

## Reward management and job satisfaction among health workers employees in Al-Medina region, (2023) Cross-Sectional Survey

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### Abstract

*Choosing appropriate incentives and benefits for staff members has always been a challenge for those in charge of human resource management. This study's sample population consisted of health care personnel who were employed by the Ministry of Health in Madinah and Saudi Arabia's hospitals and primary healthcare centers. 285 questionnaires were sent online to participants, of which 192 were collected for analysis. During the course of this investigation, four possibilities were considered and examined. The findings showed that rewards, both financial and nonfinancial, have a positive and substantial association with job satisfaction; financial rewards had a correlation of 0.819, while nonfinancial rewards had a correlation of 0.740. According to the findings of the regression analysis, financial rewards (with a coefficient of determination of 0.597) have a more significant bearing on levels of job satisfaction than do non-financial rewards (with a coefficient of determination of 0.438).*

**Keywords:** *Health workers employees in Al-Medina region, health industry, job satisfaction, financial rewards, nonfinancial rewards.*

### 1. Introduction

Reward systems are frequently adopted inside organizations as crucial management tools because of their potential to contribute to the performance of a firm by influencing individual behavior and motivating people while they are on the job (Lawler et al., 1992). In addition to that, it is also one of the most favored variables in the process of supplying happiness to employees. Both Schuler and Jackson (1987) came to the same conclusion, which is that the relationship between rewards, motivation, and job satisfaction of employees is strategically important to the success of organizations and is a source of competitive advantage because it helps to create a unique and dynamic competency level for the organizations. This advantage comes about because it helps to create a unique and dynamic competency level for employees (Khalid et al., 2011).

Attracting, motivating, and keeping productive people has become more dependent on reward systems. In exchange for their efforts, all employees are compensated monetarily. Most businesses operate on the assumption that financial rewards are the single most effective means of encouraging people to work harder (Bennett et al., 2005).

To remain competitive in today's complex and ever-changing business climate, companies are focusing increasingly on enhancing employee job satisfaction and reward management. Lack of job satisfaction and commitment among employees is a major

cause of problems for businesses, including excessive turnover, absenteeism, role conflict, job stress, burnout, etc. (Azeem et al., 2014).

Aim: This study's goals are as follows: (1) To investigate the extent of the relationship between financial rewards and job satisfaction; (2) To investigate the extent of the relationship between non-financial rewards and job satisfaction and; (3) To examine the types of rewards that will strongly affect employees' job satisfaction.

## **2. Literature Review :**

The term "reward" refers to anything of value that an employer is ready to provide in exchange for an employee's efforts. The primary goals of rewards are to recruit and retain talented workers, to inspire those workers to give their all in their work, and to elicit and reinforce the behaviors that employers value (Chiang and Birtch, 2008).

According to research done by Rafikul and Ahmad (2008) as well as Milne (2007) the company provides incentives to workers who show remarkable improvement in their desire and enthusiasm for their task. Furthermore, this contributes to contentment in job satisfaction. According to the research of Barber and Bretz (2000) an effective reward management system may "grab, hold, and encourage the good potential employees, resulting in good levels of performance."

The World Health Report from 2006 outlined ten key methods, including better working conditions and encouraging monitoring, to improve health workers' productivity (World Health Organization, 2006). Health professionals' motivation can be improved by ensuring that they are paid on time and in accordance with industry standards. This will help with recruitment and retention, as well as with avoiding absenteeism and reliance on patients for payment. Pay-for-performance schemes and other financial incentives have been implemented to boost health employees' morale, which is especially important given the low-income health workers often earn. However, even well-meaning initiatives to increase health professionals' pay have been shown to have unintended negative effects on morale and productivity (Eichler, R. 2006).

## **3. Methodology:**

We conducted a cross-sectional survey of health workers employees in Al-Medina region, KSA, between October 2023 and November 2023. The participants for this study consisted of health workers who work at health facilities in Medina, Saudi Arabia. The area was selected to conduct the study since it is the destination for religious tourism for pilgrims, where hospitals and primary health centers are usually crowded with patients and have heavy duties for health workers. The health worker employees who work at health facilities were selected as these employees are the medium for delivery of health service quality and are among the first to interact directly with the pilgrims. Based on the Ministry Of Health (MOH) statistical yearbook, there are about 11,000 health workers in the region of Al-Madinah (STATISTICAL YEARBOOK, 2022). Based on the sample size table by Krejcie and Morgan (1970), the sample size were "285", 192 questionnaires are sufficient for analyses. A self-administered questionnaire was used to explore the influence of financial rewards and in relation to employee job satisfaction. The questionnaire was divided into four sections; This includes parts on demographic data, financial and non- financial rewards, and employee job satisfaction. In Section A, we asked about basic information including gender, age, education level, and length of employment with a total of eight questions. Section B consist of eight (8) items that were used to measure financial rewards and ten (10) items were used to measure non-financial rewards, Section D, the final section, included twenty (20) items that asked respondents to rate their level of satisfaction on the job. This questionnaire was adopted from

(Bustamam et al., 2014). All questions have been answered on a 5-point Likert scale, with "1" representing "strongly disagree" and "5" representing "strongly agree". The Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al., (1977) was created to assess factors internal and external to the workplace. Job satisfaction can be categorized as either intrinsic (relating to the nature of the work itself) or extrinsic (relating to factors unrelated to the work itself), Factors like working circumstances, relationships with coworkers, supervision (both interpersonal and technical), pay, recognition, autonomy, variety in tasks, job stability, and accomplishment are all part of this (Gunlu, Aksarayli, and Percin, 2010). Respondents in the final section have been asked to score their degree of satisfaction on a Likert 5-point scale, with 1 representing "very dissatisfied" and 5 representing "very satisfied". The questionnaire data will be analyzed using SPSS (Social Package for the Social Sciences) software. This study will look at a number of different types of analyses, including:

a) Descriptive analysis - to assess how the demographic, independent, and dependent data are distributed. All the information gleaned from the fundamental statistic will be presented in tables with mean and standard deviation as well as graphs.

b) Standard multiple regression analysis - to investigate the relationship between financial and non-financial rewards and job satisfaction.

#### 4. Findings

In this study, the samples were made up of 192 people who work as Health workers employees at hospitals and PHCS in Madinah KSA. Out of the 192 people who filled out the survey, 12 were women (6.3%), and the other 180 were men (93.8%). This shows that most Health workers employees are men. Saudi made up 93.8% of the total respondents (180 people), while Non-Saudi made up 6.3% of the samples (12 people). Based on the data collected, it is identified that the majority of the respondents was from the middle-aged group between 31 and 40 years old (75 %), followed by those aged between 41 and 50 years old (14.6%). The group with the fewest people (10.4 %) was those aged 21 to 30. None of the people who answered were above 60 years old . Table 1 shows that 172 respondents (89.6%) are married and 20 respondents (10.4%) are single. Most of the people who work directly with patients have at least a Bacheloror degree. 68 of the respondents (35.4% of the total) have a diploma, while 32 (16.7% of the total) have a higher education degree. Based on how long people have worked at MOH, only 4 people (2.1%) have been there for less than one year. 60 people (31.3%) have been working for at least 1 to 10 years, 120 people (62.5%) have been working for 11 to 12 years, and 8 people (4.2%) have been working for more than 21 years. Most of the people who answered said that MOH health workers make moderate money. In general, the results show that MOH health workers don't make more than SAR20,000 per month. About 83.3% of the people who answered the survey make between SAR11,000 and SAR20,000 per month, and 14.6% of them make less than SAR10,000 per month.

Table1: The respondents' demographic information :

Demographic	Characteristics and Classification	Frequency (n)	Percentage (%)
Sex	• Male	180	93.8
	• Female	12	6.3
Nationality	• Saudi	180	93.8
	• Non-Saudi	12	6.3

Age	• 21-30 years old	20	10.4
	• 31-40 years old	144	75
	• 41-50 years old	28	14.6
	• Above 60	0	0
Marital Status	• Single	20	10.4
	• Married	172	89.6
Profession	• Physician	32	16.7
	• Nurse	96	50
	• Pharmacist	4	2.1
	• Others	60	31.3
Educational Level	• Diploma	68	35.4
	• Bachelor	92	47.9
	• Higher Education	32	16.7
Job Tenure	• Below 1 year	4	2.1
	• 1-10 years	60	31.3
	• 11-20 years	120	62.5
	• 21 years and above	8	4.2
Salary Level	• Below 10000	28	14.6
	• 11000-20000	160	83.3
	• 21000 and Above	4	2.1

Descriptive statistics computed the mean scores and standard deviation for each item that has been assessed through the questionnaire as presented in the Table 2 to 4.

Table 2 demonstrates that the variable of financial rewards has produced a mean value ranging from 2.833333 to 4.166667. Among all, item 5 has the lowest mean ( $M = 2.833333$ ,  $SD = 0.988591$ ). It reveals that most people are unhappy with their most recent pay raise. It could be because their pay raises in the past weren't as substantial as they had hoped.

Table 2. Mean and Standard Deviation for Financial Rewards

Item	Description	Mean	Standard deviation
1	I am satisfied with my base salary	3.125	1.150916
2	I am satisfied with my past salary increment.	3.333333	1.009553
3	I am satisfied with my recent salary raise	3.291667	1.082141

4	Raises are too few and far between	3.5	0.981504
5	I am satisfied with how my raises are	2.833333	0.988591
6	Pay increases are handled fairly	2.895833	1.007606
7	Additional pay to basic salary increased job	4.166667	0.876292
8	Those who do well stand a fair chances of being	3.104167	1.197547

Note: Scale range from “1=strongly disagree” to “5=strongly agree”

Table 3. Mean and Standard Deviation for Non-Financial Rewards

Item No.	Description	Mean	Standard deviation
9	Received appropriate recognition for my contribution	3.395833	1.058292
10	Received continuous feedback and recognition	3.333333	1.108432
11	Received informal praise (well done, thank you).	3.5625	1.156022
12	Received formal praise (certificate).	3.354167	1.302267
13	The amount and frequency of recognition from supervisor	3.354167	1.11138
14	Understand the type of behavior lead to receiving recognition.	3.895833	0.744673
15	The way my supervisor provides me with feedback.	3.354167	0.948729
16	The feedback receive is highly relevant	3.583333	1.040204
17	The feedback receive agrees with what I actually achieved	3.479167	1.063228
18	Recognition is given fairly and consistently	3.208333	1.156965

Note: Scale range from “1=strongly disagree” to “5=strongly agree”

Table 3 displays the results for non-financial rewards. The lowest mean was perceived by item 18 ( $M = 3.208333$ ,  $SD = 1.156965$ ). This finding implies that health workers' employees not only want good pay and benefits; they also want to be treated fairly, to make a substantial contribution to the organization through their work, and to be valued and appreciated for their efforts.

Table 4 presents employees' perception towards their job satisfaction. Overall, the result has produced a mean ranging from 3.125 to 3.875. The lowest mean was perceived by item 25 ( $M = 3.125$ ,  $SD = 1.186751$ ). The Chances of health workers employees to get salary increases are typically low. This shows that salary is connected to job satisfaction, and increments are a way of recognizing tenure and loyalty, but if financial increases are not large enough, most employees prefer other possibilities.

Table 4. Mean and Standard Deviation for Job Satisfaction

Item	Description	Mean	Standard deviation
19	The responsibility of my job.	3.4375	1.061585
20	The working conditions	3.354167	1.201911
21	Able to do something worthwhile	3.645833	0.903503
22	Able to stay busy	3.375	0.883235

23	The amount of pay for the work I do.	3.416667	1.079719
24	Salary is comparable with others.	3.375	0.994751
25	Chances for salary increase.	3.125	1.186751
26	Praise and recognition for good job.	3.1875	1.204811
27	The way I am noticed by the supervisor	3.604167	0.954232
28	The way my supervisor treats me.	3.8125	0.974142
29	The chance to work by myself.	3.645833	1.012789
30	The chance to try something different	3.416667	1.040204
31	The routine of my work.	3.416667	1.172697
32	The chance to do different things from time to	3.4375	1.081133
33	The way my supervisor provides help.	3.6875	0.963333
34	Relationship with co-workers.	3.875	0.859197
35	Feeling of accomplishment	3.729167	0.811942
36	The chance to do things that make use of my	3.416667	1.060146
37	The chance for advancement.	3.166667	1.216524
38	Steady employment	3.645833	1.166542

Note: Scale range from “1=very dissatisfied” to “5=very satisfied”

Table 5. Regression analysis

Independent	Unstandardized	Standardized coefficients	Sig.
(Constant)	1.021		.001
Financial rewards	.009	.009	.827
Non-financial	.739	.826	.001
R	.829		
R square (R <sup>2</sup> )	.687		
Adjusted R square	.683		

a. Predictors: (Constant), Financial rewards, Non-financial rewards

b. Dependent variable: Job satisfaction

Table 5 shows that a relatively high number of people are happy with their jobs, which can be explained by the factors of financial and non-financial rewards. The value of R square is 0.687, which indicates that the value of the coefficient of relationship is 0.687. This indicates that financial rewards and non-financial rewards were responsible for 68.7% of the variance in job satisfaction. The variable that contributes to the dependent variable is indicated by the code "β" in the column of the table that is titled "(Beta β) value of Standardized Coefficients. The term "standardized" refers to the process of converting the values of all of the distinct variables to the same scale for making comparisons (Molloy et al., 2001).). The results of these analyses indicate that financial rewards (β = 0.009, p 0.01) and non-financial rewards (β = 0.826, p 0.01) have a positive influence on job satisfaction. In contrast to the financial rewards variable, the non-financial rewards variable was found to have a significantly great impact on employees'

levels of job satisfaction as well as a larger beta value. This indicates that employees are more satisfied with awards that are non-financial than they are with financial rewards. Because incentives like recognition are so important, it has a significant impact on how satisfied workers are with their jobs. The level of satisfaction will increase with the experience level of employee. The senior employees are more pleased with non-financial rewards (Yousaf et al ., 2014). Any number of intrinsic benefits can boost employees' happiness and output on the job. Involvement in work, the ability to make decisions, independence in work, the significance of tasks, and public acknowledgement are all examples of such benefits cited by (Tausif 2012). These rewards have merits in creating highly satisfied workforce.

## 5. Discussion

(Malhotra et al ., 2007) define rewards as 'all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship'. However, many companies struggle to determine which kinds of rewards are preferable and acceptable in order to boost the level of job satisfaction experienced by their employees. Therefore, the purpose of this study was to investigate the relationship between rewards and job satisfaction, as well as to identify the types of reward that affect job satisfaction, utilizing data collected from health workers in the Al-Medina region of the Kingdom of Saudi Arabia (KSA). The findings of the correlation analysis, which were in line with the findings of the research that was done on the topic, showed that there is a strong and positive association between job satisfaction and both financial rewards and non-financial rewards. This finding is in line with the findings of previous studies, which have shown that rewards do indeed have a correlation with feelings of contentment in one's work (Yousaf et al ., 2014). Through the use of regression analysis, the effects of the various types of rewards have been identified. Non-financial rewards were shown to have a bigger impact on job satisfaction than financial rewards, as indicated by the fact that the former had a larger beta value ( $\beta = .826$ ,  $p .01$ ) in comparison to the latter ( $\beta = .009$ ,  $p .01$ ). This was revealed by the findings of the study. Even if the great majority of respondents are dissatisfied with the method by which their pay raises are determined, non-financial rewards continue to be the preferred big rewards that they look forward to receiving. The fact that the work of health workers employees is receiving better salaries comparing with other employees in the Kingdome plus that they have little duties and opportunities for innovation, as a result, it has led them to place a greater priority on non-financial rewards. (Mehmood, A., & Uzair, Z. 2021) argued that organization would benefit from increased productivity if management were to introduce non-financial rewards. People are primarily motivated or demotivated by things other than money, although non-financial awards nevertheless have an obvious and positive impact on employee motivation. Employees could anticipate additional returns in addition to their non-financial rewards. This is due to the fact that after they have reached a level of contentment with their salary, they will move on to satisfy the next level of their requirements. The Hierarchy of Needs proposed by Maslow places an emphasis on this idea (Rouse, K. A. G. 2004).

## 6. Conclusion

Management of an organization's human resources is becoming an increasingly important component in the organization's efforts to support the organization's strategies in pursuit of the goals of the organization. A number of strategies have been put into action in order to boost the level of contentment that workers have in relation to their jobs and the environments in which they perform their jobs. Developing an efficient system for awards and recognition in the workplace is one of the most successful tactics that can be used. This recent study offers health care managers a better grasp of various compensation mechanisms in order to boost employees' feelings of pleasure in their jobs.

Research has shown that there is a significant and positive association between the rewards that one receives at work and the level of satisfaction one experiences in their work. Employees who are entirely happy if recognition is given fairly and regularly will result in a higher degree of satisfaction, and employees who are recognized have a tendency to have stronger self-esteem, more confidence, and a greater readiness to take on new challenges (Gazioglu, S., & Tansel, A. 2006). Organizations are able to determine their incentive plans, which can help to deliver what is actually needed, when they are able to obtain a complete grasp of their employees' expectations in return for their hard work and when they are able to communicate those expectations effectively (Rose, M. 2014). In order to improve the level of job satisfaction experienced by frontline workers, firms should not simply place an emphasis on financial rewards alone but rather should also cover non-financial rewards as well. Therefore, establishing reward systems for employees that are well balanced between financial and non-financial rewards is one of the strategic approaches that organizations can take in order to not only satisfy the needs of their employees but also simultaneously achieve higher employee performance, improved resource efficiency, and improved customer service quality (Terera et al ., 2014).

Budget:

No budget is needed

Strength and Limitation:

Strength:

- Relatively easy to analyze and data can be very consistent, precise and reliable.
- We use a valid and reliable questionnaire used in previous studies

Limitation:

- Our study findings will be based on the data collected from a particular class of health workers, which might limit the generalization of the study findings.
- We cannot rule out the possibility of information bias, as it will be self-reported data

Ethical consideration:.

- IRB Ethical approval has been taken from institutional Review Board (IRB), General Directorate of Health Affairs in Madinah National Registration Number with NCBE-KACST, KSA: (H-03\_M\_84)

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- All respondents' information in this study was anonymized for respondents' confidentiality, and respondents have voluntarily participated and were free to withdraw their participation at any time.
- Each person included in this study has provided electronic informed consent.

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