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The Impact of Corporate Incentives on Job Satisfaction: a moderation effect of age and tenure in Real Estate Development

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Abstract:

Purpose - This paper explores the relationship between corporate incentives and employees job satisfaction in real estate development in Saudi Arabia.

Design/methodology/approach - The study uses the quantitative methodology approach. A simple random sampling method is used to collect the data from the participants. A total of 110 responses were used for the analysis.

Findings - The research showed a large effect of financial and non- financial incentives on work satisfaction. The findings of the moderation suggest that the influence of compensation could be improved with further tenure, thereby creating beneficial work satisfaction. Age gaps also moderate the work satisfaction with age development.

Key words: Financial motivation, Job Satisfaction, Tenure, Age difference, Reward system, Reward management.

Introduction:

In every company, one of the important assets is its human capital. In most organizations, rewards play an important role in fostering and maintaining employees commitment. Companies can compete more effectively by improving employee efficiency in the workplace (Altrasi, 2014). Employee negative attitudes must also be monitored, understood, and controlled. They may be a result of inequalities in the reward system. Managers are particularly concerned with job satisfaction. Job satisfaction, according to Locke (1976), is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." Employees are more likely to work and be productive if they are happy, so management needs to know about employee happiness in order to make good decisions, both in the prevention and resolution of employee issues. Employees should work to improve their job satisfaction because it can lead to increased absenteeism, attrition, and undesirable habits.

Satisfaction with work is an important factor in big business performance, according to Shrivastava & Purang (2009), and satisfied workers are more dedicated to work. Conversely, dissatisfied workers are less committed to work, resulting in significant productivity losses for organisations. In numerous surveys that have followed this research, job dissatisfaction has been identified as a significant contributor to poor employee efficiency, business productivity, and brain drain. Workplace satisfaction, according to Budhwar & Debrah (2001), is a significant predictor of employee sentiment and can be used to predict employee behaviour, such as absenteeism at work.

One of the key management strategies within organizations is a reward system that aids workers productivity and motivation at work (Lawler & Cohen, 1992). The relationship between rewards and job satisfaction is critical for a company's success, and it can be a source of strategic advantage by assisting in the creation of an exclusive and lively level of competence (Khalid et al., 2011; Schuler &Jackson, 1987).

Organizations primarily rely on financial incentives, with non-financial rewards becoming increasingly neglected (Chiang, & Birtch, 2008). Each employee has his or her own set of motivators. Managers should also provide sufficient incentives based on employee preferences. Pay and resources might work as motivational factor for some employees, while others employees could encouraged by recognition and advancement. As a result, it is not fair to assume that all individuals share the same desires and sources of inspiration (Lai, 2009). Several studies have found that financial and non-financial incentives have an impact on employee satisfaction at work (Gerald, & Drorothee, 2004). a poor rewards system may negatively impact employees satisfaction.

Theoretical background

Two independent variables (direct and indirect financial motivations) and one dependent variable (Job satisfaction) make up the conceptual model. The model assumes that tenure and age will play a significant role in determining whether the relationship between company rewards and job satisfaction is strengthened or weakened. In other words, both tenure and age will act as moderators.

Theory 1: Herzberg's. Two Factor Theory. (Motivator-Hygiene Theory)

There are two distinct factors influencing morale and job satisfaction. Frederick Herzberg points out that there are factors on one end that, if absent, would result in worker dissatisfaction. These variables are intimately associated to the work's context. They are extrinsic to the task and have too much to do with the workplace. These hygiene considerations, on the one hand, are responsible for preventing dissatisfaction (House & Wigdor, 1967).

The inability to assign satisfiers and dissatisfiers to various occupational classes is a major flaw in theory. For administrators and waiters, the principle makes no distinction between satisfiers and dissatisfiers, and it ignores cultural and technological differences. According to Herzberg, employees' reactions to work conditions are all the same and are heavily influenced by career pressures, accomplishment, and development, while others have job stability and resources to motivate them (House & Wigdor, 1967).

Theory 2: McGregor's Theory of Employee Motivation

Douglas McGregor created Theory X and Y, which necessitate two separate hypotheses about employees and employers. The central idea of Theory X is that workers do not always enjoy their jobs and try to avoid them whenever possible. This hypothesis implies that workers are incompetent, that they must be regulated, and that they must be disciplined if necessary, to achieve the company's goals. Theory Y, on the other hand, claims that employees who are committed to their jobs have self-control. Employee satisfaction and motivation are increased with increased work involvement, responsibility, and autonomy, according to Theory Y. (De Cenzo & Robbins, 1994).

- Theory X Described

According to McGregor's Theory X, managers believe that the only reason for an employee to show interest in the work he or she is given is to earn money. This theory usually leads to low productivity and high labour turnover because it inhibits worker creativity, lowers employee motivation, and decreases employee satisfaction (McGregor, 1960).

- Theory Y Described

In the other side, in Theory Y, managers believe that their employees are instinctively self-driven, optimistic, and willing to embrace and accept responsibilities. Workers have a strong desire to be competitive and innovative at work, according to McGregor's Theory Y. People who follow this hypothesis are more likely to succeed in their careers (McGregor, 1960).

Theory 3: Maslow's Hierarchy of Needs

Maslow's Needs Hierarchy categorizes all types of incentives offered to employees by businesses. Other workers, similarly, to this hypothesis, prefer some incentives over others. Although some of the benefits are costly and difficult to implement, others are frequently less expensive and easier to implement. To meet the diverse desires and demands of workers, however, a mix of multiple benefits and rewards is required (Einstein & Roosevelt, 2016).

Theory 4: Affect Theory

The Locke Satisfaction Models, also known as Affect Theory, are one of many theories of work satisfaction. According to Aswathappa (2013), this principle is upheld if happiness is realized by distinguishing between what individual wants in a career and what the he or she now holds. Corresponding to this principle, a worker's importance in a specific area of employment determines how satisfied or dissatisfied he or she. According to Thang & Buyens (2008), to maximize workplace fulfillment, managers have to identify a job aspect that the employee values and needs and ensure that it is met. The Affect Principle is then used to achieve employment happiness.

Theory 5: Dispositional Theory

This theory aims to show that workers have an inherited personality that be able to structure the foundation for some level of fulfilment in addition to their jobs. Judge & Durham (1997) identify four self-assessments that are relevant to the orientation of the employee towards work satisfaction.

Theory 6: Equity theory

This theory examines how other workers perceive and observe other people's attempts to achieve outcomes, as well as how these individuals are compensated (Adams, 1965). This theory claims that there is a relationship between work satisfaction and individuals' commitments or efforts and the benefits they receive, and Armstrong (2005) insists that this relationship is recognized as "psycho-economic balance." Petrescu & Simons (2008) argue that compensation systems should be fair and reasonable, and that if they aren't, workers will question the rewarding structure in terms of success compared to other employees in various organizations.

Theory 7: Vroom’s (1964) Expectancy Theory

This theory has a significant impact on employee happiness. According to this theory a worker will only do what he or she considers is right if the reward he or she receives is beneficial to him.

Vroom's Expectancy Theory does not demonstrate how satisfied workers are with the actual benefits they receive from their companies. If productive employees are paid less than unproductive workers, job satisfaction will improve. Personal actions and human experience, according to Liao (2011), are the result of the idea of hope. According to Vroom, there are three key variables that lead to such incentives: instrumentality, aspirations, and meaning.

Model hypotheses:

If a worker is satisfied with the financial motivation he is receiving, he is more likely to perform to his full potential. A person earning a high salary is motivated to do a good job, so he should ask his boss to keep his job. His financial motivation gives him self-assurance, makes him feel fulfilled, and allows him to achieve the high ranking he desires. If a person believes that his financial benefits are fair, he is far more likely to work extra hours at work (Burton, 2012).

Money is a powerful motivator for many people. The wage a worker receives from his employer has a significant impact on his administration. A worker's wage is not always viewed as a monetary figure; rather, it is viewed as the value placed on him as a worker by his employer. His level of gratitude will have a significant impact on his overall success and outcomes (Tan & Waheed, 2011). Therefore, this research proposes the following hypotheses:

H1: There is a relationship between financial motivation and job satisfaction.

H1.1: There is a relationship between direct financial motivation and job satisfaction

H1.2: There is a relationship between indirect financial motivation and job satisfaction.

Financial motivation and job satisfaction are linked in a significant way. Higher rewards for workers in the workplace play an important role in increasing employee job satisfaction and partnership profitability. Workers will perform at their best when they believe or expect that their hard work will be rewarded by their bosses. Several factors, such as the relationship between employees and supervisors, working conditions, employer flexibility, growth opportunities, and the organization's general compensation methods, can all influence worker output in this way. The highest level of labor efficiency occurs when workers believe their work has been fully compensated and returned. Working conditions, the relationship between employee and corporation, the training process, professional stability, and full company rewarding approaches are all good components of employee output.

Employee satisfaction is heavily influenced by financial motivation. When workers are paid well or receive bonuses, it is clear that they are happy with their jobs, which has a direct impact on productivity (Shahzadi et al., 2014). This joy may stem from their desires or life challenges, which motivate them to perform well in exchange for the financial rewards they receive.

H2: Age moderates the relationship between company financial motivation and job satisfaction.

It's crucial to look into age differences in work satisfaction among employees because they can lead to changes in role performance. Age is a significant factor, and it affects employee performance over time. This can be clarified because employees have different socialization practises, experiences, and conceptions of what is appropriate for jobs based on their age. It means that people's needs change depending on the time and place. If, in fact, employees are growing older and their needs are changing.

Contextual factors can contribute to a decrease in the efficiency of older employees. It may, however, be possible to delegate new and demanding jobs to older employees while maintaining or improving job efficiency. The rise in age can have an impact on motivational success. Because they are going through a 'grinding down' period, older workers are more likely to consider corporate incentives and lower their standards.

Because older employees have accumulated more financial and occupational capital than younger workers, their age has no direct impact on job performance. Because they are more resistant to change, older workers are more at ease. Age and non-financial incentives have a positive relationship, meaning that non-financial incentives increase with age. Financial incentives diminish with age, implying that financial incentives demotivate older workers (Kooij et al., 2008).

H3: Tenure moderates the relationship between company financial motivation and job satisfaction.

In the case of workers with short tenure, researchers believe that if they discover they can perform well, new workers who are unsure about their ability to perform well in a new job will increase their commitment (and motivation) to the organization. This is similar to first-year college students declaring their major based on a single course in which they received a high grade. Employees who do not perform well in a new job may lose their commitment (and motivation) to the company because they believe the job is not right for them or because they are under pressure from other employers to look for work.

These findings, combined with studies showing that new workers are generally more positive, have higher job satisfaction and, are more committed to their jobs, suggest that the link between dedication and work should be of relatively high positive importance for workers with very low tenure levels (Lu et al., 2016).

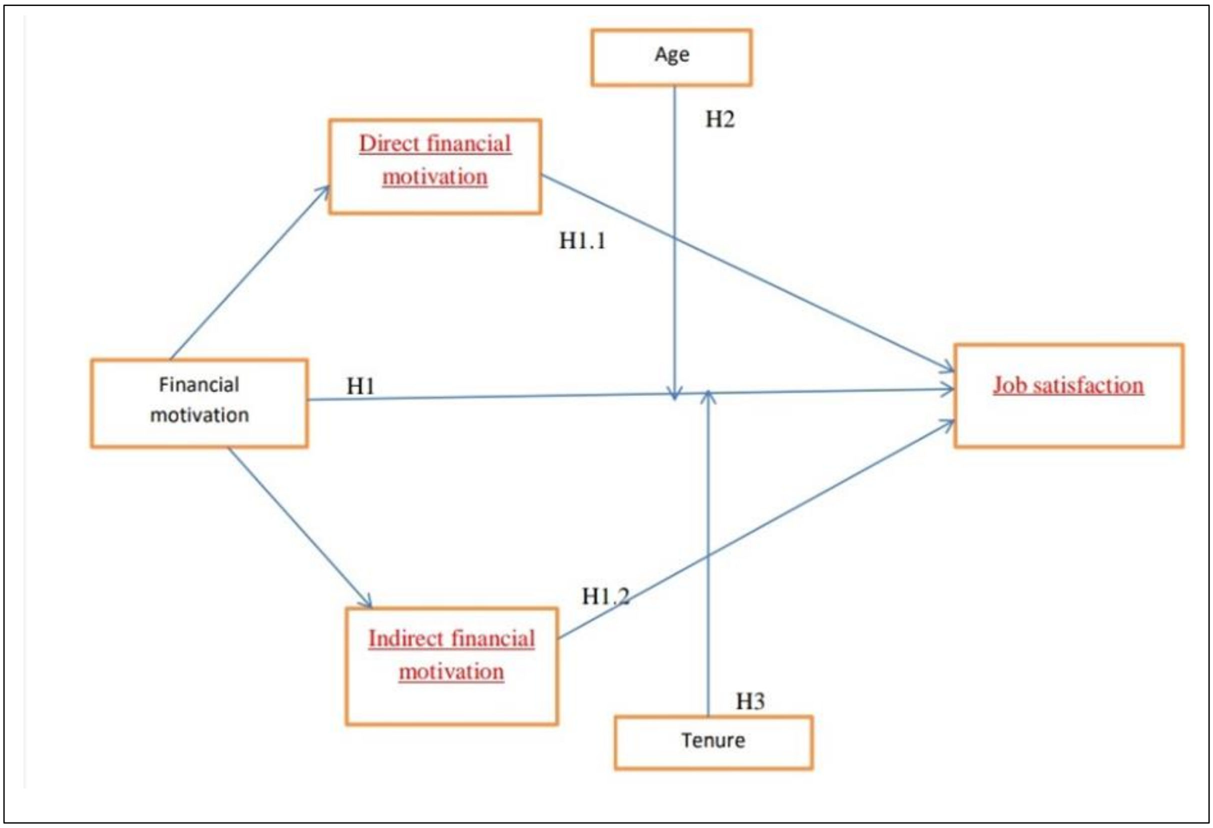

Figure1.

Hypothesis Model

Methods:

Sample and procedure

This study establishes a link between monetary motivation and job satisfaction. Financial motivation, for example, will be subdivided into indirect and direct financial motivation, with age and tenure serving as moderators.

A basic random sampling method is used to select the participant. We distributed 150 questionnaires for the purpose of this research. This method of sampling was chosen because each person is chosen solely by chance, and every member of the target population has the same chance of being selected for the sampling process.

A pilot study with six survey participants was conducted as part of the study. A number of ambiguous questions were discovered, and necessary changes were made. The updated version was tested on a new sample.

The necessary arrangements have been made in advance with the human resource officer, and the significance of the study has been explained. As a result, the total number of completed questionnaires obtained was 110.

Measures

Direct financial motivation is the first component in the model and was calculated by 10 elements in the questionnaire. Scale options are from 1=Strongly disagree with 5=Strongly accept. The second component is the indirect financial motivation determined by 7 items. The third element is job satisfaction, which is evaluated by 4 items. Finally, the tenure and age are moderators and are calculated by questions in the demographic section.

The researcher distributes 150 questionnaires to private sector employees, with 130 responses, indicating an 86.6 percent response rate. In the amount used in this analysis, there were 110 valid answers. It should be noted that the missing data were intentionally left out of the analysis.

Results:

Reliability and Validity Analysis Cronbach's alpha statistics were used to analyze the questionnaire instrument's reliability and validity in this study. The purpose of the reliability test is to determine the accuracy of the objects on the questionnaire. Minimum of 0.7 Cronbach's alpha is the most widely used calculation instrument, according to Field (2009). Happiness, financial motivation, direct financial motivation, and indirect financial motivation were all assessed using the questionnaires. The majority of the questions tested the respondents' general knowledge.

Table 1.

Reliability and validity

Cronbach's Alpha	N of items
0.885	37

For the 37 items measured in questionnaires, Cronbach's coefficient was 0.885, which is above the minimum. The findings show that the financial motivation and job satisfaction items have adequate internal reliability.

Validity of the Measurement

Face validity was calculated in the first step, and it was determined that the measured items apply to each variable. The quality of the contents was checked in the second stage. The material's validity has been confirmed by the findings. Internal validity was also tested.

Response Rate

There were 150 participants in the study, and 130 completed questionnaires were returned, with 110 being properly completed and submitted for review. The percentage of people who responded was 86.6 percent. The response rate of 86.6 percent is sufficient to back up the study's findings. The 86.6 percent response rate obtained from this analysis. Mugenda (2003) claims that response rates of more than 50% are sufficient for evaluating a study. Rosenthal et al., (1994) backed up this claim, claiming that a response rate of 50% or higher was sufficient for research evaluation..

Demographic analysis of respondents

Table 2.

Respondents' Demographic Information

Demographic	Classification	Frequency	Percentage (%)
Gender	Male	68	61.8
	Female	42	38.2
Marital status	Single	75	68.1

	Married	35	31.9
Age	25-35	23	20.9
	35-45	54	49.09
	45-55	23	20.9
	55-65	10	9.11
Education level	High school	36	32.7
	Bachelor	60	54.5
	Master	10	9.11
	PHD	4	3.6
Tenure in present job	1 year or less	24	21.8
	2-5 years	45	41
	5-7 years	30	27.2
	7- 10 years	11	10
Income	3000 SAR or less	10	9.11
	3000-6000 SAR	40	36.3
	6000-9000 SAR	39	35.4
	9000-12000 SAR1	21	19.1

Direct financial motivation had a lower mean score (2.5473), whereas the other types of motivation shown a more fulfilled workers, with indirect monetary motivation having the highest mean score (3.9643).

Table 3.

Mean Scores for Direct Financial motivation

Num.	Items	Mean	Std. Deviation
1)	my salary is fair compared to other employees with the same degree of obligation in other businesses.	2.3611	1.08954
2)	The organization administers my pay in a good manner	2.4769	1.20348
3)	My pay is reliable and timeous	1.8611	0.87259
4)	I think that extra pay for basic salaries will foster higher efficiency and satisfaction.	2.0598	1.2394

5)	People that do the job well have an incentive to be rewarded (receiving higher incentives)	2.0493	1.0532
6)	There are few rewards for those who work here.	2.4523	1.3684
7)	I don't feel much like way my efforts should be rewarded	2.3012	1.2641
8)	Steady payment of Salary increases my performance	2.0366	1.0059
9)	The organization gives Bonuses for high performance.	2.2236	1.0855
10)	Profit sharing in my organization is equitably fair.	2.3566	1.2111
Average		2.4538	1.2123

The average score for direct financial incentive was between 1,8611 and 2,4769. The lowest mean (M = 1.8611, SD = 0.87259) is found in item 3. This indicates dissatisfaction with the consistency with which workers earn their wages. Overall, Direct Financial Incentive received a mean score of 2,4538, indicating that respondents were dissatisfied with wages, incentives, and incentive motivation schemes. This is in line with Pinnington & Edwards' (2000) claim that Direct Financial Motivation improves overall job satisfaction.

Table 4.

Mean Scores for Indirect Financial Motivation

Num.	**Items**	**Mean**	**Std. Deviation**
11)	I am satisfied with the retirement plans I get.	3.5008	1.2596
12)	The organization pays vacations, holidays and leaves	4.2648	0.65094
13)	I am satisfied with the Social Security plans set for me satisfactory.	3.8809	0.8548
14)	I am satisfied with medical insurance	2.1582	1.0025
15)	I am satisfied with entertainment or club membership	2.8158	1.0523
16)	I am satisfied with company car or transportation	2.9485	1.3526
17)	I am satisfied with pensions	2.0133	1.3224
Average		3.0322	1.2523

The Indirect Financial Motivation record 3.0322 has a higher mean score, and the overall S.D. is lower. The number is 1.2523. Employees who responded said they were mostly satisfied with reimbursement for vacations, vacations, and vacations. The overall score for this object was 4.2648. More than any other company that keeps its employees satisfied, the company subsidizes workers' payments to health care and social security programmers.

Num.	items	Mean	Std. Deviation
18)	The way my boss handles his/her workers	3.3964	1.22199
19)	The way my job provides for steady employment	3.7894	0.92298
20)	My pay and the amount of work I do	3.1868	1.13455
21)	The feeling of accomplishment I get from the job	4.0388	0.85896
Average		2.59315	1.03462

A total mean score of 2.59315 and a standard deviation of 1.03462 were noted. Pearson and Seiler (1983) insist that the work satisfaction rate of less than 3.50 is considered dissatisfied portion of the "satisfaction-dissatisfaction" measure. The consequence of this study indicates a total average score of 2.59315, which means that workers are dissatisfied with their employment.

Correlation analysis

● Financial motivation and Job satisfaction

Financial motives are strongly and positively linked to work satisfaction ($r = 0.263^{**}$, $p < 0.05$). In other words, workers intuition is more optimistic in terms of financial motives. The association between financial incentive and work satisfaction is thus accepted as beneficial and highly important. Thus, H1 is supported between financial motivation and job satisfaction.

Regression Analysis

The relationship coefficient indicates that the value of the R square is 0.063, which means that 6.3 % of shifts in job satisfaction were affected by financial motives.

The Beta (β) value of the Standardized Coefficients column represents the variable that corresponds to the dependent variable. 'Standardized' means that the value for each of the different variables has been translated to the same scale in order to allow a comparison. These analyses indicate that job satisfaction is positively affected by financial motives ($\beta = 0.294$, $p < 0.05$).

Comparatively, the variable financial motivations have a greater effect on employee satisfaction and a higher beta score. This suggests the workers are better satisfied with financial motivations. The analysis also reveals that work satisfaction is positively affected by direct financial motivation ($\beta=0.278$, $p<0.05$) and indirect financial motivation ($\beta=0.236$, $p<0.05$). Previous researchers Zia ur Rehman et al. (2010) have observed that financial motivations have a higher effect on work satisfaction among employees.

Independent Variable	Unstandardized coefficient (B)	Standardized Coefficient (Beta, β)	Sig	R	R square (R^2)
Financial motivations	0.294	0.263	0.006	0.263	0.073
Direct Financial	0.278	0.248	0.005	0.248	0.077

Indirect Financial	0.236	0.205	0.029	0.205	0.051

Moderators' Analysis

The relationship coefficient indicates that the value of the R square is 0.066; that is, the percentage of 6.6% shifts in work satisfaction were affected by tenure and the percentage of 15.8% by age. This means that age and experience have a huge influence on employee satisfaction. The consequence of the study indicates that the impact of rewards on generating a positive job satisfaction may be higher where tenure and age exist, because the significant importance of the moderator is less than 0.05. As a consequence, the theory perceives scientific support.

The summary of the Hypothesis

The findings showed a significant and favorable related contribution of happiness in the workforce ($r = 0,251^{**}$, $p < 0,05$). Also, important and constructive is the association between non-financial gains and work satisfaction ($r = 0.184^{*}$, $p < 0.05$). Hypothesis 1 and Hypothesis 2 have therefore been endorsed. Results of the regression suggest that the happiness at work is affected positively by financial ($\beta = 0.251$, $p < 0.05$) and non-financial ($\beta = 0.184$, $p < 0.05$). Direct financial incentives ($\beta = 0,269$, $p < 0,05$) are more successful than indirect financial rewards in terms of work satisfaction ($\beta = 0,225$, $p < 0,05$). Otherwise, the effect on employee happiness (β=0.227, p>0.05) and (β=0.258, p>0.05) is bad with the non-financial benefits external to and inherent to each employee. This ensures that employers are better off than non-financial bonuses.

As a result, hypothesis 3 was endorsed, but hypothesis 4 was not supported by the data. According to the findings of the moderation study, the influence of compensation could improve with more tenure, resulting in increased job satisfaction. Work satisfaction is moderated by age gaps as people get older. Hypotheses 5 and 6 are also backed up by evidence.

Discussion:

The findings suggest that there is a positive relationship between financial motivation and job satisfaction among employees. Financial motivation is a central element of any organizations. The idea behind financial motivation is that it provides employees with wages, which is an important expense item for the employer (Martocchio, 2011). According to the findings, there is a positive correlation between direct financial incentives and employee satisfaction. Staff satisfaction has been linked to indirect financial motivation factors such as paid holidays and vacations.

H1: There is a relationship between financial motivation and job satisfaction.

The findings suggest that economic incentives and expressions of work engagement, remorse for work, and absenteeism are both necessary and direct, reinforcing the importance of wages, benefits, material goods, and protection in improving employment participation. There is also a strong link between intrinsic happiness as a motivator and job expressions and a sense of commitment to work. Employees may be more motivated if they have a good work-life balance (Ridley-Duff, 2008). However, the relationship between intrinsic satisfaction and work response is significant and reciprocal, meaning that the higher the degree of intrinsic satisfaction, the lower the work response. The link between social relationships and job responses, as well as guilt over unfinished work and absenteeism, is also significant, but in the opposite direction. It means that while social relationships can provide a stimulus, an overabundance of them can theoretically reduce work reactions, remorse for unpaid work, and absenteeism. In other words, a "more play, less work" solution could be created.

H2: Age moderates the relationship between company financial motivation and job satisfaction.

The presumption that ages moderates the relationship between work and work performance can be verified, but not for job satisfactory motivation. We considered two important interaction terms for job motivation

("MPS × age" and "career opportunities × age"). Further exploration of the first important interplay by basic inclines has found that all age classes have a similar motivation score at a low MPS level, whereas at the high MPS level, the older group of staff displays a substantially higher motivation score than the younger group. For older than younger workers, the favorable association between MPS and Motivations seemed much more clearly. This conclusion is quite the reverse of what we predicted based on the ideas and research results from Warr (2008) on job values. According to Warr, only those highly regarded things in a career can affect the subjective wellbeing of a worker in the job. In compliance with the expectations, we have that MPS is better valued by younger employees than by older employees, we expect the MPS and the younger staff to have a slightly greater association than the older group. A first possible explanation for the unexplained relatively poor association between MPS and younger workers' motivation comes from the Hackman & Oldham Career Characteristics Model (1980), which pretends the moderating effects on MPD of Growth Require Intensity (GNS). Jobs with high growth demand in a job situation with a high motivating potential benefit are expected to have more favorable reactions than workers with low GNS. Based on these statistical principles, younger employees will have a lower growth requirement in contrast to older employees. Another potential reason for the opposite outcome may be that our simple observation that the older age group has a strong MPS compared with their younger counterparts is not correct. Brief & Aldag (1975) and Lord & Farrington (2006) have already demonstrated this fact, who found that older workers definitely value jobs with substantive content. The surprising results can also be clarified by Warr's 'interesting task' and 'tools for progress' and own interventions,' which certainly do not reflect the substance of the work as the MPS does. An "interesting job" may also apply to more qualitative aspects of the work (working together with fine colleagues, having a nice salary and related high status, having opportunities to make a career move). "Chances of achievement" can be viewed as an innate part of work as in the case of internal development and upgrading itself but also as an extrinsic factor like promotional opportunities.

H3: Tenure moderates the relationship between company financial motivation and job satisfaction.

The potential moderating positions of tenure within the commitment-performance partnership have not been sufficiently discussed prior study. To cope with this research void, 3,630 participants from 27 separate studies have been presented in the current analysis and investigate the commitment-performance relationship for workers with different average tenure ages. The findings of the study indicate that the influence over average age, log tenure and the relationship between organizational engagement and work success have a very strong moderating impact. It was estimated that the connection between the corporate dedication and results was relatively strong for new workers and then quickly decreased with the rising tenure. In comparison, the average employee age had virtually no moderation in the relationship between corporate dedication and work results during log tenure management (Bashir et al., 2011). There was also no evidence that variations in the type of results, tenure or studies type of attitude had an impact on these findings.

Theoretical Contribution

The present research has substantial analytical impacts in human resources management. Several scholars have observed that workplace satisfaction can be affected by factors related to the environment of work (Baron & Kenny, 1986). However based on the researcher review none of including direct and indirect financial incentives with work satisfaction for the worker of real estate development sector in Saudi Arabia. Accordingly, the findings of this analysis potentially contribute to the literature in this area by analyzing the above-mentioned relationships.

Managerial Implication

Based on the research, the current results have a several valuable implications for managers. Employees are the most valuable advantage of any company and treating employees equally is not only right, but both constitutionally and morally acceptable. Employees should be well paid for their results, expertise and credentials. This will increase work satisfaction and as a result, efficiency and productivity are increased. The organization wants to guarantee not only timely compensation transfers, but also that these wages are handled in a way that is straightforward to ensure justice, fairness and ease. Fairness can be in terms of what type of work one does, as well as their degree of ability and knowledge.

The outcome of the research indicates that direct monetary motivation is positively related to the satisfaction of the employee. Administrators should, however, give workers a rise in pay, benefits, bonuses, tips and commissions in terms of their results. These direct financial motivations improve the happiness of workers and inspire them to perform harder. Indirect monetary motivation can be successful and can be employed to improve the efficiency of employees at the work, which is why administrators should take them seriously. Companies can provide a defined benefit package that guarantees to pay a particular amount of retirement allowances to a worker upon leaving. A further illustration of indirect monetary incentive that can be helpful in raising work satisfaction among workers is a fixed compensation package.

Limitation and Recommendations:

This study has some limitations that should be recognized. First is the size of the sample, which is very limited. In addition, this research is performed in a single company in Saudi Arabia. The suggested that the results cannot consequently be extended beyond the range of the research sample. For future research, it would be important to extend the sample size and raise the population which would generalize the results of the study and improve the validity of the findings.

Second, one of the most significant flaws in this analysis is the measurement validity. Despite the sample measurements' apparent value and durability, their external validation necessitates additional research and analysis. The advice for a potential study is to focus more on the various forms of measurement validity and the use of various indices to explain the validity of study measures.

Third, this paper is based on a quantitative analysis process. Future studies can use other research approaches, such as qualitative, or comparative studies, to gain a deeper understanding of these important variables and their informal interactions.

Finally, data from this research was gathered at a single point, which could have a negative impact on participants when filling out the survey; thus, prospective studies should spend more time collecting information, and it is best to collect data at multiple points and regularly increase the validation of respondents in order to improve accuracy, reliability, validity, and transferability.

Conclusion:

This study reveals a strong and optimistic association between the reward system and work satisfaction. Employees who are truly pleased with their salaries would have a higher level of satisfaction. They would be more self-confident and more able to meet obstacles (Pratheepkanth, 2011).

Organizations would be able to select strategies that help fulfil the demands and desires of their workers. Organizations do not rely on financial motives themselves, nor do they neglect non-financial motivations in order to maximize the loyalty of workers (Silverman, 2004).

Future studies:

The same sample model can be used in different sectors to see if other sectors have the same or different outcomes as rivals, which could lead to new research directions. Different measurements can inspire different nations and societies. In future studies, researchers could also use other demographic characteristics as moderators or mediators. Furthermore, it may be even more useful to open-ended inquiries about the acquisition of new concepts from employees, and it is encouraged for future research.

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