ORGANIZATIONAL REWARD SYSTEM AND EMPLOYEE SATISFACTION IN INSURANCE FIRMS IN NIGERIA

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Abstract
This work strive to empirically test the correlation between organizational reward system as it relate to salary, promotion, fringe benefit and incentives on employee satisfaction of insurance companies in Port Harcourt Nigeria. The accessible population was 223 employees of ten (10) firms which was selected through systematic sampling techniques from the insurance industry in Rivers state. The study adopted the cross section research design. The Taro Yamene’s formula was applied to determine the sample size; aggregate of 147 employees was derived. Using the Spearman Rank Order Correlation Coefficient, we discovered that significant-relationship exists between organizational reward system and employee satisfaction. From the findings, it was recommended that Management of insurance firms should ensure that their salaries are encouraging in comparison with what is obtainable in the industry so as to achieve employee satisfaction. Thereafter, contribution to knowledge and suggestion for further study was provided.

Keywords
Reward System, Promotion, Fringe Benefit, Incentives, Salary, Employee Satisfaction

Introduction
The environment of work is getting increasingly competitive and complex. Danish and Usman (2010) expressed that reward systems remain the most indisputable factor in keeping employees self-esteem high and energetic. The satisfaction of employee is of high importance to firm because absence of which is dissatisfaction which could negatively impact the success of the organisation. Good reward stimulates enthusiasm in employee and enhances satisfaction.

Furthermore, Campbell et al. (1998) noted that the motivational theories depict that workers that contributes more to the firm should receive more for their effort. Employee satisfaction need to be high in the establishment because it is considered as a precondition for enhancing productivity and quality Sager et al. (2012) Locke (1969) opined that it is categorised as an element of the apparent connection regarding to what someone needs in a particular firm and what he actually get. Owing to the essential necessity of employee satisfaction in the workplace, work (2007) suggested that all effective firms should develop a culture which is targetedtoheightening employee satisfaction. The satisfaction of employees result in loyalty, throughput and purchaser satisfaction Hunter and Tietyen (1997) Heskett et al. (1994) argued that increase in satisfaction of employee, creates a chain of positive behaviour which result in an enhanced performance of firms. Yoon and Suh (2003) stipulated that employees who are satisfied are likely to work more hard and render better service to their firm. When a firm lack the ability to stimulate employee through adequate reward system, they risk the chances of having a satisfied employee. Reward system as a contingent factor is paramount in keeping workers self esteem high Munap et al. (2013) . When an employee self esteem is boost up through a stimulating reward system, such employee feels satisfied and is willing to work hard to ensure that success of the firm. Employee satisfaction is necessary because it gives the workers the sense of fulfilment in their work and hence stimulate them to act positively toward the firms success. When employee are satisfied via appropriate reward system, they feel happy which could have a positive effect on the organisation. In line with this, Bowen and Ostroff (2004) maintained that a happy worker can enhance the happiness of customers satisfaction in the organisation is achieved when an employee is motivated to work Rao (2005) .

Poor reward system in organisation leads to dissatisfaction and hence result in turnover which could be detrimental to the entire organisation Manap et al. (2013) . Firms are looking for paramount ways to develop, motivate and boost performance of their workers, at such the reward system of the organisation has been considered most appropriate for achieving such desire (Gungor, 2011). Mitchel and Lason (1987) recognised that in organisational behaviour, that satisfaction of employee has be studied more frequently. The high research directed at investigating the possibilities of enhancing satisfaction is owning to the fact that satisfaction enhance workers moral which further influence their willingness to get committed and remain with the firm. Satisfaction of workers is a multifaceted construct which encompasses employee’s feeling about various aspect of the job. Misener et al. (1996) pointed out that some aspect which related to satisfaction are pay, work conditions, promotion, benefits, rapport with co-workers and organisational practices. Reward system of organisation is necessary because it help the firm to align their goals with that of the employees, it motivates employee to get more dedicated to their firm, and it enhances the firms

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ability to recruit sufficient talented workers and increases the
tendency of the employee to stay with the firm. Mosadeghrad (2003) maintained that employees satisfaction is the affective
reaction of a worker based on a comparison between
actual outcome and desired outcome. When the actual
outcome is far below the desired outcome, dissatisfaction is
displayed by the employee which could further enhance their
negative work attitude. Munap, Badrillah and Rahman also
examined that link between organisational reward system
and employee satisfaction in Malaysia. Despite several work
on employee satisfaction in the advanced country, there
is still scanty of empirical work within the Nigeria work
environment and specifically in the insurance firms. This
paper therefore seek to examine if actually organisational
reward system do significantly relate with the workers
satisfaction.

Statement of the problem
It will be fundamentally unrealistic to assume that employee
would continue to find satisfaction in participating actively
in organization’s affairs, if no interest is shown in their
individual needs and problems. It is assumed that despite
varied attempt to ensuring satisfactory benefit among staffs,
existing compensation programme have been futile to
fascinate, hold and stimulate employees, owing that the
worker did not partake in the design of such rewards before
its execution or implementation.

It is a clear fact that a workforce which is not satisfied
will exhibit a withdrawer behaviour which will impede
on the success of the establishment and could possibly
lead to the liquidation of the business. Furthermore when
employee are dissatisfied, their bond with the firm reduce
and dissatisfaction also reduces employee morale and
enthusiasm. Robbins et al. (2008) noted that consequence
abound when employee like their job or dislike. He
noted that exit response is inevitable when employees are
not satisfied. This exit behaviour involves directing
behaviour to the organization such as resigning/turnover.
When employee are dissatisfied, destructive behaviour are
inheritable. However, businesses in Nigeria depends to a
large extent on the capability of the enterprise to appeal
and hold the services of a qualified manpower. Insurance
firms, like other organizations are facing many challenges
of recession in Nigeria, especially in terms of turnover rate
which can be traced to lack of gratification of staffs. So these
organizations need to articulatea cohesive system of rewards,
commensurate with the improvement of work to assistbroad
objectives of growing productivity, cost reduction, provide
high quality service to achieve competitiveness share in the
market and customer satisfaction.

Given the gains of a well-structured and developed reward
system, it is pragmatic and necessary to scrutinise the
contributing role and effect it could have in enhancing
employee satisfaction as not much has been done in this
direction; the limited studies in this area has been mainly
in the developed countries with very little in Nigeria to be
specific; besides, in view of the retinue of the problems
stated above, it becomes very necessary to empirically work
on such issues as they affect the insurance sector
especially in developing countries such as Nigeria. This
study will therefore examine the effect of reward system; as
a predicator variable in enhancing employee satisfaction in
the Nigerian work environment generally and the insurance
sector specifically.

Objectives of the study
The specific objectives are to examine the relationship between
1 Fringe-benefit and employee satisfaction of insurance
firms in Nigeria
2 Incentive and employee satisfaction of insurance firms
in Nigeria
3 Promotion and employee satisfaction of insurance firms
in Nigeria
4 Salary and employee satisfaction of insurance firms in
Nigeria.

Research Questions
The research questions below were raised in order to serve
as a guide to the study; thus,
what relationship exists between;
1 Fringe-benefit and employee satisfaction of insurance
firms in Port Harcourt Nigeria?
2 Incentive and employee satisfaction of insurance firms
in Port Harcourt Nigeria?
3 Promotion and employee satisfaction of insurance firms
in Port Harcourt Nigeria?
4 Salary and employee satisfaction of insurance firms in
Port Harcourt Nigeria?

Research Hypotheses
Based on the conceptual framework of the study, the
following hypotheses were postulated:
Ho1: There is no significant-relationship between fringe
benefit and employee satisfaction of insurance firms in Port
Harcourt Nigeria.
Ho2: There is no significant-relationship between incen-
tive and employee satisfaction of insurance firms in Port
Harcourt Nigeria.
Ho3: There is no significant-relationship between promo-
tion and employee satisfaction of insurance firms in Port
Harcourt Nigeria.
Ho4: There is no significant-relationship between salary
and employee satisfaction of insurance firms in Port Harcourt
Nigeria.

Literature Review
Theoretical framework- Two-factor theory
This work is anchored on the two factor theory of motivation.
The two-factor theory was advanced by Herzberg et al. (1959)
, who partitions job-related components into hygiene
factors and motivators. Hygiene factors are those driven by
work yet not work itself, while motivators are those are
important business-related practices, and inspiration will not
be critical unless both of the two sorts of variables are
available. For example, in some cases a few components
of aggregate reward system must be synchronously given
by firms to address the employees’ issues in order to
deliver inspiration bringing back more sake. Concentrated
on the courses in which specialists choose which particular practices to perform and how much push to apply.

The expectancy theory predicts one’s level of inspiration relies upon the engaging quality of the rewards looked for and the likelihood of acquiring those rewards Vroom (1964) . On the off chance that employees see they may get esteemed rewards from the firm, they tend to put hope, instrumentality and valence, the level of which must all be more noteworthy exertion into work. Expectancy theory incorporates three measurements, say, instrumentality and valence, the level of all which must be high if wanted practices are anticipated in employees’ work. It is sure that the employees need their requirements fulfilled, in any case, they likewise might want to be dealt with decently by the firm.

**Conceptual Framework**

![Organisational Reward System](image)

Figure 1. Source: adapted from Rudzi, Muhammad and Baharom (2013), Thompson and Phua, (2012).

**The Concept of Organizational Reward System**

The notion of organizational reward system has arossome-whatnewly and is exerting extensiveimpact on remuneration management.

Barton (2012) defines organizational reward system as all of the tools available to the employer that is used to attract, motivate and holdworkers and includes all that the staffsee to be of worthensuing from the employment relationship. Deeprose (1994) claimed that good executives recompense individuals by doing what recognize their endeavors and they renumeration people by offering them something tangible.” Fair likelihoods of promotion ‘according to staff ability and talents make them more devoted to work and grow into a source of relevant workability for the employee. Incentives, rewards and gratitude are paramount parameters of commitment.

Nevertheless, without a comprehensive and responsive reward system, companies will fail to exploit the potential of their staff Parker (2001). Likewise, nurturing organizational commitment in employees through reward systems is crucial to attracting, motivating and retaining the human capital necessary for corporate success. Although a relationship exists between reward systems and employee job satisfaction, it has to be considered as one of the pieces in a complex puzzle towards employee performance.

Employment is naturally characterized as an exchange relationship. Employees provide organizations with something of value (their labor) and in return receive something of value. Ryne (2007) work can offer many valuable outcomes to employees including the opportunity to use their abilities to make contributions and in this are rewarded resulting into satisfaction with the employment exchange.

**Fringe Benefits**

Fringe benefits are essential part of rewarding employee in the organisation. Desirable work attributes like fringe benefits enhances employee satisfaction Arzt (2008) . He specified that fringe benefits influences satisfaction because it is an essential component of compensation of staff. Fringe benefits are indirect rewards which are given to workers or groups of employees as members of a given firm. A particular fringe benefit impacting satisfaction may perhaps be misleading if the individual predictor of satisfaction is not examined. This implies that organisations should be able to measure which fringe benefit satisfy their employee. Arzt (2008) discovered that pension which is a dimension of fringe benefit have no impact on job satisfaction. Heywood and Wei (2006) noted that pension do influence satisfaction.

Fringe benefits like, bonus and healthcare are offered to staffs in a way of rewarding them Munap et al. (2013) . They further observed that it is often given to workers to inspire them to work better and contribute towards achieving the firms objective. Woodbury (1983) observed that employees sees wages and benefit as substitutes and they are willing to let go of wages for benefits. Furthermore, Uppal (2005) discovered that fringe benefits are positively linked with workers satisfaction. According to him, when employees received more benefit they get satisfied with their organisation and hence, such satisfaction could enhance positive work attitude. When an organisation is able to provide attractive packages to employees, such organisations enjoy some advantage in getting and keeping qualified staff. Fringe benefits can further help get the loyalty of workers and thus reduces their willingness to exit to other firms.

Furthermore, Weathington and Tetrick (2000) stated that fringe benefits encompasses varied non-financial reward available to workers in addition to base salaries and it is often seen as an extrinsic reward. They noted that fringe benefit are fashioned in a tactic that make compensation packages more stimulating and attractive. Coon and Mitterer (2010) pointed out that it could either be mandatory or discretionary. The mandatory benefit are one employees entitlement or benefits while the discretionary are geared towards enhancing satisfaction and loyalty of the workers. Employee remuneration goes beyond pay but encompasses some “perks” which are non-pay benefits capable of satisfying the employee and advance their satisfaction. Fringe benefit encompasses employment scanty benefit, health protection benefits, and retirement benefit. The aptitude of firms to give such benefits to employees increases their chance of retaining them for longer period in the organisation.
Incentives

Incentives are necessary for ensuring survival of firms because the survival of organisations is determined by the manner the employees are rewarded and remunerated (Lawler 2003). The rate to which incentives are stimulating and motivating will affect the level of workers attitude to their work (Ohubasyo et al. 2014). Incentives are simply motivational factor offered to staff due to excellent performance. When employees incentives are well managed, it creates a happy and conducive environment for workers to put in their best to certifying the firms progress. Arnold (2013) opined that incentives are necessary mostly design in a style to get optimal performance from the workers and also succour in retaining the best productive employees. Armstrong (2007) opined that incentives are necessary to employees, further maintained that incentives encourages employee to become proactive and right attitude to work and thus promote the productivity of firms. Nelson (2003) further maintained that incentives strategy are used by employee to ensure that best workers are kept in the organisation. Incentives influences are propel workers attitudes in organisation as it further enhances understanding between the employee and employee Barbara et al. (2003). The major focus of incentives is to appreciate employee for performance and to propel them.

Incentives should be adequately planned to secure desired result. In line with this assertion, Condly et al. (2003) pointed out that firms need to consider employing the finest workers incentives to attain the expected results. Incentives can either take a monetary form or non monetary. The monetary form of incentives are basic salary, insurance, overtime pay retirement plans, performance bonuses, profit sharing safety incentives etc. Cole (2002). However, the non-monetary incentives are award, promotion, formal dinners etc (Chaing & Birch. 2008). Irrespective of the form of the incentives, it shall be geared towards enhancing the individual behaviour to the best interest of the firm.

Promotion

Promotion is the systematic movement of an employee for a job of higher value and higher compensation Clark (2001) Clark (2001). It is the shifting of employee in an upward direction in the administrative order which eventually result to enhancement of responsibility, rank and enhanced compensation package. Kostea (2012) postulated that promotions are important aspects of a workers career and life, which affect other aspects of the work experience. He stated that a firm can use promotions as a reward for highly productive workers. Furthermore promotion can have a noteworthy bearing or an effective mechanism for getting greater support of worker if employees places a substantial value on it. Employees of an organisation may value promotion base on the fact that they carry an increase in job amenities and promotion also leads to ego boosts of the employee. Robbins (2005) opined that promotions create opportunities for personal growth, increase and improve responsibility as well as increase in social status.

Promotion is the upward shift of an employee for a job with higher significance and increase compensation Lazear (2000). This implies that the moment of employee in the ladder of the organisational, is accomplished with increase compensation. However, this may not be the cases at all times. Promotion boost the moral and self worth of the employee which thus increases his/her satisfaction.

Salary

Salary is a way of rewarding an employee for his/her effort and contribution towards the organisational success. Erasmus et al. (2001) sees salary as when an employee receives in return for his/her work after completing or accomplishing a specific duty, which is normally financial in nature. Salary could likely help motivate workers in organisation if it is actually stimulating. Yesen (2013) asserted that the performance of employee will increase when they are highly paid. Furthermore, Barton (2012) maintained that organisations should give ample attention to financial reward like salary because of its strong influence on employee motivation and retention. According to Nick (2010), Ali et al. (2005) the study focused on how different pay factors influence the perceived employee reward satisfaction. It observed that staff satisfaction and enthusiasm were highly related to the salary structure. Salaries are relevant because it does not only help workers met their basic needs, but it also gives them the power to achieve their higher level needs.

Concept of Employee Satisfaction

Employee satisfaction has attracted several research based on its indisputable relevance in the organisation. Satisfaction of the employee is essential to attract and sustain best effort of employees at work. Fajana (2002) sees employee satisfaction as the general job attitude. He further divided it into five components which are; general working conditions, monetary benefit, attitude toward work group, attitude toward organisation and attitude toward supervision. Employee satisfaction is high connected with the state of mind of employee regarding their work and life in a wholistic manner. Luthan (1998) opined that employee satisfaction is mostly determined by how well result or outcome matches or exceed expectations. This implies that there is a comparison between actual outcome and expectations. The result of the comparison either lead to satisfaction of the employee or dissatisfaction. If participants in organisation feels that they are working far better or harder in the department as compared to other staffs, but are rewarded little or same with low performance, they will probably have a tendency to portray a negative attitude towards the organisation and employees in the workplace. Employees act rationally, and most of this rational behaviour is drawn from their level of satisfaction. When employees expectations are met and his need accomplished, there is an inner force which propel the individual to act and perform maximally and efficiently.

In line with this, Nancy (1977) define satisfaction as the level of fulfilment of one’s desires, needs and wants. From his definition, it is clear that satisfaction basically depends on what an employee desire in the work place and what he gets. Sager et al. (2012) opined that it is a measure of the degree of happiness of workers in relation with their job and environment of work. Hunter and Tetley (1997) argued that staff are more steadfast to their organisation and more productive when they are satisfied. Attitude governs how the
act and behave in the workplace. No behaviour is right if there is negative attitude. Hence right attitude needs right behaviour in organisation.

The individual job goes beyond mere activities associated with a particular job, it involves numerous factors which include adherence to organisational policies, interacting with colleagues and achieving the firms goals, and hence, employees evaluation of his degree of satisfaction is a summations in multifarious ways of varied job elements. Employee satisfaction reveals the range of employee behaviours that are relevant to the organisation such as motivation and loyalty. Employee satisfaction also influence a firms services in regard to quality and efficiency. Armstrong (2009) opined that employee satisfaction posses a positive and favourable attitudes towards the job. There exist basically two components of employees satisfaction-cognitive and affective employee satisfaction. Affective job satisfaction a subjective construct which denote an emotional feeling which individuals of an organisation have about their job. It relates to the feelings of the individual in the workplace. It is the extent of happiness or feeling of pleasure with the job induces. Rajah (2014) stated that affective satisfaction depict employee immediate feeling state toward job related factors. He again maintained that gratification will arise if task are delegated to the right or appropriate employee where nature of the tasks are complement the employees values will in return fulfill positive feelings towards the task delegated. On the other hand, Hulin and Judge (2003) sees cognitive job satisfaction as an objective analysis of various aspect of a task. When analysing satisfaction, cognitive job satisfaction do not assess the degree of pleasure or happiness that is derived from a particular job facets, but it gauges the rate or extent to which those facets of the job are judged by the job holder or employee to the satisfactory when relating it to the objectives the employee set for their selves or with other jobs. This cognitive aspect deals with appraisal of employee satisfaction. Affective satisfaction is manifested when there is evident of cognitive satisfaction.

**Empirical Review**

Reward system has over time been fund relevant in enhancing satisfaction. However, some findings varied depending on the place and other characteristics in the work place. Artz (2008) found that bonus in fringe benefits does not expressivelyway satisfaction in cross-section assessments. Heywood and Wei (2006) establish that fringe aids certainly guidance satisfaction in cross-section appraisals. Okara (2002) found that aspectslike pay, the work itself, supervision, opportunities for promotion, have a high relationship and contribution to satisfaction. Various employees react to various incentives contingent on the paramount desires of the individual at a particular time. Olubusayo et al. (2014) in their work examined the impact of incentives packages on employee attitude. Four selected government parastartals was covered. They observed that incentives do relate with employee satisfaction. They remarked that staffattatchgreatworth on the various incentives given to them by the organisation. This implies that when the incentives are not up to the expectation of the employees, they become dissatisfied which if not proper attended to, could lead to poor performance and intensity in turnover. Olubusayo et al. (2014) further remarked that employees morale can be increased by designing new incentive framework that will meet the expectation of the employees. McCausland et al. (2005) assert that promotion deals with the reassignment of a worker to a higher rank of job. They further observed that a positive correlation do exist between promotional opportunity and occupation satisfaction in organisation.

Ali and Ahmed (2009) observed that reward system has a positive link with employee satisfaction. Iqbal et al. (2011) noted that promotion have a positive link with employees satisfaction. Shafiq and Naseem (2011) remarked that any reward package that is poorly design, may lead to dissatisfaction.

**Methodology**

The cross sectional survey which is a type of the survey research design was used in this work. Because it aimed at achieving unbiased result and the variables are not under the control of the researcher. The accessible population of this study comprises of 233 staff drawn from ten (10) insurance firms in Port Harcourt Nigeria. These firms were carefully selected using purposive non probability sampling techniques. The systematic sampling technique was used in sampling employee for this study. This technique was used because it provides a sample that is a true representative of the population and reduces potential of human bias in selection of sample cases. In determining the sample size, for this study, the Taro Yamene’s formula was used with a 95 percent confidence interval. Hence, one hundred and forty seven (147) copies of questionnaires was systematically personally administered to the respondent. The analysis was carried out using the spearman’s rank order correlation coefficient for bivariate analysis.

**Result**

From the 147 copies of questionnaire administered to respondent, 108 copies (96%) were retrieved and used for the study. The decision rule for either accepting or rejecting the null hypothesis is given as

\[ P < 0.05 \text{ reject the null hypotheses} \]
\[ P > 0.05 \text{ accept the null hypotheses} \]

Table 1: Hypothesis One

<table>
<thead>
<tr>
<th>Ho</th>
<th>Description</th>
<th>P-value</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>H01</td>
<td>There is no significant-relationship-between fringe-benefit and employee satisfaction</td>
<td>&lt;0.05</td>
<td>reject the null hypothesis</td>
</tr>
<tr>
<td>H02</td>
<td>there is no significant relationship between incentive and employee satisfaction</td>
<td>&gt;0.05</td>
<td>accept the null hypotheses</td>
</tr>
</tbody>
</table>

Source: SPSS Output, 2017

Fringe-benefits and employee Satisfaction correlate at 0.231, when the p-value is 0.016<0.05. A positive-relationship exists. Thus, we reject the null hypothesis. H02: there is no significant relationship between incentive and employee satisfaction Source: SPSS Output, 2017

Incentive and Affective Satisfaction correlate at 0.990, when the p-value is 0.000<0.05. A very strong positive-relationship exists. Thus, we reject the null hypothesis. H03: There is no significant-relationship-between promotion and employee satisfaction Source: SPSS Output, 2017
Promotion and employee Satisfaction correlate at .636, when the p-value is 0.000<0.05. A positive-relationship exists. Thus, we reject the null hypothesis.

Ho4: There is no significant-relationship-between salary and employee satisfaction
Source: SPSS Output, 2017
Salary and employee Satisfaction correlate at .798, when the p-value is 0.000<0.05. A positive-relationship exists. Thus, we reject the null hypothesis.

Discussion of Findings
This analysis examined the connection between organizational reward system and employee satisfaction. The Spearman’s formula was used with the application of SPSS version 21.0 to find out the existence of any significant-relationship in the initial hypotheses.

Fringe-benefits and employee Satisfaction
The findings from the result between the Fringe-benefits and employee Satisfaction uncovered that there is an optimistic connection between Fringe-benefits and employee Satisfaction. Hence, the null hypothesis was rejected and conclude that there is critical and a positive connection between Fringe-benefits and employee Satisfaction. This findings is in accordance with Heywood and Wei (2006) which found that fringe benefits positively impact job satisfaction in cross-section estimates. This implies that employee enthusiasm is enhanced when there is availability of fringe benefit in the workplace.
The result from the association between the Incentive and employee Satisfaction uncovered that there is a positive connection in Incentive and employee Satisfaction. Thus, the null hypothesis was rejected and conclude that there is noteworthy and a positive connection in Incentive and employee Satisfaction. This findings validates with that of Olubusayo et al. (2014) which remarked that employees morale can be increased by designing new incentive framework that will meet the anticipation of the staff. When the incentive plan the organization are structured in a tactic to meet the anticipations of the worker, their level of satisfaction is boost up and such employee will be willing to stay longer with the firm and hence improving the firms wellbeing.

Promotion and employee Satisfaction

The result showing the connection uncovered that there is a positive connection in Promotion and employee Satisfaction. Thus, the null hypothesis was dismissed and we conclude that there is huge and a positive connection between Promotion and Satisfaction. This findings align with that of McCausland et al. (2005) which upheld that a significant relationship exist amongst promotion and satisfaction of workers. They further observed that a progressive correlation do exist between promotion opportunities and job satisfaction in organisation. Wan et al. (2012) stated that workers that see promotion choice as reasonable are probably going to have high degree of focused on the firm, encounter satisfaction, have better execution and at last have a lower tendency to exit the firm.

Salary and employee Satisfaction

The findings from the connection between Salary and employee Satisfaction uncovered that there is a positive connection between Salary and employee Satisfaction. Thus, the null hypothesis was dismissed. This infers that there is critical and a positive connection between Salary and employee Satisfaction. The findings further consolidated that of Heywood and Wei (2006) Malik et al. (2012) that a significant-increment in salary of an employee in firm has real impact on job-satisfaction; pay salary has effect on job-satisfaction. When there is an upward rise in pay, the satisfaction of employee increases which could have a positive impact on their work outcome.

Conclusion and Recommendations

Drawing from the findings of this work, there is a proof that the measurements of firm reward system (salary, Promotion, Fringe benefit and Incentives) have a positive connection with satisfaction. This suggests with the end goal for firms to have a workforce portrayed by both affective satisfaction and cognitive satisfaction, the management ought to have the capacity to appropriately deal with their reward system. In line with the study findings and conclusion, the following recommendations are made:

1 Management of firms should endeavour to render auspicious incentives to employee mostly when they achieve their target as such will help them feel a sense of recognition and satisfaction.
2 The management of the insurance firms should guarantee that the salaries are equitable with the staff performance in order to boost their satisfaction in the organization, and hence increasing the organizational well being in the long-run.
3 Organizations management should not treat incentive packages with laxity, as such is a vital tool for achieving the satisfaction of staff.
4 Employment security benefit, health protection benefit and retirement benefit should be made available to employees as such will help boost their satisfaction.
5 The insurance firms should ensure timely promotion based on length of service and such should be void of prejudice so as to ensure high satisfaction of employees.
6 Management of insurance firms should ensure that their salaries are encouraging in comparison with what is attainable in the industry and standard of living so as to achieve employee satisfaction.

Contribution to knowledge

This empirical work has made available an operational framework which links the dimensions of organizational reward system with the measures of employee satisfaction within the A usmancontextual influence of organizational culture which before now was not available in any literature. The study further contributed to knowledge by making available reliable empirical work showing the extent to which
organisational reward system relates with satisfaction of staffs in insurance firms within the context of the moderating effect of organisational culture. It is evident from this research work that a conducive culture enhances satisfaction of employees.

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