

ORGANIZATIONAL REWARD SYSTEM AND WORKERS' SATISFACTION IN VISTA INTERNATIONAL LIMITED, LAGOS, NIGERIA

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Abstract

In the current world of work, employees are expected to feel highly valued by their employers as they tend to have higher job satisfaction for better work performance in order to meet the organizational goals provided, they are handsomely rewarded. The study assessed the effect of reward system on the workers' job satisfaction in Vista International Limited, Lagos, Nigeria. A structured questionnaire was the instrument of data collection, while random sampling technic was utilized for the study. The utilized descriptive statistics involved simple percentages and tables, while inferential statistics in the study comprised percentages for socio-demographic factors, Multiple Regression, and PPMC (Pearson, Product Moment Correlation Coefficient). Results indicated a significant effect of pay on employees' job satisfaction of staff members in Vista International Limited, Lagos ($R^2=.665$, $F=884.328$, $p < .05$). It was also established a significant relationship between fringe benefits and employees' job satisfaction of employees in the organization ($N = 114$, $r = .747$ $p < 0.05$). Further, there was a significant effect of promotion on employees' job satisfaction of workers ($R^2=.558$, $F=562.525$, $p < .05$). It was concluded that there is a significant effect of reward system on the workers' job satisfaction in the study area. The study, therefore recommends prompt review of the existing salary scale of the organization's workers with the current economic situation in the country in order to boost their gratification and commitment to duties.

Keywords: Attitudes; Commitment; Job Satisfaction, Performance; and Reward System

Introduction

Human resources have been acknowledged as the most important assets of any organization since their effective and efficient contributions are critical to the organization's success. Thus, in the current dynamic business environment and universal workplace, reward serves as one of the strategies employed by successful establishments in ensuring an attraction of competent, skilled and qualified workforces, and also to retain best talents with a view to maintain a highly motivated and satisfied employees (Mandong, 2017). The administration of workforces has developed from the craft stage through the industrial era, personnel management era and finally to Human Resource Management era. Business enterprises now operate in a frequently changing environment. Therefore, for workplaces to sustain their competitive edge, they must make use of their "non-imitable assets,"

known as human resources. Organizations must also figure out how to inspire their staff through rewards in order to get the best out of them (Eshun & Duah, 2011).

Although reward appears to be all pervasive, it is however thoroughly difficult to structure at work due to the fact that the work environment is as well intricate and is comprised of dissimilar workforces (Eshun & Duah, 2011). Workers have a wide range of needs, aspirations, along with divergent perceptions of what constitute appropriate rewards for adequate contentment. As a result, inspiring employees and enhancing their job satisfaction necessitate a thorough understanding of individual differences and perceptions of necessary rewards and incentives, as well as a mix of internal and extrinsic incentives (Akafo& Boateng, 2015). In the present time, employee's job gratification (job satisfaction) stands as a foundation for manpower development in any organization given that human element is the most important resource in the workplace and since other resources such as materials, machines and money are of no use where manpower is ignored or where it is non-existent. Thus, requires that this should be accorded the utmost priority (Wangechi, Kiragu, & Sang, 2018).

In relations to Simatwa (2011), job satisfaction is a function that is positively linked to the degree to which an employee's personal needs are met at work as employees are greatly gratified and extremely productive when their job gives them: security from economic strain, appreciation over their efforts, clean policy of grievances, privilege to contribute ideas and offer suggestions. These also include involvement in affairs management and decision making, clean definitions of responsibilities and duties, offer of opportunities for fringe benefits, sound payment structure, incentive plans and promotion. So, the importance of job gratification is accentuated by its reciprocal and positive relationship with life satisfaction (Judge & Watanabe, 2011). This is together with its effect on personal, social and work life as job dissatisfaction deals organizations crippling blows because dissatisfied personnel have low morale and a lack of sense of connection and attachment to the organization. (Sempane, 2012). Nowadays, complex reward systems are obligatory for meeting the expectations of a more dissimilar workforce in that organizations are to focus more on the total reward package for their staff members. Organizations are also to develop more complex programmes which are to be directed on non-monetary rewards for workers such as employee-of-the-month and lunch-with-the-CEO programmes.

In accordance to Pilbeam and Corbridge (2002), reward includes remuneration, pay and compensation, thus a reward strategy should be designed and developed to fit the needs of both the organization and the employees. This is because heightening the job gratification of workers meaningfully impact on so much on the employees' job gratification, performance and generally on the corporate performance which is critically required in any service (Abdulla, 2009). Nevertheless, over the years, rewards and job satisfaction have been issues of great concern to employers and employees in various organizations globally. Some businesses mismanage their reward systems, hence resulting in a slew of issues that wreak havoc on productivity and employees' performance. While employees' turnover is common in workplaces as a result of poor remuneration by employers and leading to the loss of qualified individuals as these disgruntled employees look for better salaries in other enterprises (Okeke, Ugwu, Nebeife, & Ngige, 2020). This is not unconnected to the fact that Africa as a continent and Nigeria as a country continually lag behind in human capital development.

Statement of Problem

As observed by Choudry (2009), African countries perform poorly in term of labour productivity, while 2005 labour productivity level of African sub-Saharan economies was ranked as the lowest in all regions. Likewise, Okeke, Ugwu, Nebeife, and Ngige (2020) maintained that in Nigeria, most organizations do not follow employment legislations, but rather used to disdain labour laws as a standard for payment of their workers. They often complain of bad and unfriendly economic condition for their inadequacy or inability to remunerate their staff as they should. However, employees are often forced to take whatever amount offered to them as rewards due to high level of joblessness in the country. Some workers are even not paid regularly, while others are experiencing outright non- salary payment for months. All these thus result in employees' high level of dissatisfaction, bringing about poor work performance in organizations.

Though it is evident that reward management has been researched on previously by some researchers, but there has not been any certainty that this study has been conducted on Vista International Limited, Lagos, Nigeria. Hence, it was resolved to carry out this study on organizational reward system and employees' job gratification in the aforementioned organization.

Vista International Limited is a branch of Vista Africa known for the manufacturing of quality printing consumables besides light packaging, stationery and quality papers for continuous printing. It is situated at No 2 EB, opposite Aswani Market, Osolo Way, Aswani - Oshodi Industrial Scheme, Isolo, Lagos, Nigeria.

Objectives of the Study

The main objective of this study is to examine the effect of reward system on the workers' satisfaction in Vista International Limited, Lagos, while the specific objectives of the study are to:

- (i) investigate the effect of pay on employees' job gratification.
- (ii) ascertain the relationship between fringe benefits and employees' job gratification, and
- (iii) assess the effect of promotion on employees' job gratification in the area of study.

Hypotheses of the Study

H₀₁: Pay has no significant effect on employees' job satisfaction in Vista International Ltd, Lagos;

H₀₂: There is no significant relationship between fringe benefits and employees' job satisfaction in Vista International Ltd; and

H₀₃: Promotion has no significant effect on employees' job satisfaction

Literature Review

Concept of Reward

Reward is a concept that has sparked considerable interest in the present time. This is due to its ability to affect both employees and employers, given that an employee is expected to feel highly valued by his employer and tends to perform more and better in order to meet the organizational goals provided he is handsomely compensated. As a result, Markova and Ford (2011) argue that true organizational success stems from employees' willingness to use their creativity, abilities, and know-

how in the favour of where they work, and that it is the organization's responsibility to encourage this behaviour. This is by implementing appropriate incentive strategies to support and nourish these good employees' contributions. It is therefore indicated that the business' success and survival in the world of work is greatly dependent on the reward packages that employees are given. Consequent to this, past researches have established that highly satisfied employees are easily stimulated to provide a competitive edge for their places of work since their performances drive the organization to achieve the set objectives (Sajuyigbe, Olaoye & Adeyemi, 2013).

A reward can therefore be described as something that is offered or received in exchange for service, merit, or hardship at work. It is something that one gets in exchange for being exceptional or for doing good job. Reward is also referred to as compensation by some theorists. Compensation, according to Mathis and Jackson (2004) recompenses employees for performing organizational tasks through incentives and benefits as this could be intrinsic or extrinsic in nature. A common source of intrinsic rewards could come in the form of praise. This is for completing a project or meeting performance goals, while extrinsic rewards are tangible and could be monetary or non-monetary in nature. Tangible compensation can come in the form of direct or indirect recompense. Here, the employer exchanges monetary rewards for work done with direct forms of compensation, while every employee receives indirect compensation consequently to his organizational membership (Mathis & Jackson 2004).

In the view of Ismail and Zakaria, (2009), reward connotes a strategy designed by organizations so as to offer it to their employees on the bases of the workers' possessed knowledge, merits, skills and performance. As explained by Florin, Hallock and Webber (2010); Milkovich and Newman (2010), this perspective accentuates reward based on the workers' tenure, seniority, membership and service together with their length of service at work, thereby adding to their job satisfaction and other work associated matters. This nevertheless necessitates a well-designed reward system as this is essential in the workplace for boosting the organization's effectiveness and output considerably. It is in addition critical in guaranteeing employees' job satisfaction as well as improving their performance.

Components of Reward System

In line with Mandong, (2017), an effective reward system has various facets and these include, but not limited to: pay, fringe benefits, recognition, promotion and job security.

(i). Pay (Salaries and Wages):

Heery and Noon (2001) describe pay as a financial disbursement to employees in the workplace which may comprise basic salary, and bonuses for engaging in extra work. Ajila and Abiola (2004); Milkovich and Newman (2004) contend that, of the various types of rewards available, monetary pay is the most essential factor for employees' job gratification and is always present in any employment contract. This was supported by Judge, Piccolo, Podsakoff, Shaw, and Rich (2010) that there is no other motivational technique or incentive (reward) that comes close to money, particularly in terms of its economic and influential value, and even more so in terms of providing sustenance, satisfaction, honour and security. As a result, Ekpudu and Ojeifo (2014) argue that money has a motivating influence on employees, particularly in developing countries (economies) like Nigeria, where low employee's salary is a result of high family and societal financial needs and expectations. In the country, large number of workers find it extremely hard to survive with their relatives and

other dependants as this is not unconnected to the increase in unemployment and disproportional drop in wages and salaries (Agba & Ushie, 2013).

(ii). Fringe Benefits:

Mandong, (2017), consider fringe benefits as the package that includes almost any form of compensation excluding direct wages given in part or in whole by the organization or that is made available by a third party. This is supplementary to other forms of monetary remuneration, such as wages and salaries, which are meant to boost employees' quality of life and as well heighten their loyalty to the workplace.

(iii). Recognition:

Recognition, according to Robbins (2001), is the gratitude and prestige that an employee receives from his or her employer. Danish and Usman (2010) add that this is the process of granting a certain status to an individual inside an organization, and this is a critical aspect in an employee's motivation as it is a component that is utilized to improve the interaction between organizations and their staff members.

(iv). Promotion:

According to Mandong, (2017), promotion is defined as an employee's advancement in the organization's structure, resulting in increased responsibility and rank. Promotion is an acknowledgement of an employee's efforts and dedication to their job. It is a motivational technique that has an impact on people in the workplace. Employees are offered the opportunity by their employers to be promoted or changed from their current roles to higher levels of service within a company. This is a method of rewarding employees for achieving organizational goals, and it also acts as a means of aligning organizational and personal goals.

(v). Job Security:

Job security refers to the certainty that an employee will remain in his or her current position in the current organization and will not be fired. Employees are looking for security and stability in their current work as jobs become more difficult to come by (Evren, 2003). According to Bull (2005), many workers are satisfied when they believe that their job's future is bright and secure. This therefore implies that when there is no possibility of layoff or dismissal in the workplace, employees will be more at ease and contented.

Concept of Job Satisfaction

Grammatically, the word "gratification" is synonymous to the term "satisfaction". Therefore, satisfaction according to (Ivancevich, 2004) refers a term that defines an attitude having to do with liking or disliking. So, job gratification can be said to mean a positive emotional state occasioned from the evaluation of an individual's job experience.

In the words of Galanou, Georgakopoulos, Sotiropoulos and Dimitris (2010); Mujtaba and Shuaib, (2010), job gratification is a litmus test for a good work experience. It is a good feeling that comes from evaluating one's job experience by comparing what one anticipates from his or her job to what one really gets. This, in general, refers to how satisfied employees are with their jobs and how they feel about various aspects of their jobs. However, consequent to the significance of employees' behaviour in the workplace, job gratification has become a very important feature in all organization

as human resource managers do seek enhanced work performance for the benefit of the organization. Contrariwise, dissatisfaction arises in an occasion when a person's expectations from his job is shattered. Mathis and Jackson (2004) opine that in job gratification, the key factor is exactly the particular thing that an employee hopes to get from his job, and what he is eventually given as a reward given that in recent years, organizational behaviour experts and human resource management have paid a lot of attention to employees. While the reason for this is purely bothered on the association between job happiness and employees' behaviour.

Theoretical Framework

In accordance to Ashraf and Mohammad (2014), a lot of reward theories have been put forward to explain the significance of ensuring fair reward package for employees towards job gratification. This is premised on the ground that both theorists and places of work have considered reward as a significant tool for job-related factors like job satisfaction, motivation, performance, commitment, turnover, and decrease in absenteeism. These theories include expectancy theory, equity theory, etc. However, equity theory on which this study is anchored is espoused thus:

Equity Theory

In 1963, John Stacey Adams proposed equity theory for the first time. Equity theory centres on persons' perceptions of how equitably workers have been treated in contrast to how others in the organization have been handled (Mullins, 2010). The theory arose from the organization's campaign for fair and equitable remuneration for all workers. It is also predicated on three assumptions: employees' development of opinions about what constitutes a just and equitable compensation for their inputs to their jobs. It is assumed that employees compare what they are getting in exchange for they offer their place of work to what their colleagues receive from their employers. According to Pinder (1998), employees will be forced to do something about inequity in the workplace if they consider their treatment is not equitable in comparison to what they perceive others are making. This demonstrates that employees value fairness in the workplace's social ties. In other words, employees constantly desire fair treatment, especially at work, and they see this as an inequality when this is not the case.

Dugah and Ayaga (2014) pointed out that equity theory is as well bordered about payment (recompense), which in most situations is a primary source of concern for equity or unfairness in places of work. It was maintained further that every employee would always be delighted to have his work performance and contributions well rewarded irrespective of his position in the workplace. Therefore, he would have the feeling of dissatisfaction resulting in unfriendliness towards colleagues and the place of work which could later lead to demotivation and low job gratification if he feels poorly paid. So, equity theory was utilized in this study to focus on the notion of equality and justice in terms of employees' rewards as applied by management in the workplace. It demonstrates management's efforts to mitigate negative perceptions of injustice and promote the principle of fairness by treating all employees fairly, particularly when it comes to rewarding their efforts.

Empirical Reviews

Akafo and Boateng (2015) investigated the impact of reward and recognition on job satisfaction and motivation of academic staff members in seven differently selected private tertiary

institutions chosen through stratified sampling. The study established existence of positive impact of reward on motivation, but non-existence of relationship between reward and job satisfaction in the institutions.

Likewise, Mandong (2017) studied the relationship between rewards and employees' job satisfaction, while focusing on some selected outsourced service providers in Jos, Plateau State, Nigeria. This was with the adoption of census method as the sampling technique and also with the population of 541. The findings of this study showed positive and significant relationship between pay, fringe benefits, recognition, promotion, job security and employees' job satisfaction in the five chosen outsourced service providers.

More also, Wangechi, Kiragu and Sang (2018) assessed the effect of reward systems on the employees' job satisfaction in the County Government of Nyeri using systematic sampling technique. 162 employees of the studied establishment were targeted as the population of the study. The study therefore used percentages, frequency distribution tables, and multiple regressions for the analysis of the obtained data. The finding of the study indicated a positive and significant relationship between reward system and employees' satisfaction.

Methodology

Research Design

This study examines the effect of reward system on the workers' satisfaction in Vista International Limited, Lagos with the adoption of survey method through the use of questionnaire to elicit information from the respondents. Survey method was utilized by reason of its aptness to depict or describe the details of the relationship of various variables.

Population of the Study

The study population includes the whole staff of Vista International Limited, Lagos. Notwithstanding, the exact number of employees in the company could not be determined during the field work. As a result, the population was taken from a sample of 150 people. This was in line with Hill, Brierley, and McDougall (2003), who believe that a sample size of 100 or more is sufficient for research conclusions.

However, structured questionnaire was employed to collect primary data. The questionnaire was administered directly to respondents, and the responses were collected in real time, with the exception of cases where participants demanded for more time. For characterizing the responses, descriptive techniques such as frequency, percentage, and tables were used. The questionnaire is divided into two sections (part A and part B). Part A focuses on demographic information and also educational background of the respondents, whereas the second part aims to elicit information on the effect of reward system variable (pay, fringe benefits, and promotion) over employees' job gratification. The questionnaire was adapted from the studied literature and then validated by a questionnaire design professional with expertise in the topic of research. Inferential statistics in the study included percentages for socio-demographic factors, Regression, and PPMC (Pearson, Product Moment Correlation Coefficient).

Reliability and the Validity of Used Instrument

Cronbach's Alpha was used to test the instrument's reliability because a satisfactory value must exceed 0.7 for the scale to be reliable. As a result, the Cronbach's Alpha values for all variables indicate a high level of reliability, and the overall measure of the scale is extremely reliable, with a Cronbach's Alpha value of 0.840 suggesting a high level of internal consistency among all of the scale's items. The used questionnaire, on the other hand, was adapted from the revised literature and successively endorsed by a human resource management specialist who is acknowledged to be an expert in questionnaire design.

Result and Discussions

This section of the study focuses on the research's data analysis and presentation of the findings.

Table 1: Socio-demographic Characteristics of the Participants

Variable	Level	n	%
Gender	Male	98	86.0
	Female	16	14.0
	Total	114	100.0
Age	20-25years	10	8.8
	26-30years	45	39.4
	31-40years	20	17.5
	41-50years	24	21.1
	51years and above	15	13.2
	Total	114	100.0
Marital Status	Single	18	15.8
	Married	95	83.3
	Divorced	1	0.9
	Total	114	100.0
Educational Qualification	OND/NCE	34	29.8
	B.Sc./HND	42	36.8
	M.Sc.	22	19.4
	Professional Certificate	16	14.0
	Total	114	100.0
Nature of Employment	Permanent	60	52.6
	Temporary	34	29.9
	Contract	20	17.5
	Total	114	100.0

Source: Field's Survey, 2021

The case description of the respondent's gender frequency is shown in table 1 above, along with the valid percentages of their responses. As shown in Table 1, majority (86.0%) of the staff were males, while 14.0% were females. It reveals that 86 % of male respondents completed and returned 92 questionnaires, whereas 14 % of female respondents completed and returned 16 questionnaires. This indicates that men made up the majority of the respondents. This indicates that men made up the

majority of the respondents. Male engagement in the organization's operations is higher than female involvement, as seen by the large percentage of males in the organization. The age distribution of the respondents is also shown in Table 1. 8.8 % were between the age of 20 and 25, while 39.4 % were between the ages of 26 and 30, 17.5 % were between the ages of 31 and 40, 21.1 % were between the ages of 41 and 50, and 13.2 % were 51 years and above. As a result of the analysis, it is clear that most of the respondents were between the age of 26 and 30, which is beneficial to the Vista International Limited, Lagos for the reason that these employees are still young enough to offer their best effort for the achievement of the organization's set goals.

Additionally, the distribution of respondents consistent with their marital status indicated that 15.8 % of the employees were still Singles, 83.3 % were Married, and 0.9 % were Divorced. This implies that Vista International Limited was talented with more of workforces (married individuals) who could be relied on regards stability and loyalty to the company as the possibility of their mobility from one organization to the other is limited due to their family ties. Moreover, the distribution of respondents' educational qualifications show that 29.8 % of the respondents had OND/NCE, 36.8 % had B.Sc/ HND, 19.4 % had an M.Sc, and 14.6% had Professional Certificates. This points to the fact that the bulk of the participants are learned individuals (Graduates) who were knowledgeable enough and needed little or not much supervision at work before performing their duties as expected. Also, the distribution of respondents by the nature of their employment in Vista International Limited, Lagos illustrates that 52.6 % of the participants were permanent staff, whereas 29.9 % were absorbed into the company as temporary employees, then 17.5 % were contract workers. Thus, the implication of this is that majority of the workforces in the organization were permanent staff who have been in the system for a while, thus make them to be fully committed to the economic courses of the establishment. This is for the reason that they are considered by the Management as integral parts of the workplace as they are entitled to all their entitlements inclusive of pension and health schemes.

Testing of Hypotheses of the Study

H₀₁: Pay has no significant effect on employees' job gratification

Table 2: Summary of Regression Analyses on the Effect of Pay on Employees' Job Gratification (N=114)

Variable	B	SEB	β	t	p
(Constant)	1.529	.452		16.648	.000
Pay	.703	.024	.815	209.738	.000
R		.815			
R ²		.665			
F		884.328*			

*p < .05. Dependent Variable: Employees job gratification

Source: Authors' Computation, 2021

Table 2 shows the effect of pay on employees' job gratification in Vista International Limited, Lagos. It is shown that effect of pay variable on employees' job gratification yields a coefficient of a multiple correlation (R) and square (R²) of .815 and .665 respectively. These values are statistically

significant at 0.05 probability level. In other words, pay as a variable could explain for 66.5% of the observed variance in employees' job gratification. This result also shows that pay variable exerts significant effect on employees' job performance. This result therefore concludes that there was a significant effect of pay on employees' job gratification of staff in Vista International Limited, Lagos

H0₂: There is no significant relationship between fringe benefits and employees' job satisfaction.

Table 3: Summary of Pearson Product Moment Correlation between Fringe Benefits and Employees' Job Satisfaction of Vista International Limited, Lagos.

Variables		1	2
1	Fringe Benefit	1	.747*
2	Job Satisfaction	.747*	1

*= P<.05, N=114

Source: Authors' Computation, 2021

Table 3 displays the result of the relationship between fringe benefits and employees' job gratification. As reflected in Table 3, the correlation coefficient (r) between fringe benefits and employees' job gratification is .747. This value is found to be significant at 0.05 probability level. This suggests that there is a positive and significant relationship between fringe benefits and employees' job gratification (N = 114, r = .747 p < 0.05). This result concludes that there is significant relationship between fringe benefits and employees' job gratification of employees in Vista International Limited, Lagos.

H0₃: Promotion has no significant effect on employees' job gratification.

Table 4: Summary of Regression Analyses on Effect of Promotion on Employees' Job Gratification (N = 114)

Variable	B	SEB	β	t	p
(Constant)	8.602	.519		16.579	0.000
Promotion	.667	.0028	.747	23.718	.000
R		.747			
R ²		.558			
F		562.556*			

*p < .05. Dependent Variable: Employees' job gratification

Source: Authors' Computation, 2021

Table 4 illustrates the effect of promotion on employees' job gratification in Vista International Limited, Lagos. It is revealed that effect of promotion variable on employees' job gratification yields a coefficient of a multiple correlation (R) and square (R²) of .747 and .558 respectively. These values are statistically significant at 0.05 probability level. In other words, promotion as a variable could

explain for 55.8% of the observed variance in employees' job gratification. This result also shows that promotion variable exerts significant effect on employees' job performance. This result therefore concludes that there is a significant effect of promotion on employees' job gratification of staff in Vista International Limited, Lagos.

Summary of Findings

From the analysis of the effect of pay on employees' job gratification in Vista International Limited, Lagos, the study indicated that most of the employees in the company were not very contented at their offered remunerations. For instance, it was discovered that workers' incentives such as overtime allowances did not in any way support their satisfaction due to the smallness compared to what they expected from the organization. Nevertheless, it was established that there was existence of a significant and positive relationship between pay and employees' job gratification in the establishment ($R^2=.665$, $F=884.328$, $p < .05$). This corroborates the finding of the study carried out by Wangechi, Kiragu and Sang (2018), while it contradicts the result of the research undertaken by Akafo and Boateng (2015). The finding of Wangechi, Kiragu and Sang (2018)'s study indicated a positive and significant relationship between reward system and employees' satisfaction, whereas Akafo and Boateng (2015) established non-existence of relationship between reward and job satisfaction in their studied institutions.

The analysis of hypothesis two intended to ascertain the relationship between fringe benefits and employees' job gratification, it was realized that the workers in Vista International Limited were satisfied to a moderate extent with the organization's offers as this was consequent to the union officials' role or agitation. This suggests that fringe benefits have a significant and positive relationship with employees' job gratification in the workplace ($N = 114$, $r = .747$ $p < 0.05$). This finding is in congruence with the Mandong (2017)'s study that showed positive and significant relationship between pay, fringe benefits, recognition, promotion, job security and employees' job satisfaction in the selected outsourced service providers in Jos, Plateau State, Nigeria.

Similarly, from the finding of the analysis of the third hypothesis of the study, it was found out that staff of Vista International Limited are satisfied with the way and manner in which promotion is being carried out in the place of work since the eligible employees are always promoted as at when due without lobbying or connections. This was a pointer to the fact that workers' job gratification continually rises considerably in the establishment when the workers' promotion is done based on performance. The finding of the study therefore expressed that promotion has meaningful effect on employees' job gratification in Vista International Limited, Lagos ($R^2=.558$, $F= 562.525$, $p < .05$). This lends credence to one of the findings of the research conducted by Mandong (2017).

It is therefore worthy to note that equity theory which is purely concerned about recompense and mostly a primary source of interest in fairness in the organization is the theory that supports the aforementioned findings of this study. This is not unconnected to the fact that the theory maintains that employees usually have delight to have adequate rewards for their performed duties or played roles regardless of his positions in their places of work.

Conclusion and Recommendations

Conclusion

Resulting from the findings of the study, it can be gathered that the significance of a reward system in the enhancement of workers' job gratification cannot be overstated, principally when making reference to being rewarded for a job well done. Offer of adequate incentives is expected to improve human gratification in any situation. Based on the findings of this study, it can be concluded that the reward system for Vista International Limited, Lagos is very important and should be a priority for both the company and its workforces. According to the findings of this study, employees place a high value on various rewards provided by the Management of Vista International Limited. The current reward system in place in the company is insufficient to consistently enhance the employees' job gratification.

Recommendations

Consequent to the findings of this study, the following recommendations are given:

- i. The Management of Vista International Limited alongside the Trade unions in the workplace should make it a point of duty in reviewing the existing salary scale of the workers. This should be in alignment with the current economic situation in the country as this should not only be appropriate, but also be competitive salary scale. This will not only boost employees' gratification, but also upsurge their commitment to duties, while as well minimizing the rate at which these workers crave for employment elsewhere. This should be in accordance to their qualifications, performance and years of experience as provisions should regularly be made for bonuses to employees with a view to heighten their morale.
- ii. Since the finding of the study established that the workers in Vista International Limited were satisfied to a reasonable extent with the organization's offer of fringe benefits. The organization should try to sustain this tempo and even do more. So, the Management of the organization should try as much as possible to develop new fringe benefits plan that is capable of acknowledging the efforts of all workers in workplace without discriminating against anyone. This will not only guarantee a rise in the workers' job gratification, but it will also harmonize all the workforces (Managerial and Non-managerial staff members) in the organization. This will equally result in building teamwork for general better work performance.
- iii. It is likewise commended in this study that the Management of Vista International Limited, Lagos should ensure that its staff are fairly treated without any employee having a feeling of prejudice regards his or her promotion. While all and sundry in the organization should be provided with the alike opportunities for appreciation and career progression. This to facilitate effective corporate performance, given that it is a well gratified workforce that puts in his/her best for the organization's success.

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