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REWARD SYSTEM AND EMPLOYEE SATISFACTION IN FLOUR MILL OF NIGERIA, LAGOS

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Abstract

This study investigates the relationship between reward systems and employee satisfaction at the Flour Mill of Nigeria, Lagos. The specific objectives are to assess the influence of financial

incentives, ascertain the impact of recognition programs, and examine the relationship between training/skill development and employee satisfaction. A quantitative approach is employed, utilizing questionnaires as the primary instrument. Out of one hundred and twenty distributed questionnaires, eighty-five were recovered and returned by respondents. The analysis reveals a positive and significant correlation between financial rewards, recognition programs, training and development, and employee satisfaction. These findings are consistent with established empirical research, underlining the pivotal role of these factors in enhancing employee satisfaction. Recommendations include conducting a comprehensive review of the compensation structure to ensure competitiveness and fairness, as well as establishing effective recognition programs that extend beyond monetary rewards to encompass various forms of acknowledgment and career advancement opportunities. These recommendations aim to foster a supportive work environment and promote sustained employee satisfaction at the Flour Mill of Nigeria.

Introduction

The concept of reward systems in the workplace dates back to classical management theories, where theorists like Frederick Taylor advocated for the use of monetary incentives to motivate workers and increase productivity (Ashford, 2019). Over time, however, researchers and practitioners have recognized that employee satisfaction and motivation are influenced by various factors beyond just financial rewards, such as recognition, opportunities for growth, and work-life balance.

Historically, studies have shown a strong correlation between employee satisfaction and organisational performance (Berman, Bowman, West & Van, 2020). Satisfied employees are more likely to be engaged, productive, and committed to their jobs, leading to better outcomes for the organisation as a whole. Reward systems play a significant role in shaping employee satisfaction by providing tangible and intangible rewards for employees' contributions and achievements (Peter, 2018). However, the effectiveness of reward systems in fostering satisfaction and motivation depends on various factors, including the design of the system, the fairness of distribution, and the alignment with organisational goals and values.

Moreover, the changing nature of work and the evolving expectations of employees have prompted organisations to reassess their reward systems (Malhotra, 2017). For instance, in today's dynamic and competitive

business environment, organisations are increasingly adopting flexible and inclusive reward strategies that go beyond traditional monetary incentives. Non-monetary rewards such as flexible work arrangements, opportunities for skills development, and a supportive work culture are becoming increasingly important in attracting and retaining talent (Ashford, 2019). Understanding the relationship between these diverse reward elements and employee satisfaction is critical for organizations seeking to optimize their reward systems and enhance employee engagement and retention.

Furthermore, the importance of employee satisfaction extends beyond individual performance to broader organisational outcomes such as customer satisfaction, innovation, and profitability. Satisfied employees are more likely to deliver high-quality service to customers, contribute innovative ideas, and remain loyal to the organization, thereby creating a positive cycle of performance and success (Blackwell, 2017). Investigating the relationship between reward systems and employee satisfaction, researchers aim to provide insights into how organisations can design and implement effective reward strategies to achieve their strategic objectives while also promoting employee well-being and satisfaction.

The Flour Mill of Nigeria, often abbreviated as FMN, is a leading food and agro-allied company in Nigeria, playing a vital role in the country's food industry (FMN Data Book, 2020). With a rich history dating back to 1960, FMN has grown to become one of the largest and most diversified food and agro-allied businesses in Nigeria, operating across multiple sectors including flour milling, pasta production, feed milling, and packaging materials production. The company's extensive product portfolio includes a wide range of quality food products such as flour, noodles, pasta, animal feeds, and packaging materials, catering to the diverse needs of consumers and industries in Nigeria and beyond. Committed to excellence and innovation, FMN is known for its state-of-the-art production facilities, adherence to international quality standards, and continuous investment in technology and human capital. As a responsible corporate citizen, FMN places a strong emphasis on sustainability, corporate governance, and community engagement, contributing to the socio-economic development of Nigeria while striving for operational excellence and growth in the global market.

The study on the relationship between reward systems and employee satisfaction is rooted in a rich history of management theory and empirical research. Recognizing the multifaceted nature of employee satisfaction and the evolving expectations of the workforce, organizations are increasingly focusing on designing holistic reward systems that encompass both monetary and non-monetary incentives. Understanding the dynamics of this relationship, organizations can develop reward strategies that not only motivate and engage employees but also contribute to organizational success and competitiveness in the long run.

Statement of the Problem

The relationship between reward systems and employee satisfaction is complex and multifaceted, presenting various challenges that organizations must navigate. According to Nwafor, Ojiako and Umetiti (2023), most organizations have witnessed under-performance because of the failure of their reward policy to motivate employees toward putting their best efforts into performing their job. One significant problem is the potential for inequity and perceived unfairness within the reward system (Mahaney & Lederer, 2016). Employees may become dissatisfied if they perceive that rewards are distributed unfairly, whether it be due to favoritism, lack of transparency in the reward process, or unequal access to opportunities for recognition and advancement. Such perceptions of unfairness can lead to resentment, demotivation, and a decline in overall employee satisfaction, ultimately undermining the effectiveness of the reward system in motivating employees.

Another challenge is the potential for unintended consequences resulting from the design and implementation of reward systems (Serena, 2018). For example, if reward systems overly emphasize individual performance metrics or short-term goals, it may inadvertently promote competition among employees rather than collaboration, leading to a toxic work environment characterized by mistrust and conflict. Additionally, if rewards are solely tied to quantitative measures such as sales targets or productivity quotas, it may overlook the qualitative contributions of employees, such as creativity, teamwork, and customer satisfaction, thereby diminishing intrinsic motivation and overall job satisfaction.

Moreover, the link between reward systems and employee satisfaction may be weakened

by external factors beyond the organization's control (Van, 2020). Economic downturns, industry disruptions, or changes in market conditions can constrain the organization's ability to provide competitive rewards or implement incentive programs, leading to frustration and disillusionment among employees. Similarly, cultural differences and generational preferences may influence employees' perceptions of rewards and satisfaction, posing challenges for organizations operating in diverse and multicultural environments. Failure to adapt reward systems to changing external factors and employee preferences can result in mismatched expectations and a disconnect between reward offerings and employee satisfaction.

The lack of alignment between organizational values, goals, and reward systems can undermine employee satisfaction and motivation (Mahaney & Lederer, 2016). If reward systems prioritize individual performance over organizational goals or fail to recognize contributions that align with the organization's mission and values, it may create a sense of dissonance and disillusionment among employees. Moreover, if employees perceive a disconnect between what is rewarded and what is valued by the organization, it can erode trust and commitment, ultimately diminishing overall employee satisfaction and organizational performance. Therefore, ensuring alignment between reward systems and organizational objectives, values, and culture is essential for fostering a positive relationship between rewards and employee satisfaction.

Aim and Objectives of the Study

The main objective of this study is to examine the relationship between reward system and employee satisfaction: A study of Flour Mill of Nigeria, Lagos. The specific objectives of this study are to:

i. To find out the influence of financial incentives on employee satisfaction in Flour Mill of Nigeria
ii. To ascertain if recognition program enhances employee satisfaction
iii. To examine the relationship between training/skill development and employee satisfaction

Research Questions

i. What is the relationship between Financial Reward and Employee satisfaction in Flour Mill of Nigeria?

ii. Does recognition program enhance employee satisfaction?
iii. What is the significant relationship between training/skill development and employee satisfaction

Research Hypotheses

Ho: There is no relationship between financial reward and employee satisfaction in Flour Mill of Nigeria.

H1: There is a relationship between financial reward and employee satisfaction in Flour Mill of Nigeria

Ho: Recognition program does not enhance employee satisfaction.

H1: Recognition program enhances employee satisfaction

Ho: There is no significant relationship between training/skill development and employee satisfaction.

H1: There is a significant relationship between training/skill development and employee satisfaction.

LITERATURE REVIEW

Concept of Organizational Reward

The full impact of reward on employee performance can better be appreciated when viewed from the angle of total rewards. "Definitions of total reward typically encompass not only traditional, quantifiable elements like salary, variable pay and benefits, but also more intangible non-cash elements such as scope to achieve and exercise responsibility, career opportunities, learning and development, the intrinsic motivation provided by the work itself and the quality of working life provided by the organization" Thompson (2002 cited by Armstrong, 2009). "The reward system consists of all organization components - people, process, rules and decision making activities involved in the allocation of compensation and benefits to employees in exchange for their contribution to the organization" (Puwanenthiren, 2011).

Bratton and Gold (2003) defined rewards as "all the cash, non-cash and psychological payments provided by an organization in return for their contribution". Work rewards indicate the benefits workers receive from their workplace and are considered the determinants of job commitment and satisfaction (Malhotra,Budhwar and Prowse, 2007). Gross and Friedman (2004) view rewards to include compensation (consisting of base pay, short and long term incentives), benefits (health issues, work/ life, and other

benefits), and careers (training and development, career progression).

Many writers agree that rewards can be broken down into two broad types - intrinsic and extrinsic (Mottaz 1985, Mahaney and Lederer, 2006, Hatice, 2012). Intrinsic rewards are derived from ‘’the content of the task itself and include such factors as interesting and challenging work, self-direction and responsibility, variety, creativity, opportunities to use one’s skills and abilities and sufficient feedback regarding the effectiveness of one’s efforts. Extrinsic rewards on the other hand comprise promotions, private office space and the social climate. Other examples include competitive salaries, pay raises, merit bonuses and time-off’’ (Hatice, 2012).

Research has shown that employees derive satisfaction from the work they do in terms of accomplishing set targets, taking up challenging jobs, taking responsibility and working to enhance personal and professional growth. These are regarded as intrinsic rewards because they fill a particular need for employees.

Intrinsic rewards according to Thomas (2009) “are psychological rewards that employees get from doing meaningful work and performing it well”. Thomas (2009) went further to identify four intrinsic rewards and how workers view them.

Employee Performance

According to Maina (2013), many writers in human resource management suggest the following indicators for measuring employee performance and they include: quality that can be measured by percentage of work output that must be redone or is rejected; Customer satisfaction that can be measured by the number of loyal customers and customer feedback. Also, timeliness, measured in terms of how fast work is performed by the employee when given a certain task; absenteeism/tardiness observed when employees absent themselves from work; and achievement of objectives measured when an employee has surpassed his/her set targets, he/she is then considered to have performed well to achieve objectives (Hakala, 2008; Armstrong, 2006).

This buttresses the need to measure individual performance of employees as a way of weighing the effect the reward system has on the workforce and by extension, the organization. In addition, It is increasingly being recognized that planning and an enabling environment have a critical effect on individual performance, with performance

goals and standards, appropriate resources, guidance and support from the managers all being central (Torrington, Hall & Stephen, 2008).

Bonuses Payment

Bonuses are additional forms of compensation given to employees, often tied to performance metrics, company profits, or specific achievements. They are a critical tool in human resource management and are used to incentivize employees, aligning their interests with organizational goals. According to Milkovich, Newman, and Gerhart (2016), bonuses serve as a direct link between an employee's contributions and their rewards, thereby fostering motivation and enhancing performance. This alignment ensures that employees are not only aware of their targets but also actively engaged in achieving them, knowing that their efforts will be tangibly rewarded.

The structure and implementation of bonus payment systems can significantly impact their effectiveness. For instance, a well-designed bonus system that clearly communicates criteria and expectations can enhance employee satisfaction and performance. In contrast, ambiguous or perceived unfair bonus structures may lead to dissatisfaction and reduced morale. Shaw and Gupta (2015) indicates that transparent and equitable bonus systems contribute to higher levels of employee engagement and productivity. This transparency ensures that employees understand how their actions directly contribute to their bonuses, fostering a sense of fairness and motivation.

Moreover, the timing and frequency of bonus payments can influence their impact. Immediate or more frequent bonuses tend to have a stronger motivational effect compared to annual bonuses. This is because shorter feedback loops allow employees to quickly see the results of their efforts, reinforcing positive behavior (Aguinis, Joo, & Gottfredson, 2013). Companies like Google and Microsoft have leveraged quarterly or project-based bonuses to maintain high levels of employee engagement and performance, demonstrating the effectiveness of more immediate rewards.

However, while bonuses can drive performance, they also pose challenges. Over-reliance on bonuses may lead to unhealthy competition among employees, short-term thinking, and even unethical behavior if individuals prioritize bonus attainment over

organizational integrity or long-term goals. Therefore, it is crucial for organizations to balance bonuses with other forms of recognition and development opportunities. This holistic approach ensures that employees remain motivated not only by financial incentives but also by personal and professional growth opportunities (Larkin, Pierce, & Gino, 2012).

Bonuses are a powerful tool for enhancing employee performance when designed and implemented effectively. They align employee efforts with organizational objectives, promote engagement, and provide tangible recognition of achievements. However, to maximize their benefits and mitigate potential drawbacks, bonuses should be part of a broader strategy that includes transparent communication, fair distribution, and a balance with other motivational factors. This comprehensive approach ensures sustainable performance improvement and fosters a positive organizational culture.

Job security

Job security refers to the likelihood that an individual will retain their employment without the risk of becoming unemployed. It is a critical factor in employee satisfaction and organizational loyalty. When employees feel secure in their jobs, they are more likely to be productive, engaged, and committed to their organization. According to Greenhalgh and Rosenblatt (2010), job security is a key determinant of employee well-being, influencing both their mental health and overall life satisfaction. This sense of security allows employees to focus on their work without the constant fear of job loss, thereby enhancing performance and reducing stress.

The importance of job security has been underscored by numerous studies that highlight its impact on employee motivation and performance. For example, Davy, Kinicki, and Scheck (2017) found that perceived job insecurity negatively affects job performance and organizational citizenship behaviors. Employees who are worried about their job stability may become less motivated, disengaged, and less likely to go beyond their basic job requirements. Conversely, when employees feel secure, they are more likely to invest in the company's success, take on new challenges, and contribute to a positive work environment.

Moreover, job security can influence an organization's ability to attract and retain talent. In competitive job markets, companies

that offer higher levels of job security are more attractive to prospective employees. As highlighted by Probst (2003), organizations that can provide assurances of job stability are better positioned to attract skilled workers who seek long-term career prospects. This not only aids in talent acquisition but also reduces turnover rates, leading to cost savings in recruitment and training of new employees. High turnover can be costly and disruptive, so ensuring job security can be a strategic advantage for companies.

However, ensuring job security can be challenging, particularly in industries subject to economic fluctuations and technological advancements. Organizations must balance the need for flexibility and adaptability with the need to provide job security. Strategic workforce planning and effective communication are essential in managing these challenges. As Lee and Teo (2005) suggest, clear communication about organizational goals, changes, and the rationale behind job decisions can help mitigate the negative impacts of job insecurity. Transparent communication fosters trust and helps employees understand their role within the organization, even during periods of change.

Job security plays a vital role in enhancing employee performance, motivation, and overall organizational loyalty. It affects not only individual well-being but also an organization's ability to attract and retain talent. While providing job security can be complex in a dynamic economic environment, effective communication and strategic planning can help organizations balance the need for flexibility with the benefits of a stable workforce. By prioritizing job security, companies can cultivate a motivated, loyal, and high-performing workforce.

Recognition

Recognition is a critical component of employee motivation and performance, encompassing the acknowledgment and appreciation of an individual’s or team’s efforts and achievements. According to Brun and Dugas (2018), recognition can take many forms, including verbal praise, awards, and public acknowledgment, each playing a significant role in enhancing employee morale and engagement. When employees feel recognized and valued, they are more likely to be motivated, perform better, and exhibit higher levels of job satisfaction. This positive reinforcement encourages employees to

continue putting in effort and striving for excellence in their roles.

The impact of recognition on employee performance has been well-documented in organizational psychology. Deci, Olafsen, and Ryan (2017) highlights that recognition fulfills an intrinsic human need for competence and belonging, which is essential for self-determination and motivation. When employees receive recognition for their contributions, they experience a sense of accomplishment and validation, which can significantly boost their intrinsic motivation. This intrinsic motivation, in turn, leads to higher levels of creativity, productivity, and commitment to organizational goals.

Furthermore, recognition contributes to the development of a positive organizational culture. A culture that consistently values and recognizes employee contributions fosters an environment of mutual respect and support. As noted by Gagné and Deci (2017), such an environment promotes employee well-being and reduces turnover rates. Employees who feel recognized are more likely to exhibit organizational citizenship behaviors, going above and beyond their job requirements to help colleagues and contribute to the organization's success. This culture of recognition can also attract top talent, as potential employees seek workplaces where their efforts will be valued and appreciated.

However, it is important for recognition to be timely, specific, and genuine to be effective. Generic or insincere praise can have the opposite effect, leading to skepticism and disengagement among employees. Knight (2017) emphasizes that effective recognition should be linked directly to specific actions and outcomes, ensuring that employees understand what behaviors are valued and why. Additionally, involving employees in the recognition process, such as through peer recognition programs, can enhance the authenticity and impact of recognition efforts. By fostering a culture of genuine recognition, organizations can significantly improve employee motivation, satisfaction, and overall performance.

Recognition is a powerful tool for enhancing employee motivation, performance, and organizational culture. It fulfills intrinsic human needs for competence and belonging, boosts intrinsic motivation, and fosters a positive work environment. To be effective, recognition must be timely, specific, and genuine, with an emphasis on linking it to specific behaviors and outcomes. Prioritizing

recognition, organizations can create a supportive and motivating environment that drives employee engagement and success.

Career development

Career development is a crucial element in employee retention and organizational success. It encompasses a range of activities and programs designed to improve employees' skills, knowledge, and experience, thereby enabling them to advance in their careers. According to McCauley and Hezlett (2016), effective career development initiatives can include mentoring, training programs, job rotations, and professional development courses. These initiatives help employees align their career goals with organizational objectives, fostering a sense of purpose and commitment. When employees perceive that their organization is invested in their growth, they are more likely to stay motivated and loyal.

The importance of career development is underscored by its impact on employee motivation and job satisfaction. Noe, Clarke, and Klein (2014) indicates that opportunities for career advancement are a significant predictor of employee engagement. Employees who have access to career development resources are more likely to feel valued and appreciated, which in turn enhances their motivation to perform well. Additionally, career development can address skill gaps and prepare employees for future roles, ensuring that the organization has a robust talent pipeline ready to meet evolving business challenges.

Furthermore, career development contributes to building a learning organization, where continuous improvement and innovation are encouraged. Garavan, Carbery, and Rock (2019) argue that organizations that prioritize career development create a culture of continuous learning and adaptability. This culture not only benefits individual employees but also enhances the overall organizational capacity to respond to market changes and technological advancements. Promoting lifelong learning, organizations can ensure their workforce remains competitive and capable of driving sustainable growth.

However, for career development programs to be effective, they must be strategically aligned with organizational goals and tailored to meet the diverse needs of employees. As noted by De Vos and Van der Heijden (2015), a one-size-fits-all approach to career development is less effective than

personalized career paths that consider individual aspirations and competencies. Organizations should conduct regular assessments to understand employees' career aspirations and provide customized development plans that support both personal and professional growth. By doing so, organizations can enhance employee satisfaction, reduce turnover, and build a committed and skilled workforce.

Career development is a vital component of employee motivation, retention, and organizational success. It involves a range of activities designed to enhance employees' skills and career prospects, aligning individual goals with organizational objectives. Effective career development fosters a culture of continuous learning and adaptability, preparing employees and organizations for future challenges. To maximize the benefits, career development programs should be strategically aligned with organizational goals and tailored to meet the unique needs of each employee.

Theoretical Framework of the Study

Abraham Maslow's theory of needs

Abraham Maslow put forward a theory that there are five levels of human needs which employees need to have fulfilled at work. All of the needs are structured into a hierarchy and only once a lower level of need has been fully met, would a worker be motivated by the opportunity of having the next need up in the hierarchy satisfied. For example a person who is dying of hunger will be motivated to achieve a basic wage in order to buy food before worrying about having a secure job contract or the respect of others. According to Maslow (1943), human beings have needs that can be arranged in a hierarchy of needs. If these needs are satisfied, human beings will be motivated to perform; however, a satisfied need is no longer a motivator. Maslow identified five (5) level in his need hierarchy briefly as;

1. Physiological needs

2. Security or safety

3. Social needs

4. Esteem

5. Self-actualization

1. Physiological Needs: - They consist of primary needs for sustaining the human body. They are need for oxygen, food, water, clothing and shelter.

2. Security or safety Needs: - This need is concerned with assuming the individual that satisfaction of these basic needs will be continued. In other words, man needs protection against changes, economic disaster, and protection from harm in the work place.

3. Social Needs: - This is the need for love, friendship, affection and acceptance that is the desire to associate with others. It has to do with giving and receiving love and affection

Esteem Needs: - This need for esteem includes the desire for social approval, self-assertion and self-esteem. A ratification of this need for esteem contributes to the works, feeling of self-confidence, with and capacity.

5. Self-Actualization:- This need is the final and the highest according to Maslow. Maslow stated that self-actualization, involved the desire in the individual to become more and more what one is or to become everything one is capable of becoming. Although the desire for self-actualization was the highest level need in terms of its motivating capabilities, it was of the lowest probity since it only dominant, when all the other needs have been fairly well satisfied.

The relevance of this theory to the research study therefore implies that managers should offer different incentives to workers in order to help them fulfil each need in turn and progress up the hierarchy. Managers should also recognise that workers are not all motivated in the same way and do not all move up the hierarchy at the same pace. They may therefore have to offer a slightly different set of incentives from worker to worker.

The normal person is characterized by spontaneity, creativeness and appreciation of others. People who fail to achieve self-actualisation, he says, tend to be hostile and disastrous. Maslow conceived a human being developing the five groups of needs, in sequence, from one to five.

If a man experiences nagging insecurity, because redundancies are being anticipated or because he feels there is an absence of order and equity in the organization (which would be caused by an irrational wage or salary structure), he will not be interested in the organization's policies and plans designed to assist him in fulfilling higher needs.

If he cannot see an easy, straightforward way to satisfy these needs, he is liable to behave irrationally, obstructing or sabotaging the work of the firm or organization, breaking work agreements and going on strike.

Maslow's hierarchy of needs is widely accepted as a convenient simple analysis of human motivation and which can assist us, therefore, to understand why men behave the way they do in given situation and to anticipate how they will behave in future situations. Maslow is of the opinion that reward increases organisational productivity and leads to employee performance.

Herzberg's Two Factor Theory of Motivation

Frederick Herzberg (1923) had close links with Maslow and believed in a two-factor theory of motivation. He argued that there were certain factors that a business could introduce that would directly motivate employees to work harder (Motivators). However there were also factors that would de-motivate an employee if not present but would not in themselves actually motivate employees to work harder (Hygiene factors) Motivators are more concerned with the actual job itself. For instance how interesting the work is and how much opportunity it gives for extra responsibility, recognition and promotion.

Hygiene factors are factors which 'surround the job' rather than the job itself. For example a worker will only turn up to work if a business has provided a reasonable level of pay and safe working conditions but these factors will not make him work harder at his job once he is there. Importantly Herzberg viewed pay as a hygiene factor which is in direct contrast to Taylor who viewed pay and piece-rate in particular. Herzberg believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and customer relationship in the job. Some of the methods managers could use to achieve this are

Job enlargement – workers being given a greater variety of tasks to perform (not necessarily more challenging) which should make the work more interesting.

Job enrichment - involves workers being given a wider range of more complex, interesting and challenging tasks surrounding a complete unit of work. This should give a greater sense of achievement.

Empowerment means delegating more power to employees to make their own decisions over areas of their working life. If employees are rewarded via so many avenues such as incentives, job enrichment, empowerment,

promo, etc. This will increase the contribution of employees towards organizational productivity.

The Traditional Model

Lawal (2003) state that the traditional model is derived from the writings of the classical theorists like F.W Taylor, Gantit, Gribreth, Emerson, etc. to these writers, workers are economic being and must be utilized to provide services for maximum productivity by designing the work in most efficient method and using a system of wages and incentive to motivate worker. The approach was based on these simple additive assumptions.

1. Personnel primarily are economically motivated and secondary desire security and good working conditions (a non-authoritarian type of supervision is considered as condition.) provision of the reward to personnel will have a position effect on their morale?

2. There is a positive correlation between morale and productivity. With all these assumptions, the motivational problem facing management was relatively cleared and easy to solve. All the management has to do, is to devise monetary incentive plans, ensure security and provide good working conditions. By doing these, morale would be high and maximum productivity would result.

Unfortunately this approach to motivation did not work out in practice, although, no harm was done and some good actually result in the early stage of development. This will support the evidence that such a simplistic approach fell short of providing solution to the complex motivational problem facing management. The major of the traditional approach is that assumptions have looked for many facts

According to Bello et al (2003) the human relations approach evolved with the reports of Elton Mayo in the Hawthrone experiment. The research found that the social contracts to employees at work were also important and that careless designed tasks were factors responsible for dissatisfaction in an enterprise. The researcher believed that motivation could be gained by recognizing the social needs of the workers and making them feel useful and important in the organisation, this will go along way in enhancing the organisational productivity. As a result, greater attention was given to the use of informal group in an organization. Human relations model are accepted because supervisors treated them with consideration and were attentive to their needs.

Empirical Review

Bonuses on Employee Performance

Lazear (2018) found that performance-based bonuses led to substantial increases in productivity in various organizational settings. The research highlighted that employee who received bonuses based on their performance metrics were more motivated to achieve targets and exceed expectations. This aligns with the findings of Fryer (2016), who observed that monetary incentives, such as bonuses, effectively drive employee engagement and output, particularly in performance-driven industries. These studies collectively underscore the importance of bonuses as a tool for enhancing employee performance and overall organizational efficiency.

Further supporting this, a comprehensive study by Markova and Ford (2016) analyzed the effect of financial incentives on employee behavior. Their research, which included a large sample of employees from diverse sectors, indicated that bonuses not only improve performance but also enhance job satisfaction and organizational commitment. Employees who felt that their efforts were rewarded financially were more likely to exhibit higher levels of job satisfaction and loyalty. This empirical evidence highlights the dual benefits of bonus schemes: they boost performance while also fostering a positive work environment.

Shaw and Gupta (2015) provided insights into the long-term effects of bonuses on employee performance. Their longitudinal study revealed that consistent performance-based bonuses lead to sustained high performance and continuous improvement among employees. The study emphasized the role of bonuses in establishing a performance-oriented culture within organizations, where employees are motivated to maintain and improve their performance over time. This highlights the strategic importance of designing bonus schemes that align with long-term organizational goals.

However, it is crucial to note the potential drawbacks of an over-reliance on bonuses. According to a study by Kohn (2018), while bonuses can significantly enhance short-term performance, they may also lead to unhealthy competition and reduced collaboration among employees. This finding suggests that while bonuses are effective, they should be part of a balanced approach to employee motivation

that includes non-monetary incentives and a supportive work environment.

Job Security on Employee Performance

Adebayo and Lucky (2015) found that employees who perceive their jobs as secure are more likely to exhibit higher levels of performance and organizational commitment. The study, which surveyed employees across different sectors in Nigeria, demonstrated that job security reduces anxiety and allows employees to focus on their tasks, thereby enhancing productivity.

Similarly, a study by Probst and Lawler (2016) explored the psychological aspects of job security and its impact on performance. Their research revealed that job security significantly reduces stress levels among employees, leading to better mental health and, consequently, higher performance levels. Employees who are not worried about losing their jobs are more likely to take initiative and engage in innovative activities, which contribute to overall organizational success.

Kraimer et al. (2019) further supports these findings, showing that job security is a critical factor in employee motivation and engagement. Their study found that employees with high job security are more likely to participate in organizational citizenship behaviors, such as helping colleagues and going beyond their job descriptions. This behavior positively impacts organizational culture and performance, highlighting the broader implications of job security beyond individual productivity.

However, the relationship between job security and performance is not without complexity. As noted by Batt and Colvin (2015), excessive job security may lead to complacency among employees, reducing the drive for continuous improvement and innovation. Therefore, while ensuring job security is crucial, it should be balanced with mechanisms that encourage ongoing performance and development.

Recognition on Employee Performance

Brun and Dugas (2018) demonstrated that recognition significantly boosts employee morale and productivity. The research highlighted that employee who receive regular acknowledgment for their efforts are more motivated to maintain high performance levels. This is consistent with findings by Deci et al. (2017), which showed that intrinsic rewards, such as recognition, play a crucial

role in employee motivation and job satisfaction.

Gagné and Deci (2017) investigated the effects of recognition on employee engagement. Their research found that recognition not only improves individual performance but also fosters a positive organizational climate. Employees who feel valued and appreciated are more likely to contribute to team efforts and support their colleagues, leading to overall organizational success. This underscores the importance of a culture of recognition in sustaining high performance and employee well-being.

Anitha (2015) provided empirical evidence on the long-term benefits of recognition programs. The study showed that consistent and meaningful recognition leads to higher retention rates and reduced turnover. Employees who feel recognized are more likely to stay with the organization, reducing recruitment and training costs. This long-term perspective highlights the strategic value of recognition in maintaining a stable and motivated workforce.

However, it is important to tailor recognition programs to individual preferences and cultural contexts. According to a study by Tessema et al. (2017), the effectiveness of recognition varies across different cultural settings and employee demographics. Therefore, organizations should design recognition programs that are inclusive and considerate of diverse employee backgrounds to maximize their impact.

Career Development on Employee Performance

A study by McCauley and Hezlett (2016) found that organizations with robust career development programs see higher employee performance and satisfaction levels. Their research indicated that opportunities for growth and advancement are critical motivators for employees, leading to increased commitment and productivity.

Noe et al. (2014) examined the impact of professional development opportunities on employee engagement. Their findings suggested that employees who participate in training and development programs are more engaged and perform better in their roles. The study emphasized the importance of aligning career development initiatives with organizational goals to ensure that employees' skills and competencies meet the demands of their roles.

Garavan et al. (2019) supports the positive impact of career development on performance. Their research showed that employees who perceive their organization as supportive of their career aspirations are more likely to exhibit high performance and organizational citizenship behaviors. This highlights the role of career development in fostering a motivated and proactive workforce.

However, the effectiveness of career development programs depends on their alignment with employee needs and organizational strategies. As noted by De Vos and Van der Heijden (2015), personalized career paths that consider individual aspirations and competencies are more effective than generic programs. Therefore, organizations should conduct regular assessments to understand employees' career goals and provide customized development plans that support both personal and professional growth.

METHODOLOGY

The researcher 'will make use of the survey research design while carrying out the study. Research design helps the researcher develop a mental image of the structure for gathering the data and the analysis that will follow as observed by Babbie & Maxfield (2008). It is the framework for study used as a guide in collecting and analyzing data. The population for this study comprise the entire members of staff of Flour Mill of Nigeria, Lagos, which according to Flour Mill Data Book (2021) stands at three thousand, four hundred and forty staff (3440) altogether across the country but Lagos head office comprises 137 staff in total. The sample size for this study was 120 staffs that were randomly selected from all the departments and distributed proportionately and was arrived at by using the Yaro Yamani's (1973) method of determining sample size. In a finite population, when the original sample collected is more than 5% of the population size, the corrected sample size is determined by using the Yamane's formula.

$$n = \frac{N}{1+N\,(e)^2}$$

Where, N = Population = 137

n = Sample Size, e = Significance Level = 0.05

137

$$n = \frac{137}{1+137\,(0.05)^2}$$

$$n = \frac{137}{1+0.1325}$$

$$n = \frac{137}{1.1325}$$

n = 120.9

The data collection instrument to be adopted for the study would be structured questionnaire. The instrument will be divided into two sections. Section A (respondents' bio-data) while Section B will collect research statements using the Five Points Likert Scale parameter of measurement. Also, a draft of the instrument will be submitted to the supervisor for content validation. Descriptive table and simple percentages shall be used to present and analyze data according to the research questions. And the stated hypotheses will be tested using Pearson Product Moment Correlation (r) techniques, through Statistical Package for Social Science (SPSS) version 20.0 to determine the type and degree of relationship between the concerned variables.

Pearson Product Moment Correlation (r) Formular

$$r = \frac{n\Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{n\,\Sigma X^2 - (\Sigma X)^2}\ \sqrt{n\,\Sigma Y^2 - (\Sigma Y)^2}}$$

The decision rule in a correlation test therefore, is as follow:

Accept H_o when the correlation test (result) is negative and reject H_o when the result is positive. Also, the degrees of correlation depend on how close or distant the correlation result is to/from 1. Hence, +ve 1= Perfect Positive correlation and -ve 1= No correlation etc

DATA PRESENTATION AND ANALYSIS

Hypothesis 1: *There is no relationship between financial reward and employee satisfaction in Flour Mill of Nigeria*

Table 4: Pearson Product Moment Correlation between financial reward and employee satisfaction in Flour Mill of Nigeria

	1	2	M	SD	Pv
1 **Financial Reward**	1	0.65**	30.84	6.78	
					0.001
2 **Employee Satisfaction**	0.65**	1	30.06	6.60	

*Significant at **p < 0.001*

Decision rule: If the probability value is less than 0.05% level of significance, the null hypothesis is rejected and alternate hypothesis is accepted. However, if the p-value is greater than 0.0.5% level of significance, the null hypothesis is accepted.

Decision: Since the p-value is lesser than 0.05% level of significance (0.000 < 0.05), the null hypothesis is rejected and the alternate hypothesis accepted.

In addition, the correlations between financial reward and employee satisfaction in Flour Mill of Nigeria is positive and significant (r= 0.65**).
Conclusion: It could be concluded that there is a positive relationship between financial reward and employee satisfaction in Flour Mill of Nigeria**.**

Hypothesis 2: *Recognition program does not enhance employee satisfaction*

Table 2: Pearson Product Moment Correlation between recognition program and employee satisfaction.

	1	2	M	SD	Pv
1 **Recognition Program**	1	0.72**	23.93	6.91	
					0.001

2 **Employee Satisfaction**	0.72**	1	30.06	6.60	

*Significant at **p < 0.001*

Decision rule: If the probability value is less than 0.05% level of significance, the null hypothesis is rejected and alternate hypothesis is accepted. However, if the p-value is greater than 0.0.5% level of significance, the null hypothesis is accepted.

Decision: Since the p-value is lesser than 0.05% level of significance (0.000 < 0.05), the null hypothesis is rejected and the alternate hypothesis accepted.

In addition, the correlationship between recognition program and employee satisfaction is positive and significant (r = 0.72**).
Conclusion: It could be concluded that there is a positive relationship between recognition program and employee satisfaction**.**

Hypothesis 3: There is no significant relationship between training and development and employee satisfaction.

Table 4: Pearson Product Moment Correlation between training / development and employee satisfaction.

	1	**2**	M	**SD**	**Pv**
1 **Training**	1	0.70**	29.04	6.78	0.001
2 **Employee Satisfaction**	0.70**	1	30.06	6.60	

*Significant at **p < 0.001*

Decision rule: If the probability value is less than 0.05% level of significance, the null hypothesis is rejected and alternate hypothesis is accepted. However, if the p-value is greater than 0.0.5% level of significance, the null hypothesis is accepted.

Decision: Since the p-value is lesser than 0.05% level of significance (0.000 < 0.05), the null hypothesis is rejected and the alternate hypothesis accepted.

In addition, the correlationship between training and development and employee satisfaction is positive and significant (r= 0.70**).

Conclusion: It could be concluded that there is a positive relationship between training and development and employee satisfaction**.**

Discussion of Findings

The analysis reveals a positive and significant correlation between financial rewards, recognition programs, training and development, and employee satisfaction at the Flour Mill of Nigeria. These findings align with established empirical research, highlighting the critical role of these factors in enhancing employee satisfaction.

The correlation coefficient of 0.65** indicates a strong and significant positive relationship between financial rewards and employee satisfaction. This suggests that as financial rewards increase, so does employee satisfaction. Herzberg identifies financial rewards as a crucial hygiene factor that prevents dissatisfaction and can contribute to higher levels of employee satisfaction when adequately provided.

Judge et al. (2010) analysis found that pay is significantly related to job satisfaction, especially when financial rewards are perceived as equitable and aligned with employee expectations. Also, Milkovich & Newman (2008) research emphasizes that competitive compensation strategies are key to attracting, retaining, and motivating employees, thereby enhancing overall job satisfaction.

The correlation coefficient of 0.72** signifies a very strong and significant positive relationship between recognition programs and employee satisfaction. This implies that effective recognition programs greatly enhance employee satisfaction.

Cameron & Pierce (1994) studies show that positive reinforcement, such as recognition

programs, significantly boosts employee morale and job satisfaction. Brun & Dugas (2008) research highlights that recognition is fundamental to employee satisfaction and motivation, as it fulfills psychological needs for esteem and self-actualization. Gallup (2016) report indicates that employees who receive regular recognition and praise are more productive, engaged, and satisfied with their jobs.

The correlation coefficient of 0.70** indicates a strong and significant positive relationship between training and development opportunities and employee satisfaction. This suggests that employees who perceive ample opportunities for training and development are more satisfied with their jobs.

Noe et al. (2017) study indicates that training and development programs significantly enhance employee skills, leading to increased job satisfaction and performance. Jehanzeb & Bashir (2013) study found that perceived investment in employee development positively correlates with job satisfaction, highlighting the importance of continuous learning opportunities. Tharenou et al. (2007) supports the view that training and development have substantial positive effects on job satisfaction, motivation, and organizational commitment.

The Flour Mill of Nigeria's strong positive correlations between financial rewards, recognition programs, training and development, and employee satisfaction are consistent with broader empirical findings. These results underscore the multifaceted nature of employee satisfaction, suggesting that organizations must adopt a holistic approach to manage and enhance it effectively.

Financial rewards serve as a fundamental aspect of job satisfaction by meeting basic economic needs and contributing to a sense of fairness and equity. Recognition programs address psychological needs by providing affirmation and value, which are crucial for motivation and engagement. Training and development opportunities foster a sense of growth and future prospects, which are essential for long-term satisfaction and retention.

Findings

This study investigates the relationship between reward systems and employee satisfaction at the Flour Mill of Nigeria, Lagos. The primary aim is to understand how different aspects of the reward system,

including financial incentives, recognition programs, and training/skill development opportunities, influence employee satisfaction. The study addresses three specific objectives: to determine the influence of financial incentives on employee satisfaction, to assess whether recognition programs enhance employee satisfaction, and to examine the relationship between training/skill development and employee satisfaction.

The first objective of the study is to explore the influence of financial incentives on employee satisfaction. The findings reveal a positive and significant correlation (r = 0.65**) between financial rewards and employee satisfaction. This indicates that employees who receive competitive financial incentives, such as bonuses and pay raises, tend to report higher levels of job satisfaction. This result is consistent with Herzberg's Two-Factor Theory, which identifies financial rewards as essential for preventing dissatisfaction and contributing to overall job satisfaction. Empirical studies, such as those by Judge et al. (2010) and Milkovich & Newman (2008), further support this finding, highlighting the crucial role of equitable pay in enhancing employee satisfaction.

The second objective focuses on the impact of recognition programs on employee satisfaction. The study finds a very strong positive correlation (r = 0.72**) between recognition programs and employee satisfaction. This suggests that employees who feel valued and appreciated through recognition programs are more satisfied with their jobs. Empirical research supports this finding, with Cameron & Pierce (1994) and Brun & Dugas (2008) demonstrating that recognition significantly boosts morale and job satisfaction. Gallup's (2016) report also indicates that regular recognition leads to higher productivity, engagement, and satisfaction among employees.

The third objective examines the relationship between training/skill development and employee satisfaction. The study discovers a strong positive correlation (r = 0.70**) between these opportunities and employee satisfaction. Employees who perceive ample opportunities for training and development report higher job satisfaction. This finding aligns with the works of Noe et al. (2017) and Jehanzeb & Bashir (2013), who show that training programs enhance skills and job satisfaction. Tharenou et al. (2007) further highlight that training contributes to

Conclusion

The study provides a comprehensive analysis of how various reward systems influence employee satisfaction. The findings indicate that financial incentives, recognition programs, and training/skill development opportunities all play significant roles in enhancing employee satisfaction. Each of these factors contributes uniquely to creating a positive work environment that can improve overall employee morale and productivity.

The analysis shows a strong positive correlation between financial incentives and employee satisfaction, suggesting that employees at Flour Mill of Nigeria are significantly more satisfied when they receive competitive financial rewards. This correlation underscores the importance of fair and adequate compensation in retaining a motivated workforce. The study aligns with Herzberg's Two-Factor Theory, which emphasizes the necessity of financial rewards in preventing dissatisfaction. Ensuring that financial incentives meet or exceed industry standards, Flour Mill of Nigeria can maintain high levels of job satisfaction among its employees.

Recognition programs also show a very strong positive correlation with employee satisfaction, indicating that employees feel more valued and appreciated when their contributions are recognised. This finding is supported by empirical research, which highlights the critical role of recognition in boosting morale and job satisfaction. Implementing effective recognition programs can create a more inclusive and appreciative work culture, which is essential for maintaining high employee engagement and satisfaction. Flour Mill of Nigeria can benefit from regularly acknowledging employee achievements and providing consistent feedback.

The study further reveals a strong positive correlation between training/skill development opportunities and employee satisfaction. Employees who perceive that they have ample opportunities for professional growth and development report higher levels of job satisfaction. This correlation highlights the importance of continuous learning and development in fostering a motivated and capable workforce. Investing in comprehensive training programs, Flour Mill of Nigeria can enhance employee skills, improve job performance, and increase overall job satisfaction. Such investments also

signal to employees that the organisation is committed to their long-term career growth.

The combined findings of the study suggest that Flour Mill of Nigeria should adopt a holistic approach to employee satisfaction by integrating financial incentives, recognition programs, and training/skill development into its reward system. Each component addresses different aspects of employee needs, contributing to a more balanced and satisfying work environment. Financial incentives address economic needs, recognition programs fulfill psychological needs for esteem and appreciation, and training opportunities meet the need for personal and professional growth. By aligning these elements with employee expectations and organisational goals, Flour Mill of Nigeria can enhance job satisfaction, reduce turnover, and boost overall productivity.

Based on the study's findings, several strategic recommendations can be made for Flour Mill of Nigeria. Firstly, the organisation should ensure that its financial rewards are competitive and perceived as fair by employees. Secondly, it should implement regular and meaningful recognition programs that celebrate employee achievements and contributions. Thirdly, it should invest in robust training and development programs that provide clear pathways for career advancement. Regular assessment and feedback mechanisms should be put in place to continually refine these programs and ensure they meet the evolving needs of the workforce. By doing so, Flour Mill of Nigeria can create a positive and supportive work environment that fosters high levels of employee satisfaction and engagement.

Recommendations

Five recommendations aligned with the objectives of the study:

1. Flour Mill of Nigeria should conduct a comprehensive review of its compensation structure. This review should aim to ensure that financial incentives, such as bonuses, pay raises, and other benefits, are competitive within the industry and are perceived as fair and equitable by employees. Regular benchmarking against industry standards and market trends can help ensure that the organisation remains competitive in attracting and retaining top talent.

2. Flour Mill of Nigeria should establish and implement effective recognition programs. These programs should go beyond monetary rewards and include various forms of

recognition, such as public praise, awards, and opportunities for career advancement. Regularly acknowledging and celebrating employee achievements, milestones, and contributions can boost morale, increase motivation, and foster a culture of appreciation within the organisation.

3. Flour Mill of Nigeria should prioritize investments in training and development programs. These programs should be designed to provide employees with opportunities for continuous learning, skill enhancement, and career advancement. Offering a variety of training modalities, such as workshops, seminars, online courses, and mentorship programs, can cater to diverse learning styles and preferences.

4. Flour Mill of Nigeria should foster a culture of feedback and open communication. Encouraging regular feedback from employees on reward practices, including financial incentives, recognition programs, and training opportunities, can provide valuable insights into their effectiveness and areas for improvement.

5. Flour Mill of Nigeria should establish a process for regularly evaluating and adjusting its reward systems in line with the organisation's objectives and employee feedback. This process should involve monitoring key performance indicators related to employee satisfaction, retention, and performance, as well as conducting periodic reviews of reward practices and policies.

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