)	39 (48%)	4 (5%)	14 (17%)	3.00	Agree
Grand Mean = 2.82 (Rejected)							

Source: Field Survey (2024).

Table 3 shows the factors affecting reward management in Nigeria Postal Service. The details of the analysis indicate the extent reward management has improved job satisfaction. Salary for staff has not improved employees' morale according to the mean score of 3.08. Employees' recognition in decision making and promotion have not improved employees job satisfaction as revealed by the mean score of 2.20. Career advancement and appraisal have not positively impacted on zeal and happiness to work as revealed by the mean scores of 3.00 respectively. Therefore, the grand mean score of 2.82 (Disagreed) can

be regarded as being a representative of majority of the respondents' opinion on factors affecting reward management in NIPOST.

Test of Hypothesis

Re-Statement of Hypothesis:

Hi: There is a significant relationship between reward management practices and job satisfaction in NIPOST.

Ho: There is a no significant relationship between reward management practices and job satisfaction in NIPOST.

Table 4: Correlations Result of Hypothesis

		Salary for staff	Employee Recognition
Salary for staff	Pearson Correlation	1	.022
	Sig. (2-tailed)		.000
	N	81	81
Employee Recognition	Pearson Correlation	.022	1
	Sig. (2-tailed)	.000	
	N	81	81

Table 4 displayed the relationship between reward management practices and job satisfaction in NIPOST. The p value of .000 is less than the significant value of ($\alpha = 0.05$) and the correlation coefficient is 0.2 at a sample size of 81. This implied that the relationship between reward management and job satisfaction in NIPOST is very weak. Therefore, there is no significant relationship between reward management practices and job satisfaction in NIPOST, Abuja.

Discussion of Findings

The study utilized descriptive statistics in analyzing the data elicited through the questionnaire. From the study findings, it showed that employees' accomplishment of tasks is not dependent on the type of reward management implemented in NIPOST, Gwagwalada. One of the reasons for establishing NIPOST is to provide efficient logistics services to the public and the personnel play a very critical role to ensure this core mandate is actualized. The happiness of employees with their jobs would go a long way to attain the goals and objectives of the organisation. The study findings showed that majority of the employees lack the excitement looking forward towards reward management practices in the organization. The lack of excitement may have significant impact on the job satisfaction as well as the motivation of the employees as shown in the findings. This emphasized that employees' perception on reward management can influence the way they perform their tasks. Studies like Murphy (2015) and Nnaji-Ihedinmah and Egbunike (2015) found out that

the way employees perceive the reward management practices may impact on their job satisfaction.

Employees look forward for their salaries and they desire to advance in their respective careers. From the findings it showed that salaries, career advancement (e.g. promotion), employees recognition in decision making as well as appraisal of staff have not significantly influenced job satisfaction positively. For Kumar (2014) and Emmanuel and Nwuzor (2021), career advancement opportunities, salaries and recognition in decision making can positively increase the job satisfaction of employees in an organization. This negates the findings from the analysis of this study. The emphasized that reward management practices evident in Nigerian Postal Service (NIPOST), Gwagwalada has not significantly improved job satisfaction.

These findings collaborate with the two-factor theoretical framework adopted in this study. Employees of NIPOST have social, economical and psychological needs which may influence the way they exert their energy to accomplish organisational goals and objectives. Reward may be in form of financial or non-financial incentives and employees ascribe much importance to how managers in organisations allocate them. An inappropriate allocation of financial and non financial rewards may trigger negative perception from the employees and this may influence the way they are satisfied with terms and conditions of their employment.

Conclusion

Reward management is an essential aspect to employees' job satisfaction. Employees have social, economic and psychological needs which may influence the way they are satisfied with their job. The study findings revealed that there is no significant relationship between reward management practices on job satisfaction in NIPOST, Abuja. Also, the study concludes that the NIPOST employees' perception on reward management practices is more on the negative as this may influence the way they feel about their job.

Recommendations

The following recommendations are made based on the findings of the study:

1. Salary administration for staff of NIPOST should be reviewed upward so as to motivate employees to be more committed to work.
2. Employees recognitions in decision making and promotion should be critically reviewed by management and government stakeholders so as to improve employees' zeal to work.
3. Career advancement such as promotion, trainings should be employed by management so as to improve employees' motivation to work.
4. Appraisal from top management should be objectively carried out. Once employees perceived appraisal to be fair it would reflect on their happiness to work.

References

- Ajila, C. and Abiola, A. (2004). Influence of rewards on workers performance in an organisation. *Journal of social sciences*, 8(1), 8-9.
- Akinoye, I. R. (2000). The place of financial management in personnel psychology. A paper presented as part of personnel psychology guest lecture series. Department of Guidance and Counselling, University of Ibadan, Nigeria.
- Antoni, C., Baeten, X., Perkins, S., Shaw, J., & Vartiainen, M. (2017). Reward management: Linking employee motivation and organizational performance. *Journal of Personnel Psychology*, 16, 57-60. <https://doi.org/10.1027/1866-5888/A000187>.
- Armstrong, M. (2010). *Armstrong's Essential Human Resource Management Practice: A Guide to People Management*. London: Kogan Page Ltd.
- Armstrong, M and Murlis, H. (2007). *Reward Management: A Handbook of Remuneration Strategy and Practice, 5th edition*. London: Kogan Page Ltd.
- Aryani R., Widodo W., Chandrawaty C. (2021). How adversity quotient and organizational justice reduce turnover intention empirical evidence from Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(6), 1171–1181. <https://doi.org/10.13106/jafeb.2021.vol8.no6.1171>.
- Badrinarayan, S.R. and Tilekar, P. (2011). Critical analysis of motivators and hygiene factors with special reference to employees of private and public sector banks in India. *International journal of research in IT and Management*, 1(1): 39-50.
- Bozeman, B. and Gaughan, M. (2011). Job satisfaction among university faculty: Individual, work and institutional determinants. *The journal of higher education*, 82(2): 154-186.
- Bratton, J., and Gold, J. (2003). *Human Resource Management Theory and Practice*. New York: Palgrave Macmillan.
- Emmanuel, N. and Nwuzor, J. (2021). Employee and organisational performance: Employees perception of intrinsic and extrinsic rewards system. *Applied journal of economics, management and social sciences*, 2(1), 26-32.
- Esop M., Timms C. (2019). Relevance of organisational support on academics' affective commitment and turnover intentions. *Journal of Applied Research in Higher Education*, 11(1), 118–128. <https://doi.org/10.1108/jarhe-07-2018-0126>.
- Heathfield, S.M. (2012). Training: Your investment on people development and retention. About.com Guide. Human resource (On-line). Available at: https://humanresource.about.com/od/educationgeneral/a/training_invest.htm
- Hellregel, F. (1999). One more time: How do you motivate employees? *Harvard business review*, 46, 53-62.
- Herzberg, F. W., Mauser, B. and Snyderman, B. (1957). *The Motivation to Work*. New York: Wiley.
- Ife, O. (2020). Hard times hit postal services, funding shrinks, office buildings in ruins. Retrieved from <https://punch.com>.
- Iyida, M. N. (2012). The Effect of Increase in Wage and Fringe Benefits on the Productivity of Workers in Nigeria: A Case Study of Federal Ministry of Transportation, Enugu, Nigeria. *Journal of Research in Humanities and Social Science*, 3 (1), 13-18.
- Kikoito, J.N. (2014). Impact of reward systems on the organisations performance in Tanzania banking industry: A case of commercial banks in Mwanza city. Masters dissertation, Open university of Tanzania.
- Kumar, R. (2014). The challenges to the implementation of lean manufacturing. *International journal of engineering science, Advanced technology*, 4(4), 307-31.
- Lin, H. (2007). Effects of extrinsic and intrinsic motivations on employee knowledge sharing intentions. *Journal of information science*, 33(2), 136-137.

- Locke, E.A. (1976). The nature and causes of job satisfaction. *Handbook of industrial and organizational psychology*, 1(2), 1297-1298.
- Malhorta, N., Budhwar, P. and Prowse, P. (2007). *Linking rewards to commitment: An empirical investigation*. London: Routledge.
- Mikander, C. (2010). *The impact of a reward system on employee motivation in Motonet-Espoo*. Arcada.
- Millan, J.M., Thurk, A.R. Hessels, S.J.A and Aguado, R. (2011). Determinants of job satisfaction across the EU-15: A comparison of self-employed and paid employees. Discussion paper/Tinbergen Institute.
- Murphy, B. (2015). *The impact of rewards system on employee performance*. School of Administration and business management. Dublin business school.
- Nawab, S., Ahmad, J. and Shafi, K. (2011). An analysis of differences in work motivation between public private sector organisation. *Interdisciplinary journal of contemporary research in business*, 2(11): 110-127.
- NIPOST (2020). Condition of Service, Unpublished material.
- Nnaji-Ihedinmah, N. and Egbunike, F. C. (2015). Effect of rewards on employee performance in organisations: A study of selected commercial banks in Awka metropolis. *European journal of business and management*, 7(4), 80-89.
- Olayemi, R. O., Akinlotan, J. T. & Akinlotan, R. A. (2024). Reward management system on public sector employees: A function of job performance and workers' welfare (A study of Lagos State University, Ojo). *International journal of management, social sciences, peace and conflict studies*, 1, 159 – 173.
- Pouliakas, K. (2010). Pay enough, don't pay too much or don't pay at all? The impact of bonus intensity on job satisfaction. *Kyklos*, 63(4)
- Quresh, S. K., Zaman, T. and Shah, R.A. (2010). Relationship between reward and employee performance in the cement industry in Pakistan. *Journal and international academic research review*, 1(4): 10-17.
- Schneider, B. (1987). The people make the place. *Personnel psychology*, 40(3): 437-45.
- Zantua, R., Teng-Calleja, M., & Caringal-Go, J. (2024). The Role of Affective Commitment in Rewards Management: An Example from a Collectivist Country. *Compensation & Benefits Review*, 56, 161 - 176. <https://doi.org/10.1177/08863687241237029>.
- Wululi, A. (2009). A study of factors affecting job satisfaction amongst employees of fast food restaurants. Masters thesis, Universiti Utara Malaysia.
- Yasmeen, R., Farooq, U. and Asghar, F. (2013). The impact of reward on organisational performance in Pakistan. *European scientific journal*.