

Impact of Job Satisfaction on Employee Performance: Mediating Role of Motivation

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Abstract: The overall purpose of the current research is to develop an understanding of the impact of job satisfaction on employee performance. The research was conducted in the public hospital of Pakistan. The data was collected from a random sample (n = 157) of nurses in public hospitals in Abbottabad through questionnaire. Hayes process four step model was followed in testing the mediating role of motivation between work environment, reward, and employee performance. The findings of the study show that motivation mediates the relationship between work environment, reward and employee performance. The research highlights its contribution towards the existing management literature by providing conceptual foundations and empirical evidence to understand the mediating role of motivation between work environment, reward and employee performance. The study connects the research gap in the literature regarding the direct relationship between work environment, reward, and employee performance, hence examining the role of motivation as a mediator between work environment, reward and employee performance.

Keywords: Job satisfaction, employees' performance, motivation, reward, work environment.

Introduction

It is among one of the finest ways to acquire an involved employee personnel by job satisfaction (Turner, 2019). To become adept enough to succeed in a reasonable business of a globalized world. The industrial employee's wellbeing should be consistently significant to those of the organizational processes. Findings of (Kerdpitak, & Jermisittiparsert, 2020) concluded that organizations across the world have a propensity to notice organizational power as a human resource concern with the importance of small business although when wellness is heartened in organizations at a great level domino effects can be seen. For instance, organizations are competitively and efficiently performing, the great engagement of employees, organizations encouraging more invention and creativity with loosing less employees. Employee wellness is clearly imperative for an organization to be efficient in this ultra-competitive business world. However, globally, organizations faced failure in delivering wellness and spot it as a low or even an ending importance (Johansen & Sowa, 2019). Employees will begin to show signs of personal pain which reduces their mental abilities and declines their performance in profession. Job satisfaction has an important role on job performance of an employee as studied by (Hassan et al., 2020). Organization must try hard to increase job satisfaction to achieve customer satisfaction that in turn help in overall success of an organization (Ghayas and Hussain, 2015). Top management has an important role to understand the different level of an organization deeply to get vision of the employee needs to develop the job satisfaction (Hasnain et al., 2011). Work satisfaction is the calculation of performance as relation to employee performance that can be correlated to employee satisfaction with job performance which in turn move the level of performance in affairs of high and lows is key issue in an organization (Ramli, 2018).

In addition to the above, several studies in the literature have been conducted the effects of job satisfaction on employee performance, but little is known about the mediating role of motivation in the relationship between work environment, reward, and organizational performance. The above-mentioned research gaps leave some room for further research. Hence, the purpose of this research is to investigate the mediating role of motivation on the relationship between work environment, reward, and employee performance in the public hospitals of Pakistan.

Literature Review

Job satisfaction

Job satisfaction of employee is relation on one person evaluation on job against concern matter to them, and these emotions involve greatly influence persons work attitude (Roodt et al., 2002). Job satisfaction of employee combined with superior job performance, positive work values, level of employee motivation claimed by (Ngo et al., 2009). (Swamy et al., 2015) stated that satisfied employee is the key to the organization. (Nanjundeswaraswamy, 2016) opinion to continue the business setting, organization have maintained skill and capable employee; this possible only through the improved job designed process that enrich employee job satisfaction. There have been several types of job satisfaction, their effort on different administrative and employee concept. These range of concept effect of job approval were examined for the purpose promoting a solution to employee and managerial issue. Although many studies made on job satisfaction concept discovered that there are many differences in choice of length, development and determining instrument. The research accepted basic methodology for development of volume scale in social sciences according to (Churchill 1979; Lusa and Zornoza, 2002) for growth of job satisfaction measuring means suite for all sectors.

Motivation

Employees performing important role in organization to achieve goal with approaches (Adebimpe, 2013). In every organization employee are important part and employee hold very important position. Effective task id organization with speed and efficiency, it's important that worker actively do work to attain organization goal. May organization create effort and devise strategy that effect employee. Top management should step forward to make ultimate effort for best performance of employees. According to (Yu, 1999) minimize the turnover ratio of employee and retaining productive employee, management should better condition of work and motivate for their work. Motivation is very important aspect that influence employee performance. Its policy for sub-ordinates to increase employee performance by motivation (Khan &Ullah, 2021). It's one of the goals of organization to increase motivation in their employee that gives support which lead to good performance (Shadare et al., 2009; Boamah, 2014).

Employee Performance

Employee performance play very important part in achieving performance of organization. (Wange et al., 2015) it defines different set of behavior that show what and how employee do during their job. (Alawanlah, 2004). In other way job satisfaction skill person get aim of their work and meet their belief or expectation, standard and achieve their goal for organization (Ismail et al., 2009). (Vroom, 1964) studied the concept of job satisfaction effect performance of employee absolutely, work base on thought the natural product to fulfill the need of employee performance. Those have carried out different sector and various countries and most of them reveal there is positive relationship between human resource and employee implementation (Taibu and Nura, 2013). Therefore, it offers key role to increase performance of employee, which take the lead group to achieve goals. Thus, organization should consider human resource a core method to achieve goals through employee performance (Hassan, 2016). (Boselie et al., 2005) HRM tested set of human resource in 104 studies. There are seven factor that offer positive impact to employee performance those factors training and developing, reward, job analysis, and choice and employee empowerment (Delery and Doty, 1996; Nataraja and Alamri, 2016).

Work environment

The national workforce has losing high quality employee due to their dissatisfaction with pay, advertising opportunities, and tools for doing their jobs, (Lewis, 1991; Light, 2018) but federal assistance also fail to recruit new talent (Lewis and Cho, 2011). Job satisfaction more important and necessary to maintain valuable current employee and invite young talent (Cho and Lewis, 2012; Yang and Kassekert, 2010). Job satisfaction has defined as the “enjoyable or positive emotional resulting evaluation of one job or job experience” (Locke, 1976). Job satisfaction can be understood “the equivalence between what employee want from job and what employee feel they receive” (Wright and Davis, 2003; Ullah et al., 2021). Public management literature has paid restricted attention to interaction between individual and their work environment. If job satisfaction is similarity between what individual give and take (Wright and Davis, 2013) it might question why job satisfaction literature in public sector often employee unidirectional attitude that one standpoint with two parts, work environment and employee. With some exclusion (Trottier, van Wart, and Wand, 2008; Voon, Lo, Ngui and Ayob, 2011).

Reward

In general term reward designed come within overall concept of compensation strategy which define deliberate utilization of pay. Reward play an important role in motivating employee and improve employee performance (Lawler, 2003). A carefully design reward can improve an organization effectiveness and productivity. Complex reward is needed to meet the demand of more work services and slowly more, organizations are focus on total compensation packages for employees. Even still people effort for income or wages (reward) there are many ways of motivating operative according to role performed (Eshun and Duah, 2011). To motivate employee to achieve the organization goal reward system must be present. Reward help

in managing good and skilled human resources which in turn promote the team effort and thus help job satisfaction. Reward system is planning and development of such structure that motivate employee by equally rewarding according to achievement of an employee (Ali and Anwar, 2021). Employee commitment to the job increases through proper reward system and chances of giving the organization are minimum, since their effort and skills are welcome (Febrianti et al., 2020).

Theoretical Framework

The theoretical framework shows a total of four variables, i.e., work environment, reward, motivation, and employee performance as shown in Figure 1. The theoretical framework for this study is formulated in order to examine the mediating role of motivation in the relation between work environment, reward and employee performance.

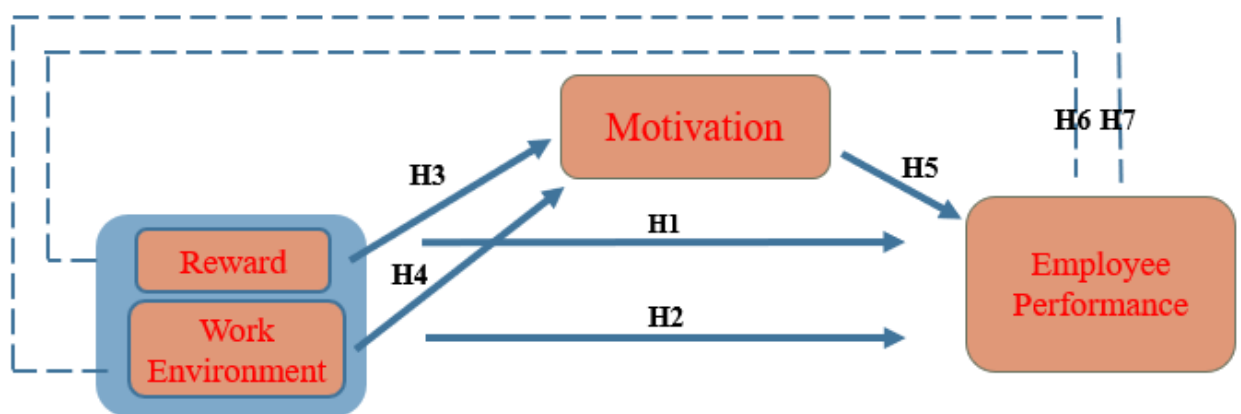


Figure 1. Theoretical Framework

Research Methodology

This section consists of population and sample, research setting and data collection procedure, measurement, and methods for measuring results. The details are as follows.

Population and Sample

The current study was conducted in the public hospitals of Pakistan. The survey was completed through personal visits of the 2 public hospitals in Abbottabad, Pakistan. 157 questionnaires were randomly distributed among nurses in public hospital in Abbottabad.

Research Setting and Data Collection Procedure

Data was collected by using a random sampling technique from the nurses in public hospital in Abbottabad of Pakistan through a survey. In this survey, the participants indicated whether they agree with the given statements about the different aspects of work environment, reward, motivation, and employee performance. The responses were recorded on a 5-point Likert scale, the maximum value was 5 and the minimum value on the scale was 1 as shown in Table 2. In addition, they also provided demographic information regarding their gender, designation, age etc.

Measurement

The measurement details, i.e. constructs, number of items and their reference/scale are also shown in Table 1.1 below.

Variables	No. of Items	Reference/Scale
Employee Performance	6	(Hair et al., 1998)
Work Environment	5	(Meredith A. Russell, 2017)
Reward	6	(Timothy G Ford et al., 2018)
Motivation	7	(Hair et al., 1998)

Methods for Measuring Results

The results were analyzed using descriptive statistical analysis, construct statistical analysis and hypotheses testing.

Data Analyses and Results

Descriptive Statistical Analysis

The survey comprises a total sample (n) of 157 employees. Out of them 28% percent were male, and 71% percent were female. Regarding age, 12% percent of the employees were under 25 years, 62% percent were between 24-35 years, 17% percent were having the age of more than 35 to 45 years and 7% percent employees were older than 45 years. Based on the overall employee data, it was concluded that this was a fully representative sample.

Construct Statistical Analysis

Table 1.2 shows the statistical analysis of variables

	Min	Max	Mean	SD
Reward	1	5	3.3758	1.2527
Work Environment	1	5	4.2420	0.8038
Employee performance	1	5	3.9873	0.9472
Motivation	1	5	4.2166	1.0147

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In addition to above, the Cronbach's alpha was also calculated to test the reliability of the collected data. The coefficient of 0.50 or higher is considered acceptable. The mean value of reward is 3.37, work environment is 4.24, employee performance is 3.98 and motivation is 4.21 and with standard deviation is 1.25, 0.80, 0.94 and 1.01 respectively as shown in Table 1.2 below. These values show the participants agree that work environment, and reward increases employee performance. The work environment, reward, employee performance and motivation have smaller standard deviation values, which show that most of the observations in the data are closer to the mean value.

Hypotheses Testing

To examine the mediating role of motivation between work environment, reward and employee performance, Hayes process four step model was followed as below:

H1: There is positive relation among reward and employee performance.

Table 1.3 Positive relation among reward and employee performance

B	R sq	Ad sq	SE	f	T
0.484	0.234	0.229	3.2415	47.388	6.884

Table 1.3 shows that 1% change in employee performance implies 48% change in reward. Value of R sq shows that there is 23% change in dependent variable due to independent variable. It also shows the association between independent variable and dependent variable. In this case, the independent variable is reward, whereas the dependent variable is employee performance measured. The result shows a significant relationship between reward and employee performance. Standard error represents the SD of the mean within data set.

H2: There is positive relation amongst work environment and employee performance.

Table 1.4 Positive relation amongst work environment and employee performances

B	R sq	Ad sq	SE	f	T
0.250	0.120	0.115	3.4740	21.204	4.605

Table 1.4 shows that 1% change in employee performance implies 25% change in work environment. Value of R sq shows that there is 12% change in dependent variable due to independent variable. It also shows the association between independent variable and dependent variable. In this case, the independent variable is work environment, whereas the dependent variable is employee performance measured. The result shows a significant relationship between work environment and employee performance. Standard error represents the SD of the mean within data set.

H3: There is positive relation among reward and motivation.

Table 1.5 Positive relation among reward and motivation

B	R sq	Ad sq	SE	F	T
0.347	0.062	0.056	2.9333	10.333	3.215

Table 1.5 shows that 1% change in motivation implies 34% change in reward. Value of R sq shows that there is 6% change in dependent variable due to independent variable. It also shows the association between independent variable and dependent variable. In this case, the independent variable is reward, whereas the dependent variable is motivation measured. The result shows a significant relationship between reward and motivation. Standard error represents the SD of the mean within data set.

H4: There is positive relation amongst work environment and motivation.

Table 1.6 Positive relation amongst work environment and motivation

B	R sq	Ad sq	SE	f	T
0.442	0.195	0.190	2.7181	37.555	6.128

Table 1.6 shows that 1% change in motivation implies 48% change in work environment. Value of R sq shows that there is 19% change in dependent variable due to independent variable. It also shows the association between independent variable and dependent variable. In this case, the independent variable is work environment, whereas the dependent variable is motivation measured. The result shows a significant relationship between work environment and motivation. Standard error represents the SD of the mean within data set.

H5: There is positive relation amongst motivation and employee performance.

B	R sq	Ad sq	SE	F	T
0.411	0.169	0.164	3.3760	31.584	5.620

Table 1.7 Positive relation amongst motivation and employee performance

Table 1.7 the value of beta shows that 1% change in employee performance implies 41% change in motivation. Value of R sq shows that there is 16% change in dependent variable due to independent variable. It also shows the association between independent variable and dependent variable. In this case, the independent variable is motivation, whereas the dependent variable is employee performance measured. The result shows a significant relationship between motivation and employee performance. Standard error represents the SD of the mean within data set.

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H6: Motivation act as mediator, between reward and work environment.

Effect of Reward on Employee Performance

Table 1.8 Total Effect of reward on employee performance

Effect	SE	t	P
0.6157	0.0894	6.8839	0.000

Table 1.9 Direct effect of reward on employee performance

Effect	SE	t	p	LLCI	ULCI
0.5171	0.087	5.940	0.000	0.3452	0.6891

Table 1.10 Indirect effect of motivation and reward on employee performance

Effect	Bootse	BootLLCI	BootULCI
0.0986	0.0456	0.0173	0.1956

P value shows the level of significance. It also shows the association between independent variable and dependent variable. In this case, the independent variable is reward, whereas the dependent variable is employee performance measured. The result shows a significant relationship between reward and employee performance. Standard error represents the SD of the mean within data set. Table 1.9 shows that 1% change in employee performance implies 51% change in reward. Value of P shows the level of significance. Table 1.10 shows that 1% change in employee performance implies 9% change in reward and motivation. Here mediation exist because beta value reduced, and it doesn't lie between LLCI and ULCI. Mediation exists if the coefficient of the direct path between the independent variable and the dependent variable is reduced when the indirect path, i.e. the mediator is introduced into the model. The direct path was measured without the mediator as shown in Table 1.9 and Table 1.10 respectively.

H7: Motivation as mediator, there is positive relation among work environment and employee performance.

Effect of Work Environment on Employee Performance

Table 1.11 Total effect among work environment and employee performance

Effect	SE	t	p
0.4798	0.1042	4.6048	0.000

Table 1.12 Direct effect of work environment on employee performance

Effect	SE	t	p
0.2838	0.1109	2.5597	0.000

Table 1.13 Indirect effect of work environment on employee performance

Effect	Bootse	BootLLCI	BootULCI
0.1959	0.0657	0.0765	0.3338

P value shows the level of significance. It also shows the association between independent variable and dependent variable. In this case, the independent variable is work environment, whereas the dependent variable is employee performance measured. The result shows a significant relationship between work environment and employee performance. Standard error represents the SD of the mean within data set. Table 1.12 shows that 1% change in employee performance implies 28% change in work environment. Value of P shows the level of significance. Here mediation exist because beta value reduced, and it doesn't lie between LLCI and ULCI. Mediation exists if the coefficient of the direct path between the independent variable and the dependent variable is reduced when the indirect path, i.e. the mediator is introduced into the model. The direct path was measured without the mediator as shown in Table 1.12 and Table 1.13 respectively.

Implications of the Study

Profession satisfaction is central in the travel sector since employees' fulfillment is key to if high-quality facility, which is very significant in causal structural victory. The working situations that effect job fulfillment depend to a great level on the recognized situation, which displays comparisons in some European countries. This investigation aims to link working settings and job fulfillment among European country wedges that have like recognized features. Unlike earlier trainings, this study accepts a complete approach by seeing recognized and structural factors in the training of workers' insights of job fulfillment. In Pakistan Job fulfillment is the most important factor of administrative success. It has received immense importance in the corporate sector and academia. The job satisfaction has been an important factor to enhance education quality. The highly satisfied faculty delivers at optimum level and the learning quality of the students get improved.

Limitations of the Study

Several studies suggest faculty members in Pakistani universities are not happy with their jobs due to certain reasons. Many researchers have been done in the field of identifying the influence of job fulfillment on employee's routine, but no research have been analyzing the three factors reward, recognition and work environment influenced the employees job satisfaction. Assertions about the effect of job fulfillment and its impact on employee act, focusing the two dimensions of job satisfaction is yet an addition to the current available literature related to job satisfaction. An interesting topic with a vast scope for organizations to improve their current level of performance and teamwork provide an importance to employees working in teams to meet the goals and to improve their efficiency and effectiveness. In this study, the organizations of Pakistan (Abbottabad) are used for data collection focusing on the two dimensions of job satisfaction. The results drawn from it provide an interesting

addition to the current literature ultimately helps organization in improving their teamwork and performance.

Future Directions

This investigation leans towards to explore the influence of job fulfillment on overall performance of the organization, especially the teams working in the organization. This study provides support organizations, in upgrading their current system, improving team performance to get them done on time. One of the many tasks for a corporate is to satisfy its employees in command to achieve up with the ever changing and developing environment and to attain success and remain in struggle. To increase competence, efficiency, production and job obligation of employees, the business must satisfy the needs of its employees by providing good working conditions. The objective of this paper is to examine the impact of working situation and reward on employee job satisfaction. Many productions fail to recognize the position of working environment for employee job approval and thus face a lot of problems during their work. Employees should happen the performance situations set by the organization to confirm the value of their work. To meet the values of society, employees need a working location that allows them to work freely without problems that may confine them from performing up to the level of their full possible. The independent variable in this study is job satisfaction and examine two factors namely reward and work environment represents the employees' fulfillment. Previous studies highlighted different factors, but these two factors have not been studied in Pakistan.

Conclusion

This research study will observe the impact of "Job Satisfaction" on members' performance in public hospitals in District Abbottabad. This investigation leans towards to explore the influence of job fulfillment on overall performance of the organization, especially the teams working in the organization. This study provides support organizations, in upgrading their current system, improving team performance to get them done on time. One of the many tasks for a corporate is to satisfy its employees in command to achieve up with the ever changing and developing environment and to attain success and remain in struggle. To increase competence, efficiency, production and job obligation of employees, the business must satisfy the needs of its employees by providing good working conditions. The objective of this paper is to examine the impact of working situation and reward on employee job satisfaction. Many productions fail to recognize the position of working environment for employee job approval and thus face a lot of problems during their work. Employees should happen the performance situations set by the organization to confirm the value of their work. To meet the values of society, employees need a working location that allows them to work freely without problems that may confine them from performing up to the level of their full possible. The independent variable in this study is job satisfaction and examine two factors namely reward and work environment represents the employees' fulfillment. Previous studies highlighted different factors, but these two factors have not been studied in Pakistan. So, the focus of this study is based on these two factors in improving Job Satisfaction among employees. For data collection, standard and structured questionnaire will be used. The scope of this study is to draw and infer job satisfaction impact on employee performance in public hospitals of Pakistan targeting Abbottabad, KPK. Its results significantly offer aids to public hospitals in improving their overall performance, in the domain of management as well as employees for future direction.

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