Recognition and Reward as Correlate of Employees' Job Satisfaction in Public Service Organizations in Yenagoa, Bayelsa State.

By

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ABSTRACT
This study investigated the relationship between of the recognition as well as reward and job satisfaction within selected public service organizations in Yenagoa, Bayelsa State, Nigeria. Utilizing Herzberg's Two-Factor Theory, Equity Theory, as a theoretical foundation, the research examined recognition and reward, and measures of job satisfaction (intrinsic and extrinsic job satisfaction). Employing a quantitative research approach and cross-sectional design, data was collected from a sample of 236 employees across various state government ministries and agencies. Data were analyze using descriptive and inferential statistics. Specifically, Spearman's Rank Correlation Coefficient was employed in testing the hypotheses. Findings revealed that fair recognition and reward systems significantly enhance employee satisfaction. The implications of this study are significant for public service organizations in Yenagoa and beyond. Furthermore, the researcher recommends that, public administrators establish formal and informal recognition programs that acknowledges and celebrate employees' contributions and achievements. These programs should focus on highlighting the meaningful impact of employees' work, reinforcing their sense of purpose and intrinsic motivation; in addition, public administrators should implement transparent and equitable reward systems that link performance directly to tangible rewards, such as bonuses, promotions, and salary increases. Ensure that employees understand the criteria for rewards, fostering a sense of fairness and enhancing extrinsic satisfaction.

Keywords: *Recognition, Reward, Employee, Job Satisfaction, Public Service Organizations, and Yenagoa.*

INTRODUCTION

Job satisfaction is closely related to an individual's psychological state and social relationships. It affects overall life quality, including social interactions and family connections (Montuori et al., 2022). Aliya and Saragih (2020) notes that the psychosocial potential of human resources is a critical factor in managing job satisfaction, as it aligns employee expectations with organizational realities. High job satisfaction is linked to increased employee motivation, productivity, and loyalty, while low satisfaction can lead to higher turnover and absenteeism (Uford, 2017; Köklü, 2023). Accordingly, satisfied employees contribute

positively to the workplace environment, enhancing the organization's image and attractiveness to potential hires (Adhikari, 2022; Etuk, Uford & Udonde, 2023). It also plays a protective role against work-related stress, particularly in environments where discrimination is present. High job satisfaction can mitigate the negative effects of stress and improve employee well-being (Atairet & Ndaeyo, 2022; Köklü, 2023).

Al-Asadi, Muhammed, Abidi and Dzenopoljac (2019) in their study on the impact of servant leadership on intrinsic and extrinsic job satisfaction proposed intrinsic and extrinsic satisfaction as measures of job satisfaction. Intrinsic job satisfaction often referred to as motivators, include elements like achievement, recognition, and the work itself. These factors are crucial for enhancing job satisfaction and reducing turnover intentions. For instance, in the context of private hospital pharmacists, intrinsic factors such as achievement and recognition significantly contribute to job satisfaction and retention (Macopa-Guro, 2024). Extrinsic job satisfaction also involves the alignment between the individual and the organization, such as communication workflow and team interactions (Etim & Uford, 2019), which are significant for translators' job satisfaction (Heywood, 2023). Extrinsic factors, or hygiene factors, include salary, job security, and working conditions. While these factors are essential for reducing dissatisfaction, they alone do not lead to high job satisfaction. Improvements in these areas are necessary to prevent turnover but are insufficient for fostering deep job satisfaction (Rodríguez-Castro, 2024).

Arimie (2019) in their study on employer-employee relations and employee engagement in a tertiary institution in Benin-City, Edo State suggested training and development, recognition and reward and leadership style as dimensions of employer-employee relationship. Recognition and reward systems are essential for motivating employees and improving performance. They provide tangible incentives for employees to align their efforts with organizational goals (Na'im, Febrian, Firdaus, Marvinita & Mardiana, 2023). The reward system, when combined with effective leadership, significantly enhances employee performance, as demonstrated in studies conducted at PT. Pertamina Geothermal Energy (Ajami & Jayanegara, 2024). Studies emphasize the critical role of motivation in enhancing job satisfaction and organizational performance, particularly in public sector settings (Woyengikuro & Chinedu, 2023; Etale & Akpi, 2022). However, the interplay between motivation (recognition) and job satisfaction in public service organizations in Yenagoa remains underexplored, suggesting a need for research that examines specific motivational strategies and their effects on employee satisfaction. Buttressing, Adamopoulos (2022) revealed that improving communication styles, reward systems, and managerial support can significantly enhance job satisfaction. Against this background, this study is set out to ascertain the relationship between recognition as well as reward and job satisfaction in selected public service organisations in Yenagoa, Bayelsa state.

Objectives of the study
Specifically, the study tends to:
1. Assess the relationship between recognition and reward and intrinsic satisfaction of selected public service organisations in Yenagoa, Bayelsa State;
2. Assess the relationship between recognition and reward and extrinsic satisfaction of selected public service organisations in Yenagoa, Bayelsa State.

Statement of Hypotheses

Below are hypotheses stated in their null forms in order to guide the study.

Ho_1: There is no significant relationship between recognition and reward and intrinsic satisfaction of selected public service organisations in Yenagoa, Bayelsa State.

Ho_2: There is no significant relationship between recognition and reward and extrinsic reward of selected public service organisations in Yenagoa, Bayelsa State.

LITERATURE REVIEW: THEORETICAL FOUNDATION
Herzberg's Two Factor Theory (Motivator-Hygiene Theory)

Herzberg's theory identifies motivators such as recognition, achievement, and career advancement as key to enhancing job satisfaction. In public service contexts, these factors are crucial for employee motivation and satisfaction (Jaffar, Munir & Waqas, 2024). Hygiene factors, including salary, work conditions, and interpersonal relationships, also contribute to job satisfaction but are more about preventing dissatisfaction (Jaffar et al., 2024). Studies in various sectors, including healthcare and law enforcement, have shown that both motivators and hygiene factors significantly impact job satisfaction (Jaffar et al., 2024).

Herzberg's Two-Factor Theory, with its distinction between motivators and hygiene factors, directly addresses the core components of this research. Motivators, such as achievement and recognition, align with intrinsic job satisfaction, while hygiene factors, like salary and working conditions, correspond to extrinsic satisfaction. This theory is particularly relevant as it illuminates how different aspects of the workplace contribute to distinct forms of job satisfaction, and how recognition specifically ties into the "Recognition and Reward" dimension of the employer employee relationship.

Recognition and Reward

Recognition of employees has been recognized as a critical tool for the sustainability of workforce engagement (Brick, 2012). A respondent indicated that appreciating employees for exceptional work is a fundamental human need. When employees are appreciated and recognized, they feel valued and satisfied with the job and motivated to deliver high performance. To support the responses, Avey, Wernsing, and Palanski (2012) assert that recognizing competent employees results in the converging of group dynamics to create a sense of ownership of the work environment. One of the respondents argued that recognizing the potential of employees and appropriately utilizing them, makes the employees feel needed and important. It was suggested that competent employees should be openly commended to instill a sense of satisfaction and accomplishment in him/her. Saks (2006) while emphasizing the need for recognition noted that employees would be more likely to be engaged to the extent that they receive some level of recognition, which can be in the form of a commendation letter on the job performance.

Employee recognition means acknowledgment of the achievements, services, and contributions of workers in an organization. It is given to re-enforce desired behaviour thereby, strengthens the behaviour of workers and activates the potency of positive contributions to work. Employee recognition is a powerful tool that influences employees to act by the organization's values and implement its focused mission (Herzberg, 1966). It creates a thriving workplace that allows for productivity and growth. Recognition is a motivational factor that creates the willingness to contribute immensely to the success of any organization. When employee skills, talents, contributions, and performance are acknowledged, they feel a sense of satisfaction and contentment with the organization. Being recognized gives an employee the feeling of job mastery and the feeling that they are a great fit for the role and the firm. It also brings a shift towards psychological safety and real inclusion. However, recognition in most organizations does not follow the right measure which includes - fairness to all. There are lots of favouritism and 'god father-ism' in organizations today. Workers that do not associate with the leading clique (the inner circle), are unduly promoted, and rewarded. This, as a result, has the potential of jeopardizing the system. It diminishes the performance level of employees and negatively affects the growth of organizations. There is a need for employers to differentiate and create a compelling 'organizational brand'.

Employee recognition is a crucial element that creates a culture of excellence and commitment. It is the organization's practice of acknowledging an employee for hard work and achievements that align with the goals of the firm. Simple employee recognition can generate self-motivation, self-worth, and pride. Recognition has long been a cornerstone of work performance and effectiveness; hence, organizations always bear the obligation to treat their employees fairly. The employee feels disheartened and frustrated in their job roles when they perceive a lack of encouragement and lack of recognition from their employers. On the contrary, when they feel acknowledged, they tend to be committed and exert effort toward achieving positive results for the organization. Every organization desire to have top-talent employees that match the needs for competitive advantage; therefore, the value for such employees becomes very essential. Thus, they create various programs or activities to recognize, appreciate, gratify, and reward employees for their tenure, achievements, and positive behaviour. These programs or activities have the potency of enhancing employee well-being, improving organizational culture, increasing productivity, reducing turnover, increasing job satisfaction, and enforcing workplace engagement. Engaged employees demonstrate higher levels of performance, commitment, and loyalty. Aberdeen's 2013 employee engagement survey shows that 67% of best-in-class organizations initiate a formal recognition program (Saunderson, 2016). He proposed that Best-in-Class organizations are rapidly embracing recognition to patronize engagement and achieve business growth.

Employee recognition programs are channels for building trust between workers and employers. Punke (2013) submits that recognition programs should strike a balance between performance-based and value-based initiatives. The performance-based employee recognition is the process of acknowledging, identifying, and rewarding behaviors that aligns with the achievement of organizational set goals. It increases employee engagement and drives measurable business outcomes, while value-based employee recognition is an award given based on an employee demonstrating a core value of an organization. Every staff desire recognition for their efforts, contributions, and achievements, to stay motivated.

Job Satisfaction

Different authors define Job satisfaction differently using different determinants such as rewards,

promotion, and supportive work environment among others. Robbins (2003) define job satisfaction as, there are four main primary factors that determines job satisfaction. The first one is rewards, refer to as pay and promotion which is considered most related to job satisfaction because when employees feels that they are rewarding fairly, their experience towards satisfaction is increased. The second determinant is supportive work environment, next determinant is mentally challenging work and the last one determinant is supportive colleagues. Job satisfaction define as "a function of the range of specific satisfactions and dissatisfactions that he/she experiences with respect to the various dimensions of work" It includes what Individuals expect from job and what they receive (Locke, 1976). Different employees have different level of expectation with respect to pay and rewards in work situations (Porter & Steers, 1973). Many companies used different techniques like survey to find out what are the employees' expectations and perceptions about their jobs (Kinicki & Kreitner, 2003).

Masum, Azad and Beh (2015) argued further that employees' perception of job satisfaction correlates with work responsibilities which could be positive or negative. Waqas et al. (2014) corroborated this position and advocated that any organization that desires the attainment of organizational objective i.e. profit maximization should incorporate employee job satisfaction in their daily mode of operation with emphasis on each of the work satisfaction factors otherwise, profitability will be leaked away through costs associated with industrial vices,

hiring of staff, sabotage, theft, and dispensary visits. Accordingly, job satisfaction is a multi-dimensional construct that is anchored on the attitude of employees toward their job which may be positive or negative (Mullins & McLean, 2019). It is more of an attitude expressing feelings towards the organization, job characteristics, fellow workers, supervision, and psychological, and physiological needs in the work environment. This implies there were other variables outside the job itself responsible for the satisfaction or otherwise of employees in the workplace and these factorial variables can be summarized into two namely; intrinsic and extrinsic variables.

Intrinsic Satisfaction

An intrinsic reward actually fulfills employee's intrinsic factors or motivators and thus motivates him. Examples include; giving challenging task, involving in decision making process, giving a higher rank in hierarchy etc. all these rewards do not require having increased salary as well and employee may be working at higher management rank without an increase in the salary and still more motivated. Nelson (2004) notes that "praise and recognition are the most efficient intrinsic reward that enhance employee's performance". Jensen et al (2007) see "intrinsic reward as a tool that motivate employees to perform as expected". Stoner and Freeman (1992) defined intrinsic rewards as the" psychological reward that is experienced directly by an employee".

Researchers have examined the predictive power of intrinsic rewards on job satisfaction. Ozutku (2012) surveyed 217 HR managers in Turkish manufacturing industry to determine whether intrinsic rewards lead to job satisfaction. The multivariate analysis revealed a significant association between intrinsic rewards and job satisfaction. Cho and Perry (2012) reached similar conclusions and underscored the essentials of intrinsic motivation to employee satisfaction, turnover intention, and firm performance. These findings imply that current employees are desirous of internal satisfaction. In contrast, employees seem to respond to both the intrinsic and extrinsic reward factors, in developing countries such as Nigeria. Ogunnaike, Akinbola, and Ojo (2014) examined whether intrinsic and extrinsic motivation relate to job satisfaction of sales representatives in four service companies in Lagos, Nigeria. Using a sample of 138 respondents and regression analysis, Ogunaike et al. found both intrinsic and extrinsic motivation enhance sales representatives' job satisfaction.

Extrinsic Satisfaction

An extrinsic reward actually fulfills employee's extrinsic factors or hygiene factors and thus do not let him start thinking about leaving the company. Examples include; pay rise, bonuses, paid leaves, annual recreational plans and so on. Ahmed (2009) confirms that there is a statistically significant relationship between reward and recognition respectively, also motivation and satisfaction. Carraher et al (2006) advocate that there should be an effective extrinsic reward system to retain the high performers in the organization and reward should be related with their productivity. However, the absence of extrinsic rewards can lead to job dissatisfaction (Frye, 2012). Such a rigid erection of individual motivation, which undermines within- and between-person variations, has been the subject of an ongoing academic debate (Dalal, Bhave, & Fiset, 2014).

Frye (2012) examined the extent to which extrinsic, intrinsic, and general motivational factors related to job satisfaction of hotel managers. The result indicated strong support for extrinsic reward factors. Hygiene factors were significant predictors of job satisfaction, in the Nigerian banking sector (Uduji, 2013). In contrast, job satisfaction of Turkish blue-collar workers defied the intrinsic-extrinsic taxonomy (Demirkaya, 2012). The managerial implications are twofold: employee motives have become complex and satisfying them requires a multidimensional approach. However, Frye's use of exploratory factor analysis only established patterns in the

observed relationships but failed to develop an appropriate predictor model often permitted in regression techniques.

Empirical reviews

Nguyen and Ha (2023) examine the roles of internal communication (IC), job engagement (JE), organisation engagement (OE) and job satisfaction (JS) in producing employee loyalty (EL) based on the social exchange theory. This study employed an online questionnaire-based survey design to collect data from 255 respondents from higher education institutions (HEIs) in Binh Duong province using convenience and snowball sampling techniques. Data analyses and hypothesis testing were carried out using the partial least squares structural equation modelling (PLS-SEM). The findings show that all relationships are significantly validated, except for the JE-JS relationship.

Nwankodo et al., (2023) empirically examined the relationship between job satisfaction, productivity and organizational commitment. This study employed survey research design. A combination of secondary and primary sources of data was adopted in this study. Primary source of data principally was extracted from the questionnaire. The data collected from the field survey was presented and analyzed in tables and simple percentage format. Also, the Chi-square statistical tool was used in testing the research hypothesis. The major findings of the study include: There was a significant impact of job satisfaction on productivity, Job safety and security had a significant impact on employees' productivity and there was a significant impact of promotion on employees' productivity in hospitality firms.

Bharadwaj, Khan and Yameen (2022) unbundling employer branding, job satisfaction, organizational identification and employee retention: a sequential mediation analysis. A cross-sectional survey is utilized to gather data from 352 employees working in top Indian IT organizations. Hypotheses were tested and analyzed utilizing SPSS PROCESS Macro. The results reveal that employer branding is positively related to job satisfaction, organizational identification and employee retention. The analysis provides support for the mediating effects on employee retention of employer branding through job satisfaction and organizational identification. In addition, results also provide support for the serial mediation model, where employer branding was found to influence employee retention via job satisfaction and organizational identification in a sequential manner.

Munyeka and Setati (2022) investigate the relationship between organisational politics and job satisfaction amongst police officials in a selected South African police service station in the Limpopo province. An empirical investigation was undertaken using a sample of 114 police officers drawn using the random sampling technique. A quantitative methodology, using self-administered surveys consisted of the Perception of Politics Scale (POPS) and Job Satisfaction Questionnaire (JSQ) was employed to collect data. The data were analysed using the Statistical Package for the Social Sciences (SPSS), version 24. Inferential statistics in the form of Pearson correlation analysis was used to test for relationships between the independent variable (organisational politics) and the dependant variable (job satisfaction). The findings of the study revealed that organisational politics has a significant negative relationship with job satisfaction. It is recommended that police management should attempt to deal with perceptions of organisational politics and job satisfaction adequately.

Nawakitphaitoon and Zhang (2021). The effect of direct and representative employee voice on job satisfaction in China: Evidence from employer-employee matched data. Using the unique cross-sectional survey data from 350 firms over 3,000 workers across different industries and regions in China, the key findings of this paper suggest that the direct employee voice has a positive impact on employees' job satisfaction while the relationship between representative

voice and job satisfaction is insignificant. In addition, the interaction effect between direct and representative voice on job satisfaction is negative implying the inhibiting effect between these two forms of employee voice which in turn lowers job satisfaction.

METHODOLOGY

This study adopts cross-sectional survey design within quantitative methodological approach. The choice of quantitative methodology can be justified based on the fact that it is concise, it describes and examines relationships, and determines causality among variables, where possible, sample is usually representative of a large population, reliability and validity of the instruments are crucial, and also provides an accurate account of characteristics of particular individuals, situations, or groups (Sarantakos, 2005). More so, cross-sectional survey was adopted as it aids the elicitation of primary data on particular problems and gives the researcher first-hand information on the subjects studied. The target population of the study involves 2483 civil servants employed in 22 State Ministries in Bayelsa state. While Krejcie and Morgan's (1970) formula was used to arrive at 333 sample size used in this study.

In selecting the respondents convenient and snowball sampling procedures were adopted. For test of reliability of the scale, Cronbach's alpha coefficients was used. Data were analyze using descriptive and inferential statistics. Specifically, Spearman's Rank Correlation Coefficient was employed in testing the hypotheses.

DATA ANALYSIS AND RESULTS
Recognition and Reward
Table 4.1: Descriptive Statistics on Recognition and Reward

S/N	Items	N	Minimum	Maximum	Mean	Std. Deviation
RAR1	I feel that my contributions to the organisation are recognized.	236	1	5	2.73	1.107
RAR2	I am satisfied with the rewards I receive for my performance.	236	1	5	2.78	1.231
RAR3	I receive adequate praise for good work.	236	1	5	2.82	1.290
RAR4	The organisation has fair and transparent reward systems.	236	1	5	2.81	1.313
	Valid N (listwise)	236				

Source: Author's Field Survey (2025) — SPSS Version 24.0 Output Extracts.

The descriptive statistics presented in Table 4.1, which examines recognition and reward practices within selected public service organizations in Yenagoa, Bayelsa State, reveal a concerning trend of low employee satisfaction. Utilizing a Likert scale where 1 represents strong disagreement and 5 represents strong agreement, the data, collected from 236 respondents, demonstrates consistently low mean scores across all four items related to recognition and reward. Specifically, the mean scores range from 2.73 to 2.82, indicating a general dissatisfaction among employees regarding how their contributions are acknowledged and rewarded. The respondents expressed a lack of strong feeling that their contributions to the

organization are recognized, as shown by a mean score of 2.73. Similarly, they indicated dissatisfaction with the rewards received for their performance, with a mean score of 2.78. While respondents felt slightly more positive about receiving praise for good work, with a mean score of 2.82, this still fell short of a strong positive sentiment. Moreover, they expressed mixed feelings about the fairness and transparency of the organization's reward systems, as reflected in a mean score of 2.81.

The standard deviations, ranging from 1.107 to 1.313, suggest a moderate to high level of variability in responses, indicating diverse opinions among the respondents. However, the consistently low mean scores highlight a systemic issue of inadequate recognition and reward practices. This lack of perceived recognition and reward can significantly impact employee motivation, job satisfaction, and overall morale. When employees feel that their contributions are not valued, their motivation to perform at their best diminishes. Furthermore, concerns about the fairness and transparency of reward systems can create feelings of inequity and distrust. Consequently, there is a pressing need for these public service organizations to enhance their recognition and reward practices. This includes implementing systems that provide timely and meaningful recognition for employee contributions, ensuring that reward systems are transparent and based on clear performance criteria, and increasing communication with employees to improve their understanding of how and why rewards are given.

Intrinsic Satisfaction
Table 4.2: Descriptive Statistics on Intrinsic Satisfaction

Descriptive Statistics

S/N	Items	N	Minimum	Maximum	Mean	Std. Deviation
ISN1	My work gives me a sense of personal accomplishment.	236	1	5	2.97	1.111
ISN2	I find my job to be intellectually stimulating.	236	1	5	2.95	1.162
ISN3	I feel that my work is meaningful.	236	1	5	3.02	1.135
ISN4	I enjoy the challenges that my job presents.	236	1	5	2.85	1.182
	Valid N (listwise)	236				

Source: Author's Field Survey (2025) —SPSS Version 24.0 Output Extracts

The descriptive statistics presented in Table 4.2, which examines intrinsic satisfaction among employees in selected public service organizations in Yenagoa, Bayelsa State, reveal a mixed picture. Utilizing a Likert scale where 1 represents strong disagreement and 5 represents strong agreement, the data collected from 236 respondents shows moderate mean scores ranging from 2.85 to 3.02. This suggests that while employees are not overwhelmingly satisfied intrinsically, they also do not express strong dissatisfaction. Specifically, respondents indicated mixed feelings about whether their work provides a sense of personal accomplishment, with a mean score of 2.97, and whether their jobs are intellectually stimulating, with a mean score of 2.95. The highest mean score, 3.02, was observed for the perception of meaningful work, suggesting that this aspect is a relatively positive factor for employees. Conversely, respondents expressed mixed feelings about enjoying the challenges their jobs present, with a mean score of 2.85.

The standard deviations, ranging from 1.111 to 1.182, indicate a moderate level of variability in responses, highlighting differing opinions among respondents. However, the overall

moderate mean scores suggest that while there is room for improvement, employees experience a degree of intrinsic satisfaction. The perception of meaningful work stands out as a relatively positive aspect. These findings have implications for employer-employee relationships and job satisfaction. Although the scores are not overtly negative, organizations should aim to enhance intrinsic satisfaction by creating work environments that offer opportunities for personal accomplishment, intellectual stimulation, and meaningful contributions. Intrinsic satisfaction is a significant driver of motivation, and its enhancement can improve employee engagement and performance. It is particularly important for these public service organizations to find ways to reinforce the employees' sense of purpose and the meaningfulness of their work.

Extrinsic Satisfaction

Table 1.3: Descriptive Statistics on Extrinsic Satisfaction

Descriptive Statistics

S/N	Items	N	Minimum	Maximum	Mean	Std. Deviation
ESN1	My salary is competitive with similar jobs in the area.	236	1	5	2.88	1.055
ESN2	The benefits package offered by my organisation is satisfactory.	236	1	5	2.88	1.112
ESN3	I am satisfied with my job security.	236	1	5	2.84	1.158
ESN4	The physical working conditions are comfortable and safe.	236	1	5	2.87	1.128
	Valid N (listwise)	236				

Source: Author's Field Survey (2025) —SPSS Version 24.0 Output Extracts

The descriptive statistics presented in Table 4.3, which examines extrinsic satisfaction among employees in selected public service organizations in Yenagoa, Bayelsa State, indicate a generally neutral sentiment. Utilizing a Likert scale where 1 represents strong disagreement and 5 represents strong agreement, the data, collected from 236 respondents, reveals moderately low mean scores ranging from 2.84 to 2.88 across all four items related to extrinsic satisfaction. This suggests that respondents hold mixed feelings regarding the external aspects of their job satisfaction. Specifically, they expressed ambivalence about whether their salary is competitive with similar positions in the area, with a mean score of 2.88. Similarly, they indicated mixed feelings about the satisfaction of their organization's benefits package, also with a mean score of 2.88. The lowest mean score, 2.84, was observed for job security satisfaction, suggesting a slightly less positive sentiment in this area. Respondents also expressed mixed feelings about the comfort and safety of their physical working conditions, with a mean score of 2.87.

The standard deviations, ranging from 1.055 to 1.158, indicate a moderate level of variability in responses, suggesting diverse opinions among the respondents. However, the consistent range of the mean scores highlights a general lack of strong satisfaction or dissatisfaction regarding extrinsic factors. These findings have implications for employer-employee relationships and job satisfaction. While respondents are not overtly dissatisfied, the moderate

mean scores suggest that there is room for improvement in enhancing extrinsic satisfaction. Factors such as salary, benefits, job security, and working conditions play a vital role in employee retention and overall job satisfaction. Therefore, these public service organizations should consider reviewing and improving their extrinsic reward systems and working conditions to address the concerns and enhance the overall work experience for their employees. It is particularly important that the organizations review their compensation packages to ensure that they are competitive within the local job market.

Bivariate Analysis
Hypothesis one
$H_{01:}$ There is no significant relationship between Recognition and Reward (RAR) and Intrinsic Satisfaction (ISN) of selected public service organisations in Yenagoa, Bayelsa State.

Table 4.4: Analysis of the effect of *recognition and reward* on *intrinsic satisfaction.*

		RAR	ISN
RAR	Correlation Coefficient	1.000	.839
	Sig. (2-tailed)	.	.000
	N	236	236
ISN	Correlation Coefficient	.839	1.000
	Sig. (2-tailed)	.000	.
	N	236	236

Source: SPSS output, 2025

Table 4.4 presents the results of a Spearman's rank order correlation analysis, which aimed to explore the relationship between Recognition and Reward (RAR) and Intrinsic Satisfaction (ISN) within public service organizations in Yenagoa, Bayelsa State. The analysis reveals a very strong positive correlation between these two variables, as evidenced by a correlation coefficient (rho) of 0.839. This value signifies a substantial positive association between employees' perceptions of recognition and reward and their intrinsic satisfaction. The statistical significance of this relationship is further supported by a p-value of 0.000, which is significantly below the established significance level of 0.05. This p-value indicates that the correlation is highly unlikely to have occurred by chance, thus confirming a statistically significant relationship. The analysis is based on a robust sample size of 236 respondents for both RAR and ISN, strengthening the reliability of the results.

Given the statistically significant p-value, the null hypothesis, which posited that there is no significant relationship between RAR and ISN, is rejected. The correlation coefficient of 0.839 indicates a very strong positive relationship, suggesting that as employees perceive more favorable recognition and reward practices, their intrinsic satisfaction tends to increase significantly. This finding underscores the critical role of recognition and reward systems in fostering intrinsic satisfaction among employees in public service organizations. Consequently, these organizations should prioritize the implementation of effective recognition and reward strategies to enhance employees' intrinsic motivation and overall job satisfaction. The data strongly suggests that when employees feel valued and acknowledged for their contributions, they experience a greater sense of meaning and fulfillment in their work.

Hypothesis Two

H$_{02}$: There is no significant relationship between Recognition and Reward (RAR) and Extrinsic Satisfaction (ESN) in selected public service organisations in Yenagoa, Bayelsa State.

Table 4.5: Analysis of the effect of *recognition and reward* on *extrinsic reward*

		RAR	ESN
RAR	Correlation Coefficient	1.000	.784
	Sig. (2-tailed)	.	.000
	N	236	236
ESN	Correlation Coefficient	.784	1.000
	Sig. (2-tailed)	.000	.
	N	236	236

Source: SPSS 25.0 output on research data

Table 4.5 presents the findings of a Spearman's rank order correlation analysis, which examined the relationship between Recognition and Reward (RAR) and Extrinsic Satisfaction (ESN) within public service organizations in Yenagoa, Bayelsa State. The analysis reveals a strong positive correlation between these two variables, as indicated by a correlation coefficient (rho) of 0.784. This value signifies a substantial positive association between employees' perceptions of recognition and reward and their satisfaction with extrinsic job factors. The statistical significance of this relationship is further supported by a p-value of 0.000, which is significantly below the established significance level of 0.05. This p-value indicates that the correlation is highly unlikely to have occurred by chance, thereby confirming a statistically significant relationship. The analysis is based on a robust sample size of 236 respondents for both RAR and ESN, enhancing the reliability of the results.

Given the statistically significant p-value, the null hypothesis, which stated that there is no significant relationship between RAR and ESN, is rejected. The correlation coefficient of 0.784 indicates a strong positive relationship, suggesting that as employees perceive more favorable recognition and reward practices, their extrinsic satisfaction tends to increase significantly. This finding underscores the significant role of recognition and reward systems in influencing extrinsic satisfaction among employees in public service organizations. Consequently, these organizations should prioritize the implementation of effective recognition and reward strategies to enhance employees' satisfaction with extrinsic job factors such as salary, benefits, job security, and working conditions. The data clearly demonstrates that when employees feel recognized and rewarded, their perception of their extrinsic rewards is positively impacted, highlighting the interconnectedness of these factors in overall job satisfaction.

Discussion of Findings

Positive and significant Relationship between Recognition and Reward and Intrinsic Satisfaction

Test of hypothesis one revealed that there is a positive significant relationship between recognition and reward and intrinsic satisfaction in selected public service organisations in Yenagoa, Bayelsa State. Recognition and reward systems are crucial in enhancing intrinsic satisfaction, which in turn boosts job satisfaction and performance. These systems, when

effectively implemented, can lead to increased employee motivation, engagement, and retention. Recognition and reward systems have been shown to significantly improve job satisfaction and motivation. For instance, a study on employees at Signode India Limited found a direct positive relationship between these systems and job satisfaction, suggesting that frequent alterations in reward policies can enhance employee performance and productivity (Wang & Villanueva, 2024). In the context of the manufacturing industry, recognition and reward were identified as key drivers of employee engagement, which correlates with higher job satisfaction and organizational performance (Pramono, 2021).

Intrinsic rewards, such as recognition, have a significant positive effect on job satisfaction and performance. A study in Kenya demonstrated that recognition practices positively influence employee performance, with work engagement partially mediating this relationship (Zawawi, Noorshuhaimi & Harun, 2024). Similarly, research on teachers in Tamil Nadu highlighted that intrinsic rewards, including recognition, significantly enhance job satisfaction and development, contributing to better academic performance (Satish et al., 2023).

Positive and Significant Relationship between Recognition and Reward and Extrinsic Satisfaction

Test of hypothesis two reveals a positive and significant relationship between recognition and reward and extrinsic satisfaction of public service organisations in Yenagoa, Bayelsa State. Recognition and reward systems, particularly those that are extrinsic, play a crucial role in enhancing job satisfaction among employees. This relationship is supported by various research findings that highlight the impact of extrinsic rewards on employee satisfaction and organizational outcomes. Extrinsic rewards, such as financial incentives, promotions, and salary increments, have been shown to significantly enhance job satisfaction. For instance, a study conducted at RISDA Selangor found a strong positive correlation between extrinsic rewards and job satisfaction, indicating that such rewards can substantially raise employee satisfaction levels and improve organizational productivity (Wang & Villanueva, 2024). In the context of the hospitality industry in Jakarta, satisfaction with extrinsic rewards was found to have a significant positive effect on job satisfaction, which in turn influences turnover intention, highlighting the importance of extrinsic rewards in retaining employees (Adiyono, Gunawan & Tanuwijaya, 2024).

Recognition, alongside rewards, is crucial for boosting employee engagement, which is closely linked to job satisfaction. In the Malaysian manufacturing industry, recognition and reward were found to be key drivers of employee engagement, leading to enhanced job satisfaction and organizational performance (Hamzah & Matkhairuddin, 2022). A study on employee engagement in Petrochina International Jabung Ltd. demonstrated that recognition positively affects employee engagement, which mediates the relationship between recognition and employee behaviour, further emphasizing the role of recognition in enhancing job satisfaction (Shadiq, Rosita & Lubis, 2022).

Effective reward management strategies that incorporate both recognition and extrinsic rewards can significantly enhance employee satisfaction. Recommendations include implementing diverse recognition programs and maintaining consistency and transparency in reward systems (Zawawi et al., 2024). In the manufacturing sector in Batam, a fair and equitable reward system was found to positively influence job satisfaction and employee loyalty, underscoring the importance of perceived fairness in reward distribution (Pramono, 2021).

CONCLUSION AND RECOMMENDATIONS

This study has successfully illuminated connections between recognition and reward, and job satisfaction within selected public service organisations in Yenagoa, Bayelsa State. Through rigorous analysis, the research has unequivocally demonstrated the pivotal roles of recognition and reward, as significant determinants of both intrinsic and extrinsic job satisfaction. Furthermore, the implementation of effective recognition and reward systems serves to reinforce positive behaviours, effectively communicate employee value, and substantially contribute to overall job satisfaction. From the research analysis and conclusions, it becomes plausible to give actionable recommendations:

1. Public administrators should establish formal and informal recognition programs that acknowledges and celebrate employees' contributions and achievements. These programs should focus on highlighting the meaningful impact of employees' work, reinforcing their sense of purpose and intrinsic motivation.
2. Public administrators should implement transparent and equitable reward systems that link performance directly to tangible rewards, such as bonuses, promotions, and salary increases. Ensure that employees understand the criteria for rewards, fostering a sense of fairness and enhancing extrinsic satisfaction.

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