



A STUDY OF THE IMPRESSION OF REWARDS AND RECOGNITION ON EMPLOYEE JOB SATISFACTION: A CASE STUDY OF MYANMAR ZARLAYATHA DISTRIBUTION COMPANY

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ABSTRACT

Among all the resources an organization owns, human resources play the most critical role. To make a successful organization, management has to commit to continuously satisfying employees. Satisfied employees take risks, think creatively, and care about customers' satisfaction for achieving organizational goals. The study's primary goal was to look at how rewards and recognition affect job satisfaction among employees of Zalaryathar distribution Co., Ltd. The analysis of the research results was analysis on various theories from the ground of Human Resource Management. In order to determine the degree of employee job satisfaction, the study looked at the impact of extrinsic rewards like income, bonus, promotion, and commission. Additionally, the study looked at how intrinsic rewards like appreciation and recognition affect how satisfied employees are at their jobs. The study adopted a descriptive research survey. For this research study, a sample size of 250 employees has been selected, which represents 20% of the total population. The data for this study were collected primarily through close-ended questionnaires. In this study, Stratified random sampling has to be utilized for administering with and examining the groups within the population. In detail, disproportionate to using Stratified random sampling to pick the employees, top management, middle management, and first-line management because some startups are small. Theoretical and managerial implications, recommendations, and limitations for future research have to be further research references. In this study, data were running with SPSS (Statistical Package for Social Sciences) version 20 for data operation and study. Correlation analysis brings forward to explore the most significant factors which affect the employee's job satisfaction. The study examines those rewards and recognition had a positive correlation with employee job satisfaction of Zalaryathar distribution company. The study suggests that organizations can achieve their objectives and mission through employee job satisfaction with effective reward and recognition systems.



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1. INTRODUCTION

According to Pattersen, Warr, and West (2004), a happy employee is a productive employee, and harmonizing their satisfaction level and considering thoughtful topics also becomes apprehensive for organization performance and improvement purposes (Muna et al., 2017). A highly competitive business environment lets the organizations address the job satisfaction of employees. Due to the tough pandemic situation, employers have to exchange the way of treating the employees through which they believe that the more satisfied employees contribute their products and services during this rigid period (Ju et al., 2020). Good employers want their organization to create the best place for employees by letting them value proposals, building a good reputation as an employer by making sure promises to employees (Editor-in-chief et al., 2018). The compensation reward system is making employee satisfaction by getting benefits for the organization through employees who can contribute the best quality, high productivity, less attrition and in addition that can create the service orientation in addition free from violation (Martono et al., 2018). Myanmar Zarlayathar Distribution CoLtd was organized in March 2016 in Yangon, Myanmar. In the beginning, the initial business of this company was Mercury Light Distribution since November with just three trucks that could only operate in Yangon. After many years of hard work and flexibility, Myanmar Zarlayathar Distribution has become one of the nationwide distributions in the country. The company intends to offer customers a scale of operations, regional diversity, effective sales force, and leading multi-channel networks. The significant issues of employee satisfaction with higher performance need to enhance service quality, broader coverage and set the required skills. Overcompensated employees perform better, while undercompensated workers grow disgruntled and respond by delivering subpar work (Armstrong 2003).

2. OBJECTIVES

The aims of the study are:

- i. To determine the impact of extrinsic rewards on Myanmar Zarlayathar employees' job satisfaction
- ii. To evaluate how intrinsic rewards affect job satisfaction
- iii. To assess the degree of job satisfaction among Zarlayathar employees in Myanmar

3. RESEARCH QUESTION

The following research topics served as the study's basis:

- i. How influence the extrinsic rewards on employee job satisfaction of Myanmar Zarlayathar employees?

- ii. How do intrinsic rewards affect job satisfaction?
- iii. What is the job satisfaction level of Myanmar Zarlayathar employees?

4. LITERATURE REVIEW

Companies are trying to gain a competitive advantage by using different strategies for getting results of highly competitive pressure like shaping the correct application of skills and expertise to a satisfied employee with many benefits and rewards more intimate with their organization than other competitive organizations (Vijayakumar & Subha, 2013). The relation between rewards and recognition is significantly associated with employee engagement and standard commitment for the organization (Martono et al., 2018). A reward system turns positive results for the organization to employee retention and attractive wage schemes through having enough impact on the organization (Wickramasinghe & Sajeevani, 2018). Froese et al. (2019) recommended that systematic rewards create job satisfaction then eliminate attrition rate, because Human Resources Management needs to focus strategically on it for workforce retention purposes.

Jamal Ali and Anwar (2021) introduced that there should be teamwork of professionals' spin in arranging good rewards and motivation factors of business importance. Kim and Lee (2018) showed that every employee should organize the route to measure the productivity of each employee through compensation for increments and rewards. The overall reward strategy is relevant to the entire employee proposal and is critical to the attractiveness and appeal of the organization (Bwowe & Marongwe, 2018). Megia (2016) suggested that polishing strategies combined into that culture of organization meantime managers should identify the needs of employees in building the reward systems. Organization commitment to job gives a sense of accomplishment on rewards and motivation have decided on the balancing of performance and its employee satisfaction (Jehanzeb et al., 2012) (Vijayakumar & Subha, 2013) (Ahmad et al., n.d.) and by enhancing the satisfaction to employees for organization need to handling the rewards tools properly. In addition, good rewards are much effective for the organization, and employees' similarly poor rewards systems are ineffective and do not improve employee performance (Park & Sturman, 2016). Maintaining the long-term requirements of setting an organization goal of job satisfaction is a combination of a proper rewards system and adequate resources (Jr, 2016). Milikić and Došenović (2020) also showed that the intrinsic rewards attract job satisfaction among employees. The changeling of an organization is to motivate the employees' satisfaction through fairness and openness on rewards and recognition (Akafo& Boateng, 2015). Management accepted that reward and

recognition are thoroughly linked to employee motivation (Zeb et al., 2009). The way of providing the rewards and recognition towards the best employee is a kind of appreciation through inspiring to the employees long-term retaining for the organization (Kountur & Prameswari, 2020).

4.1 Extrinsic Reward

One of the most efficient ways of promoting influential rewards for employees is an extrinsic reward. Mutembei (2019) concluded that financial compensation is playing a vital role in job performance in government hospitals. Motivation may play a key role in current using the extrinsic incentives society and pointing the importance of targeting to beliefs on stakeholders (Murayama et al., 2016). Many findings explained that increasing the annual salary is one of the consideration factors for the professional employee getting the better performance for the organization.

Ndijuye and Tandika (2019) mentioned that the impact of employees getting poor attitude received from the source of low pay by the organization. Even if the organization provided the incentives, recognition program, swag, and bonuses to the pursuit of employees satisfy it remains a challenge for finding extrinsic balance and the balance of staff gift of happiness is according to the personality of the employee (Khan et al., 2017). Lim et al. (2019) concluded that the differentiation of motivational approaches to individual and organizational harmony and personal harmony received well-deserved and extrinsic rewards for job satisfaction. In addition, extrinsic rewards mention that monetary and non-monetary benefits provided to the employee represent the motivation of employees through workplace creativity (Malik et al., 2019). Behavioral recognition also distinguishes that extrinsic can vary depending on the three rewards of value, information, and regulatory (Malek et al., 2020). The extrinsic incentives were the main factors to the background of a community framework and service motivation to the employee for the organization (Kroll & Porumbescu, 2019). In contrast, extrinsic satisfaction is defined as working conditions that affect employee attitudes and actions. In conclusion, (Edy Sulistiyani, Endang, Udin, 2018) extrinsic rewards are also associated with knowledge sharing and creativity through interim leadership.

4.2 Basic Salary

Mutembei (2019) found out that basic pay as a form of financial compensation is the reimbursement that is acknowledged as a wage or salary and paid to an employee for the performance of their specific job responsibilities. Nzelum et al. (2019) found that salary rates increase proportionally as the satisfaction rate increases. According to Al-Ali et al. (2019), job

satisfaction significantly improves job performance representing a higher salary. Nzelum et al. (2019) conclude that the salary rate improves in direct proportion to the portion of satisfaction increases. Lower remuneration is one of the sources of employee dissatisfaction as well as it is a consideration based on the performance, experience, knowledge, and expertise of an individual (Atefi et al., 2016). One of the strengths of good compensation management depends on the number of wages or salaries per employee (Bharat, 2016). Improving the employee welfare plan makes them more satisfied with individual income and feel less pressure as deserved for them (Ree Joppe De, Muralidharan Karthik, Pradhan Menno, 2017). The consideration factor for companies to hire and retain high-quality employees to a certain level of a job where s/he reaches an employee also has to continuously maintain on reaching a level of performance (Akhtar et al., 2017). The monetary incentives distributed with a merit logic depend on employee performance when they are a stimulus for the next level of evaluation (Ponta et al., 2020).

4.3 Bonus

According to annual performance, bonus pay is typically given out each year (Nyberg et al., 2016), which occurs three or four months after the fiscal year-end at the annual meeting (Healy, 1985). (Brockner et al., 2006) explained that employees with advanced capability last projects to alter their effort or behavior by boosting their output in order to benefit from performance-based payments. According to Muse, Ali & Geelmaale (2019), if employee performance is apparent, firms may use direct bonuses and prizes based on performance. Individual incentives, such as sizable bonuses, are also frequently unexpectedly unsuccessful at boosting worker morale and productivity (Anik et al., 2013). Bonus targets provide highly accessible information that can be easy to manage when given to the manager to meet the previous goals (Voußem et al., 2015). By linking salary and performance, bonuses increase the high performers' perception of equality and justice and reduce the desire for movement (Park & Sturman, 2016).

Bonus and awards provide one consideration not only on external financial rewards but also on the recipients then retention bonuses will be an effective tool to reduce employee attrition (Law, 2016). In addition, (Pohler & Schmidt, 2016) bonus-qualified managers may be motivated the hire the suitable, but may not have the capacity or resources to do so consistently. Ingsih et al. (2020) concluded that it is necessary to improve for increasing the bonuses and the quality of the workplace environment should conclude by organizational commitment. Ingsih et al. (2020) found that job satisfaction mainly impacts through compromise of the organizational commitment is a great

play to increase Bonus consideration. The relationship between manager and employee when using performance-based incentive. The organization may need to take care of the importance of an annual bonus based on the performance incentive but, (Ludwig et al., 2016) it may need to care about exceeding the previous target amount.

4.4 Promotion

Kim and Lee (2018) explained that after years of work, employees are more likely to focus on promoting better than on pay and prefer sufficient opportunities for career advancement. Ndiyuje and Tandika (2019) concluded and gave an opinion that the strategy of enhancing the employee performance through regular promotion to the employee for the organization to enhance the productivity. Promotion-focused workspaces make it easier to interact with the work performance (Lichtenthaler & Fischbach, 2019). A promotion is when a person moves up the corporate ladder and works with support from the supervisor/manager. The impact of these factors depends on the individual (M. Z. Ali & Ahmed, 2017), in addition to capacity building, job promotion, and job satisfaction affect the performance for the organization (Razak et al., 2018). Job satisfaction is significantly and favorably impacted by promotion is one of the partial effects on job promotion and impact itself (Tasman et al., 2021). The staff promotion was still required to be in charge for a few but not for all (Zulfikar et al., 2018). However, improving salary and benefits structures is also one of the supporting factors for job satisfaction (Sivalogathan, 2017). Chen et al. (2006) stated that an equitable promotion system was partly vital for the employees to focus on fairness correctly.

4.5 Commission

Basic pay, which includes perks, promotions, profit-sharing, salary, bonuses or commissions, and fringe benefits, was not ideal due to external compensation (A. Ali, 2019). Ude (2012) explained that commission is natural with salespeople; the commission was incentive reimbursement based on a percentage of total sales. It is to create the competitive advantage to consider the benefits of human resources to change the organizational environment increasing the efficiency of products or services in the marketplace (Chygryn et al., 2019; Alekseev et al., 2022). The organization should be committed to the employee through providing service commission should pay its employees positively for the competencies rather than just the experience alone (Chepkwony, 2014). Mallin and Pullins (2009) made an effort to demonstrate how the relationship between the sales environment and commission pay serves as a performance-based incentive for a salesman. As a result, the rationale and distribution of financial incentives depend on employees' performance and the

motivation for the next evaluation period (Ponta et al., 2020). The organization also treats the sales commission as a control to ensure company success on the employee is a variable (Authors, 2017). Chepkwony and Jomo (2014) found out and suggested that the commission was involved in the development of rewards and related to the recommended staff benefit for the job satisfaction. One of the compensation packages of employee satisfaction that makes an organization effective is commission-based pay which is directly proportional to the total sales for the organization (Adom, 2018).

4.6 Intrinsic Reward

Intrinsic rewards actively produce the best product or service at their work itself to a distinct physical or another form of reward (Wickramasinghe & Sajeevani, 2018). The management is the influential motivator, by itself is no longer enough – intrinsic rewards are essential to employees in today's atmosphere (Trust, 2019). Intrinsic rewards should be established in accordance with the differences of characteristics associated with work performance (Authors, 2006). A person who is intrinsically motivated will work on a matching problem because it is enjoyable to do so, or he will solve a problem because it is difficult to solve and he feels good about himself after doing so (MuseAliGeelmaale, 2019). (MuseAliGeelmaale, 2019) concluded that intrinsic rewards have an important helpful connection with employee performance and employee motivation. Intrinsic rewards enhance the professional skills and commitment within the organization because it creates a sense of satisfaction related to the original psychosomatic needs (Kalhor et al., 2017) and in addition working itself through personal achievement (Ayomikun, 2017). Another intrinsic motivational point of view is one of the behaviors that require employees to have the ability and self-determination to interact with the working environment (Shao et al., 2017). On-the-job service intrinsically not only enhances the personal qualities of employees but also motivates them through a passion for the environment (Afsar et al., 2016).

4.7 Recognition

The good practices on Human Resource Management policies through getting recognition to employees is mostly maintaining the employee motivation that organization can get more productivity and the creativity of highly viable environment (Reddy, 2020). The academic staff valued recognition as the most motivating aspect and benefit as the least motivating factor, according to (Negash et al., 2014). Numerous researches have looked into the idea of staff incentive and recognition schemes and their impact on employee performance, according to Ndungu (2017). Recognition is a cost-effective method for enhancing a routinely required activity and offering a sizable pool of top

performers, according to (Bradler et al., 2016). Employee appreciation can be extremely successful and motivating while costing the firm next to nothing to implement, according to (Luthans, 2000). In addition, the employee recognition program is one of the general considerations and is one of the saving financial terms of creating another type of reward to motivate employee performance (Afsar et al., 2016). Employee recognition is related to human justice of organization has responsibility for employees generally having their own without discrimination and emphasizing the concept of equality employees working in the same organization (Masri& Suliman, 2019). Employee recognition at work is to emphasize particular actions and routines that boost output and boost financial performance (Andriotis, 2019).

4.8 Appreciation

Appreciation is one of precious things from a powerful God (Crofford, 2016). Nowadays the business community is required to fulfill the promises of an organization to succeed in affiliate business. A committed and devoted employee base is playing an important role (Varma, 2017). Abdullah et al. (2016) found out that studies on employee recognition indicate that the IT sector is largely confronted with the relentless growth of many of its qualified employees. For most managers, navigating the professional goals of generation Y could be a challenging task. Therefore, businesses must create policies and procedures that recognize generation Y's need for rapid career advancement (Chawla et al., 2017). According to Sahl (2017), acknowledgment and appreciation are crucial for faculty happiness in general and, ultimately, for employee contentment with the institution as a place to work. Bradler et al. (2016) found out that the implication of management suggests that the recognition is efficient on cost-effectiveness but added value in good performance employees. Employee behaviors that lead to positive outcomes should be strengthened as an effect from an organizational positive point of view (Bawa, 2019). In addition, Crystalee Webb Beck (2016) recognition comes up from social standing and appreciation. Management is required to provide the following expert and responsibility of employees to appreciation based on required motivations or promotion for providing both beneficial for the organization (Putro&Havidz, 2019) and it is very difficult for employers to maintain a stable and successful operation (Asamoah et al., 2014). That is the reason the development and implementation of talent and knowledge management to implement strong skills management of awards and recognition and sharing in social media is also required (Fojt, 1995).

4.9 Job Satisfaction

Al-Ali et al. (2019) Research demonstrates that job satisfaction significantly affects job performance.

Retaining qualified and skilled employees are challenging for the competitive business environment for the organization. (Ali, 2019) introduced that human resource policies can have positive and negative effects on employee motivation and job satisfaction. If employee feel that the human resources policies and practices are satisfactory, they will be sufficiently motivated to meet the goals and objectives of the organization. In addition, job satisfaction is a consideration in employee satisfaction (Ndijuye&Tandika, 2019). Terera and Ngirande (2014) concluded and recommended that job satisfaction is also apparent in the retention of staff; it must come to the employees. The rewards factor of staff motivation programs is mainly effective to employee satisfaction (Danish & Usman, 2010). If an organization is not caring about employee satisfaction, the importance of unfaithfulness, increased absences, and the number of accidents from employees would affect the organizational goal (Fujimoto et al., 1981). A well-established employee reward is treasured for the daily performance of employees' activity to work hard for the organization's effectiveness including the career path for the employee (Sajuyigbe, A.S. OlaoyeBosede. O (Mrs.) (2013). Depending on the organizational goal and economic condition, creating the importance of the reward system should be transparent (Murphy, 2015).

5. CONCEPTUAL FRAMEWORK

The conceptual framework proposes the following interrelationships: extrinsic reward took an independent variable with four sub-dimensions: basic salary, bonus, promotion, and commission. The intrinsic reward used as an independent variable with two sub-dimensions: recognition and appreciation; employee job satisfaction is the dependent variable. The following figure shows a conceptual framework (figure 1).

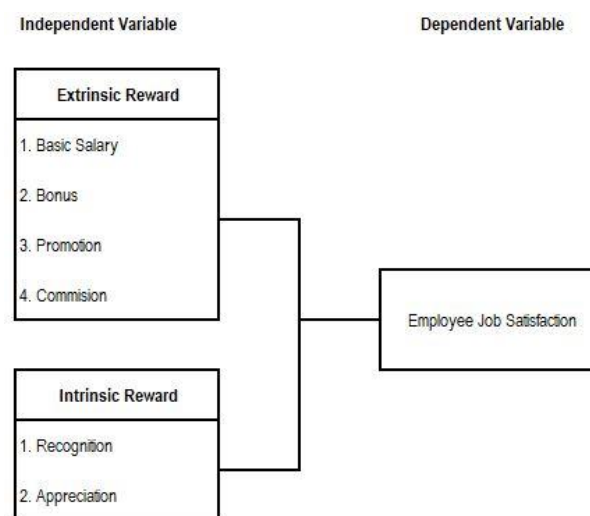


Figure 1. The conceptual Framework

6. RESEARCH METHODOLOGY

The objectives of this research are to describe the impact of the two variables (Extrinsic Rewards and Intrinsic Rewards) on the employee satisfaction of the Zalaryathar Distribution Co., Ltd in Myanmar. Quantitative approaches were utilized in the study to assess the effects of rewards and recognition on employee work satisfaction. In order to determine the link between variables, data were also analysed using inferential statistics like regression and correlation.

6.1. Population and Sampling

The population is the entire group we are interested in, and from which we want to infer or draw conclusions. In other words, it pertains to everyone who the study was intended to generalize about (Jackson, 2008). All 1261 of the company's employees make up the study's population. Employees at the company's headquarters in Yangon were the focus of the researcher's data collection efforts. According to Hair et al. (2010), a target population is a predetermined set of individuals or things that can be questioned or watched in order to gather the necessary data structures and information. The stratum of the target demographic was staff, first line management, middle management, and top management. Disproportionate Because some strata are small, stratified random sampling was utilized. Stratification is used to lessen standard error and give some variance control (Oso, 2009). Disproportionate sampling decisions are made when a particular stratum or strata are either too small or too large, or when there is suspected to be more variability within a specific stratum (Sekaran, 2003). This study collected data from 250 employees working in the head office at Yangon.

7. QUESTIONNAIRE

The main technique of gathering data is through a questionnaire, and open-ended questions were included. All conceivable responses or pre-written response categories are included in the closed-ended questions. The questions are presented, and respondents are prompted to select their response. In quantitative research, this kind of inquiry is used to generate statistics (Kumar, 2005). A questionnaire was divided into two sections and the first section is to describe the characteristics of respondents. The second section describes employee job satisfaction based on reward and recognition. A questionnaire with a five-point Likert scale was given to respondents (strongly disagrees, disagree, neutral, agree, and strongly agree).

8. DATA COLLECTION PROCEDURE

The researcher has distributed 250 questionnaires to employees working in the Yangon head office of Zalaryathar distribution Co., Ltd. The researcher requested the Human Resources Management

department to deliver the questionnaires. In this study, a researcher requested the Human Resources Management department to participate and deliver collecting questionnaires. All questionnaires are a contribution to employees through the heads of the various departments. The survey period for questionnaire distribution and data collection was within August 2021. In research questionnaires, motivating and assuring respondents for anonymity and confidentiality were introduced. There are a number of 250 questionnaires that were delivered to the respondents. However, only 216 questionnaires were returned. In total 34 returned questionnaires were rejected because 4 copies had multiple responses, 30 were incomplete.

9. LIMITATION OF THE STUDY

The study was only conducted in Yangon, Myanmar due to time and resource constraints. Although there were other branch offices of Zalaryathar Distribution in the cities of Myanmar, the research was limited geographically. The study focused on the Zalaryatha distribution company operating in Myanmar. Therefore, generalization has not to be across other companies, industries, and regions. The researchers have chosen two independent variables. There may be other variables and factors that might be affecting the employee's job satisfaction. However, there is still left to explore the impact on employee job satisfaction for some variables.

10. DATA ANALYSIS

In order to start the analysis process, the data gathered from the questionnaire and secondary sources were methodically organized. Data analysis is the process of reviewing the information gathered during an experiment or survey and drawing conclusions and inferences (Kombo& Tromp, 2006).

10.1 Demographic Characteristics of the Respondents

The demographic data for gender shows that out of the 216 respondents who replied to the questionnaire distributed, there were 120 male and 96 female. Table (1) shows that the male respondents are more than female respondents regarding the percentage, male 55.6%, while female respondents were 44.4%. From the table below the gander balance in Zalaryathar was not fairly distributed. The sample population mainly dominated with the age of under thirty years of respondents covering 58.3% followed at the age group of 30-40 years (26.4 %). Between the ages of 41 and 50 yearsis 12.5%. The rest of the respondents are under the age category of over 50 years (2.8 %). The data indicated shows Zalaryathar distribution organizing with young employees. The majority of graduated respondents were (56.9%) to 31.0% were high school level in terms of education response. According to the data below, 11.1% of respondents had a diploma, and

0.9% were master holders. It may show most of the respondents have better educational backgrounds. The study discovered that 57.9% of respondents were staff, 20.8% were supervisors, 13.9% were managers, 5.6% were general managers when 1.9% were directors. It denotes that the majority of the study's respondents were staff level.

Table 1. Background information of respondent

| Variable | Item | Frequency | Percentage (%) |
|---------------------------|--------------------|-----------|----------------|
| Gender | Male | 120 | 55.6 |
| | Female | 96 | 44.4 |
| | Total | 216 | 100.0 |
| Age | Less than 30 years | 126 | 58.3 |
| | 30 To 40 years | 57 | 26.4 |
| | 41 To 50 years | 27 | 12.5 |
| | Over 50 years | 6 | 2.8 |
| | Total | 216 | 100.0 |
| Job Position | Staff | 125 | 57.9 |
| | Supervisor | 45 | 20.8 |
| | Manager | 30 | 13.9 |
| | General Manager | 12 | 5.6 |
| | Director and above | 4 | 1.9 |
| | Total | 216 | 100.0 |
| Educational qualification | High School | 67 | 31.0 |
| | Diploma | 24 | 11.1 |
| | Graduate Degree | 123 | 56.9 |
| | Master Degree | 2 | 0.9 |
| | Ph D | 0 | 0.0 |
| | Total | 216 | 100.0 |

10.2 Reliability score of variables

A survey, test, observation, or measurement procedure that consistently produced the same results across trials is what reliability is defined as in the extension (Babbie, 2004). Cronbach's Alpha is used to determine the degree of consistency in this study. Found out that to be above 0.7 for all the constructs in this study. An appropriate level of internal reliability is indicated by a value of 0.7 and higher (Hair et al.,2003). The following table (2) presents Cronbach's alpha values for the research instrument.

Table 2. Reliability statistics

| Variable | Numbers of items | Cronbach's alpha |
|-----------------------------|------------------|------------------|
| Independent variable | | |
| Basic Salary | 5 | 0.71 |
| Bonus | 4 | 0.73 |
| Promotion | 6 | 0.8 |
| Commission | 5 | 0.83 |
| Recognition | 4 | 0.87 |
| Appreciation | 5 | 0.77 |
| Dependent variable | | |
| Employee Job Satisfaction | 6 | 0.82 |

10.3 Descriptive Statistics of the variables

The mean and standard deviation was analyzed and presented in the following table 3. The table's illustrative statistical data indicate that the mean value of basic salary is 4.13 with a standard deviation of 0.49378. Most of the respondents agreed that the statements indicate the basic salary pay has the highest value for the mean score. The standard deviation of basic salary is a little low which means variability of the responses on basic salary is lesser. The average level of job satisfaction among employees was 3.92, which is the second-highest mean value (standard deviation: 0.51375). This value shows that the employees' overall job satisfaction is higher than average. Additionally, according to the scores for the factors, appreciation has a mean value of 3.91 and the third-highest mean value with a standard deviation of 0.61685. The lowest mean value is 3.27, which is for the promotion.

Table 3. Descriptive statistics

| Variable | Minimum | Maximum | Mean | Std. Deviation |
|-----------------------------|---------|---------|------|----------------|
| Independent variable | | | | |
| Basic Salary | 3 | 4 | 4.13 | 0.49378 |
| Bonus | 2 | 5 | 3.75 | 0.52594 |
| Promotion | 2 | 4 | 3.27 | 0.47257 |
| Commission | 3 | 4 | 3.61 | 0.6823 |
| Recognition | 1 | 5 | 3.31 | 0.7841 |
| Appreciation | 1 | 5 | 3.91 | 0.61685 |
| Dependent variable | | | | |
| Employee Job Satisfaction | 2 | 4 | 3.92 | 0.51375 |

11. CORRELATION BETWEEN VARIABLES

The relationship between many factors the determination of a link between the dependent and independent variables is conducted by correlation analysis (Cooper & Schindler, 2014). The correlational findings for the variables are displayed in the following table. Positively strong correlation was found between the base pay and job satisfaction ($r = .742, p .01$). Bonus and job satisfaction revealed a positive and moderately correlated connection ($r = .665, p .01$). Additionally, there was a moderate association between job satisfaction and promotion ($r = .417, p .01$), which was favorable. Similar to this, there was a moderately favorable association between the commission and job satisfaction ($r = .593, p .01$). Recognition and job satisfaction revealed a positive and weakly correlated connection ($r = .393, p .01$). The association between job satisfaction and appreciation was substantial ($r = .713, p .01$) and positive. According to the findings, there is a strong relationship between basic pay and job satisfaction. However, the relationship between recognition and job satisfaction is the weakest.

Table 4. The correlation between variables

| Variable | JS | BS | B | P | C | R | A |
|--------------------------------|--------|--------|--------|--------|--------|--------|---|
| Employee Job Satisfaction (JS) | 1 | | | | | | |
| Basic Salary (BS) | .742** | 1 | | | | | |
| Bonus(B) | .665** | .504** | 1 | | | | |
| Promotion (P) | .417** | .492** | .421** | 1 | | | |
| Commission (C) | .593** | .526** | .341** | .672** | 1 | | |
| Recognition (R) | .393** | .421** | .441** | .516** | .332** | 1 | |
| Appreciation(A) | .713** | .452** | .613** | .487** | .557** | .542** | 1 |

**A significant correlation exists at the 0.01 level (2-tailed)

12. CONCLUSION

Distribution companies are operating on the concepts of just in time, data accuracy, good customer feedback, and operational effectiveness. In order to keep going on these concepts, satisfied employees are necessary for every sector of the operation. Retaining skills and a high-performance workforce are challenging today's human resource management. This study looks into the attitudes of workers at the Zalaryathar distribution company toward rewards and recognition in the workplace. The research's findings support the notion that extrinsic rewards and employees' job satisfaction are positively correlated. Additionally, there is a favourable correlation between intrinsic reward and job satisfaction among employees. The strongest correlation and best link are between basic pay. To increase job satisfaction, management have to think about synchronizing the base pay. Additionally, management recognition is crucial for boosting motivation and job satisfaction. Appreciation is the second highest correlation with job satisfaction in the finding. This means that the level of satisfaction is improved when an employee does a certain good job and his management

and co-workers' admire and appreciate his work. Management should adopt new appreciation practices and shape culture to improve job satisfaction for stabilizing operation performance. Management should build a reward strategy in line with the organization's core values to improve the job satisfaction of employees who implement the organization's success.

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Thwin et al., A study of the impression of rewards and recognition on employee job satisfaction: a case study of Myanmar Zarlayatha distribution company