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THE MEDIATING EFFECT OF JOB SATISFACTION ON THE LINK BETWEEN REWARD AND JOB PERFORMANCE: A CASE OF HOSPITALS IN PAKISTAN

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ABSTRACT

This study seeks to examine the relationship between reward and Job Performance. This study also investigates the role of Job satisfaction as a mediator between reward and Job performance. For this study, information was collected from hospitals in the twin cities of Pakistan. This deductive and descriptive study investigates the relationships between

the variables. The population of the current research consists of hospital employees. The total data from 310 respondents were analyzed. According to the results of our study, both reward and job satisfaction significantly impact Job Performance, with Job satisfaction as a significant mediator between reward and job performance. This study's findings and results have implications for future research and hospital-based organizations.

INTRODUCTION

It is vital for organizations to have satisfied employees in order to meet their goals effectively. However, studies have shown that physicians working in public and private hospitals in Pakistan are dissatisfied with the policies and practices implemented by their employers. Kazmi (2011)noted that various factors, both organizational and personal, negatively impact the performance of these physicians at work. Additionally, Ghazali et al. (2007) reported that there have been numerous strikes by hospital physicians in various parts of Pakistan, as they demand better support and security from their employers. According to Hasan et al. (2020) there have been around 123 protests from 2011 to 2017, young doctors took matters in their own hands and demand to be heard by the government. According to a report by Saeed and Ibrahim (2005) 84% of doctors said that poor performance and ineffectiveness of doctors is due to inadequate salary. Abduljawad and Al-Assaf (2011) reported in their study that the provision of rewards and recognition is essential for fostering motivation and engagement in healthcare. Without such rewards and recognition individuals may lose interest in excelling and innovating, resulting in a decline in performance and morale. Research has established a correlation between employee satisfaction and productivity, and it is also well-documented that the dissatisfaction of healthcare workers can have a detrimental impact on the satisfaction of patients. Thus, the implementation of effective rewards and recognition programs is crucial for maintaining high levels of productivity and quality of care within the healthcare. This could be understood through the study of Rotea et al. (2018) they claimed that Claims the lack of proper compensation (financial and non-money rewards) in hospitals could lead to the mass emigration of staff, putting a strain on the medical profession and also reduce pthe erformance of healthcare. (Reports & Statistics - Bureau of Emigration & Overseas Employment, 2022) claimed that in 2022 around 2464 doctors left Pakistan to pursue their careers in overseas, and more than 21500 doctors have left Pakistan for oversea employment from 2011 to 2022. Empirical studies on the relationship between rewards (both monetary and non-monetary) and JP (JP) have yielded inconsistent results. Furthermore, there is a scarcity of research specifically examining the effect of such factors on the JP of hospital physicians in Pakistan, as most studies have been conducted in other geographical locations and within different types of workplaces (Darma & Supriyanto, 2017; Rbehat, 2018; Rotea et al., 2018).

In Pakistan, health workers, particularly physicians, experience dissatisfaction with their current jobs and often exhibit poor performance due to a lot of issues. The country faces significant challenges such as limited resources, underproductivity, unequal distribution, migration, and social threats to health workers. Despite many efforts to increase the number of doctors and medical schools, Pakistan still falls short of international standards (Abdullah et al.,

2014). According to the World Health Organization's Global Health Workforce Statistics 2019), the physicians to population ratio is 1.1/1,000 population that is increasingly burdened by the around 1500-2500 doctors leaving the country annually (Reports & Statistics - Bureau of Emigration & Overseas Employment, 2022).

Doctors exhibit a strong desire to enhance their educational attainment through training, acquire higher pay, secure employment in more stable settings, and avail themselves of the career prospects present in urban areas or developed nations. Although the doctor to population ratio is 1.1/1,000 (World Health Organization's Global Health Workforce Statistics, 2019) that is much less in rural areas of Pakistan given that 60% of the doctors have ambitions to migrate to a more developed country in order to have better opportunities (Shah et al., 2016). This will result in brain drain and that is projected to only escalate in the future (Malik et al., 2010). The present research endeavors to examine the impact of rewards, both monetary and non-monetary, on the JP of hospital physicians in Pakistan, based on the aforementioned findings. Furthermore, the present study builds upon the suggestions of (Darma & Supriyanto, 2017; Gohari et al., 2013), who emphasized the existence of various individual and organizational factors (e.g., JS) that may act as mediators in the relationship between JP and other associated factors. The present study aims to test the social exchange theory (Homans, 1958) by evaluating the potential mediating role of JS in the relationship between Reward and JP.

LITERATURE REVIEW

The impact of rewards on JP and the mediating role of JS (JS) have been a subject of interest for researchers and practitioners for several decades. Reward systems or policies are considered to be an important factor in promoting and maintaining high levels of JP and motivation among the employees. However, the relationship between rewards and JP is not always straightforward and may be influenced by several other variables, such as JS. This literature review aims to examine the existing studies on the impact of reward systems on JP and the mediating role of JS. The purpose of this literature review is to synthesize the existing knowledge and studies and to identify areas for future research. Through this review, we aim to provide a comprehensive understanding of the interplay between rewards, JS, and JP and their implications for organizational practices.

JP is described as the product of a specific task or role within an organization, characterized by the result as the product of a specific task or role with an organization, characterized by results and outcomes achieved Alromaihi, 2017). The term "JP" functioned for the employees' overall performance respective to their duties and responsibilities. In accordance with Ainsworth and Smith (1993) Performance is the outcomes and results of any performed activity relative to any position or organization. furthermore, Performance also relates to the history of the results and outcomes achieved by an organization or individual in a specific role. In spite of this, various scholars define JP from a behavioral perspective (Golden & Veiga, 2018; Howladar et al., 2018) believe that performance is the behaviors of the employee in different

situations inside the organization, which is relative to the objectives of the organization. Additionally, the organization has to standardize every aspect that is vital for performing a particular job in order to enhance the employee's JP (Taylor, 1911).

Moreover, the studies on JP emphasized private-sector firms whose ultimate goal is to earn high profits which can only be possible with high JP. However public sector's only priority is to enhance employee JP for this purpose several reforms have been undergoing since the 1990s to improve JP (David & Ted, 1992). JP literature roots back to 1900s, where Taylor (1911) proposed that by identifying and establishing the most effective methods for completing a task, organizations could improve the productivity of their employee. Empirical studies have pointed out certain organizational and individual factors effecting JP, such factors include social responsibility (Korschun et al., 2014; Shin et al., 2020), social support (Schreurs et al., 2012), reward and recognition (Hussain et al., 2019), leadership style (Breevaart et al., 2015; Buckman et al., 2015; Chu & Lai, 2011), learning and development (Dysvik & Kuvaas, 2008; van de Brake et al., 2018), job characteristics (Chu & Lai, 2011).

In conclusion, it can be inferred that various factors, including managerial, social, personal, and job-related elements, play an important role in determining an individual's JP. This viewpoint is widely supported by both practitioners and academicians, with a majority of research on JP being conducted within the context of profit-oriented private sector organizations. However, the public sector has also been undergoing a series of performance-oriented reforms since the 1990s (David & Ted, 1992). Accordingly, empirical studies have pointed out that reward foster JP (Bosede., 2013; Saeed & Ibrahim, 2005).

Aligning organizational goals and objectives with rewards could get improvement in employee JP likewise if an employee completes his task and targets timely. To appreciate their efforts, organizations should give them an extra amount in their wage to make them strive more (Maund, 2001). Evidence suggests that it's in human nature when someone gets appreciated for his work and efforts, he would get motivated and make more efforts. Appreciation could be in different forms, likewise, if managers meet and recognize those employees who worked hard will highly motivate them, and this motivation will be input for high JP (Rbehat, 2018; Torrington et al., 2008). As well as, organizations can improve employee output by personalizing their rewards system. Those employees may not find value in a one-size fits -all system. Those employees with a strong track record in the organization may respond well to appraisal or promotional rewards. Managers should take note of high-performing employees and recognize their achievements. performance is also multidimensional (Campbell et al., 1993; Viswesvaran, 2002). The alignment of a company's strategy with the performance of their employees is achieved by using of both monetary and non-monetary performance dimensions. Furthermore, organizational performance is closely linked to their employee's performance as a means of guiding and motivating employees to meet organizational goals. Additionally, it is widely accepted in academic literature that factors such as innovation,

quality, knowledge, flexibility and acquisition play a significant role in determining competitive JP (Danneels, 2002; Hull & Rothenberg, 2008; Janssen et al., 2004; Parasuraman et al., 1991). On the contrary, empirical studies have also underlined that reward such as cash bonuses have no significant impact on the JP (Njanja et al., 2013). Other studies concluded that the size of reward have no significant impact on the performance (Holst-Hansen & Bergenholtz, 2020), and Siswanto et al. (2021) concluded that there is no direct impact of reward on the performance but with the help of employee-engagement, such desired outcome can be achieved.

Therefore, understanding the impact of various monetary and non-monetary rewards on performance is important for attaining the desired performance outcomes and aligning rewards with the organization's performance goals, whether they are people-oriented or economic. In terms of employee characteristics, behavior and outcomes, there have been numerous attempts to define and understand JP (Borman & Brush, 1993; Campbell et al., 1993; Hunt, 1996).

H1: reward has a significant relation with JS
H2: JS has a significant relation with JP
H3: reward has a significant relation with JP

Mediating role of Job Satisfaction (JS)

Some have questioned the actual relationship between JS and JP. The first studies to examine how employee attitudes affect JP were the Hawthorne experiments from the 1930s. However, more recent studies have found a shaky and erratic connection between JP and JS (Iaffaldano & Muchinsky, 1985). According to some academics, tying JP and JS together is simply a passing management fad (Iaffaldano & Muchinsky, 1985). According to Judge et al. (2001), the average correlation between JS and JP is higher when correlations are properly corrected. Furthermore, it was found that the bond between JP and JS is greater in professional roles than in less difficult ones. Additionally, Organ and Ryan (1995) assert that JP is proportional to both employee performance and behaviour. This means that happy employees are more likely to do a good job and behave in a positive way, both of which contribute to a higher JP. But it's crucial to keep in mind that the dynamic between JS and JP is complex and open to adjustment depending on things like the character of the job and the sector. Although some studies have discovered that JP increases as JS levels increase, other studies have discovered the exact opposite to be accurate (Judge & Robbins, 2017). JS and JP's connection can also be impacted by unrelated elements like commitment, interest, and aspiration (Judge & Robbins, 2017). Although work satisfaction and performance are not always directly correlated, it is crucial for businesses to consider the potential effects that employee happiness may have on output and efficiency.

Contrary to previous research, recent studies suggests that for professional positions, there is a strong and positive correlation between JS and JP (Alromaihi & Alshomaly, 2017; Saleem & Imran, 2014). The concept of JS,

which refers to the level of contentment an individual feel with their current job duties, has been a prevalent topic in the field of organizational behavior since the early 20th century. Historically, scholars have assumed a relationship between JS and JP (Petty et al., 1984). It has been traditionally believed that employees who are satisfied with their jobs will exhibit higher levels of productivity compared to those who are dissatisfied. As a result, theories of human relations in the workplace have focused on the idea of increasing performance by addressing the needs and wants of employees (Vroom, 1964).

Few studies have looked at the relationship between JS and performance at the organisational level, despite the fact that the majority of studies examining this relationship have concentrated on the individual level (Cole & Cole, 2009). For instance, Ostroff (1992) found that job satisfaction (JS) and job performance (JP) have a positive correlation and that businesses with better JS scores typically have higher performance levels. Additionally, Ostroff (1992) discovered that students perform better when their instructors are happy.

On the other hand, studies have outlined that reward have positive impact on JS (Bustamam et al., 2014; Picho, 2014) but other studies argued that rewards have little to no impact on JS (Baporikar, 2021; Sell & Cleal, 2011). Gohari et al. (2013) proposed that the relationship between reward and employee performance can be explained through the mediating effect of JS. The authors argue that when employees believe that their organization offers rewards for their work, they exhibit higher levels of work engagement and satisfaction, leading to improved performance. However, for this relationship to hold, it is essential that employees are satisfied with their job. On the premise of this, literature shows inconsistency about this relationship and require further empirical attention. Therefore, this research tested the following mediation.
H4: JS mediates the relationship between reward and JP.

Rewards, Job Satisfaction and Job Performance in the Healthcare sector

In the healthcare industry, rewards and JS are critical elements. A highly qualified and motivated workforce is needed to complete the complex and demanding task of providing high-quality healthcare services to patients. In this situation, providing appropriate incentives and creating a motivation can help recruit and keep talented professionals while also improving the standard of care provided. On other hand, a lack of monetary and non-monetary incentives and JS can result in higher staff turnover, low morale, and lowered standards of care, all of which can have a detrimental effect on patient outcomes. As a result, it is very important to investigate how rewards and JS are used in the healthcare industry as well as any potential effects they may have on patient outcomes and healthcare quality.

This literature review examines the impact of rewards and JS on JP of healthcare workers. Studies have shown that the providing rewards and recognition is crucial for fostering and creating motivation and engagement in healthcare workers (Abduljawad & Al-Assaf, 2011). Abduljawad and Al-Assaf (2011) further argue that without these proper rewards and recognition,

individuals may lose interest in excelling and innovating, which will then resuls in a decline in performance and morale.

Additionally, numerous studies have found a relationship between employee happiness and output (Siswanto et al., 2021; Bustamam et al., 2014; Picho, 2014). The literature is still split and inconsistency on the effect of rewards on JS, though. While some studies (Bustamam et al., 2014; Picho, 2014) suggest that rewards have a positive impact on JS, others argue that rewards have little to no impact on JS (Baporikar, 2021; Sell & Cleal, 2011). It is interesting to note that research has shown that performance is unaffected by the size of the reward (Holst-Hansen & Bergenholtz, 2020). Instead, studies have shown that inadequate pay, including both monetary and non-monetary rewards, can cause a staff emigration in large numbers, straining the medical industry and lowering healthcare quality (Rotea et al., 2018).

Studies have also highlighted the existence of numerous organizational and individual factors, such as JS, that may serve as mediators in the relationship between JP and other related factors (Darma & Supriyanto, 2017; Gohari et al., 2013). Mutua (2017) discovered that employee performance in the healthcare industry is significantly impacted by HR practices, especially rewards.

Overall, this literature suggests that rewards and JS play important and a necessary role in the JP of healthcare workers. A proper compensation and recognition are necessary to maintain a good quality of care within the healthcare sector. However, the impact of rewards on JS remains a subject of debate because of inconsistent results, and further research is needed to fully understand the relationship between rewards(monetary and non-monetary) and JS affect JP.

Rewards, Job Satisfaction and Job Performance of Hospital Physicians in Pakistan

In Pakistan, healthcare infrastructure is the amalgam of private and public medical centers, in which doctors hold a fundamental position (Akber & Hamid, 2020). Whereas most doctors are dissatisfied with their jobs due to insufficient salaries, poor management, lack of opportunities, and inferior working environment which ultimately results in poor performance (Shakir et al., 2007). (Basharat, 2017) indicated the primary reason for backwardness in Pakistan's healthcare system is the lowest spending on the healthcare infrastructure, which is less than 6% of the GDP, according to international standards of WHO, a country must spend at least 6% of its GDP on the healthcare sector. That's why doctors strive to pursue their careers in foreign countries. Statistics indicate that 2464 doctors have migrated in 2022, and 21500 doctors left Pakistan from 2011 to 2022, which consequently inflated the problems. (Reports & Statistics - Bureau of Emigration & Overseas Employment, 2022).

Rewards are a possible way to address job dissatisfaction and improve the doctor's performance, however only monetary rewards are being emphasized

and nonmonetary ones are almost ignored (Dewhurst et al., 2009). In public hospitals, monetary rewards have a positively strong relationship with doctors' JS, whereas, in private hospitals, non-monetary rewards hold a positive relationship with doctor JS, furthermore, JS and JP have a significant association with each other. And this study was conducted in Islamabad and Rawalpindi (Jalal & Zaheer, 2017). Another study which is carried out in 10 hospitals which is a mix of private and public hospitals. (Riasat et al., 2016) revealed in this study that both monetary and non-monetary rewards have a significant influence on JS and that reward systems play a mediation role between JS and JP.

Evidently, Pakistan is facing major challenges in the healthcare sector, such as a high rate of doctors' migration to foreign countries, declining performance of doctors, and low spending on the healthcare sector, these all issues are interrelated. So, it is important to understand the factors that influence doctors' JP. the reward could be the right tool to improve JS and enhance JP. but a rewards system should be carefully designed and ensured to meet the needs of doctors.

THEORY OF THE STUDY

Social Exchange Theory

Social exchange theory is a theoretical perspective that explains social interactions as a process of exchange between individuals. According to this theory, people engage in social interactions with the expectation of gaining rewards and avoiding costs. Homans (1958) first proposed the idea, stating that social interactions involve the exchange of tangible or intangible goods or services between at least two or more people. This principle of reciprocity, as stated by Blau (1964), states that people tend to respond to the actions of others in a manner that is similar to how they were treated.

The theory has been applied to various social phenomena, including group dynamics, organizational behavior, and interpersonal relationships (Blau, 1964; Homans, 1958; Thibaut, 2017). It has been found to be a useful framework for understanding the dynamics of relationships in the workplace and the factors that influence JS and performance (Ostroff, 1992; Spector, 1997).

There is a significant body of literature linking social exchange theory with the variables of reward, JS, and JP. According to social exchange theory, rewards, whether monetary or non-monetary, are a key factor in determining an individual's level of JS and JP. Research has shown that rewards, specifically monetary rewards, are positively related to JS (Bustamam et al., 2014; Picho, 2014; Spector, 1997) and JP (Rbehat, 2018; Torrington et al., 2008). JS has been shown to be a significant mediator of the relationship between rewards and JP. Studies have found that rewards, both monetary and non-monetary, have a direct effect on JS (Bustamam et al., 2014; Picho, 2014; Spector, 1997) and that JS, in turn, has a positive effect on JP (Ostroff, 1992; Spector, 1997).

In summary, social exchange theory posits that rewards, whether monetary or non-monetary, are positively related to JS and JP. JS is seen as a mediating variable that explains the relationship between rewards and JP.

Conceptual Framework

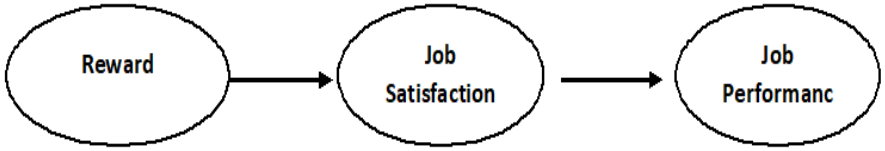

Figure 1. Conceptual Framework

RESEARCH METHODOLOGY

Respondents were drawn from Hospital using stratified random sampling. Medical professionals were engaged in the investigation. We divided respondents from the target population into distinct groups (strata) with similar characteristics before selecting them (stratum). The proportion of the total sample number assigned to each stratum is proportional to its weight in the overall population of the research. The info was then gathered using a questionnaire.

Examining the data with descriptive, correlation, and multi-regression. Correlation analysis was used to measure the extent of association between the factors. Using multiple linear Regression, the effect of a single-unit shift in the independent variable on the dependent variable was determined (Creswell, 2016).

Sample characteristics

Table 1. Sample Characteristics

Gender	**Frequency**	**Percent**
Female	118	38.06
Male	192	61.94
Total	310	100
Age	**Frequency**	**Percent**
18-25 years	19	5.7
26-30 years	123	39.8
30-35 years	105	34.1
More than 35	63	20.4
Total	310	100
Qualification	**Frequency**	**Percent**
Intermediate	27	8.4
Bachelors	130	42.2
Masters	138	44.7
PhD	15	4.7

Total	310	100
Experience	**Frequency**	**Percent**
0-5 years	112	36.4
6-11years	119	38.6
12-17 years	53	17.4
More than 18 years	26	7.6
Total	310	100

Table 1 displays the gender distribution of the current studies. The study included 310 participants; 192 were male and 118 were female.

Table 1 displays the ages of the participants in the present study. This study had a total of 310 valid respondents, 19 of whom were in the "18-25" age bracket, 123 in the "26-30" age bracket, and 105 in the "30-35" age bracket; 63 respondents were aged 35 and older. More than a third of current survey respondents are between the ages of 26 and 30, constituting the largest age group.

Table 1 lists the qualifications of the respondents. Our data show that 8.4% have achieved the intermediate level. A bachelor's degree or higher is held by 42.25 percent of the population. Holders of a master's degree made up nearly half of the total population (44.7%). Only 4.7% of those polled were doctorates holders.

The levels of experience in the respondents' respective fields are shown in Table 1. 38.6% of the participants had 6-11 years of relevant work experience. Furthermore, 36.4% of the population has professional experience ranging from 0-5 years. The median number of years of experience is 12.5, with 12.5% having between 12 and 17 years of experience and 7.6% having more than 18 years of experience.

MEASURES AND RELIABILITY ANALYSIS

Responses were collected using a five-point Likert scale, with 1 representing strong disagreement and 5 representing strong agreement. In order to avoid wasting time. The researchers had no influence on the data gathered from the participants.

To be considered reliable, a scale must have undergone identical testing procedures and produced consistent results. A reliability test can be used to ensure the consistency of the scales. This study employs a reliability procedure to ensure that the results of each variable are consistent. Cronbach's Alpha is a statistical measure of the consistency and reliability of a scale. The Cronbach alpha coefficient reveals a scale's or instrument's effectiveness. Each item must have a Cronbach's Alpha value greater than 0.70 in order for the scale to be taken seriously and accepted.

Table 2. Measures and Reliability scales

Variables	Sources	Cronbachalpha	items
Reward (IV)	(Bosede, 2013)	0.765	8
JS (Med)	Ghazali (2007)	0.825	6
JP (DV)	Hussain et al., (2019).	0.783	5

Table 2 displays the findings of a review of the reliability of each variable. Reward, JB, and JP all had Cronbach Alpha values of 0.76, 0.82, and 0.783, respectively. All of the scales are trustworthy and consistent because their Cronbach's alphas are greater than 0.7.

To measure reward we used 8 item scale. This scale was adopted from (Bosede, 2013). JS was measured using 6 items from the study of Ghazali (2007), and JP was measured through 5 items scales from Hussain et al., (2019).

Descriptive statistics

Important details about the reward, JS, and JP variables used in this study are presented using descriptive statistics. The data from the survey are comprehensively summarized by descriptive statistics. Descriptive statistics include the mean and standard deviation of each variable, as well as its maximum and minimum values. The standard deviation measures how far the responses deviate from the mean, whereas the mean represents the overall average of the responses.

Table 3. *Descriptive statistics*

	N	Minimum	Maximum	Mean	Std. Deviation
Reward	310	1.00	5.00	4.2286	.39732
JobSatisfaction	310	1.00	5.00	4.2484	.40421
JobPerformance	310	1.00	5.00	4.2535	.41129
Valid N (listwise)	310				

Table 3 shows that there were 310 total samples for the variables. Each variable was scored on a 5-point Likert scale, with 1 indicating strongly disagreeing and 5 indicating strongly agreeing. The term mean value denotes the average responses, whereas the term standard deviation denotes the variation in responses from respondents. The average Reward has a standard deviation of 0.39732. The mean value of JS is 4.2484, with a standard deviation of 0.40421. JP's mean is 4.2535, and his standard deviation is 0.41129.

CORRELATION ANALYSIS

Correlation analysis can be used to assess a variable study's strength and direction. The relationship between variables is investigated using correlation analysis. Correlation analysis frequently uses direct and inverse relationships, suggesting that the association may be either positive or negative. A direct

relationship illustrates how altering one variable can have an impact on another. A decrease in one variable will also result in a decrease in the other. An increase in one variable results in a decrease in the other, and a decrease in the first variable results in an increase in the second variable in an inverse relationship.

Table 4. Correlation results

		Reward	JobSatisfaction	JobPerformance
Reward	Pearson Correlation	1	.677**	.598**
	Sig. (2-tailed)		.000	.000
	N	310	310	310
JobSatisfaction	Pearson Correlation	.677**	1	.693**
	Sig. (2-tailed)	.000		.000
	N	310	310	310
JobPerformance	Pearson Correlation	.598**	.693**	1
	Sig. (2-tailed)	.000	.000	
	N	310	310	310
**. Correlation is significant at the 0.01 level (2-tailed).				

Researchers frequently ignore the impact of study characteristics when conducting correlation analyses. Table 4 shows, using Pearson correlation, that these variables have some sort of relationship. Reward and JS have a statistically significant and positive relationship, as indicated by r = 0.677% and p=0.01. The correlation between JB and JP was calculated as r = 0.693 in a statistical analysis, with the level of significance set at 0.01. There is a significant relationship between reward and JP (r=0.598, p=0.01).

Regression analysis

We used Pearson correlation to examine the relationships and connections between variables in this study; however, this method of analysis has limitations. Correlation analysis cannot be relied on to reveal the full nature of the relationship between the variables because it does not provide sufficient evidence to support the association. We use regression analysis to show the relationship between two variables. Simply put, regression analysis results reveal the degree of dependence between two variables (the independent variable).

To reach conclusions about the nature of the relationship between just two variables, we used simple and linear regression. When a model has more than two independent variables, multiple regression is used. Below is a presentation of the linear regression's findings. Regression analysis

techniques for mediation and moderation are used in this study (Kristopher J. Preacher, 2004). To check for moderation, we used Preacher and Hayes' Model 1. Model 4 is used in the mediation procedure described in (Kristopher J. Preacher, 2004), in which both phases are carried out independently and their results are documented.

Linear Regression

H1: Reward and JS

Table 5. Connection between Reward and JS

Predictor	**JS**		
	β	R^2	Sig
Reward	.677	.458	.0000

Table 5 summarizes our first hypothesis. H1 proposed that rewards have a positive effect on JS, so we first tested this hypothesis. Our investigation revealed a statistically and qualitatively significant positive correlation between financial compensation and JS. P = 0.000, R2 = 0.458, and 0.677 is the coefficient. According to the coefficient of determination (R2) and rate of change (β) values, a one-unit change in reward results in a 0.4582-unit change in JS.

H2: JS and JP

Table 6. Connection between JS and JP

Predictor	**JP**		
	β	R^2	Sig
JS	.693	.480	.0000

Our 2nd hypothesis is broken down in Table 6. We started by looking at hypothesis H2, which states that JS has a positive effect on JP. JS and JP have a statistically significant and positive relationship, according to our findings. The relationship between R2=0.480 and =0.693 has a p-value of 0.000. A one-unit shift in JS results in a 0.480-unit shift in JP, according to the coefficient of determination (R2) and the rate of change (value).

H3: Reward and JP

Table 7. Connection between reward and JP

Predictor	**JP**		
	β	R^2	Sig
Reward	.598	.358	.0000

Table 7 displays the outcomes of our third hypothesis test. We began by analyzing H3's claim that rewards have a positive effect on JP. We discovered a statistically significant and positive relationship between rewards and JP. The value of is 0.598, the value of R2 is 0.358, and the level of significance is 0.000. Coefficient of determination (R2) and rate of change () values indicate that there is a 0.358-unit shift in JP for every one-unit shift in reward.

MEDIATION ANALYSIS

In order to test Hypothesis 4, we will use Mediation Analysis. As the mediator's job is to turn direct effect into indirect impact, there is a relationship between the first two variables. We will put the Hayes Process script into practise in Model 4.

Its importance mediates the transition from IV to M as well as the transition from M to DV. The paradigm states that if any of the aforementioned channels is insignificant, there cannot be a mediating effect. We will examine as many results as possible to see if our theory is supported or refuted, as well as if our hypotheses are valid.

Table 8. Mediation effect of JS between Reward and JP

IV	Effect of IV on Med	Effect of Med on DV	Direct effect on IV on DV	Total effect of IV on DV	Indirect Effect	Bootstrapping re-		
	β	β	β	β		LL95%CI		UL95 %CI
Reward	.677	.693	.2473	.598	.3719	0.0111		0.4485

The PROCESS macro's Model 4 was used to look into the potential mediating role. There was a macro procedure run. The secondary relationship between Reward and JP and JS serves as a middleman between the parties. It is evident from Table 8's non-zero Boot LLCI and Boot ULCI values (0.0111 and 0.4485, respectively) that JS significantly mediates the relationship between reward and JP.

DISCUSSION

The findings show that the possibility of getting a reward significantly and positively impacts JS and JP. The results support the conclusions of Holst (2020) and Rbehat,(2018), which show that employees' rewards significantly impact JP. Although monetary compensation can be an effective motivator for some employees, Alromaihi (2017) contend that other types of motivation are just as essential. The argument goes that extra financial and non-financial payments on top of a person's central compensation or salary can be a powerful incentive, leading to improved JP

Multiple regression analysis shows a positive and statistically significant effect on the JP of hospital staff when two independent variables and one mediator variable are combined. The results support the assertions made by Darma (2017) and Golden (2018), who emphasized the significance of top-level management's involvement in employee reward and satisfaction as essential factors for ensuring the prompt and effective completion of any effort intended to increase JP. These results support Howladar (2018) claim that pay, work satisfaction, and performance are significantly correlated.

Managerial Implications

Employees are not encouraged to perform better by how rewards are given. Thus, there are still challenges in implementing these practices to improve JP. Even though most hospital workers perform admirably, poor human resource management practices prevent the hospital from maximizing its human resource potential. Employee enthusiasm and productivity are significantly impacted by how they are paid.

In addition, adding the mediator variable, JS, increases the amplitude of the positive and significant effect between the dependent and independent variables. Based on the results, it can be inferred that there is a promising opportunity to improve current employees' JP by instituting multiple reward practices.

LIMITATIONS OF RESEARCH

The most obvious limitations in this study are time and money, but there are others. This analysis has limitations due to the cross-sectional nature of the studies used. Due to the lack of time, it is challenging to investigate every conceivable angle. In the current paradigm, there is only one arbitrator; however, this number can be increased as time passes. Due to time constraints, this research only includes hospital data from Rawalpindi and Islamabad in Pakistan. In the future, data collection will be a leisurely process.

Consequently, numerous project-based organizations in Pakistan can provide data for future research. Convenience sampling is another flaw of this investigation. The study may be flawed if it employs accessible samples that do not accurately represent the community. The result could be altered if data were collected from the actual population. Personnel is reticent to assist, making it difficult to obtain information.

CONCLUSION

This research aims to look into the connection between reward, JP, and JS in hospitals in Rawalpindi and Islamabad. A closed-questionnaire survey was used to investigate the impact of pay on work performance, with JS as a moderator. To analyze the relationships above, 400 surveys were distributed, but only 310 were used because they held complete and accurate data. This line of reasoning validated and supported the results of the current study and the validity of the hypothesized relationship between employee performance and reward. Using data collected in Pakistan, this research investigates and evaluates four hypotheses. This study thoroughly examines the impact of reward on JP, with JS as a mediator.

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