

# The Effect of Rewards Management System on Job Satisfaction of Staff in Nile Petroleum Corporation Company, South Sudan

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## Abstract

This research article examines the impact of reward management systems on employee job satisfaction within Nile Petroleum Corporation the national oil company of South Sudan. Utilizing a mixed-methods approach, the study incorporates both surveys and interviews to collect data. The findings indicate that although Nile Petroleum Corporation has established a framework for financial rewards, there is a need for enhancements in areas such as communication, recognition programs, career development opportunities, and work-life balance initiatives to improve job satisfaction. The article establishes a positive correlation between reward management and employee performance. Financial incentives, bonuses, and salary increases serve to motivate employees by offering tangible, immediate benefits for their contributions. Additionally, recognition programs and non-monetary rewards, such as praise or opportunities for professional development, can elevate morale and foster a sense of belonging, thereby enhancing performance. Effective reward management aligns individual aspirations with organizational goals. When employees understand that their efforts are linked to rewards, they are more inclined to pursue these objectives. Consequently, effective reward management significantly influences employee performance by boosting motivation, aligning goals, increasing job satisfaction, fostering engagement, and nurturing a performance-driven culture. By addressing existing challenges and implementing effective reward management strategies, Nile Petroleum Corporation can develop a motivated and satisfied workforce, which is crucial for its long-term success and stability in a fluctuating economic landscape. The study recommends that Nile Petroleum Corporation enhance communication regarding the reward system to ensure employees are informed about available benefits and the criteria for performance-based rewards. It also suggests establishing a structured recognition program that acknowledges both individual and team accomplishments to

enhance morale and motivation, as well as developing clear career advancement pathways and providing regular training opportunities to sustain employee engagement and satisfaction. The study suggests the establishment of policies that promote work-life balance, including flexible working hours and remote work opportunities, to assist employees in effectively managing their personal and professional obligations.

## Keywords

Reward Management Systems, Job Satisfaction, Nile Petroleum Corporation Company

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## 1. Introduction

In the context of South Sudan's emerging economy, Nile Petroleum Corporation, the national oil company, plays a crucial role in the country's development and stability. As a state-owned enterprise, Nile Petroleum Corporation's operations significantly influence the livelihoods of its employees and the broader economy. Understanding the relationship between rewards management systems and job satisfaction within such organizations is essential for enhancing employee performance and retention. This article explores how effective rewards management systems can influence job satisfaction among Nile Petroleum Corporation staff.

From both anecdotal and research-based accounts, worker's job satisfaction is a major concern for management in many modern organizations (Westover & Taylor, 2010). Thus, over the past years, studies on job satisfaction have generated considerable interest among researchers globally. This has further led to a debate as to what variables actually impact employees' satisfaction with their jobs, which in turn leads to improved productivity in work organizations. While many argue that each business entity whether small, medium or big has its own unique way of motivating its employees, job satisfaction of workers can be commonly grouped into five distinct model categories: need fulfillment, discrepancies, value attainment, equity, and dispositional/genetic components models (Kinicki & Kreitner, 2007). These are explained as: need fulfillment is based on the satisfaction determined by the extent to which a job, with its specified characteristics and duties, allows an individual worker to meet his/her personal needs. Second, the discrepancy model explains that satisfaction is a result of meeting, or sometimes unmet, expectations. Third, the value attainment models are based on the belief that satisfaction comes from the perception that one's job fulfills an individual's work values. Fourth, the equity models assert that satisfaction is based on the perception of how fairly an individual is treated at work. This is largely based on how one's own work outcomes, relative to his/her inputs and efforts, compare to the input/output of others in the work place, lastly; the dispositional/genetic components models suggest that individual employee differences are just as important for determining job satisfaction and success as workplace related factors (Kinicki

& Kreitner, 2007).

Job satisfaction is one of the most important and significant variables in organizational behavior and in work organizations. It is the general attitude of an employee to the job. The higher the job satisfaction, the more likely workers will hold a positive attitude toward their jobs (Feng & Wang, 2003) and are more likely to be committed to the organization. Similarly, workers with higher level of job satisfaction would display a decreased propensity to search for a job and decreased propensity to leave the organization (Wright & Bonett, 2007). In the same way, employees who perceive their needs as unmet grow in general dissatisfaction and become increasingly attracted to competing places of employment (Tziner 2006) often result in voluntary termination and organizational turnover (Mathieu & Zajac, 1990). As a result, job satisfaction has been described as a complicated and multi-faceted construct (Lagace et al., 1993). This is because individuals differ in the way they perceive satisfaction. Hence, Taber and Alliger (1995), for example, emphasized that to understand overall job attitudes, researchers must examine the principal tasks and activities in which employees engage. Nevertheless, the most accepted and common facets of job satisfaction are the satisfactions with pay, promotion opportunities, coworkers, supervision, and the work itself (Smith et al., 1969).

These five job facets typically account for a substantial amount of the variance in overall job satisfaction (Kinicki et al., 2002). Thus, since turnover appears to be a major issue for many organizations, and indeed a problem of considerable importance because of the costs associated with hiring and training new personnel; rewards, particularly intrinsic rewards, such as interesting job and job autonomy, are found to be the major drivers of job satisfaction for most countries (Westover & Taylor, 2010). Beyond the findings of these studies, there are still gaps with regard to knowledge of the specific effects of the influence of rewards on job satisfaction in the workplace, and the ways in which supervisors or managers can effectively manage employee satisfaction. This study addresses both of these issues by examining the outcomes of employee satisfaction and rewards on work behavior. Accordingly, the purpose of this study is to investigate whether the relationship between perceptions of job satisfaction and increased customer satisfaction and loyalty is influenced by higher rewards and employee satisfaction. The main contribution of our study is to extend the HR literature on employee job satisfaction and ascertain new ideas from employees in the service sector on some of the contemporary variables that stimulate employee satisfaction. Extant literature suggests that correlations of job satisfaction including passion, talent use by employers, value congruence, fair pay, education, age, and gender are important in work organizations. This study goes beyond the underlying components of job satisfaction to unearth new insights into job satisfaction variables from employees in the service industry.

## 2. Types of Reward System

Financial Rewards vs Non-Financial Rewards: As stated by Casio and Namburdi

(2010), rewards are classified as financial and non-financial rewards. Financial rewards comprise direct payments plus indirect payments in the form of employee benefits. Non-financial rewards embrace everything in a work environment that enhances a worker's sense of self-respect and esteem by others which might be a safe work environment, recognition, and appreciation, opportunity for growth, effective supervision, and others. Such types of rewards have made a great contribution to the success of organization retention mechanism.

### 2.1. Intrinsic Rewards vs. Extrinsic Rewards

Rewards can be also extrinsic or intrinsic. As suggested by Hafiza, Shan, and Jamshed (2011) extrinsic rewards are tangible rewards, and these rewards are external to the job or task performed by the employee. Extrinsic rewards can be in terms of salary or pay, incentives, bonuses, promotions, job security, etc. Intrinsic rewards are intangible rewards or psychological rewards like appreciation, meeting the new challenges, positive and caring attitude from employer, and job rotation after attaining the goal.

Intrinsic rewards Intrinsic rewards are intangible in nature. We cannot touch them with our hands but only feel them such as appreciation, caring attitudes from employer and job rotation. Intrinsic rewards are the rewards within the job itself such as satisfaction from completing a task, appreciation from employer. Loyalty of employees depends upon rewards and recognition. Mottaz (1985) said that intrinsic rewards are of different kinds. Task rewards are an example of it and they refer to the duties and responsibility of an employee. Intrinsic non-monetary rewards can also be defined as the appreciation which an employee gets by his or her efforts by completing his job (Porter & Lawler, 1968). Malhotra et al. (2007) explained that intrinsic non-monetary rewards influence the loyalty of an employee more effectively than extrinsic rewards. All monetary rewards are included in this category (Martocchio, 2011). The non-monetary ones are included here under work-life balance policies reward people by recognizing their needs outside work by, for example, adopting family-friendly policies, including the provisions of more flexible working arrangements (Bogler et al., 2010).

### 2.2. Understanding Rewards Management System

A rewards management system encompasses all the mechanisms through which an organization rewards its employees. This includes financial rewards (such as salaries, bonuses, and raises) and non-financial rewards (such as recognition, career development opportunities, and work-life balance initiatives). A well-structured rewards management system aims to motivate employees, encourage high performance, and foster a positive workplace culture. Employee wellbeing services can be provided for individuals to help them deal with their problems. This may involve counseling or personal casework where the aim is as far as possible to get individuals to help themselves (Kalleberg, 1997). Concierge services provide employees with help by undertaking mundane personal tasks such as getting their

car serviced, home repairs or waiting at home for deliveries (Martocchio, 2011). Voluntary benefit schemes provide opportunities for employees to buy goods services at discounted prices. The employer negotiates deals with suppliers (Martocchio, 2011). Learning and development programs give employees the chance to develop their skills and careers. All these non-financial extrinsic rewards are required to be included in the reward systems of those companies which need to retain talent and satisfy their employees (Armstrong et al., 2004). Allen et al. (1999) found in their research that include Profit sharing that links organizational performance with individual rewards, gain sharing which rewards work groups with bonuses for improvements they make in quality, productivity, or cost reduction. Pay-for-performance plans in which pay is based on achievement of quantifiable goals that are linked to the organization's quality strategy. Strong assurances of employment security so that in employees do not fear losing their jobs as a result of making their work processes more efficient. All these extrinsic reward components are worth including in the company's reward strategy because they have positive correlation with company performance and in bringing quality in the organization.

### 2.3. Importance of Job Satisfaction

Job satisfaction refers to the level of contentment employees feel about their work, which can significantly impact on their overall productivity, engagement, and longevity with the organization. High job satisfaction is associated with numerous benefits, including lower turnover rates, increased employee engagement, and improved organizational performance. In the context of Nile Petroleum Corporation where skilled labor is essential for operational success, maintaining high levels of job satisfaction is critical.

### 2.4. Statement of the Problem

South Sudan a country recently emerging from years of conflict and instability, organizations face significant challenges in motivating and retaining talent. Effective reward management systems (RMS) are crucial for enhancing employee performance, job satisfaction, and overall organizational effectiveness. However, in South Sudan, there is a lack of comprehensive understanding regarding how these systems influence employee attitudes and behaviors within a diverse workforce comprising various ethnic groups. Despite the recognized importance of reward management systems in enhancing employee motivation and performance, there remains a significant gap in understanding the nuanced effects of various reward types of employee satisfaction, engagement, and overall organizational productivity within South Sudan. The effectiveness of reward management systems may vary significantly across different segments of the population, dependent on socio-cultural considerations, given the context, understanding the link between reward management systems and employee engagement is vital. Poorly designed reward systems may lead to low job satisfaction and high turnover rates, further

destabilizing organizations in a fragile economic environment, additionally the ailing economy, characterized by high inflation and limited resources, poses challenges to the implementation of effective reward systems. Organizations may struggle to provide competitive rewards, leading to decreased employee morale.

The impact of the reward on employees' performance cannot be over-emphasized. An employee's productivity is measured by the organization's reward system which makes most organizations give incentives to their workers in order not to lose them to another. In recent times, hardly a week passes without a threat of industrial action by employees in one corner of the globe. An industrial dispute is caused by revolting employees who disturb industrial peace and harmony. Industrial disputes generally arise due to tensions between labour or the representatives of the employees and the management and give rise to more issues. This may cause employees not to do their work and affect the quality and quantity of production. Continuous strikes, sit-ins and lockouts disrupt productivity in the organization, leading to low revenue which in turn results in low profits, bonuses among others. As it is the objective of every organization to make profits, it is important to establish the influence of employee-employer relations at workplace because poor relations between employer and employees can have a negative impact in the organization. For example, there could be unrest and unnecessary tensions which would engulf the hearts and minds of the employers and employees instead of putting all the effort into achieving organizational goals. Industrial disharmony between employers and employees could result in economic loss and economic depression. Organizations are social systems where human resources are the most important factors for effectiveness and efficiency, therefore the research study ought to establish the effect of reward management systems on the employee in the republic of South Sudan using Nile Petroleum Corporation as the research case study area.

### **2.5. Objectives**

- To identify the reward management system in Nile corporation.
- To Investigate how different elements of the rewards system, such as bonuses, recognition, career development opportunities, and benefits, correlate with job satisfaction among employees.
- To establish the relationship between reward management and employee performance in Nile corporation.
- To suggest actionable recommendations for enhancing the rewards management system to improve job satisfaction within the organization.

### **2.6. The Relationship between Rewards Management and Job Satisfaction**

1) Financial Incentives: Competitive salaries and bonuses can significantly enhance job satisfaction. Employees at Nile Petroleum Corporation, like those in many industries, are motivated by appropriate compensation that aligns with their skills

and contributions. Ensuring that financial rewards meet or exceed industry standards is vital to retaining skilled workers.

2) Recognition and Appreciation: Non-monetary rewards, such as recognition programs and employee appreciation initiatives, play an essential role in job satisfaction. Employees who feel acknowledged for their contributions are more likely to be satisfied with their jobs. Implementing regular recognition programs can enhance morale and motivation at Nile Petroleum Corporation.

3) Career Development Opportunities: A rewards management system that includes opportunities for professional growth, such as training and promotions, can significantly impact on employee satisfaction. Nile Petroleum Corporation investment in its employees' career development can lead to a more skilled workforce and higher job satisfaction levels.

4) Work-Life Balance: Providing flexible working conditions and benefits that support work-life balance is an increasingly important factor in employee satisfaction. Rewards that recognize the importance of employees' personal lives can lead to higher levels of job satisfaction and commitment.

5) Fairness and Equity: Effective management of rewards must be perceived as fair by employees. Transparency in how rewards are determined and distributed is crucial in promoting trust and satisfaction. Employees at Nile Petroleum Corporation need to feel that the rewards they receive are equitable relative to their peers.

## 2.7. Literature Review

What used to be called "pay" and then became "remuneration" is today often termed "reward". Reward refers to all of the monetary, non-monetary, and psychological payments that an organization provides for its employees as part of employees relations. Reward is special payment for special work. Organizational Reward System is one of the methods of achieving control in organizations as well as defining the relationship with the individual employee and the organization (Kerr & Slocum, 2005), Armstrong (1999) defines reward management processes are concerned with the design, implementation and maintenance of reward systems geared to the improvement of organizational, team and individual performance. Hellriegel et al. (1999) say to be motivators, rewards must align with the things that people value. The rewards can be determined by simply asking the employees what they want. Employees will vary in their responses, because some employees value monetary rewards, whereas others value scheduling flexibility, especially training and development opportunities. Reward system is a framework to create performance reports in organizations. This approach enables management to translate mission goals and vision of the company, various business units and duties of directors to indicators related to performance evaluation (Brugeman & Decoene, 2002). The core of reward systems is formed based on vision and strategy. This is actually the basis for financial goals, improving internal processes, customer satisfaction and employee growth and learning (Kaplan & Nor-



ton, 1996). Reward system contains the organizations policies, processes and practices for rewarding its employees in accordance with their contribution, abilities and artifice. It is progressed within the organizations reward philosophy, strategies and policies, and includes agreements in the form of processes, practices, structures and procedures which will provide appropriate types and levels of pay, benefits and other forms of reward (Armstrong, 2003). Taylor is the pacesetter of reward in the business world. He defined pay system as what makes a big change in productivity growth and industrial development in west. In those years, Gantt action got notable situation than Taylor in rewarding system, according to human factors and issues. Some systems are also based on the numbers, levels and skills of person's job. Reward system has the following features:

Reward should fit to employee's role in implementing of organization responsibilities and goals. Reward should be equal, in other words, the reward to the employees, should be equal respect. Reward should be integrated, in other words, the application of reward management strategy should be balanced and comprehensive. Reward should have two results: motivational needs of employees and corporate business objectives.

## 2.8. Model Specification

The regression model was used to ascertain this study's objective and test the hypotheses. To assess the effect of rewards management system on job satisfaction of staff in Nile corporation, South Sudan is stated as follows:

$$\text{EMP} = f(\text{SLW}, \text{FRB}, \text{BON})$$

This indicates that Employee Performance is a function of:

- SLW: Salary and wages.
- FRB: Fringe benefits.
- BON: Bonuses.

The study modified the model by replacing fringe benefits with merit pay. Based on that, the present study added merit pay to the remaining variables in Nnubia (2020) model. The study further replaces employee performance with motivation. This study includes these variables to account for the rewards management system on job satisfaction of staff in Nile Petroleum Corporation.

## 2.9. Concept of Reward Systems

A reward system is a set of practices and policies an organization implements to recognize and reward employees for their contributions to goal attainment. A reward system includes various components, including compensation, benefits, recognition, career development, and work-life balance. The purpose of a reward system is to motivate and retain employees, enhance their job satisfaction, and ultimately contribute to organization's success. Reward system is important in relation to employee job satisfaction because it provides employees with tangible and intangible rewards for their work. Tangible rewards such as compensation and benefits provide employees with financial security and stability. This increases



job satisfaction and reduces stress levels. Intangible rewards such as recognition, career development, and work-life balance enhance employees' sense of value and belonging within the organization, increase their engagement and motivation, and ultimately contribute to their job satisfaction. According to Lawler (1990), a reward system that is aligned to the organization's goals motivates employees to work towards achieving those goals. This means that the rewards offered must be seen as valuable by employees, and that they must be tied to the organization's overall mission and objectives. Further, Milkovich and Newman (1990) stated that a fair and equitable reward system can help enhance employee motivation and job satisfaction and reduce turnover rates. A reward system should be flexible and adaptable to changing circumstances. According to DeCenzo and Robbins (2016), a flexible reward system helps organizations respond to changes in the business environment and adjust rewards to meet changing needs and preferences of employees. For example, during the COVID-19 pandemic, many organizations implemented new reward programs such as hazard pay, flexible work arrangements, and mental health support to help employees cope with the challenges of the pandemic. Another important aspect of a reward system is that it should be inclusive and non-discriminatory. All employees should have equal access to rewards, and rewards should not be based on factors such as gender, race, or ethnicity. According to Lawler (1990), a non-discriminatory reward system builds trust and respect among employees and enhances motivation and job satisfaction. On the other hand, a reward system should be communicated effectively to employees. Employees need to know what rewards are available to them and how they can earn them. According to DeCenzo and Robbins (2016), effective communication ensures that employees understand the value of rewards and are motivated to work towards earning them. In this study, we focus on reward, career development and work-life balance as aspects of reward systems.

## 2.10. Recognition

Recognition is an important aspect of a comprehensive reward system. It demonstrates appreciation for employees' level of performance, achievement, or contribution to an objective. Pitts (2005) notes that recognition can be confidential or public, casual or formal, but it is always in addition to pay. Employees need recognition as a non-financial motivator. It satisfies their need to share their achievements and have them celebrated. When recognition is used correctly, it is a cost-effective way of enhancing achievements and making people feel involved in the company. However, Shore and Shore (2005) caution that recognition cannot replace the solid pay approach, but rather should be used in addition to it. When traditional pay solutions fail to acknowledge issues such as business opportunities, organization design, and competency, recognition can be a great tool to address them (Zingheim & Schuster, 2000). Proper recognition and celebration can communicate the role employees should play in making the organization a success. Moreover, employees who receive recognition hold a better perception of their work, workplace, and the people they work for (Shore & Shore, 2005). Therefore,

it is essential for employers to make an effort to show employees that their well-being is of concern to them; and that their contributions are highly valued.

### **2.11. Career Development**

Career development is the process of managing one's career journey over time, with the aim of achieving personal and professional goals. It involves a series of activities, decisions, and experiences an individual goes through to enhance their skills, knowledge, and expertise. Career development takes many forms, such as taking on new responsibilities at work, pursuing further education or training, seeking new job opportunities, or starting a business. Career development is closely linked to employee job satisfaction. When employees are given opportunities to learn, grow, and advance in their careers, they are more likely to feel fulfilled and satisfied with their jobs. Kim et al. (2017) provide that career development opportunities have positive impact on employee job satisfaction in the hospitality industry. Similarly, Kooij et al. (2018) report that career development opportunities enhance employee job satisfaction and reduce the intention to leave among older workers. Employees who receive training and development opportunities feel valued and supported by their organization; and this leads to increased job satisfaction and loyalty (Noe, 2017).

### **2.12. Work-Life Balance**

Work-life balance refers to balance between individuals' work and personal life. It is important for individuals to have a healthy balance between work and personal life to maintain physical and mental wellbeing. When employees balance their work and personal responsibilities, they are more likely to feel satisfied with their jobs. Research has shown that work-life balance is positively related to employee job satisfaction. According to Greenhaus and Powell (2006), work-life balance is a key predictor of job satisfaction and overall life satisfaction. In addition, Li et al. (2016) found that work-life balance has positive impact on employee job satisfaction in the hospitality industry. When employees balance their work and personal responsibilities, they become more engaged and productive. This is because they are able to focus on their work without being distracted by personal concerns, and they are able to recharge and refresh themselves outside of work. In addition, work-life balance can lead to increased job satisfaction because it allows employees to pursue personal interests, which can lead to a sense of fulfillment and well-being.

### **2.13. Concept of Job Satisfaction**

Employee job satisfaction refers to an individual's positive or negative feelings and attitudes towards their job. It is a critical component of employee well-being and can have a significant impact on job performance, organizational commitment, and turnover. According to Hopkins et al. (1984), job satisfaction is a range of psychological, physiological, and environmental factors that lead individuals to express satisfaction with their work. Odom et al. (1990) defined job satisfaction as

employees' overall affective opinion of their job and the degree to which they feel positive or negative about it. [Armstrong and Taylor \(2014\)](#) also described job satisfaction as an employee's emotional and attitudinal response to their job. Job satisfaction may be extrinsic or intrinsic ([Clark et al., 1996](#)). Extrinsic job satisfaction relates to material aspects of the job, such as pay, benefits, and supervision, while intrinsic job satisfaction relates to internal sources, such as job complexity, responsibility, and skill utilization. [Robbins \(2013\)](#) identified six significant work-related factors that contribute to employee job satisfaction, including equitable rewards, mentally challenging work, work-life balance, supportive job environment, and colleagues.

Personal factors were found to have a low relationship with job satisfaction ([Karin et al., 2014](#)), while job-related factors such as task identity, task importance, and independence had positive correlations with job satisfaction ([Spector, 1997](#)). It is important to note that lack of job satisfaction not only negatively affects job performance and achievement but also results in increased absenteeism, low productivity, and turnover ([Bryant & Allen, 2013](#)).

#### 2.14. Reward Systems and Job Satisfaction

[Nayum \(2013\)](#) and [Kim and Lee \(2011\)](#) showed recognition has a positive effect on job satisfaction. These studies did not control other factors that may influence job satisfaction, such as job characteristics and organizational culture. Conversely, [Wu and Chen \(2017\)](#) showed that recognition had no significant effect on job satisfaction. The study provides important insights into the relationship between recognition and job satisfaction in the Chinese hospitality industry. It was revealed that career development had no significant effect on job satisfaction. In a similar vein, [Akhtar et al. \(2011\)](#) showed that career development had no significant effect on job satisfaction. On the flip side, [Ng and Feldman \(2007\)](#) report that career development had a positive effect on job satisfaction. In other studies, [Goh et al. \(2015\)](#) showed that work-family conflict had no significant effect on job satisfaction. This study provides valuable insights into the relationship between work-life balance and job satisfaction in Singapore. [Amstad et al. \(2011\)](#) showed that work-family conflict had a negative effect on job satisfaction. The study did not control other factors that may influence job satisfaction, such as job characteristics and organizational culture.

#### 2.15. The Significance of Job Satisfaction

Human beings require high levels of egoistic and self-actualizing need satisfaction from their jobs. The process of growing up involves accepting more and more challenges and autonomy and belonging more independent ([Leonard & Strauss, 1966](#) as cited in Jonathan, [Darroux & Thibeli, 2011](#)). Those who don't have those opportunities (in particular those who are unable to express themselves meaningfully through work) never reach psychological maternity. Since the average man spends nearly a third of job doesn't provide challenge and autonomy he may suffer real frustration, with results that are costly both to himself and his employer. Thus,

in fact, many individuals have boring; meaningless jobs that may lead to severe job dissatisfaction. Companies that do satisfy employees' desires for good. Managerial relations, respect, fair and adequate compensation and opportunities for growth and development through training, are reaping benefits (Bruce & Blackburn, 1992). Moreover, the notion that satisfied employees make a difference was spurred by what has been called the "Third IR," which began with the Hawthorne studies of the 1930s calling for a humanization of workplace. Designing "enriched" jobs that created employee satisfaction, as opposed to providing only a displaying for a day's work, become one part of the workplace humanization movement. This movement is based on the premise that "the work force assures long-term productivity if it is well cared for". This movement presupposes the desirability of having satisfied employees (Hanlin, 1982).

### 3. Theoretical Framework

Reward management encompasses both financial and non-financial rewards that organizations use to recognize employee contributions. Theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory underscore the importance of rewards in fulfilling employee needs and enhancing motivation. These theoretical frameworks form the basis for analyzing NILEPET's reward strategies.

This study is based on expectancy theory (Vroom, 1964) and equity theory (Adams, 1965). Expectancy theory suggests that individuals are motivated by their expectations of the outcomes of their behavior. The theory holds that individuals' motivation to perform a particular behavior is determined by three factors: expectancy, instrumentality, and valence. Expectancy refers to the individual's belief that their effort will lead to performance, instrumentality refers to the individual's belief that their performance will lead to a particular outcome, and valence refers to the value that the individual places on the outcome. The relationship between expectancy theory and this study on the effect of reward systems on job satisfaction is that organizations can use reward systems to increase employees' motivation by ensuring that their efforts lead to desired outcomes and that those outcomes are valued by the employees. A limitation of expectancy theory is its assumption that individuals are rational and make decisions based on expected outcomes of their behavior. In reality, individuals are influenced by factors such as social norms, personal values, and emotions, which theory does not capture. Equity theory suggests that individuals compare their inputs (effort, skills, experience) and outcomes (pay, recognition, benefits) to those of others in their work environment. If individuals perceive that their inputs and outcomes are equitable to those of others, they are likely to be satisfied with their job. On the other hand, if they perceive that their inputs and outcomes are not equitable, they are likely to experience job dissatisfaction. The relationship between equity theory and this study on the effect of reward systems on job satisfaction is that reward systems can be used to promote equity by ensuring that employees' inputs are rewarded fairly with outcomes. A limitation of equity theory is that it does not account for individual differences in perceptions of equity. What one person considers equi-

table may not be the same as what another person considers equitable.

### 3.1. Maslow's Hierarchy of Needs Theory

Maslow's (1943) hierarchy of needs proposes that individuals must fulfill their lower-order needs (basic needs such as water and housing, safety, belonging, and esteem) before being motivated to achieve the higher-order need for self-actualization. Usually, the theory of requirements developed by Maslow is captured in a pyramidal shape in which the basic needs are situated at the bottom while the higher conditions are at the top. This portends the order of importance of the needs. Physiological needs are the most vital and comprehensive among them and were placed at the pyramid's base. An individual goes through the hierarchy, beginning with the most basic needs, that is, physiological needs, which include food, air, sleep, shelter, clothing, employee salaries, etc. Such needs are basic and hence absolutely essential to sustain life.

Until the physiological needs are fulfilled, the other needs above the hierarchy will not be considered (Cheema, Shujaat, & Alam, 2013). This is a critical point, considering that lower-level employees fall at this level of Maslow's hierarchy in most organizations. The second most basic need is for employees to feel safe and secure. Employees who feel insecure at the workplace or feel like they are in harm, which could be environmentally or mentally, will not be able to perform their work above expectation. Instead, they get demotivated, which drives them to seek job offers from other companies (Tanner, 2018).

Social Needs refer to the need for friendships, team togetherness, belonging to associations, clubs or other groups, and the need to give and get love are all social needs. Employees are concerned about esteemed needs, including self-respect, achievement, attention, recognition and reputation. They generally need the feeling that others will think better of them or appreciate their efforts at work. This is why motivation is crucial to excellent employee performance and when at this level of the hierarchy, it mainly concerns monetary rewards such as bonuses, pay rises and financial gifts while it concerns non-monetary rewards such as recognizing or praising an employee for good performance in the presence of the other employees (Tanner, 2018). Self-Actualization is the highest level of Maslow's hierarchy, where people are looking into their full potential, purpose, truth, wisdom and justice. A tiny percentage of employees ever reach this point.

### 3.2. Methodology

This article employs a qualitative approach, utilizing interviews and surveys to gather data from NILEPET employees across various departments. The data collected focuses on employees' perceptions of the existing reward management system, its effectiveness, and areas for improvement.

The Concept of Rewards System Reward serves many commitments in organizations, and it is usually something valuable like money. Reward typically incorporates traditional, quantifiable factors like money or salary, variable pay and ben-

efits and intangible non-cash elements such as scope to achieve and exercise responsibility, learning and development, career opportunities, the intrinsic motivation delivered by the work itself and the quality of working life provided by the organization [Thompson \(2002\)](#) cited by [Armstrong \(2009\)](#). Rewards help to form a better employment contract, retain a good worker and increase turnover. The principal goal is to increase people's willingness to work in one's organization and to augment their productivity. [Bratton and Gold \(2003\)](#) in their definition of reward said that the reward represents all the cash, non-cash together with psychological payments provided by an organization for work done or for their contribution to the company. Work rewards indicate the benefits workers receive from their workplace and are considered the determinants of job commitment and satisfaction ([Malhotra, Budhwar, & Prowse, 2007](#)). [Gross & Friedman \(2004\)](#) view reward 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). There are two kinds of rewards: intrinsic and extrinsic rewards.

Intrinsic Reward are derived from the content of the task itself and include such factors as interesting and challenging work, self-direction, feedback, recognition, trust and responsibility, variety, creativity, opportunities to use one's skills and abilities and sufficient feedback regarding the effectiveness of one's efforts. Intrinsic rewards tend to give personal satisfaction to an individual. Information/feedback: Also, a significant reward that successful and effective managers never neglect. This type of reward offers direction to employees both positively and negatively. "This also creates a bond and adds value to the relationship between managers and employees" ([Khan et al., 2017a](#)). Recognition: This is the act of recognizing or noticing an employee's performance by verbal appreciation. Recognition may take the form of formal a "pat on the back" to increase employees' self-esteem and fulfilment which may result into extra contributing efforts to the organisation ([Khan et al., 2017b](#)).

Extrinsic rewards serve as independent variable while employee performance will be the dependent variable. Studies have shown that the reward process is a major control or influence mechanism available to organizations ([Szilagyi & Wallace, 1980](#)). However, researchers do not agree on predictable influence on individual behavior, unless the individual/group goals are considered. While there seems to be an agreement that rewards should focus on achieving organization's goals, some environmental factors may help to determine the resultant effect. A proper understanding of the effect will help draw attention to the impact of a reward on employee performance. The reward system consists of all organization components—including 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](#)). [Armstrong \(2009\)](#), on his part defined the reward system as consisting of a number of inter-related processes and activities which combine to ensure that reward management is carried out effectively to the benefit of the organization and the people who

work there. [Puwanenthiren \(2011\)](#) also identified three main components of a reward system to include compensation, benefits and recognition.

### 3.3. Opportunity for Promotion as Factor of Job Satisfaction

Opportunity for promotions was described as the chances for advancement to higher hierarchy in an organization [Locker \(1976\)](#) offers that employee seek fair promotions policies and practices. Promotions provide opportunities for personal growth more responsibilities and increased social status. Individual who perceives that promotions therefore are a likely to experience satisfaction from their jobs [Nzuve \(2007\)](#) divine promotions as a change of assignment from a job at a lower level to another at a higher level within the organization. He sees promotions as proving an employee with an increase in pay and improved status. Promotion has been found to affect employee performance according to the reviewed literature. However, for promotion to be effective in improving job satisfaction it must be seen as fair based on meritocracy. As stated by many researchers Promotion employed as a reward for better work performance and way of keep employee motivation. However, a lot of skilled and efficient employees can be, leave an organization, when they feel that there is no high position for promotion. [Cascio and Namburdi \(2010\)](#) assert that promoted employees usually assume greater responsibility and 20 authorities in return for higher pay, benefits, and privileges. The aim of promotion procedure of a company should be to enable management to obtain the best professional employee who is available within the organization. As stated by [Negrinandzafrir \(2004\)](#), that having no opportunity for advancement in an organization can dissatisfy employees as this is strongly linked with pay. It also examined by [Getie, Betre, & Hareri \(2013\)](#) that, promotion is an imperative that all key employees have a view of his future role in the organization otherwise; he/she may decide to leave the organization for a career elsewhere.

### 3.4. Benefits Employees

Benefits are elements of remuneration given in addition to the various forms of cash pay. They also include items such as annual holidays, pension, sick leave, insurance cover company cars and house. It deals with the level of reward considering, market stance, that is internal rates of pay and compared with market rates: achieving equal pay, the approach to total reward; transparency of rewards that is the publication of information on reward structures and processes of employees. Benefits reflect indirect pay to the individual in the form of health, Retirement and payment for time not worked, and other non-financial returns. Pay Structure and administration refers to the hierarchical relationships created among pay Rates for different jobs within the organization and procedures by which the pay system is administered ([Heneman & Schwab, 1985](#)). Employee compensation has long been a topic of interest to employers and employees. The concept of an employment relationship implies that employees work in exchange for some reward, and this reward is usually monetary remuneration. Pay, benefits and satisfaction have emerged as popular Variables for use in organizational research ([Carraher et](#)



al., 2004; Gerhart & Rynes, 2003; Scarpello & Carraher, 2008; Williams, 2008). They exhibit significant relationships with organizationally important outcomes such as absenteeism, turnover intentions, perceived organizational attractiveness for job seekers, organizational citizenship behaviors, and job performance (Carraher et al., 2006; Gaiduk et al., 2009; Labatmediene et al., 2007; Brown et al., 2003). According to Arokiasamy (2013), benefits are critical in attracting, retaining, and motivating the employees to continue contributing towards organization's success. Based on the Equity theory, if an employee perceives the distribution of resources as unfair, then turnover intent will appear. To prevent such type problems organization, have to exercise equal distribution of benefits.

### 3.5. Training and Development

Training provides chances to employees to enhance their knowledge and skills for effective development (Jun et al., 2006). Trained workers are more satisfied with their job as compared to untrained employees (Saks, 1996). These training programs positively raise employees' development that is good for competencies (Martensen & Gronholdt, 2001). By getting these training programs employees able to get self-assured, evolution of career, and have positive thought for their companies (Jun et al., 2006). Training and development are planned, continuous effort by management to improve employee competency levels and organizational performance. Although the terms may be used interchangeably, a distinction is sometimes made between the two. Training is designed to provide learners with the knowledge and skills needed for their present jobs. Showing a worker how to operate a lathe or a supervisor how to schedule daily are examples of training. On the other hand, development involves learning that it looks beyond today's job it has a more long-term focus. It prepares employees to keep pace with the organization as the company changes and grows. Training and development activities have the potential to align employees of the firm with its corporate strategies (Mondy et al., 1999).

The money annually paid for training by business and industry also demonstrates the importance of training. In the organizational context, training can be defined as "The organizationally directed experiences that are designed to further the learning of behaviors that will contribute to organizational goals". In the ideal situation, training helps to further both the goals of the organization and individual's goals. This broad definition of training includes both skill training, which is usually of a technical nature and has a short-term focus, and management and career development programs, which are aimed at educating employees above and beyond the immediate technical requirements of 22 of their jobs in order to increase the organization's present and future ability to attain its goals. Thus, management and career development tend to be more future oriented than skill training.

The purpose of skills training is to bring the competencies of individuals up to desired standards for present on near future assignments. The purpose skill re-training is to develop new skills and knowledge to replace those that have become

obsolete as a result of technological or organizational changes (French, 1990). In virtually every market, customers are demanding higher quality, lower costs, and faster cycle times. To meet these requirements, firms must continually improve their overall performance. Rapid advances in technology and improved processes have been important factors in helping businesses meet this challenge. However, the most important competitive advantage for any firm is its workforce and these workers must remain competent through continuous training and development efforts. Improved performance—the bottom line of purpose of training and development—is a strategic goal for many organizations. A number of forward-thinking firms have become or are striving to become learning organizations. Training and development costs should be accepted for what they are an investment in human resources. It is clear that training and development is not merely a nice thing to provide; it is a strategic resource that firms must tap to move their organizations into the next century (Mondy et al., 1999).

### 3.6. Workplace Environment

Workplace environment may have also a positive or negative impact on the satisfaction level of employees depending upon the nature of the working environment. The employees can perform better if they are provided with a good environment. The working outcomes are directly interlinked with working environment; the more it (environment) is conducive the better the outcome will be. Dole and Schroeder (2001) emphasized that when working environment is conducive it will give higher level of satisfaction then it reduces turnover and in turn enhances the morale of an employee. Carlopio (1996) found that satisfaction with the workplace is optimistically associated with job accomplishment and it is indirectly connected with turnover for better future and he also discussed further the current workplace environment of various organizations has positive association with satisfaction of employees.

As explained (Baron & Greenberg, 2003) about working conditions, the worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being. As also stated by Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding. However, Arnold and Feldman (1996) warned that if working conditions are too favorable or extreme, this could be taken for granted or ignored by most employees. In such a case the employee does not really appreciate his good working conditions, or if it is the contrary, this may not bother or affect him. Workplace, facets of employees and job discipline are related to working situations. Organization tasks and job activities training, capabilities, utilization, health, secure and working period is deal in it. Well-situated workplace, airing, illuminating and temper-

ature, prominent, beneficial, neater workplaces and office places are considered in physical working circumstance 24 (Ceylan et al., 1998). Employees want to relax and ease their surroundings, and these factors regulate on employee job satisfaction. Organization gains employee satisfaction by supplied this environment. Physical job conditions primarily ascribed on low job satisfaction levels (De Troyer, 2000).

#### 4. Relation of Job Satisfaction and Reward

As stated by Pratheepkanth (2011) employees cannot be satisfied with their jobs unless they are motivated by effective reward systems. Hence, in the present day, among manager's tasks is to create an environment which motivates people to perform satisfactorily and to be a profitable asset, that they can foster the organization's growth. In a wider context, there is an increased emphasis on people as a key source of competitive advantage, often being regarded as the key differentiator between organizations. Many managers try to comprehend the complexities of motivating people at work so as to build job satisfaction. For this reason, increased emphasis is given to financial and non-financial rewards for employees. Increasingly, organizations are realizing that in order to build on employee's job satisfaction, they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. Establishing this balance is one of the main reasons to reward employees.

It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facets level (whether or not the individual is satisfied with different aspects of the job). Hersey and Blanchard (1989) stated, "measuring job satisfaction removes a gap and discrepancies between the viewpoints of supervisors, managers and staff about job satisfaction factors in working condition or environment". High level of job satisfaction can lead to good health and mental position. Job satisfaction is an emotional state emerging from a cognitive appraisal of job experiences. Intrinsic job satisfaction is about how an employee feels about his or her job while extrinsic job satisfaction is about how an employee feels about the aspects of his or her work that are external to the work itself. Intrinsic rewards such as challenging work, variety and opportunity to use one's own skills and extrinsic rewards such as pay, promotion and working conditions contribute 25 to job satisfaction. Job satisfaction can also be seen within the broader context of the range of outlets which affects individual knowledge resulting from actual observation of work or the quality of their life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general wellbeing, stress at work, control at work, homework interface, and working conditions.

The term of job satisfaction has become a very significant one, now that managers seek practices which are likely to make people more satisfied and therefore more productive. Though several papers within the latest literature, it is easy to understand that job satisfaction is quite difficult to measure while it is considered as major determinant of organizational performance (Riketta, 2002) and effective-

ness (Laschinger, 2012). Research shows how reward systems are strong determinants of job satisfaction. Gerald and Dorothee (2004) found that rewards are significantly related to professionalism and job satisfaction. They supported the argument that job satisfaction for professionals is derived in part from what professionals perceive from Job satisfaction is influenced by the reward systems. Therefore, Satisfaction with reward system is one of the drivers of organizational commitment. For an employee to be satisfied with his/her pay, a few basic elements need to be present. People have to believe that the pay they earn is fair in relation to the work they do.

They also must feel that their compensation, including salary, incentives and benefits, compares favorably with the realities of the market, especially in comparison to people doing the same work in similar circumstances (Parker & Wright, 2001). As cited by (Armstrong, 2010) Rewards are very important for job satisfaction because they fulfil the basic needs as well as help to attain the higher level of goals. Earnings is the way by which employee get to know how much they are gaining by dedicating their time, effort and skill in an Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires as well as provide the means of being social by employee's status and position of power in the organization (Pfeffer, 1998). Many researchers demonstrate that there is a great deal of inter-individual difference in understanding the significant of financial rewards for employee retention (Woodruffe, 1999). An organization's reward system can affect the performance of the employees and their desire to remain employed (Robinson & Pillemer, 2007).

#### 4.1. Data Collection

The researcher selected specific questions related to the effect of Rewards Management System on Job Satisfaction. In-depth semi-structured interviews were held with the principals from NIELEPT Corporation to obtain views across a range of social circumstances the discussions were based on the research at hand and Semi-structured interviews comprised of planned, open-ended questions held with interviewees. To illustrate the participants' views and knowledge gained in the study, the researcher used direct quotations from the data collected. The interviews were conducted in the language of the participants' choice. The discussions took place in the natural setting of the phenomenon.

#### 4.2. Data Analysis and Presentation of the Findings

The data collected from the interviews were coded, organized into general themes and categories using statistical packet for social sciences, for easy interpretation, the data were then coded to group the different categories by using labels and by highlighting the data with different colors according to the different themes, to maximize trustworthiness.

FINDINGS BASED OBJECTIVE NO: 1 (To identify the reward management system in Nile corporation).

Statement	Bonuses		Benefits		Career Development		Recognition		Health Insurances		Total	
	F	%	F	%	F	%	F	%	F	%	50	100%
To identify the reward management system in Nile corporation.	15	30%	21	42%	3	6%	9	18%	2	4%	50	100%

Table above sought to identify the reward management system in Nile corporation. and a frequency of 15 (30%) cited Bonuses, a frequency of 21 (42%) cited Benefits, a frequency of 3 (6%) cited Career Development, a frequency of 9 (18%) cited Recognition, a frequency of 2 (4%) cited Health insurance, therefore the results identified different reward management system in Nile Petroleum Corporation. A well-structured rewards system helps attract skilled professionals in the competitive oil and gas industry. Competitive salaries and benefits encourage employees to stay with the company, reducing turnover costs. Implementing an effective reward management system in Nile Petroleum Corporation has enhanced employee morale and performance but also supported the company's strategic objectives. It creates a positive ripple effect throughout the organization, ultimately contributing to its long-term success and sustainability.

FINDINGS BASED OBJECTIVE NO: 2 (To Investigate how different elements of the rewards system, such as bonuses, recognition, career development opportunities, and benefits, correlate with job satisfaction among employees).

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	50	100%
Do you agree that rewards system, such as bonuses, recognition, career development opportunities, and benefits, correlate with job satisfaction among employees.	12	24%	31	62%	0	0%	5	10%	2	4%	50	100%

Source: Nile Petroleum Corporation (South Sudan), 2025.

The above table sought to establish how different elements of the rewards system, such as bonuses, recognition, career development opportunities, and benefits, correlate with job satisfaction among employees, a frequency of 12 (24%) Strongly Agreed, a frequency of 0 (0%) were Neutral, a frequency of 31 (62%) Agreed, a frequency of 5 (10%) Disagreed, a frequency of 2 (4%) Strongly Disagreed, therefore the results shows that a frequency of 43 (86%) justified that there

is a positive correlation between rewards system, such as bonuses, recognition, career development opportunities, and benefits, correlate with job satisfaction among employees. The findings demonstrated that performance-related bonuses can lead to higher job satisfaction, particularly if employees perceive the bonuses as equitable and achievable. Bonuses directly enhance job satisfaction by providing financial security and recognition of effort. Employees who feel rewarded financially are often more motivated and satisfied with their roles. Recognition, whether through verbal praise, awards, or public acknowledgment, significantly impacts employees' feelings of value and appreciation within the organization. Opportunities for career advancement and professional growth are critical for employee satisfaction. Development programs (like training sessions, mentorships, and upward mobility) demonstrate to employees that the organization invests in their futures. The findings also indicate employees with access to career development opportunities tend to have higher job satisfaction. This is especially true for younger employees who prioritize growth. Comprehensive benefits, including health insurance, retirement plans, and work-life balance initiatives (like flexible working hours), are crucial for job satisfaction. Employees value benefits as part of their overall compensation package. Positive correlations exist between extensive benefits and job satisfaction, as employees feel supported both personally and professionally.

FIND BASED ON OBJECTIVE NO: 3 (To establish the relationship between reward management and employee performance in Nile corporation).

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	50	100%
<b>Is there a relationship between reward management and employee performance in Nile corporation?</b>	15	30%	26	52%	0	0	8	16%	1	2%	50	100%

Source: Nile Petroleum Corporation (South Sudan), 2025.

The above table a relationship between reward management and employee performance in Nile corporation, a frequency of 15 (30%) Strongly Agreed, a frequency of 26 (52%) Agreed, a frequency of 0 (0%) were Neutral, a frequency of 8 (16%) Disagreed, and a frequency of 1 (2%) Strongly Disagreed concluding with final frequency of 41 (82%) justified a positive relationship between reward management and employee performance. Financial incentives, bonuses, and salary increases can motivate employees to perform better by providing them with clear, immediate benefits for their efforts. Recognition programs and non-monetary rewards (like praise or professional development opportunities) can boost morale and encourage a sense of belonging, which enhances performance. Effective re-

ward management helps align individual goals with organizational objectives. When employees know that their efforts are tied to rewards, they are more likely to focus on achieving these targets. Effective reward management positively influences employee performance by enhancing motivation, aligning goals, increasing job satisfaction, fostering engagement, and cultivating a performance-oriented culture. Organizations that invest in thoughtful reward strategies often see significant improvements in both individual and collective performance.

FINDINGD BASED ON OBJECTIVE NO: 4 (To suggest actionable recommendations for enhancing the rewards management system to improve job satisfaction within the organization).

	Frequency	Percent	Valid Percent	Cumulative Percent
Comprehensive Employee Survey	13	26.0	26.0	26.0
Benchmark Against Industry Standards	15	30.0	30.0	56.0
Implement Flexible Benefits Packages	8	16.0	16.0	72.0
Enhance Recognition Programs	2	4.0	4.0	76.0
Incorporate Non-Monetary Rewards	4	8.0	8.0	84.0
Create a Transparent Reward Structure	1	2.0	2.0	86.0
Implement Performance-Based Incentives	1	2.0	2.0	88.0
Solicit Feedback Regularly	1	2.0	2.0	90.0
Promote Work-Life Balance Initiatives	2	4.0	4.0	94.0
Evaluate the Costs and Benefits	2	4.0	4.0	98.0
Others	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Source: Nile Petroleum Corporation Company, 2025.

The above table a relationship between reward management and employee performance in Nile corporation, a frequency of 15 (30%) cited Benchmark Against Industry Standards, a frequency of 8 (16%) cited Implementing Flexible Benefits Packages, a frequency of 2 (4%) cited Enhancing Recognition Programs, a frequency of 4 (8%) cited Incorporate Non-Monetary Rewards, a frequency if 1 (2%) cited Create a Transparent Reward Structure, a frequency of 1 (2%) cited Implement Performance-Based Incentives, a frequency of 1 (2%) cited Solicit Feedback Regularly, a frequency of 2 (4%) cited Promote Work-Life Balance Initiatives, a frequency of 2 (4%) cited Evaluate the Costs and Benefits, a frequency of 1 (2%)



cited others, therefore, the results presented various actionable recommendations for enhancing the rewards management system to improve job satisfaction within the organization.

### 4.3. Discussion and Summary of the Key Findings

The main aim of this study was assessing the Effect of Rewards Management System on Job Satisfaction of Staff in Nile corporation company, South Sudan. The findings reveal that while Nile Petroleum Corporation provides a framework for financial rewards, the effectiveness of the reward management system could be enhanced through better communication, recognition programs, and a focus on career development. The gap between employee expectations and the reality of rewards can impact morale and retention negatively.

### 4.4. Correlation of the Study Objectives

		SB97	SB98	SB99	SB100
SB97	Pearson Correlation	1	0.177	0.126	0.052
	Sig. (2-tailed)		0.078	0.210	0.606
	N	100	100	100	100
SB98	Pearson Correlation	0.177	1	0.636**	0.323**
	Sig. (2-tailed)	0.078		0.000	0.001
	N	100	100	100	100
SB99	Pearson Correlation	0.126	0.636**	1	0.381**
	Sig. (2-tailed)	0.210	0.000		0.000
	N	100	100	100	100
SB100	Pearson Correlation	0.052	0.323**	0.381**	1
	Sig. (2-tailed)	0.606	0.001	0.000	
	N	100	100	100	100

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The correlation results indicate a strong statistical relationship between the objectives of the study. A significant level of 0.01 suggests that there is only a 1% chance that the observed correlation is due to random chance. This is a strong indicator that your findings are statistically valid and that there is a meaningful relationship. High job satisfaction achieved through a well-implemented Rewards Management System could lead to increased productivity, lower turnover rates, and higher overall morale among staff. It could be beneficial for Nile Petroleum Corporation to further explore and enhance its rewards system to maximize its positive impact on employee satisfaction while emphasizing the importance of implementing effective reward strategies.

A well-structured reward system tends to enhance employee morale. Satisfied

employees are more engaged, which can lead to higher productivity and lower turnover rates. Employee performance is directly linked to how well they feel they are rewarded for their contributions. When employees are motivated by their rewards, it translates into higher-quality work, increased productivity, and better overall performance. Organizations that successfully implement reward management systems can also attract and retain top talent. High job satisfaction leads to decreased attrition rates and creates a positive workplace culture, further enhancing performance.

#### Financial Rewards

- **Salary and Bonuses:** Nile Petroleum Corporation employees reported that competitive salaries and performance-based bonuses significantly influence their job satisfaction. However, disparities between expected and actual financial rewards often lead to feelings of frustration and decreased morale.
- **Pension and Benefits:** Benefits such as health insurance and retirement plans were valued, but some employees expressed concerns about the adequacy and clarity of these offerings.

#### Non-Financial Rewards

- **Recognition Programs:** Programs that acknowledge employee achievements foster a positive workplace culture. Employees at Nile Petroleum Corporation valued recognition not just from management but also from peers.
- **Career Development Opportunities:** Employees emphasized the importance of training and professional development programs. Many felt that career advancement opportunities were not clearly defined, impacting their motivation.

#### Work-Life Balance

- Employees stated that flexible working conditions and support for personal commitments were important. The existing reward system often lacks provisions for work-life balance, leading to increased stress and burnout.

#### Employee Feedback Mechanism

- There was a consensus among employees that the mechanisms for providing feedback on the reward system are insufficient. Many employees suggested that regular surveys and open forums could enhance their engagement and satisfaction.

## 5. Conclusion

The impact of a rewards management system on job satisfaction is significant, particularly in organizations like Nile Petroleum Corporations that are vital to a nation's economy. By focusing on competitive financial rewards, recognition, career development, work-life balance, and fairness Nile Petroleum Corporation can enhance employee satisfaction, leading to increased performance and organizational loyalty. As South Sudan continues to develop, understanding and optimizing these factors will be crucial in attracting and retaining top talent within the oil and gas sector. By addressing the challenges and leveraging effective rewards management strategies, Nile Petroleum Corporation Company can cultivate a moti-

vated and satisfied workforce, essential for its long-term success and stability in a dynamic economic environment.

## 6. Recommendations

1) Enhance Communication: NILEPET should improve communication regarding the reward system, ensuring employees are aware of available benefits and how they can achieve performance-based rewards.

2) Implement Comprehensive Recognition Programs: Establish a structured recognition program that rewards both individual and team achievements to bolster morale and motivation.

3) Focus on Professional Development: Develop clear pathways for career advancement and provide regular training opportunities to maintain employee engagement and satisfaction.

4) Introduce Flexible Work Options: Implement policies that support work-life balance, such as flexible working hours and remote work options, to help employees manage personal and professional responsibilities effectively.

5) Regular Feedback Mechanisms: Establish regular channels for employee feedback on the reward management system to ensure it meets their needs and expectations.

## Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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