

Impact of Rewarding and Recognition on Job Satisfaction

Dr Vimala Venugopal Muthuswamy

Associate professor, Business Administration Department, King Faisal University.

Email: fmuthuswamy@kfu.edu.sa(Corresponding Author)

Ms. Omayma Abdulaziz Almoosa

Administrative Affairs, Director of Almoosa College of Health Sciences.

Omayma@almoosacollege.edu.sa

Abstract

Job satisfaction is essential because it determines an employee's responsibility, dependability, and punctuality and reduces long-term labor staff revenue. However, there is a lack of research examining the phenomenon of job satisfaction in the healthcare setting and the significance of rewarding and retaining employees in the healthcare field, particularly in Saudi Arabia. This study investigated the effect of reward and recognition on job satisfaction, as well as the perceptions of employees and factors influencing job satisfaction. This study used a descriptive, explanatory design to investigate the effect of rewards and recognition on job satisfaction among administrative employees of tertiary care accredited institutions in Al Ahsa City, Saudi Arabia. A simple random sampling technique was used to collect 300 samples. The Administrative employees concurred that recognition and rewards significantly impacted their job satisfaction and exhibited positive attitudes toward recognition and rewards. There is a strong relationship between compensation and job satisfaction. In addition, recognition strongly correlates with most job satisfaction dimensions. According to the study, Recognition and Rewarding substantially affect job satisfaction.

Keywords: Rewarding, Job Satisfaction, Saudi Arabia

Introduction

Job satisfaction refers to the extent to which an employee feels positively toward the organization. Position satisfaction can refer to the employee's overall satisfaction with the position or specific aspects of the job or workplace, such as promotions, pay, and coworker relationships (Alrawahi et al., 2020). In various disciplines in Saudi Arabia, administrative employee job satisfaction has been studied. Al Saleh (2009) found that satisfied employers typically demonstrate high innovation

in their job functions. In a meta-analysis, [Katebi et al. \(2022\)](#) discovered a substantial correlation between job satisfaction and performance. Reward refers to the accomplishments or benefits a company gives its employees in exchange for their benefactions and excellent performance ([Chiang & Birtch, 2010](#)). Reward is an essential means of achieving job satisfaction within an organization.

In today's competitive and dynamic business environment, protecting an organization's employees is more essential than ever ([Ikadeh & Cloete, 2020](#); [Raziq & Maulabakhsh, 2015](#)). Workload and staff scheduling significantly impacted the quality of care provided, and he concluded that job satisfaction and the quality of care are closely linked and correlated. In Saudi Arabia, the overall job satisfaction among healthcare professionals was low. ([Halawani, Halawani, & Beyari, 2021](#)). In Saudi Arabia, employee job performance and organizational performance are influenced by job satisfaction and compensation. The relationship between intrinsic and extrinsic motivators, job satisfaction, managers' and employees' perceptions of human resource management, the relationship between employee satisfaction and demographic factors, and the link between motivation and satisfaction in the workplace are research gaps ([Allebdi & Ibrahim, 2020](#); [Halawani et al., 2021](#); [Katebi et al., 2022](#)).

According to [Edward and Kaban \(2020\)](#), job satisfaction is an emotional response to several employment factors. As a result, academics from diverse perspectives, institutions, and regions characterize job satisfaction in various ways that are not universally accepted. For example, in the health sector, low income, poor working conditions, and limited opportunities for career advancement within healthcare organizations contribute to low job satisfaction ([Alrawahi et al., 2020](#)). However, prior empirical research has demonstrated that they will do so if employees are compensated for innovative performance. If the organization has a reward system, it will attract more talented workers ([Emuron & Yixiang, 2020](#)).

The primary objective of this prospective study is to develop a conceptual understanding, followed by empirical evidence, of how recognizing and rewarding employees in a healthcare context can foster employee satisfaction. Healthcare employees must be motivated to work and satisfied to be productive ([Huber & Schubert, 2019](#); [Kitsios & Kamariotou, 2021](#); [Schopman, Kalshoven, & Boon, 2017](#)).

Little research examines the phenomenon of job satisfaction in a healthcare setting and the significance of rewarding and retaining healthcare employees, particularly in Saudi Arabia. There is also a need to cover the knowledge gap regarding designing an employee reward program to reduce employee turnover and increase employee satisfaction among a diverse population. This study will examine the various employee requirements, objectives, and conceptions regarding what constitutes appropriate incentives and recognition for compelling motivation. This study will have a practical and measurable outcome by identifying the critical considerations hospital administration should make when implementing a reward and recognition program in a healthcare setting.

The specific objectives are

1. To identify the demographic factors and their impact on job satisfaction in a healthcare setting
2. To assess the administrative employees' staff perceptions about reward and recognition at the tertiary care hospital at KSA
3. To assess the relationship between reward, recognition, and job satisfaction
4. To test the impact of reward and recognition on job satisfaction

Literature Review

A meta-analysis by [Katebi et al. \(2022\)](#) aimed to produce a clear and unified conclusion regarding the relationship between job satisfaction and performance. [Penconek et al. \(2021\)](#) conducted a systematic review to identify and comprehend the antecedent of job satisfaction among nurse managers to retain them in their job responsibilities and develop and implement appropriate job satisfaction techniques. [Penconek et al. \(2021\)](#) examined eleven electronic databases containing 38 studies. Each study was independently assessed for its quality. A content analysis was conducted to determine and classify the factors associated with job satisfaction. The results of the systematic review conducted by [Penconek et al. \(2021\)](#) confirm 100 job characteristics, organizational characteristics, and personal characteristics that impacted the job satisfaction of nurse managers. [Alamanda et al. \(2020\)](#) were to

investigate the factors that affected job satisfaction and created a program to enhance it. Seven employees with high, medium, and low levels of job satisfaction were interviewed and observed to collect data using sampling selection techniques. [Hee et al. \(2020\)](#) examined the association between pay and benefits, work environment, senior management leadership, burden, and job satisfaction among Malaysian faculty members of private academic institutions. [Sittisom \(2020\)](#) concludes that all employees are satisfied with their employment, thereby assisting managers in retaining their talent pool. [Dziuba, Ingaldi, and Zhuravskaya \(2020\)](#) concluded that job satisfaction significantly affects how an individual performs their duties. The study by [Idrus et al. \(2022\)](#) investigated the effect of employee motivation elements on job satisfaction in public universities. The primary objective of the study ([Gazi et al., 2021](#)) was to determine the relationship between demographic variables and job satisfaction among sugar laborers in Bangladesh. [Zahari et al. \(2020\)](#) discovered that a company's prosperity correlates with greater job satisfaction. [Heimerl et al. \(2020\)](#) sought to understand the factors that affect job satisfaction. Using an event system methodology, ([Yu & Wu, 2021](#)) utilized an online survey to capture the WFH experiences of 256 workers from 66 Chinese firms during the pandemic. The study used fuzzy set qualitative comparative analysis (QCA) to examine how five job characteristics, including job longevity (time), home workspace suitability (space), job autonomy (criticality), digital social support (novelty), and monitoring mechanisms, influenced satisfaction when working from home (disruption).

In the pharmaceutical industry, [Sittisom \(2020\)](#) investigated the impact of the workplace environment on employee satisfaction, the effect of job empowerment by the employer on employee satisfaction, and the significance of employer recognition on employee satisfaction. [Mertala et al. \(2022\)](#) conducted a systematic review following the Joanna Briggs Institute (JBI) guideline to determine occupational therapy practitioners' job satisfaction. Using job satisfaction as a mediator, [Tirta and Enrika \(2020\)](#) examined the effect of reward and recognition, including work-life balance, on employee retention. The research of [Tirta and Enrika \(2020\)](#) focused on millennials as their population of interest because approximately 50 percent of millennials or generation Y dominate the workforce. Retaining employees from this

generation is difficult because they can easily transfer jobs and move between organizations. Consequently, the purpose of the study (Tirta & Enrika, 2020) was to examine and investigate whether Millennials regard to reward and recognition and work-life balance as significant factors in their decision to remain with an organization. To accomplish their research goal (Tirta & Enrika, 2020).

According to Saputri, Pasinringi, and Ake (2021), Human Resource Management is gaining importance in business as people, and their expertise are the most important factors determining a company's productivity. A study (Norbu & Wetprasit, 2021) highlighted the increasing demand for human resources, particularly in the hotel industry, to guarantee the improvement of the quality of tourism and hospitality services to achieve and maintain the country's reputation as a unique and upscale destination. Ratri and Wahjudono (2021) concluded that Human Resource Management is becoming increasingly important in business, as people and their expertise are the most critical factors in determining an organization's productivity. Din, Shahani, and Baloch (2021) examined the effect of reward systems on employees' extrinsic and intrinsic motivation in various UAE manufacturing companies. Anjum et al. (2021) investigate the impact of inherent incentives (Recognition, Training and Development, Work Environment, Participation in Decision Making, and Workplace Flexibility) on the work motivation of primary school teachers. Kumari et al. (2021) utilized the reinforcement theory of motivation and self-determination theory to examine the impact of motivation and rewards on employee performance at work. Garza and Taliaferro (2021) sought to characterize the job satisfaction of home healthcare nurses. The investigation was structured according to Herzberg's Two Factor Theory. According to Keku et al. (2021), student career satisfaction expectations and college experiences are an underutilized guide for recruiting and retaining the interest of underrepresented groups (URGs) in civil engineering and construction.

According to Sferrazzo (2021), contemporary corporate systems risk fostering inequity among employees because they exclusively emphasize economic outcomes, favoring only what can be observed, generated, and quantified through the incentive and reward system. Zhang and Min (2021) were interested in the effects of monetary and non-

monetary rewards on employees' knowledge-hiding behavior and the moderating effect of task qualities. The objective of the study by [Shafagatova and Van Looy \(2021\)](#) is to translate generic human resource management (HRM) appraisals and rewards towards an organization's business processes to align organizational practices better to process orientation and ensure successful business process management (BPM) adoption. [Lartey \(2021\)](#) examined the impact of career planning, employee autonomy, and management recognition on employee engagement through the lens of the social exchange theory. [Siswanto, Maulidiyah, and Masyhuri \(2021\)](#) examine the effect of the reward variable on employee performance by analyzing work motivation and employee engagement. This study determines whether employee engagement mediates the relationship between pay and performance. Finally, [Hilton, Arkorful, and Martins \(2021\)](#) investigated the moderating effect of contingent incentives on the relationship between democratic leadership and organizational performance.

[Kapur \(2022\)](#), [Sferrazzo \(2021\)](#) and [Zhang and Min \(2021\)](#) concentrated on the effects of monetary and non-monetary rewards on employee concealment behavior, as well as the role of task attributes as a supervisor, in addition to significantly modifying the impact of organizational rewards on employee behavior concealing the knowledge of employees.

Hypothesis

1. Demographic factors have an impact on job satisfaction in a healthcare setting.
2. The administrative employee staff at tertiary care hospitals have positive perceptions of rewards and recognition.
3. There is a positive relationship between employee reward and job satisfaction.
4. There is a positive relationship between employee recognition and job satisfaction level.
5. Rewarding and recognition have an impact on the employee's job satisfaction level.

Methodology

The current investigation was conducted in an accredited tertiary care hospital in Al Ahsa City, Saudi Arabia. Within the vicinity of Al Ahsa. All

administrative personnel (e.g., Chief Executive Officer, Chief Operating Officer, Chief Marketing Officer, Chief of Staff Secretary/Strategies and Business Development, Internal Audit, Information Technology Staff, Academic Affairs, Human Resources, General Maintenance Department, and Finance) are employed at the Al Ahsa hospital that is accredited for tertiary care. Al Ahsa hospitals with accreditation for tertiary care use approximately 1300 administrative staff members. In addition, all administrative personnel serving in a particular institution accredited for tertiary care were included in the study. The present research utilized a descriptive, explanatory design to investigate the influence of rewards and recognition on job Satisfaction among administrative employees in tertiary hospitals. Every employer in the organization had an equal chance and probability of being selected for the sample in the current study, which employed a Simple random sampling technique. First, the researcher created a list of all 1300 administrative employees working in a hospital accredited for tertiary care (step 1) and then assigned sequential numbers to each employee (step 2). In step three, the researcher used a random number generator to determine the sample size, then utilized the sampling frame (population size) from step two and the sample size from step three. From a list ranging from one to one thousand three hundred administrative employees, the researcher estimated 300 employees.

For administrative employees (e.g., Chief Executive Officer, Chief Operating Officer, Chief Marketing Officer, Chief of staff secretary/ Strategies and Business Development, Internal Audit, Information Technology Staff, Academic Affairs, Human Resources, General maintenance department, and Finance), the sample size was calculated depending on proportion for one sample with dichotomous outcomes. The initial sample size equation for estimating population proportions is $n_o = p * (1 - p)(Z/E)^2$, p is the proportion of administrative employees. A ratio of 50% was assumed to generate the most conservative sample size (.5). Z is the normal standard deviation, usually set at 1.96, with a confidence level of 95%; E is the accepted margin of error, which is considered 0.05. For this study, the initial sample size is: $n_o = .5 * (1 - .5)(1.96/.05)^2 = 384.2$, and after the correction for the finite population using the

equation $n = \frac{n_o}{1 + \frac{(n_o-1)}{N}}$ the final sample size (n) for the study population of (N= 1300) is $n = \frac{384.2}{1 + \frac{(384.2-1)}{1400}} = 297$ and the researcher decided to increase the final sample size of the study to 300 (Triola, 2010).

The questionnaire for this study consists of four sections: (1) the demographic data, (2) the questionnaire, (3) Rewarding, and (4) the job satisfaction scale. The instruments mentioned above demonstrated population-wide reliability and validity. Three specialists in the social sphere reviewed and revised the questionnaire.

The data were examined for missing values and outliers before analysis. T-test and ANOVA Tests were used to determine the significance of differences between administrative employee job satisfaction means and demographic variables. A Pearson's r Correlation Coefficient test was administered to determine the correlation between compensation and job satisfaction and recognition and job satisfaction. Multiple linear regression was performed to forecast the influence of rewards and recognition on job satisfaction. Alpha was set at the 0.05 significance level for tests of significance.

Analysis

Statistical analysis of the following research hypotheses:

Description of demographic characteristics of sample individuals are working at tertiary hospitals in Al-Ahsa

1. Demographic factors have an impact on job satisfaction in a healthcare setting.
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5. Rewarding and recognition have an impact on the employee's job satisfaction level.

Table 1. Description of demographic characteristics of sample individuals working at tertiary hospitals in Al-Ahsa (n = 300)

Variable Levels	Frequency	Percent	Variable Levels	Frequency	Percent
Gender			Age groups		
Male	130	43.3	Up to 25 years	47	15.7
Female	170	56.7	26 - 45 years	226	75.3
			46 - 55 years	23	7.7
			56 years & above	4	1.3
Marital status			Education		
Married	167	55.7	Up to Secondary	50	16.7
Single	123	41.0	Vocational	45	15.0
Widowed	5	1.7	Bachelor	159	53.0
Divorced	5	1.7	Postgraduate studies	46	15.3
Nature of employment			Job Category		
Permanent	100	33.3	Human resources	85	28.3
Contractual	200	66.7	Admin Assistant	109	36.3
			Marketing	16	5.3
Length of service			Finance	19	6.3
Up to 1 year	82	27.3	Receptionist	27	9.0
2 less than 5 Years	123	41.0	Head of the department	26	8.7
5 less than 10 Years	63	21.0	Purchasing	18	6.0
10Years& above	32	10.7			

Table 1 contains statistical descriptions of the demographic characteristics of the research sample participants. The results indicate that 56.7% of the sample population are females and 43.3% are males, 75.3% of their ages fall between (26 to 45 years), 15.7% are aged 25 or younger, and the percentage of those aged 46 or older is less than 9%. In addition, 55.7% of the sample was married and 41.0% unmarried, while 3.4% was widowed or divorced. The results of the education variable indicated that 53.0% of the sample population holds a bachelor's degree. At the same time, the percentages for the other categories (up to secondary, vocational, and postgraduate studies) are approximately 15%. In addition, the results indicate that for most respondents, 66.7% of their employment is contractual, and 33.3% are permanent personnel. In addition, the results suggest that 41.0% of respondents have between two and five years of work experience. Because 27.3% have less than one year of experience. In the category of 5 to 10 years, the percentage is 21.0%. The percentage of those with 10 or more years of experience is 10.7%. Moreover, the results represent the distribution of job categories 36.3% of them are administrative assistants,

while 28.3% work in human resources departments. The remaining categories (marketing, finance, receptionist, department head, and purchasing) have percentages of 5.3%, 6.3%, 9.0%, 8.90%, and 6.0%, respectively.

Results related to the research hypotheses:

The first hypothesis: Demographic factors impact job satisfaction in a healthcare setting.

To test the first research hypothesis, the researcher used independent samples t-test for the demographic variable with two levels and One Way ANOVA and F-test for those factors with three or more levels to determine the significance of the difference between the means of job satisfaction scores due to demographic variables, and eta squared to estimate the impact of each demographic factor on job satisfaction.

– The Impact of Gender on job satisfaction

Table 2. The significance of the impact of gender on job satisfaction using independent samples T-test

Dimension/scale	Gender	N	Mean	SD	T-test statistic	Df	P-values	Effect size η^2																																																																									
Compensation and Welfare Benefits	Male	130	44.53	9.701	0.443	298	0.658	0.001																																																																									
	Female	170	44.04	9.311					Work Environment	Male	130	23.90	3.837	1.273	298	0.204	0.005	Female	170	23.32	3.993	Career and Promotion Opportunities	Male	130	18.98	4.128	0.633	298	0.527	0.001	Female	170	18.69	3.786	Communication and Job clarity	Male	130	14.98	3.017	0.091	298	0.927	0.000	Female	170	14.95	2.941	Training and Development	Male	130	16.00	3.120	0.762	298	0.447	0.002	Female	170	15.72	3.111	Teamwork and Job security	Male	130	15.64	3.098	1.020	298	0.308	0.003	Female	170	15.26	3.264	Job Satisfaction Scale	Male	130	134.04	23.067	0.753	298	0.452
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$\eta^2 = .01$ small effect, $\eta^2 = .06$ moderate effect, $\eta^2 = .14$ large effect

Table 14 displays the independent samples t-test results for the significance of the difference between the mean scores of job satisfaction based on respondents' perceptions of their gender who work in tertiary institutions in Al-Ahsa. In addition,

the eta squared for effect magnitude was calculated to estimate the effect of gender on the dimensions of the job satisfaction scale. Thus, all t-test results for the differences between the scores' means of job satisfaction scale and its dimension according to respondents' gender were insignificant, and the values of eta squared as per (Cohen, 1988) criteria reflect a very small impact. ($\eta^2 < 0.01$) of the employee gender on their perception of job satisfaction.

– **The impact of the nature of employment on job satisfaction**

Table 3. The significance of the impact of the nature of employment on job satisfaction using independent samples T-test

Dimension/scale	nature of employment	N	Mean	SD	T-test statistic	df	P-values	Effect size η^2
Compensation and Welfare Benefits	Permanent	100	45.54	9.906	1.669	298	0.096	0.009
	Contractual	200	43.61	9.201				
Work Environment	Permanent	100	24.51	3.943	2.967	298	0.003	0.029
	Contractual	200	23.10	3.849				
Career and Promotion Opportunities	Permanent	100	19.21	4.123	1.215	298	0.225	0.005
	Contractual	200	18.63	3.831				
Communication and Job clarity	Permanent	100	15.87	3.145	3.810	298	0.000	0.046
	Contractual	200	14.52	2.776				
Training and Development	Permanent	100	16.40	3.140	2.204	298	0.028	0.016
	Contractual	200	15.57	3.070				
Teamwork and Job security	Permanent	100	16.31	3.524	3.462	298	0.001	0.039
	Contractual	200	14.98	2.924				
Job Satisfaction Scale	Permanent	100	137.84	23.729	2.630	298	0.009	0.023
	Contractual	200	130.40	22.801				

$\eta^2 = .01$ small effect, $\eta^2 = .06$ moderate effect, $\eta^2 = .14$ large effect

The distribution of job satisfaction scores for both categories (permanent and contractual) was examined and found to be normal. Therefore, according to the results of Levene's test for the equality of variances, the variances between the two categories are equal. Table 3 displays the results of a t-test on independent samples to determine the significance of the difference between the mean job satisfaction scores of hospital employees in Al-Ahsa based on the nature of their employment. The eta squared for effect magnitude was used to estimate the impact of the nature of employment on the dimensions of the job satisfaction scale. The t-test revealed a significant difference

between the score means of job satisfaction ($t = 2.63, p .01$), while the value of eta squared ($\eta^2 = 0.023$) indicates that the character of employment has a negligible effect on job satisfaction. In addition, the results of the t-test of the dimensions of job satisfaction due to the nature of employment reveal significant differences for the dimensions (Work Environment, Communication and Job clarity, Training and Development, Teamwork and Job security) with a negligible impact (η^2 ranges from 0.016 to 0.046) of nature of employment on each according to Cohen criteria. At the same time, the dimensions (Compensation and Welfare Benefits, Career and Promotion Opportunities) have insignificant differences with a minor impact ($\eta^2 < 0.01$).

The second hypothesis: The administrative employee staff at tertiary care hospitals have positive perceptions of rewards and recognition.

The researcher performed the One-Sample Wilcoxon Signed Rank Test to test this hypothesis while all variables were ranked categorically and not normally distributed. This test was used to determine whether there was a significant difference between the median of each item and the scale's total score relative to the hypothetical median (3), which represents the median of the Likert five-level rating scale.

– Employees' perception of the rewards

Table 4. The significance of the difference between the median score of the rewards scale and the hypothetical median (3) using the One-Sample Wilcoxon Signed Rank Test (n=300)

Item	S. Agree	Agree	Neutral	Disagree	S. disagree	Test statistic	Observed median	P-value
	%	%	%	%	%			
The rewards are distributed rightfully.	33.0	32.7	20.3	9.3	4.7	9.653	4	0.000
The rewards match my work effort.	26.3	40.7	19.0	10.3	3.7	9.717	4	0.000
I am satisfied with the quality/quantity of the rewards.	26.3	38.3	23.3	10.0	2.0	10.255	4	0.000
I am ready to increase my work efforts to gain rewards.	43.0	40.7	13.7	2.3	0.3	13.850	4	0.000
Employees work more as a team to gain rewards.	35.7	43.3	13.0	5.3	2.7	12.103	4	0.000
The rewards have a positive effect on the work atmosphere.	48.7	37.3	11.3	1.0	1.7	13.695	4	0.000
The rewards motivate me to perform well in my job.	48.0	39.3	10.3	0.7	1.7	13.810	4	0.000
Rewards scale total score	46.3	43.3	9.3	1.0	0.0	14.044	4	0.000

The One-Sample Wilcoxon Signed Rank Test results for the difference between the median score of tertiary hospital employees' perceptions of rewards and the hypothetical median (3) were presented in Table 4. The results show that the observed median of employee total score on their perception of the rewards is 4, and there is a significant difference between the two medians (Standardized test statistic=14.044,p-value=.000). Therefore, the tertiary hospital employees at Al-Ahsa have positive perceptions of the rewards, and the results of the rewards scale items also revealed significant differences between the employees' score median and the hypothetical median.

– Employees' perception of the recognition

Table 5. The significance of the difference between the median score of the recognition scale and the hypothetical median (3) using the One-Sample Wilcoxon Signed Rank Test (n=300)

Item	S. Agree	Agree	Neutral	Disagree	S. disagree	Test statistic	Observed median	P-value
	%	%	%	%	%			
I am praised regularly for my work.	38.3	38.3	17.7	4.0	1.7	12.503	4	0.000
I receive constructive criticism about my work.	21.7	38.7	27.0	9.7	3.0	9.210	4	0.000
I get credit for what I do.	23.7	36.3	26.0	9.0	5.0	8.486	4	0.000
I am told that I am making progress.	30.7	44.3	17.3	6.0	1.7	11.991	4	0.000
Recognition scale total score	33.3	47.3	16.0	3.3	0.0	12.421	4	0.000

Table 5 displays the One-Sample Wilcoxon Signed Rank Test results for the difference between the score median of tertiary hospital employees' perceptions about recognition and the hypothetical median (3). The results indicate that the observed median of employee total score on their perception of the rewards is 4, and there is a significant difference between the two medians (Standardized test statistic=12.421,p-value=.000), so the tertiary hospital employees ascribe a higher value to

The third hypothesis: There is a positive relationship between employee reward and employee job satisfaction level.

To determine the significance of correlations and the direction of relationships, the researcher calculated the Pearson coefficient of correlation between the total score of employees on the rewards scale and the total score of employees on the job satisfaction scale and each of its dimensions to test the validity of this hypothesis.

Table 6. The relationship between the employee rewards scale and job satisfaction scale and its dimensions using the Pearson correlation coefficient.

Dimension/scale	Employee rewards	
	Pearson Correlation	P-value
Compensation and Welfare Benefits	.681**	0.000
Work Environment	.619**	0.000
Career and Promotion Opportunities	.621**	0.000
Communication and Job clarity	.612**	0.000
Training and Development	.470**	0.000
Teamwork and Job security	.619**	0.000
Job Satisfaction Scale	.710**	0.000

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

Table 6 displays the Pearson's correlation coefficient results between employee compensation and their perceptions of job satisfaction and its dimensions. The result revealed a strong positive correlation ($r = .710$, $p\text{-value} < 0.01$) between compensation and job satisfaction, which was significant at the level (0.01). In addition, the rewards factor has a significant positive correlation with the majority of dimensions ($r=0.612$ to 0.681 , $p0.01$) and a moderate positive correlation with the training and development dimension ($r=.470$, $p\text{-value}<0.01$), both of which are significant at the level of 0.01.

The fourth hypothesis: There is a positive relationship between employee recognition and job level.

To determine the significance of correlations and the direction of relationships, the researcher calculated the Pearson coefficient of correlation between the total score of employees on the recognition scale and the total score of employees on the job satisfaction scale and each of its dimensions to test the validity of this hypothesis.

Table 7. Using the Pearson correlation coefficient, the relationship between the employee recognition and job satisfaction scale and its dimensions.

Dimension/scale	Employee recognition	
	Pearson Correlation	P-value
Compensation and Welfare Benefits	.695**	0.000
Work Environment	.681**	0.000
Career and Promotion Opportunities	.706**	0.000
Communication and Job clarity	.719**	0.000
Training and Development	.469**	0.000
Teamwork and Job security	.714**	0.000
Job Satisfaction Scale	.767**	0.000

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

The results of the Pearson correlation coefficient between employee recognition and their perceptions of job satisfaction and its dimensions are presented in Table 7. The result indicates a strong positive correlation ($r=.767$, $pvalue<0.01$) between recognition and job satisfaction, which is significant at the level (0.01). In addition, the recognition has a strong positive correlation with most dimensions. For example, the correlation coefficient ranges from (0.681 to 0.719) and is significant at the level of (0.01); it has a moderately positive correlation with the training and development dimension ($r=.469$, $p-value <0.01$), which is also significant at the level of (0.01).

The fifth hypothesis: Rewarding and recognition impact employee job satisfaction.

To examine the impact of both reward and recognition on employee job satisfaction, the researcher employed multiple linear regression to develop a model that quantifies the contribution of both the rewards scale and recognition scale as independent variables to the variation in the job satisfaction scale as the dependent variable.

Table 8. The multiple linear regression for modeling the relationship between rewards and recognition with employee job satisfaction.

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.800	0.641	0.638	14.041		
ANOVA					
Source of variation	Sum of Squares	df	Mean Square	F-test statistic	P-value
Regression	104335.058	2	52167.529		
Residual	58557.379	297	197.163	264.591	.000
Total	162892.437	299			
Coefficients of the Regression Model					
Constant/Variable	Unstandardized Coefficients		Standardized Coefficients	T-test statistic	P-value
	B	Std. Error	Beta		
(Constant)	29.569	4.796		6.165	0.000
Rewards Scale	1.556	0.238	0.327	6.529	0.000
Recognition Scale	3.870	0.365	0.532	10.604	0.000

– Dependent Variable: Job Satisfaction Scale

– Predictors: (Constant), Recognition Scale, Rewards Scale

The researcher examined the multiple regression model's assumptions; performed histogram and normal curve plots of the standardized residuals, which reflect the normal distribution of the job satisfaction scores as the dependent variable; and generated a scatterplot of the standardized residuals, which demonstrated the linear relationship between the independent variables and the dependent variable. The multicollinearity analyses revealed no significant multicollinearity issues that would affect the regression model (tolerance = 0.482, which is greater than the threshold (0.1) and VIF = 2.072, which is less than the threshold (10)).

Table 8 represents the results related to the multiple linear regression model of regressing employees' job satisfaction scores on both employee rewards and recognition scores. The Adjusted R Square ($R^2 = .638$) which reveals that both the **rewards and recognition have a 64% impact on the variation of job satisfaction** and the 36% of variation due to other factors not involved in the model. The f-test result showed a significant fit of the model to the data, and this means R square does not equal zero ($F_{2,297} = 264.591, P - value < .01$). In addition, the values under t-test statistics and p-values reflect the significant contributions of rewards and recognition to the perception of employees of tertiary hospitals in Al-Ahsa towards their job satisfaction. The values under standardized coefficients beta represent that the employee recognitions have a more significant (beta = 0.532) contribution to job satisfaction than employee rewards (beta = 0.327).

Discussion and Conclusion

This study aimed to investigate the effect of rewards and recognition on job satisfaction and the perceptions of employees and factors influencing job satisfaction. The correlation between age and job satisfaction among employees in this study was declared insignificant ($P \text{ Value} > 0.05$). The present study did not advance our understanding of the character and strength of the relationship between the age of participating employees and their level of job satisfaction. The participants were recruited, and 75.3% of the sample size of 226 were between the ages of 26 and 45. These factors may have influenced their conclusions in a biased manner. Contrary to the previously published studies where age was deemed as a significant factor in

employees' job satisfaction (Gopinath, 2020; Haque & Yamoah, 2014; Kim & Kang, 2017) and (Meyers, Billett, & Kelly, 2010), older employees seemed happier and more satisfied when compared with younger employees (Alamanda et al., 2020; Allebdi & Ibrahim, 2020; Meyers et al., 2010). Age is a significant factor in determining job satisfaction among healthcare workers; however, it depends on their duration of service and type of job (Allebdi & Ibrahim, 2020). Other researchers have found no significant relationship between age and job satisfaction (Antonaki & Trivellas, 2014; Kaya, Koc, & Topcu, 2010; Rahman, Karan, & Arif, 2014).

In contrast, a previous study by Froese et al. (2019) confirmed that the effect of merit-based rewards on job satisfaction was moderated by gender and education, providing evidence that merit-based rewards are more important for male and highly educated workers. Another study sought to investigate the role of employee development in job satisfaction and organizational commitment, as well as the moderating effect of person-environment fit. In addition, the results demonstrated a negative correlation between employee development and organizational commitment. Person-organization fit substantially moderated the association between job satisfaction and organizational commitment (Jehanzeb & Mohanty, 2018). Moreover, Rahman et al. (2020) were curious about any significant relationship between socio-demographic characteristics and job satisfaction among Bangladeshi private bank employees. Participation in decision-making, training development, and knowledge and skill growth were the dimensions of job satisfaction that exhibited a significant relationship with specific demographic characteristics, such as gender, age, salary, and family income, according to the findings. There was no correlation between educational level, geographic location, and job satisfaction dimensions. In other research studies (Faroque, Ferdausy, & Rahman, 2020; Faroque, Rahman, & Rahman, 2019; Madan & Srivastava, 2015), gender was statistically insignificant in job satisfaction. The eta squared of effect size ranges from 0.057 to 0.061. This result was consistent with Andrade and Westover (2020) findings that there are more differences than similarities between countries and occupations, with managerial and professional employees reporting the highest levels of job satisfaction.

The findings of this study indicate that administrative employees at tertiary hospitals have favorable attitudes toward rewards and recognition. This result was also corroborated by [Bashir, Wright, and Hassan \(2022\)](#). This study found that employees are more motivated and dedicated to their organization when they comprehend and have a favorable perception of their work benefits and reward systems. According to [Bashir et al. \(2022\)](#), managers' provision of extrinsic rewards and performance recognition enhances the performance of public employees. Even when employees have low to moderate levels of public service motivation, their engagement with the job increases when they perceive a high level of job reward equity. This hypothesis is supported by the findings of [Emmanuel and Nwuzor \(2021\)](#), who found that both intrinsic and extrinsic rewards positively affect employee performance. They concluded that intrinsic and extrinsic incentive systems and whether the reward system influences employee performance within the organization have an impact. Their structural equation modelling study revealed that extrinsic rewards play a more prominent role than intrinsic rewards. Many respondents assert that extrinsic rewards, such as a high salary, salary increases, paid vacations, benefits, gifts, and incentives, affect an employee's performance.

The current study's findings corroborate a previously published article by [Ismail and Ahmed \(2015\)](#), which asserted that employees value reward and recognition and want to be involved in designing a successful reward/recognition and motivation program. Furthermore, there is a growing emphasis on the significance of non-cash rewards ([Ismail & Ahmed, 2015](#)), even though cash rewards are the most popular among Malaysian and UAE employees working in different organizations. Therefore, the results of the studies mentioned above, as well as this study, confirm the growing importance of designing and implementing proper recognition and reward programs to engage today's employees, who are goal-oriented and value a positive working environment, which can be achieved by managers recognizing their employees' performance and efforts.

The Administrative employee's desire for recognition and rewards significantly impacted their job satisfaction and revealed positive attitudes toward

recognition and rewards. There is a strong correlation between compensation and job satisfaction. In addition, recognition strongly correlates with most job satisfaction dimensions. According to the study, Recognition and Rewarding substantially affect job satisfaction. This indicates that recognition and rewards are the primary sources for enhancing the efficacy and efficiency of employees, as well as the capacity of individuals and organizations to achieve their mission and vision. The management of the examined organizations must motivate their employees intrinsically and extrinsically to maximize their performance. This investigation's findings are quite beneficial for hospital administrators and policymakers.

Reward and recognition are essential motivators for employees to exert their best effort to achieve the best results and contribute to the company's success. This study supports the findings of [Mazllami \(2020\)](#), [Martono, Khoiruddin, and Wulansari \(2018\)](#), and [Mahmood et al. \(2020\)](#) that there is a significant correlation between employee compensation and performance. Both studies concluded that compensation is essential to employee output in every organization. Incentives are used by management to motivate employees to achieve their goals. In contrast, [Akafo and Boateng \(2015\)](#) found that while rewards positively affected work motivation, there was no correlation between rewards and job satisfaction.

Furthermore, [Asaari, Desa, and Subramaniam \(2019\)](#) examined the effect of Salary, Promotion, and Recognition on Government Trade Agency Employee Motivation. Employees and the results indicated a positive and significant relationship between rewards and motivation. Salary is the most critical factor contributing to motivation, which impacts job satisfaction and employee productivity.

In addition, [Alias et al. \(2020\)](#) and [Martono et al. \(2018\)](#) determined that the structure and allocation of rewards may influence the motivation of each team member and that rewards are central to many models of workgroup effectiveness and an essential resource for any organization's employee output. In addition, well-designed incentive programs can assist businesses in attracting new talent and motivating current employees to meet high work standards more efficiently.

Employees must exhibit desirable behaviors to achieve their primary objectives, which are contingent on how the Human Resource management of an organization has designed policies for rewards and incentives to promote and recognize high-performing employees. Organizations must realize the significance of utilizing all reward components to improve employee performance, resulting in enhanced organizational performance.

Conclusion

This study investigated the effect of reward and recognition on job satisfaction, as well as the perceptions of employees and factors influencing job satisfaction. The only demographic variable that significantly affected employment satisfaction was job category. The Administrative Employees agreed that recognition and rewards substantially affected their job satisfaction, as evidenced by their positive perceptions of rewards and recognition. Both rewards and recognition scale items indicate employee satisfaction with their job performance. The result revealed a strong correlation between compensation and job satisfaction. The correlation between recognition, the majority of dimensions, and job satisfaction is substantial. According to the study, Recognition and Rewarding substantially affect job satisfaction. Consequently, the study's findings validate informal recognition and rewards at tertiary hospitals. When employees are satisfied with their employment, they will ultimately continue to deliver exceptional work performance.

Limitation

Future research should focus on all tertiary care institutions in the Eastern Province region to address the current study's limitations. Second, the approaching research may consider the Stratified random sampling technique for data collection, which can capture a large scope and bolster the reliability of statistical results. Thirdly, accumulating data from all employee levels may yield diverse results. In conclusion, applying structural equation modeling (SEM) may produce highly statistical empirical results.

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