

Mediating Effect of Job Satisfaction in the Relationship between Reward System and Employees' Work Performance of Commercial Banks in Kenya

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Article DOI: [10.59413/eafj/v3.i2.15](https://doi.org/10.59413/eafj/v3.i2.15)

Abstract:

Employee work performance is the key driver to organizational success. An organization with a poor employee reward system is likely to be on a pathway of organizational failure. The purpose of this study is to examine the mediating effect of job satisfaction in the relationship between reward system and employees' work performance. The target population was 11 banks listed in the Nairobi Securities Exchange. A random sampling method integrating qualitative and quantitative design methods was employed in this study. A random sample of 383 employees was selected from the 11 banks. The study used a Partial Least Squares structural equation modeling (PLS-SEM) to assess the magnitude and relationship and thus come up with a finding of the relationship of independent and dependent variables. Using bootstrapping to evaluate indirect effects, the results showed significant mediation: $\beta = 0.711$, $t = 7.663$, $p < 0.001$, with employee performance $R^2 = 0.803$, $F^2 = 0.004$. Since the confidence interval (0.530, 0.895) did not include zero, the mediation is statistically significant. Bootstrapping also revealed that the direct effect of the reward system on performance was not significant when job satisfaction was included ($\beta = 0.053$, $t = 0.520$, $p = 0.603$). However, the total effect (excluding the mediator) remained significant: $\beta = 0.764$, $t = 11.214$, $p < 0.001$. VAF confirmed full mediation with a value of 0.996. According to agency theory, HR departments play a critical role in aligning organizational goals with employee interests. Well-designed reward systems enhance job satisfaction, which subsequently improves performance. This creates synergy between employees (agents) and shareholders (principals), ultimately boosting firm value. The findings confirm that job satisfaction components like training, fair compensation, conducive work environments, and fringe benefits mediate the effect of reward systems on performance.

Keywords: Reward System, Job Satisfaction, Employee Work Performance

1. Introduction and Background

Human capital is recognized as an organization's most asset, and it plays a critical role in assuring the organization's survival therefore, investing in this key asset pays out handsomely. Armstrong and Taylor (2020) points out that every corporation must use various incentive-based techniques, such as reward management strategy, to recruit and retain competent, dedicated, satisfied, and well-motivated employees. Armstrong (2006) argues that there are two distinct approaches to managing incentives, with the former emphasizing non-monetary advantages and the later emphasizing monetary compensation.

Organizations often undertake studies on employee satisfaction with their occupations in order to find out whether their workers are happy or unhappy in their positions. Such viewpoints have an effect, direct or indirect, on productivity, performance, and, most importantly, the conduct and attitude of workers in the workplace (Anjum et al. 2021). In other words, when employees are happy in their jobs, they contribute to the company in ways that may boost productivity, loyalty, retention, and bottom-line results.

Consequently, researchers have tried to analyse several factors that influence and contribute to job satisfaction. As shown by Kebede (2019), job satisfaction can be influenced by a number of variables above all reward management strategies. Hence, reward management has been highlighted by Khan et al. (2021) as a factor that could have an impact on the work satisfaction of employees in different institutions.

2. Literature and Theoretical framework

2.1 Empirical Literature Review

Alrazehi et al. (2021) found that techniques for managing incentives had a significant impact on employee satisfaction on the work. According to their findings, workers can't be content in their jobs until they feel their pay is commensurate with the efforts they put in. In addition, they need to think that the incentives schemes in place for them which might include; wage, work environment, bonuses, and promotion are in line with market realities, especially when compared to others doing equivalent work under similar circumstances (Kassie & Markos, 2017). Equity theory provides support for this idea by stating that there should be parity between an employee's effort and the results they achieve in the workplace (Khan et al., 2021).

According to the findings of an investigation that was carried out by Ali and Anwar (2021) in Iran, it has been established that the level of contentment felt by workers is generally regarded as the primary factor in determining whether or not they will remain with the company and how productive they will be. Therefore, to achieve higher levels of productivity, responsiveness, and quality services, it is necessary to ensure that staff are happy with their jobs and the reward they receive (Ojwang, 2022).

With that being said, In the education sector, Dunmade and Asa (2022) in Nigeria argued that monetary compensation, career advancement opportunities, and perks had a significant impact on work satisfaction, suggesting that improving quality delivery service among academic personnel could be accomplished by increasing employee satisfaction.

Raziq and Lane-Krebs (2021) examined teacher motivation and job satisfaction in Balochistan, Pakistan. Reward, recognition, motivation, supervisory satisfaction, and job satisfaction were explored to enhance learning and teaching. There were 386 female teachers and 662 men teachers in the sample group. Job satisfaction and reward recognition were examined using a regression analysis. Extrinsic and intrinsic motivation were shown to be strong predictors of job satisfaction, and there was a favorable correlation between work satisfaction and reward, recognition, and supervision.

A study by Alrazehi et al. (2021) evaluated how incentive schemes and professional development affect Yemeni commercial bank employee retention using job satisfaction as a mediator. The research design was cross-sectional with data coming from 15 commercial bank headquarters. IBM SPSS AMOS 25.0's Structural Equation Model assessed 5-point Likert scale worker questionnaires. According to their findings, work satisfaction has a considerable positive influence on employee retention, whereas the incentives system and

training and development have significant negative effects. The contextual gap for this study is that it was limited to reward systems and training and development in commercial banks in Yemeni.

Asasira (2021) investigated incentive systems, organizational commitment, and work satisfaction at National Environment Management Authority in Uganda. A correlational survey was utilized to collect data from 84 persons for analysis and population-level generalizations, inferences, and conclusions. The research participants were selected randomly. SPSS version 21 analyzed data from a self-administered questionnaire. Pearson correlation showed that incentive systems and organizational commitment are not substantially associated, reward systems and work satisfaction are significantly related, and job satisfaction and organizational commitment are not significantly related. However, the study was conducted in a different sector than education, it was also conducted in another country.

The impact of Vista International Limited's incentive system on employees' happiness on the job in Lagos, Nigeria was investigated by (Dunmade and Asa, 2022). The study team collected data using a standardized questionnaire and random sampling. Multiple Regression and PPMCC were employed for inferential analysis, whereas descriptive statistics were simple percentages and tables. Salary was shown to have a substantial impact on workers' levels of job satisfaction. Research also discovered that perks had a big impact on employee happiness. Promotions also affected workplace contentment. Researchers came to the conclusion that employees' happiness on the workplace is significantly impacted by the incentive system. In relation to this study, it failed to examine the association between employment satisfaction and reward management strategy such as favorable work environment and training and development.

Leitão et al. (2022) polled Northern Portuguese textile workers about how leadership and reward systems affected their intrinsic and extrinsic motivation and job satisfaction. In order to estimate a structural equation model, a questionnaire was sent out to the staff of 12 companies, yielding 256 valid replies. The study indicated that leadership and incentive systems affect job satisfaction via internal and extrinsic motivation.

In a Batanghari junior high school, Ansori et al. (2022) examined how intrinsic and extrinsic incentives affected teachers' job satisfaction. The study was quantitative in nature. The survey sampled 32 instructors from the school's entire population and multiple regression analysis was done using SPSS version 20.0.

Rashid (2022) looked on the link between intrinsic drives and contentment in the workplace. The research goals were fulfilled by using a quantitative technique applied to a sample size of 130 employees from ABC Business in Arbil, Kurdistan regional Government, Iraq, plus Microsoft Office Excel and the SPSS application were used for statistical analysis. The answers to the study questions showed that rewards are more important than other forms of incentive. Nonetheless, this research focused on motivating factors as the independent variable and reward, incentives, and recognition as the measurable variables. In addition, only used Microsoft Office Excel and the SPSS application. While research at hand was primarily concerned with reward management method and also used The Pearson Correlation to demonstrate how reward strategies and job satisfaction are related to one another.

Wijayathunga and Rathish (2023) polled Sri Lankan State University Academics regarding non-monetary benefits and work satisfaction. Online surveys collected demographic, non-financial incentive, and job satisfaction data. Workplace happiness was analyzed using binary logistic regression. This research contained 309 answers from a maximum of 4675 email broadcasts. Permanent state academics in Sri Lanka report high

job contentment, and researchers found a substantial association between work pleasure and non-monetary advantages. The non-monetary rewards that contributed to job satisfaction were university recognition, teaching responsibilities, and university administrative participation in decision-making. Nevertheless, this research did not consider pay and benefits in relation to work satisfaction

2.2 Theoretical Literature

Adams's Equity Theory

This theory was brought forward by Adams (1963). Equity theory's main goal is to determine whether the organizations' allocation of benefits to their contractual partners is just and equitable. Adams' Equity Theory suggests that wages and benefits should be in balance with an individual's effort level (Khan et al., 2021). Typically, employees compare their benefits to those of other referent groups. As a result, employees' output should march with their inputs. Kainga (2021) opines that workers' happiness on the job depends on the proportion of their work-related inputs to their work-related outputs. This symbiotic relationship is advantageous since it benefits both the employees through greater rewards and the organization through increased production (Mira et al., 2019).

In simple terms this implies that managers can gain valuable insight into their staff's perceptions and reactions to reward through the application of equity theory. This is because those employees who believe they are being fairly compensated are more likely to feel motivated, fulfilled, and productive at work, whereas those who believe they are being underpaid or overpaid are more likely to feel dissatisfaction, resentment, guilt, or stress. As a result of these feelings, people may make decisions to cut back on resources, increase outputs, alter their perspective, leave the situation, or take steps to make things fairer.

Managers can utilize equity theory to create equitable and efficient reward systems by considering a set of general guidelines. Organizations should assess and quantify the inputs and outcomes of employees and their relevant stakeholders, ensuring that they are consistent with the objectives and values of the organization. Additionally, it is crucial to clearly communicate the criteria and methods used to determine and distribute rewards. It is equally important to provide transparent, consistent, and unbiased feedback and recognition. Managers should regularly review and modify reward systems to address concerns related to fairness and comparisons. Lastly, it is important for organizations to foster employee development by offering avenues for skill enhancement, competency building, and career progression.

It is crucial for managers to remember that equity is a continuous process. Regardless of the strategies or methods employed by the organization to address the primary and secondary needs of employees, or to provide satisfiers and eliminate dissatisfiers (hygiene factors), employees will always compare their treatment with that of their colleagues. For example, a company introduces new strategies aimed at improving efficiency and employee motivation by addressing their primary and secondary needs, as outlined in Maslow's Hierarchy of Needs Theory. Employees' reactions to the new strategies will be influenced by their assessment of the input and output of their colleagues. If Employee A perceives that they have exerted more effort than their colleagues (Employee B), yet receives comparable treatment despite meeting all their primary and secondary needs, they may experience dissatisfaction due to a perceived lack of fairness. Furthermore, if the aforementioned strategy aims to mitigate dissatisfiers in accordance with Herzberg's two-factor theory, it is important to note that

Employee A may still experience dissatisfaction, not with the nature of the work itself, but rather with the company's regulations.

Criticism has been directed toward both the assumptions and practical application of equity theory. The theory does not take into account all of the many elements that might motivate individuals. Instead, it solely takes into account how people feel about the treatment they receive in their jobs in comparison to others. According to Kainga (2021) it is not realistically viable, when attempting to quantify the link between input and output ratios in the context of gauging how people feel about their employment. Furthermore, the theory does not accurately forecast conditions of overpayment and it does not take into account the multitude of mental and demographic factors that have an impact on people's conceptions of fairness and their relationships with one another. In addition, Critics have also suggested that individuals may view equity/inequity in terms of both a relationship's inputs and outputs and the system that decides them. Hence, an employee may believe that his or her pay is fair relative to that of other employees but yet feel that the overall compensation structure is unjust.

Maslow's Hierarchy of Needs Theory

Maslow's theory of the hierarchy of needs is the most well-known one regarding motivation and satisfaction (Khan et al., 2021). Maslow put up the idea that individual needs for motivation might be arranged in a hierarchy, basing his reasoning on both human psychology and his own professional experiences (Kainga, 2021). Khan et al. (2021) states that an individual lower-level needs or primary needs are deficiency necessities which arise due to deprivation. Getting the lower-level needs satisfied prevents the feeling of discontentment and will lead the individual to next work toward fulfilling their growth needs, upper-level needs or secondary needs, which include things like self-esteem, recognition, appreciation, positive feedback, praise, and ultimately, self-actualization. While, lower-level necessities include things like food, shelter, and clothes as fundamental biological needs (Zeb et al., 2018).

Accordingly, the notion of the hierarchy of needs might be useful for employees in banking sector. It is thought that people start their careers to meet their physiological demands, including money and stability. They also want perks and a safe workplace. Similarly, once employed, teachers would hope for a salary that both meets their family's needs and keeps them in a stable professional position. Educators whose fundamental needs aren't met will pick a profession based on money, perks, and job stability. When people's fundamental needs aren't being met or are in jeopardy, they often revert to meeting those needs.

It is also believed that once the physiological wants are met, the employee would want to satisfy their social demands. Educators want to work in an environment that promotes organizational acceptance and meaningful interaction. Thus, good connections are essential. It is hypothesized that managers who create an atmosphere that rewards teamwork among employees would be able to boost their employees' interpersonal efficiency (Tanner, 2023). As part of an effort to cater to the social needs of workers, management should maintain consistent lines of communication about operational concerns. Educators who lack operational data and institutional initiatives sometimes feel isolated from the organization. These data and initiatives can include things like professional development, enrollment, new curriculum, and technology integration.

After meeting social requirements, the teacher may wish to meet higher-level goals like esteem and self-actualization. Esteem demands are connected to self-perception and the need for social approval. Even without

a desire to become a manager, most people would not want to do the same thing for several decades. Instead, they may want to join a project team, complete a special job, learn new skills, or expand their obligations. Tanner (2023) states that it is usual practice to boost satisfaction among workers via methods including cooperative training, career development, and innovative projects. Another effective method of satisfying workers' demands for recognition is to include them in operational decision-making. A meaningful job title, employment perks, praise, a nice working atmosphere, professional identity cards, and attractive work locations all boost an employee's self-worth.

When it comes to managing people, one of the most important things that managers need to keep in mind is the requirement of delivering rewards to their staff. These rewards should include organizational incentives as well as the emotional satisfaction that comes from the job itself. Balanced incentives are essential for best results. The bottom line is that managers must constantly keep in mind that Maslow's Hierarchy of Needs Theory is always at work as they try to implement it in the workplace. It does not disappear once employees' fundamental needs have been met.

For instance, when a firm presents new strategies and objectives, such as those to enhance efficiency and revenue, workers would naturally worry how effectively those objectives will benefit their interests. If the new goal eliminates a core need, like security or belonging, employees will be reluctant to comply. Therefore, employers have an ongoing obligation to discover novel ways to apply Maslow in the workplace since the needs of employees undoubtedly change over time.

There have been some significant criticisms of Maslow's hierarchy of needs theory, revealing a number of faults (King-Hill, 2015). The work of psychologists and researchers has disproved Maslow's assertion that needs can be categorized into a hierarchy considering that people are likely to have various priorities. Maslow's paradigm also fails to recognize cultural and individual diversity due to its constraints. Individuals are different and have their own ways of thinking, which affects the hierarchy's flexibility because the most intense unfulfilled demand is always the most driving element (Nohria et al., 2008).

It is therefore, debatable whether needs can always be classified in a straightforward hierarchical structure. Nonetheless, some people might not be able to meet their basic requirements but continue to seek for self-actualization or self-esteem since for them the status might be more important (Kaur, 2015). As a result, Maslow's hypothesis cannot be demonstrated to be accurate one hundred percent due to a number of discrepancies, as well as because of the dynamism of the human needs that fluctuate over time (Stum, 2001).

2.3 Conceptual Framework

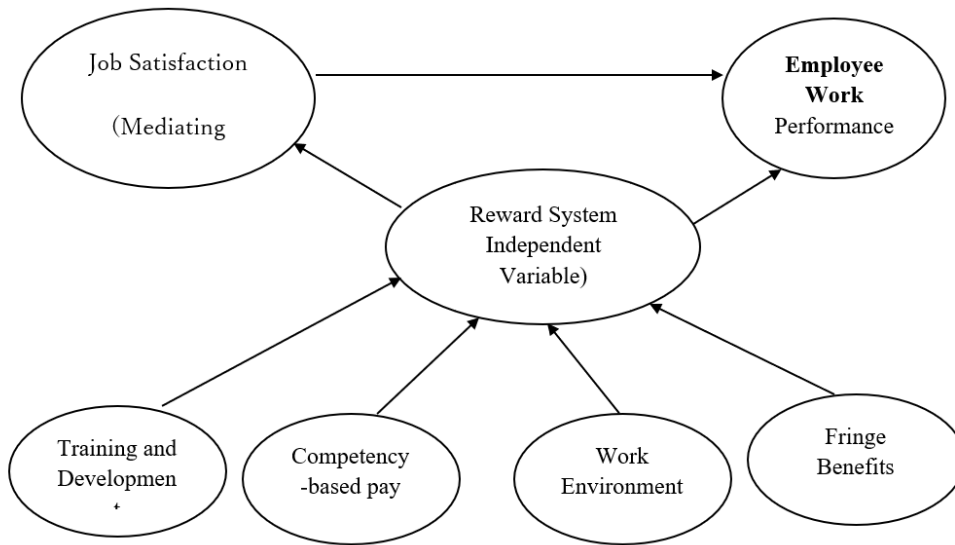


Figure 1: Conceptual Framework

3. Research Methodology

This study integrated both qualitative and quantitative design methods. For the purposes of this study, the target population of the study was also the eleven (11) purposively selected publicly listed banks. The research study was carried out among staff of all management levels across the 11 banks. Structured questionnaires were used to collect data and were administered to collect data.

4. Presentation and Discussion of Results

4.1 Model Evaluation

This research employed SmartPLS 3.3.3 software (Ringle, Wende & Becker, 2015) for the model evaluation process. The quantitative data was examined using Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM follows a dual-phase process, namely measurement model evaluation and structural model analysis (Ringle et al., 2018). As recommended by Henseler et al. (2009), this study adopted a two-step approach to assess and report the outcomes of the PLS-SEM path models. This involves analyzing the outer model (measurement model) and inner model (structural model). The measurement model focuses on selecting constructs that exhibit acceptable indicator loading, convergent validity, composite reliability (CR), and discriminant validity for further analysis.

Structural model assessment involves determining the strength and significance of path coefficients. The evaluation of the measurement model adheres to the criteria set by Hair (2006), which supports the validation and reliability of constructs and their respective dimensions. All indicators included in the model were retained except for one item from the job satisfaction and reward system constructs, which were eliminated due to low factor loadings below the 0.40 benchmark (Hair et al., 2011). The internal consistency was verified using Cronbach's Alpha, which exceeded 0.7 for all three constructs (Henseler et al., 2012). The Average Variance Extracted (AVE) ranged between 0.370 and 0.485, which falls short of the recommended 0.5 minimum.

However, Fornell and Larcker (1981) argue that convergent validity remains acceptable when the composite reliability exceeds 0.6, even if AVE is below 0.5.

Table 1 presents all the factor loadings, Composite Reliability (CR), Cronbach’s alpha, Indicator

Table 1: Factor loadings, Composite Reliability (CR), Cronbach’s alpha, Indicator

Latent Variable	Indicators	Cronbach’s Alpha	Indicator Reliability	CR	AVE
Reward System	0.603	0.924	0.370	0.933	0.370
Job Satisfaction	0.610	0.955	0.958	0.958	0.377
Employees work Performance	0.694	0.924	0.934	0.934	0.485

Source: Research Data, 2021

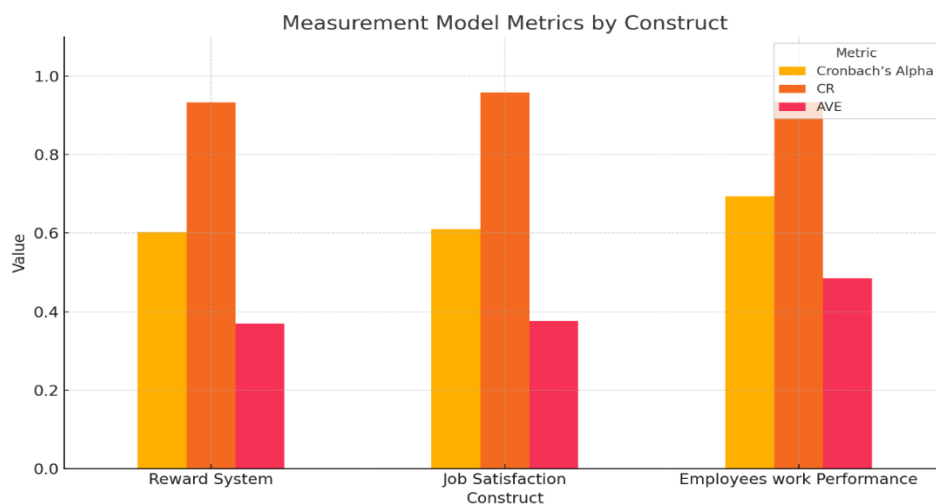


Figure 2: Measurement Model Metrics

The next stage involved the structural model evaluation, which included analyzing predictive capacity and the relationships among variables. This was achieved by examining issues such as multicollinearity, the strength and relevance of model relationships, R^2 values to determine the extent of variability in the dependent variable explained by the independent variables, effect sizes (f^2) that show the influence of each predictor, and predictive relevance (Q^2) and its effect size (q^2).

All VIF values for the predictor constructs were found to be under the threshold of 5.0, indicating that multicollinearity was not a concern.

The structural model revealed that the direct effects between reward system and job satisfaction (0.835), and job satisfaction and employee work performance (0.852), were statistically significant, both with p-values less than 0.001. On the other hand, the direct relationship between reward system and employee work performance (0.053) was statistically insignificant (p-value = 0.611). It is important to highlight that although the direct link from reward system to work performance was not significant ($\beta = 0.053$, $t = 0.509$, $p = 0.611$), it became significant when total effects ($\beta = 0.764$, $t = 11.274$, $p < 0.001$) and indirect effects ($\beta = 0.711$, $t = 7.595$, $p < 0.001$) were considered.

Table 2: Model Path Coefficients

Constructs	Path Coefficients	T Statistics	P Values	95% Confidence intervals
HRIS -> SD	0.194	2.971	0.003	[0.060,0.320]
PG -> SD	0.090	0.959	0.338	[-0.098,0.271]
PP -> SD	0.696	7.336	0.000	[0.514,0.88]

Source: Research Data, 2021

4.2 VAF Mediation Analysis

Based on these findings, it is concluded that the combined impact of the reward system, job satisfaction, and HRIS significantly influences employee work performance in the 11 commercial banks listed on the Nairobi Securities Exchange. These findings enrich current literature by analyzing the joint effect of these constructs on performance outcomes in the Kenyan banking sector.

The results confirm that job satisfaction, when introduced as a mediating variable, enhances the relationship between reward system and employee work performance. To quantify this mediation, a full mediation scenario is defined as one where the direct effect is non-significant, and the indirect effect is significant, indicating that the influence operates solely through the mediator (Zhao et al., 2010).

Hence, the conclusion is that the relationship between reward system and employee work performance is fully mediated by job satisfaction. Using the formula $VAF = \text{Indirect Effect} / \text{Total Effect}$, the study computes:

$$VAF = \text{Indirect effect} / \text{Total effect. } (16.305 * 9.380 / 16.305 * 9.380 + 0.509)$$

In the current study VAF is 152.941/153.45

$$= 0.996$$

This means that 99.6% of the effect is explained through mediation.

The model included one independent (exogenous) latent construct—reward system—and two dependent (endogenous) constructs—job satisfaction and employee performance. The R^2 values at a significance level of $p < 0.05$ were as follows: job satisfaction $R^2 = 0.698$, $t = 8.355$, $p < 0.001$ and employee work performance $R^2 = 0.803$, $t = 17.072$, $p < 0.001$. This suggests that the model explains 69.8% of the variation in job satisfaction and 80.3% in work performance, both of which are statistically significant.

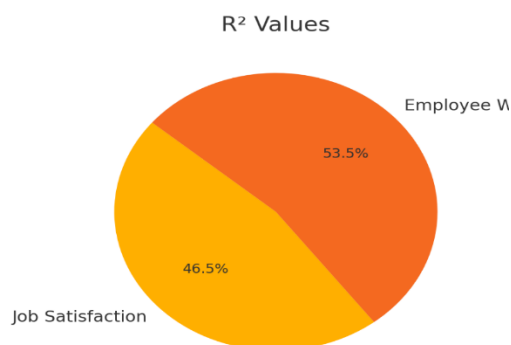


Figure 3: R² Values of Employee work performance and Job satisfaction

Table 3 outlines the f^2 values for each pairing of endogenous and exogenous variables. Following Cohen (1988), f^2 values of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively, while values below 0.02 suggest negligible effects. Reward system had a very small effect ($f^2 = 0.004$) on work performance, while job satisfaction had a large effect.

Table 3: Effect size f^2

Latent Construct Variable	Reward System	Job Satisfaction	Employees Work Performance
Procurement Governance		2.311	0.004
Procurement Performance			1.110
Service Delivery			

Source: Research Data, 2021

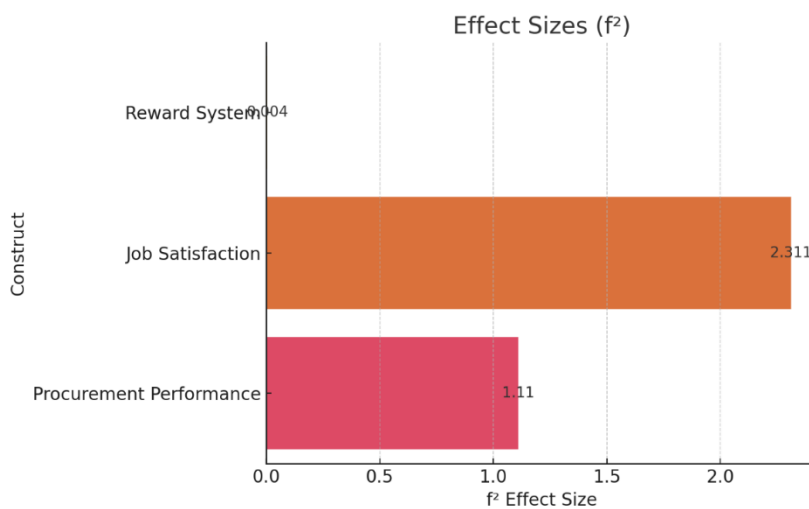


Figure 4: Effect of f^2

A Q^2 value of 0.02 indicates small predictive relevance, 0.15 moderate, and 0.35 or more signifies strong predictive relevance. Table 4 indicates that employee work performance had a Q^2 of 0.364 and job satisfaction had 0.244—both demonstrating meaningful predictive power.

Table 4: Predictive Relevance Q^2

Latent Construct Variable	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Reward System	2928	2928	
Job Satisfaction	4636	3506.16	0.244
Employees Work Performance	1830	1163.709	0.364

SSO – Sum of squared observations; SSE – sum of squared predictive errors

Source: Research Data, 2021

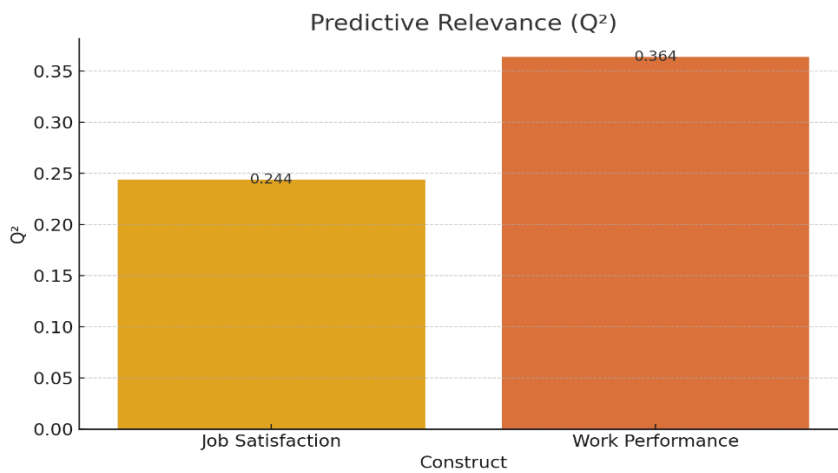


Figure 5: Predictive Relevance Q²

The q² effect size can be calculated for all constructs by using the following formula:
 $q^2 = Q^2 \text{ included} - Q^2 \text{ excluded} / (1 - Q^2 \text{ included})$

According to Cohen (1988), a q² value below 0.15 implies weak predictive relevance; between 0.15 and 0.35 suggests moderate; and above 0.35 indicates strong relevance. As shown in Table 5, the negative q² value for reward system reinforces its minimal effect.

Table 5: Effect Size q²

	Q ² (=1-SSE/SSO)	Q2 change (q2)
Omission of PG	0.244	-0.008
Omission of PP	0.364	0.167

Source: Research Data, 2021

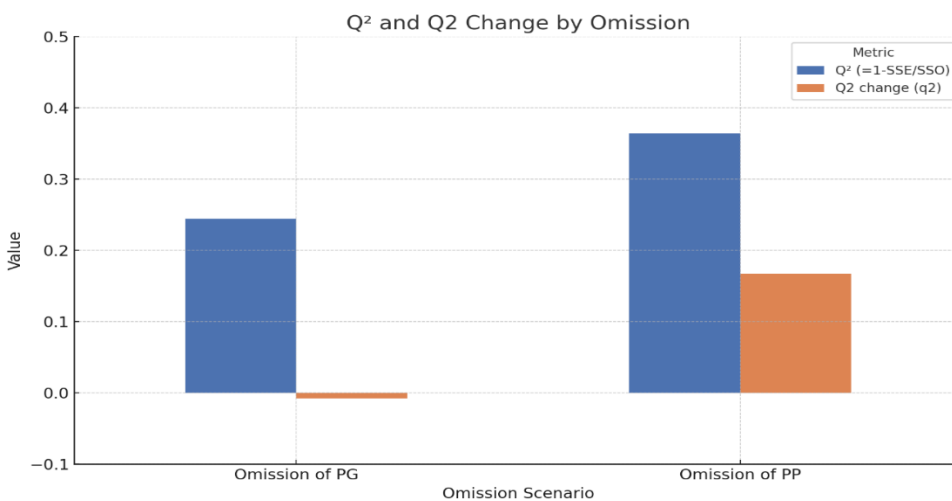


Figure 6: Effect Size q²

5. Conclusion and Recommendations

5.1 Conclusion

This research aimed to investigate whether job satisfaction mediates the relationship between reward systems and employee performance in Kenyan banks. The study formulated a hypothesis and designed a structural model that featured one exogenous variable (reward system), one endogenous variable (employee work performance), and one mediating variable (job satisfaction), which included components such as training, competency-based pay, work environment, and benefits.

Although the initial hypothesis stated that job satisfaction does not mediate the link between reward system and employee performance, mediation analysis following Hair et al. (2017), Nitzl et al. (2016), and Cepeda et al. (2017) demonstrated otherwise.

Using bootstrapping to evaluate indirect effects, the results showed significant mediation: $\beta = 0.711$, $t = 7.663$, $p < 0.001$, with employee performance $R^2 = 0.803$, $f^2 = 0.004$. Since the confidence interval (0.530, 0.895) did not include zero, the mediation is statistically significant. Bootstrapping also revealed that the direct effect of reward system on performance was not significant when job satisfaction was included ($\beta = 0.053$, $t = 0.520$, $p = 0.603$). However, the total effect (excluding the mediator) remained significant: $\beta = 0.764$, $t = 11.214$, $p < 0.001$. VAF confirmed full mediation with a value of 0.996.

According to agency theory, HR departments play a critical role in aligning organizational goals with employee interests. Well-designed reward systems enhance job satisfaction, which subsequently improves performance. This creates synergy between employees (agents) and shareholders (principals), ultimately boosting firm value. The findings confirm that job satisfaction components like training, fair compensation, conducive work environments, and fringe benefits mediate the effect of reward systems on performance. Though HRIS can promote fairness in compensation (Lysons & Farrington, 2012), studies like Barsemoi et al. (2014) show that traditional practices and inadequate skills may still hinder reward system effectiveness.

5.2 Recommendations

The study recommended that one of the most important ways to improve workers satisfaction with pay is to raise salaries. This would help employees to meet their basic needs and improve their quality of life. In addition to salary, employees also need benefits such as health insurance, retirement plans, and paid leave. These benefits can help to ensure that employees have a secure financial future and that they can take time off when they need to. Organizations should ensure fair pay practices for all its workers. This would help to ensure that workers are paid fairly in relation to their skills and experience. The commercial banks should reduce working hours for its employees to improve job satisfaction.

The commercial banks should make sure that the work schedule for employees is reasonable and that they have enough time to rest and recuperate. This could be done by limiting the number of working hours per day and week. Bankers often work long hours, and this can lead to burnout. Ensuring that workers have a reasonable work schedule will help them to stay healthy and productive. By taking these issues, the commercial banks can help to address the issue of employee dissatisfaction with pay and improve the employee work performance.

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