

## THEORETICAL FRAMEWORK ON REWARD PACKAGE AND JOB SATISFACTION

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**ABSTRACT** - *This research is aimed to investigate the theoretical framework on reward package and job satisfaction. In the globalised environment, it is of important to ensure a rewarded/motivated workforce because employees are the only asset that appreciates in value over time, thereby directly contributing to organisational performances. Employee reward package has been a major problem in Nigerian organisations, due mainly to poor salaries and pecuniary benefits such as transport allowances and bonuses. The main objectives of the study were to determine the relationship between organizations reward package and workers attitude to work and to find out the relationship between organizations reward package and job satisfaction. The paper adopted a singular source of data collection, the secondary source of data generation. The data was analyzed using the content analysis approach. The study found that salaries and bonuses were amongst the top extrinsic rewards in several organisations in Nigeria. Good financial rewards are vital in influencing the behaviour of employees, as well as in enhancing organisational performances. The researcher recommended that managers in organisations should consider reviewing the reward packages, offering competitive financial rewards and timeously rewarding employees.*

**Keywords:** *Reward Package, Theories and Job satisfaction.*

## I. INTRODUCTION

In recent times, managers and management researchers have long believed that organizational goals are unattainable without the enduring commitment of members of the organisation. It has been said that the workforce remains the most critical productive asset of any Organization. It is the human element that gives direction and dynamism to the organisation. In fact, any organisation can only grow to the extent made possible by the Voluntary and creative application of the skills and expertise of its workforce.

As many still ignore that fact that no organization can survive without its workers, and the workers themselves cannot be productive if their needs are not met. Also, managers and management researchers have long believed that Organizational goals are unattainable without the enduring commitment of members of the organization. Freeman (1998) noted that organizations, emphasized increase in productivity without necessarily considering the needs of the workers. They are however, ignorant of the fact that organization cannot survive without its workers and the workers themselves cannot be productive if their needs may not be met.

Aluko (2000) asserted that workers should not be made to work as machines and tools whose presence in the organization is just to perform while emphasis is placed on productivity alone without thinking of what will drive the employee to put on his optimum best. Stoner (1998) stated that reward package is a human psychological characteristics, it includes the factors that cause channel and sustain human behaviours, reward package deals with “what make people think”.

A well rewarded employee feels that he/she is being valued by the company that he/she is working for. They are also encouraged to work harder and better if they are aware that their well-being is taken seriously by their employers, and that their career and self-development are also being honed and taken care of by their company. Employees are the engine of organization vehicles while reward is the fuel. No organization can achieve its stated objectives without its employees. Akerele,(1991) blamed the productivity of Nigerian workers on several factors, among them is employer’s failure to provide adequate compensation for hard work and the indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to working class and consequently reduced their productivity. Markova and Ford (2011) mentions that the real success of companies originates from employees willingness to use their creativity, abilities and

know-how in favour of the company and it is organization's task to encourage and nourish these positive employee inputs by putting effective reward practices in place.

The importance of motivated employees cannot be highlighted enough in an organizational context (Lotta, 2012). Motivated employees are more productive, more efficient and more willing to work towards organizational goals than the employees who are experiencing low levels of motivation. Entwistle (1987) is of the view that if an employee performs successfully, it leads to organizational rewards and as a result motivational factor of employees lies in their performance. The highly motivated employees serve as the competitive advantage for any company because their performance leads an organization to well accomplishment of its goals (Rizwan and Ali, 2010).

As noted by Lin (2007), this bias does not stem from reality but are rather rooted in myths surrounding employee satisfaction. Research has, however, shown that certain reward, such as monetary rewards do not motivate workers and may become de-motivators. He asserts that monetary reward 'motivates only to a point. This implies that when reward isn't enough or is considered inequitable, it tends to de-motivate'. In trying to reward employees, particularly; in Nigerian context, managers tend to focus more on monetary reward and perks as motivating tool for employees' high productivity.

This implies that organization's productivity depends on the level of motivation or compensation schemes available. Majority of employees therefore, would wish to equate their output in terms of performance with the level of motivation generated from the incentives they get at workplace. This is because rewards provide the much needed stamina that propels performance in the organization. Organizations with poor motivation system tend to perform dismally, Rizwan and Ali (2010). It is because performance is supreme to defining any organization's viability and relevance, Armstrong (2009). Consequently, it is incumbent of all stakeholders in the management of any organization to develop strategies to improve performance through the provision of these incentives. It is a fact that all employees would wish also to be appreciated and feel valued at their workplace.

Aluko (2000) noted that the major reward package factor is money, although we have seen that in Nigeria, money alone do not guarantee productivity. Other non-monetary incentives such as price,

job promotion, upgrading and advancement, job security and recognition go a long way to boost the morale of workers. If workers needs are satisfied, it might lead to an increase in productivity. However, every manager regardless of the size of the organization can incorporate reward package into the work environment to stimulate and influence employee. From the foregoing, since the study of reward package is essential for organisational survival and growth.

## II. STATEMENT OF THE PROBLEM

Some of the employee may not be satisfied with the present reward system has been instituted by management hence; management may ignore the real incentive that motivate employee. Money alone is not the only motivating force that induces employee to put their optimum best, there are other forms of this reward: praises, job advancement, higher responsibility and promotion. The question then is, to what extent has it. Labour turnover is a major problem in most of Nigeria Organisations.

## III. OBJECTIVES OF THE STUDY

The purpose of the study is to examine the theoretical framework on reward package and job satisfaction. However, the objectives aimed are as follows:

- i. To determine the relationship between organizations reward package and workers attitude to work
- ii. To find out the relationship between organizations reward package and job satisfaction.

## IV. LITERATURE REVIEW

### A. *Conceptual Framework on Reward Package*

Reward is a broad construct that has been said to represent anything that an employee may value that an employer is willing to offer in exchange for his or her contributions (Chang and Huang, 2010). The lack of rewards will create an unpleasant environment, thus diminishing employees' work efforts and may cause them to with draw from their jobs. For these reasons, rewards are increasingly important. The main objectives of rewards are to attract and retain employees, to motivate employees to achieve high levels of performance, and to elicit and reinforce desired behavior of the employees. Organizations often use financial rewards to prevent employee dissatisfaction and to motivate employees, although it may not be the best motivator for the long term (Armstrong, 2006).

Deeproose (2014) had stated that “while the presence of money may not be a very good motivator, the absence of it is a strong de-motivator”. In addition, financial rewards are significant not only in terms of their instrument value as a medium of exchange, but also a highly tangible means of recognizing an individual’s worth, improving self-esteem, and symbolizing status and achievement(Armstrong, 2006). Therefore, organizations can best utilize financial rewards in supporting organizational human resource strategy.

Non-financial rewards are tangible rewards provided and controlled by a firm; which do not necessarily benefit employees in monetary sense (Chang and Huang, 2010). Nowadays, individuals require beyond monetary rewards for their effort. This means that employees seek for other return in exchange for their contribution which is of value and meaningful to them, rather than being given just money. Given the labor-intensive nature of the hospitality industry and the rising pressure to control costs, nonfinancial rewards are being used increasingly to motivate employee performance and to increase employee satisfaction (Chang and Huang, 2010).

Today world balance between employee’s commitment and performance for the organization is much necessary and rewards are most important tool for employee’s commitment, job satisfaction, and motivation and employees good performance. Rewards consist on benefits that employees receive in exchange of their work during the job. According to Chang and Huang (2010), in so many organization rewards plays so many roles in sustaining and creating commitment among employees for good performance and that better performance leads to job satisfaction. When employees achieved their desire results from job so that of desired achievement is called job satisfaction.

The entire success of an organization is based on how an organization keeps its employees motivated and in what way they evaluate the performance of employees for job compensation. Managing the performance of employees forms an integral part of any organizational strategy and how they deal with their human capital (Salisu et al, 2015). Today where every organization has to meet its obligations; the performance of employees has a very crucial impact on overall

organizational achievement. In a demotivated environment, low or courage less employees cannot practice their skills, abilities, innovation and full commitment to the extent an organization needs. The view that when effective rewards and recognition are implemented within an organization, favorable working environment is produced which motivates employees to excel in their performance.

Employees take recognition as their feelings of value and appreciation and as a result it boosts up morale of employee which ultimately increases productivity of organizations. Rewards and recognition programs keep high spirits among employees, boosts up their morale and create a linkage between performance and reward of the employees. The basic purpose of recognition and reward program is to define a system to pay and communicate it to the employees so that they can link their reward to their performance. Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation. Hence, incentives are a great way to reward effort and behaviors which the organization wishes to encourage. If the incentive is paid in return for behavior that contributes to the organizations goals, it will in the long run enhance organizational effectiveness and productivity and hence generates a positive outcome for both employer and employee. The principle reward for performing work is pay, many employees however offer also reward packages of which wages and salaries are only a part of. The packages typically include; bonuses, pension schemes, health insurance, allocated cars, beneficial loans, subsidized meals, profit sharing, share options and much more (Pitts, 1995).

#### *B. The Total Reward System*

Total reward describes a reward strategy that brings components such as learning and development together with aspects of the work environment, into the benefits package. In the total reward system both tangible and intangible rewards are considered valuable.

Tangible rewards arise from transactions between the employer and employee and include rewards such as pay, personal bonuses and other benefits. Intangible rewards have to do with learning, development and work experience. Examples of these types of rewards are opportunity to develop, recognition from the employer and colleagues, personal achievement and social life. The aim of total reward is to maximize the positive impact that a wide range of rewards can have on motivation, job engagement and organizational commitments.

The purpose of total reward is to create a cluster where all the different reward processes are connected, complementary and mutually reinforcing each other. In order to achieve internal consistency, the total reward strategies are horizontally integrated with human resource activities and vertically integrated with business strategies (Armstrong, 2006).

The benefits of a total reward system are described by Armstrong, 2006:

- i. Greater impact – when different types of rewards are combined, they will have a deep and long-lasting effect on the motivation, commitment and engagement of employees.
- ii. Enhancing the employment relationship – total reward appeals more to employees due to the fact that it makes the maximum use of relational as well as transactional rewards.
- iii. Enhancing cost-effectiveness – because total reward communicates effectively the value of the whole reward package, it minimizes the undervaluing of the true costs of the packages.
- iv. Flexibility to meet individual needs – due to the variety of rewards, the total reward is able to answer the individual needs of the employees and hence bind them more strongly to the organization.
- v. Winning the war for talent – because relational reward processes are more difficult to replace than individual pay practices, total reward gives the organization the ability to attract and retain talented employees by differentiating their recruitment process and hence becoming “a great place to work.”

### *C. Effects of Rewards Package and Job Satisfaction*

Reward plays a vital role in attracting, motivating and retaining talented employees. According to Ibrahim and Boerhaneoddin (2010), compensation encourages effective employees to remain in employment for longer periods of time. Additionally, Ibrahim and Boerhaneoddin suggested that generous rewards retain employees and ultimately lead to job satisfaction, commitment and loyalty. Evidence from previous study seems to suggest that there is positive relationship between compensation and job satisfaction. Several studies have reported a positive relationship between compensation and job.

Salisu et al. (2015) reported a significant positive correlation between compensation and job satisfaction and concluded the participants participating in their study regarded rewards as one of

the main contributors to their job satisfaction. Nawab and Bhatti (2011) reported that employee rewards influence job satisfaction in higher education institutions. Nawab and Bhatti (2011) also revealed that compensation as part of employee rewards are gaining popularity day by day and higher education institutions should use compensation to satisfy and retain their highly qualified academic staff. In light of these studies, this study seeks to find the correlation between compensation, benefits and job satisfaction.

Qasim et al. (2012) stated that monetary rewards play major role in determining job satisfaction. Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction. The growing needs of people with high living costs force workers seeking higher income that can guarantee their future and life satisfaction. Moreover, if individuals believe they are not compensated well therefore a state of emotional dissatisfaction will be developed. These emotional discrepancies will grow and accumulate over time thus make employees unhappy and unsatisfied working for the organisation. Greenberg and Baron indicated that a perceived low salary leads to job dissatisfaction and a major contributor to employee turnover. Khan et al. (2014) posited that academic staff commitment can be enhanced and their degree of satisfaction could be improved by identifying the influence compensation.

#### *D. Effects on Organizations Reward Package On Workers' Attitude to work*

Although employee attitudes such as satisfaction are not a major determinant of job performance (Spector, 2003) but contribute to (or discourage) absenteeism, reduction in the wastages, industrial accidents and they help establish the culture of the organization (Edward, 2009) Four major generalizations about employee attitudes and incentives as noted by Edward (2009) are

- (i.) Employee satisfaction is influenced by how much is received and how much the individual thinks should be received.
- (ii.) Employee satisfaction is affected by comparisons with what happens to others.
- (iii.) Employees often misperceive the incentives of others.
- (iv.) Overall job satisfaction is affected by how satisfied employees are with both the extrinsic and the intrinsic rewards they derive from their jobs

#### *E. Effects of Rewards Package on Employees Performance*



The task of developing a strategic rewards framework for organizations is usually challenging but necessary to survive in the competitive and changing market place. The process however cannot be copied from the organizations but needs to be designed, developed and grown within the unique environment of the organization. A well designed incentive program rewards measurable changes in behaviour that contribute to clearly defined goals.

The challenge in developing such a program lies in determining what rewards are effective agents of change, what behaviours can be changed and the cost and benefits of eliciting change (Hartman, 2011). Employees should be aware of the relationship between how they perform and the rewards they get. Organizations should apply performance management programs which assist in planning employee performance, monitor performance by effecting proper measuring tools Rewards should be used as a way of strengthening good behaviour among employees as well as productivity.

Hence reward systems should focus on reinforcing positive behaviour. Employees could be rewarded for working overtime, taking initiative, team work, reliability, exceptional attendance, outstanding customer feedback, meeting deadlines or timeliness, productivity etc. Employers and managers should then design or come up with a system to measure or quantify all these aspects so that rewards are then given accordingly. A good reward system that focuses on rewarding employees and their teams will serve as a driving force for employees to have higher performance hence end up accomplishing the organizational goals and objectives.

An effective reward program may have three components: immediate, short-term and long term. This means immediate recognition of a good performance, short- term rewards for performance could be offered monthly or quarterly and long- term rewards are given for showing loyalty over the years. Immediate rewards are given to employees repetitively so that they can be aware of their outstanding performance. Immediate rewards include being praised by an immediate supervisor or it could be a tangible reward. Short term rewards are made either monthly or quarterly basis depending on performance. Examples of such rewards include cash benefits or special gifts for exceptional performance.

Rewarding should not only be applied to individual employees within the organization but also to teams that perform excellently. Incentives given for good behaviour usually improve the relationship between the employees and management because employees feel that they are being appreciated for their efforts and good work. This leads to increased employee morale, better customer care as well as increased productivity. Long-term rewards are awarded to employees who have been performing well. Such an employee will become loyal to his or her organization and it reduces employee turnover.

Long term rewards include being made partner, or cash benefits that mature after many years of service or at retirement. These rewards are very strategic for retaining the best human resources. For rewards to be effective, they have to be seen as fair. This means there has to be openness with respect to information about how the reward system operates and how employees will be rewarded. Employees should also be involved in designing the reward system and its administration (Kaur, 2013).

## V. THEORETICAL FRAMEWORK

The general motivational theories were proposed in the 20th century, Quick and Nelson (2006) attest that motivation theories attempt to explain and predict observable human behaviour. Every individual has his/her needs or deficiencies and is attracted to a set of goals. According to Werner, et al. (2011), various motivational theories aim to assist managers to arouse, direct and sustain a particular cause of action or to terminate certain behaviours that may cause problems to the organisation. Furthermore, no one motivation theory can embrace the entire range of organisational and personal circumstances.

Researchers have proposed two general categories of motivation theories that seek to explain the psychological processes underlying employee behaviour. Both content and process theories acknowledge that motivated employees are consistent and willing to change their behaviour. The following theories explained below are theories of motivation that will guide the study for better understanding.

### 1. *Instrumentality Theory:*

The Scientific management methods proposed by Frederick Taylor acknowledge the importance of pay increases in the success of the organisation and forms the basis of the instrumentality theory. In addition, according to Armstrong (2009), the instrumentality theory states that rewards and punishments are vital in shaping employee behaviour and emphasizes the need to rationalize work and economic outcomes. The instrumentality theory is also based on the assumption that the level of employee motivation is high when rewards and punishments are linked to performance. This is because the instrumentality theory does not recognize other human needs. Motivation using the instrumentality theory is widely adopted as it relies on external controls.

### 2. *Maslow's Hierarchy of Needs*

According to Abraham Maslow, human beings have to work in order for them to survive. This led to the development of the hierarchy of needs theory by Maslow. The hierarchy of needs is based on the notion that motivation is about fulfilling human needs. The theory assumes that individuals have innate needs or wants that they seek to satisfy and ungratified needs motivate behaviour.

According to Moorhead and Griffin (2009), motivation is a hierarchy of five need categories, namely physiological needs, security needs, belongingness needs, esteems needs and self-actualisation needs. Physiological needs are the most prominent needs, which can be acquired through monetary rewards such as salaries. Basic needs such as food, air, water and sleep are vital for the survival and smooth functioning of the human body.

Kaur (2013) states that safety needs include safety and protection from deprivation, physical and emotional harm. The interest for safety and security can be translated into the concern for security on a guaranteed salary. Werner, et al. (2011) warns that failure to meet physiological and safety needs may result in minimum or no opportunities to develop physically and psychologically. This is because survival needs are a powerful motivator for employees. It is vital to note that in Less Economically Developed Countries (LEDCs), food is bought to satisfy lower order needs whilst in More Economically Developed Countries (MEDCs), food may be bought to meet higher order needs.

### 3. *McClelland's Achievement Motivation Theory*

The achievement motivation theory is based on the notion that needs are acquired by the types of events that individuals experience (Mustafa, 2013). McClelland's theory of needs consists of three needs, namely, the need for achievement (nAch), power (nPower) and affiliation (nAff). Affiliation refers to the desire to develop and maintain interpersonal relationships, whilst achievement refers to the desire to execute challenging tasks (Mustafa, 2013). High levels of affiliation imply that decisions are motivated by social status rather than goal achievement, whilst those with high achievement levels worry about what others think (Mustafa, 2013).

The need for power relates to the desire to strongly influence the behaviour of others. Employees with high power levels desire personal power which enables them to control and direct others and institutional power relates to the desire to achieve organisational objectives. Nel and Werner (2014) postulate that employees are motivated by executing challenging tasks, recognition and advancement opportunities rather than compensation or fringe benefits and high performers view money as an indication of their success.

#### *4. McGregor's Theory X and Y*

Theory X and Y were proposed by Douglas McGregor around 1960 and are based on unique managerial practices. Theory X assumes that in the absence of management intervention, employees are passive and resistant to organisational needs as they are inherently self-centered and distasteful towards work (Robbins, et al., 2009).

The responsibility of managers is to direct and modify human behaviour. According to Mustafa (2013), lower order needs motivate employees and a lack of opportunities results in employees preferring material goods and services. Theory Y emphasizes self-control, self-direction and is based on the notion that employees' expenditure for effort is natural (Latham, 2007). Theory Y assumes that human behaviour is motivated by higher order needs. In addition, Latham states that Theory Y assumes that the motivation, readiness, potential and capacity to assume responsibility is present in employees. Moreover, employees need to be valued and respected in order for them to perform effectively.

#### *5. Herzberg's Two-Factor Model*

The two-factor theory of motivation comprises two categories, namely, motivators and hygiene factors. Herzberg categorizes higher order needs on the satisfaction/no satisfaction continuum and refers to the fulfillment of these needs as motivators. In addition, Herzberg places lower order

needs on dissatisfaction/no dissatisfaction continuum and refers to their fulfillment as maintenance or hygiene.

Herzberg's model offers an insight into the relationship between motivation and job satisfaction (Nel and Werner, 2014). In addition, factors that make employees feel good about their jobs are significantly different from the factors that make them feel bad about their jobs. This implies that the opposite of job satisfaction is no job satisfaction and that the opposite of job dissatisfaction is no job dissatisfaction. Furthermore, Werner, et al. (2011) postulate that the motivation hygiene theory assumes that employees are motivated if they have a high level of job satisfaction

#### *6. Equity Theory*

Kinicki and Kreitner (2008) highlight that the equity theory of motivation explains how employees strive for fairness and justice in social exchanges. Equity model involves feelings and perceptions. The Equity theory also suggests that employees make choices based on the assessment of particular situations before exerting effort.

The Equity model, acknowledges that although employees are concerned with the absolute amount of extrinsic rewards they receive, they are also concerned with the relationship of the amount of rewards others receive (Robbins et al, 2009). Werner, et al. (2011) concur that the Equity model discusses social comparisons that employees make when they compare their inputs which include effort exerted, experience, education and competencies with the outputs or outcomes such as salary, recognition, bonuses, job security, promotions and status symbols

#### *7. The Expectancy Theory*

The Expectancy theory was proposed by Victor Vroom and assumes that motivation is a conscious choice process. The Expectancy theory views motivation and human behaviour as a function of beliefs, expectations, perceptions, values and other mental processes (Nel and Werner, 2014). The basis of the Expectancy theory is that motivation is a function of the desirability of the outcome of behaviour. According to the Expectancy theory model employees select behaviours and effort levels after considering whether the behaviours and effort will improve their performance and lead to desired consequences.

Furthermore, individuals tend to choose behaviours they believe will assist in achieving valuable consequences and avoid behaviours that will lead to undesirable outcomes. According to the Expectancy theory, motivation depends on the extent to which individuals want something and how likely they are to get it. The Expectancy theory is based on four factors, namely individual effort, individual performance, organisational rewards and personal goals. These four factors result in three relationships, namely the effort-performance relationship; performance-reward relationship; and the rewards-personal goals relationship

## **VI. METHODOLOGY**

The paper adopted a singular source of data collection. The secondary source of data generation, which include the use of textbooks written by different authors on the subject matter, journals, magazines, information from the internet and other published and unpublished materials relevant to work. The data was analyzed using the content analysis approach. This is because of its major dependence on the secondary source data

## **VII. CONCLUSION**

Human motivation is of utmost importance to organizations and can only be ignored by managers at their own detriment. Its absence in the industry breeds' negative and undesirable industrial behaviour in the form of Absenteeism, truancy, lateness to work, high rate of turnover, restriction input, confrontation with management with frustration irrationally and aggression.

In some cases, it leads to indulgent in fraudulent practices in essence; the workers indulge in negative acts capable of frustrating and preventing the attainment of organization goals and objectives. Essentially, we can see from this study that extrinsic values, such as pay, help a lot to make the employees happy. It would be understood from our summary of findings that most problems of motivation hangs on money and what money and what money can acquire for the average Nigeria worker from wages and salaries, selection for training courses, advancement and upgrading, praises, extension of benefit packages overall reward for handwork and motivation services. Everything has its end-point in monetary value for effect Money therefore, should be seen as a means of motivation for the Nigerian workers.

## **VIII. RECOMMENDATIONS**

Below are some recommendations, which will go a long way in motivating workers and reducing dissatisfaction and increasing productivity in Nigerian organisations.

- (i) The motivational scheme of organisations should be improved. If pay is to motivate or indeed have many positive influences at all, management should make it fair and compensate with the work done with other people doing the same or similar jobs in the same sector. There is a need for better conditions of service and to encourage productivity and job satisfaction of workers.
- (ii) Since respondents show higher dissatisfaction to promotion, advancement prospect. Management should make sure that workers are promoted on merit as and when due.
- (iii) Staff training and development and regular consultation by management on staff welfare should be pursued vigorously to have a sense of belonging and tends to prepare them for higher responsibilities.
- (iv) Good supervision and relationship with the employees should be reviewed, welcomed and encouraged in the organisations so as to be able to know Employees' problems and ways to show them. The use of performance appraisal form should be introduced.
- (v) organisations should adopt management by objectives, identify appropriate motivational needs of the workers not what benefit the employees. This tends to carry every staff along.

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