



Exploring the Impact of Employee Satisfaction on Organizational Performance: The Mediating Role of Rewards and Benefits

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Abstract

This research paper seeks to determine the relationship between the rewards and benefits provided to employees and the organizational performance with mediated variable of employee satisfaction. Studying causally and with a quantitative approach, the data was collected from 102 employees and managers from five different banks in Pakistan as Habib Metro, United Bank Limited, Bank Alhabib, Meezan Bank Limited, and Faysal Bank. The research propositions of the study are drawn from the sample hypothesis, and they assert that job satisfaction, ability utilization, working conditions, and creativity shape performance while rewards and benefits moderate the relationship between job satisfaction and performance. Psychometric properties were validated with Confirmatory Factor Analysis (CFA). Path analysis was used to utilize the structural and measurement model and examine the hypothesized connection. Lack of job satisfaction, utilization of skills, organizational working condition, and creativity were found to have significant impact on organizational performance. Additionally, it was established that while the rewards and benefits did partially help to explain the relationship between job satisfaction and organizational performance, they only did so to a certain extent. These studies imply that there is need to foster organizational climate and provide remuneration structures that increase Pasadena employees' commitment and, in the long run, positive organizational outcomes. In view of the above findings, the study offers useful insights to managers and policymakers wanting to enhance organizational performance by selectively adopting best human resource practices.

Keywords: Employee Satisfaction, Organizational Performance, Mediating Role, Rewards, Benefits

Introduction

Employee satisfaction is an essential aspect to any enterprise since the workers are the key components of an organization. In a general aspect that the business is concerned, it affects a myriad of parameters such as productivity, staff turnover rate, as well as the functionality of the organization. It is apparent that happy employees recommend themselves to work harder, demonstrate commitment to their work and duties, and promote organizational performance. Several studies were reviewed by the author Mziwao, Sabina, & Mbogo, Crispin John, 2022, in which a clear relationship between job satisfaction of workers and their performance was established. They were opining that better employee satisfaction leads to improved performance on the job and this, in extension, enhances general organizational performance. Through the choice of reward systems, intrinsic and extrinsic motivators are crucial aspects that positively impact organizational environment and the employees. In this paper these elements are described with the knowledge of how these elements enrich the procedure it is possible

to improve an organization's performance with the help of increase in employee's satisfaction. (Faiza Manzoor, Longbao Wei, Muhammad Asif, 2021) Achieving Enhanced Performance Through Intrinsic Rewards & Benefits: Employee Motivation as a Mediator. The importance of extrinsic motivation for work behavior informs the designs of effective internal motivation promoting organization systems for optimum job outcomes.

Problem Statement

In practice, there has not been a profound appreciation on how rewards and benefits moderate the studies conducted in the past on determining paths linking employee satisfaction and organizational performance. The transparent aspect of many rewards and benefits programs in organizations make it challenging to determine which parts offer the most benefits to employee satisfaction and improved performance. To address this gap, this study examines the mediating role of rewards and benefits in the relationship between employee satisfaction and organizational performance.

Gap Analysis

Studies that speak to both concepts mainly address employee satisfaction and organizational performance independently, while inadequate efforts are made towards understanding the underlying mechanisms. This research has found that the majority of previous works have paid attention to the positive influence of organizational reward as a determinant of employee satisfaction and consequently performance, but the means by which these rewards affect the relationship has not been a well explored area of research. This study seeks to employ results to close this gap by actually assessing the mediating effects of rewards and benefits in order to explain the drivers of organizational performance in better and much informed detail.

Research Objectives

The objectives of this research are:

To examine the effects if implementing an employee satisfaction survey on the organizational performance.

To identify which rewards and benefits significantly influence employee satisfaction.

To analyze the mediating role of rewards and benefits in the relationship between employee satisfaction and organizational performance.

To offer recommendations for organizations to enhance their rewards and benefits programs for improved performance.

Research Questions

This study seeks to answer the following research questions:

1. What is the relationship between employee satisfaction and organizational performance?
2. Which rewards and benefits most significantly affect employee satisfaction?
3. How do rewards and benefits mediate the relationship between employee satisfaction and organizational performance?
4. What strategies can organizations implement to optimize their rewards and benefits programs for better performance?

Research Significance

This research is significant both academically and practically. Academically, it contributes to the existing body of knowledge by exploring the mediating role of rewards and benefits in the relationship between employee satisfaction and organizational performance. Practically, the findings will provide

valuable insights for HR professionals and organizational leaders to design and implement effective rewards and benefits programs that not only boost employee satisfaction but also enhance overall organizational performance. By understanding these dynamics, organizations can create more engaging and productive work environments, leading to sustained competitive advantage.

Literature Review

The objective of this literature review is to investigate the relationship between employee satisfaction and organizational performance, with a particular focus on the mediating role of rewards and benefits.

Employee Satisfaction

Organizational commitment is a complex concept that is not solely determined by routine characteristics or tasks and conditions of employment but is affected by job design, employee relations, organizational culture, compensation, and benefits. In related empirical research, the authors have also found that there is usually a dampened correlation between employee satisfaction and organizational performance, yet the implication of job satisfaction to improve organizational performance cannot be overemphasized (Mziwao & Mbogo, 2022). This is because, through employee satisfaction certain other crucial variables like organizational commitment, work engagement, and job performance can be impacted. Cite this, Mziwao and Mbogo (2022) argues that while cultivation job satisfaction is significant anticipatory, background variables including age, gender, experience, job type, and education should be incorporated when investigating the relationship between job satisfaction and organizational performance. These background factors may therefore prove to provide substantial variables that influence employee biases and interactions within work settings, and hence their level of satisfaction.

The banking industries often place utility emphasis on employee satisfaction and engagement because the latter is actually a direct determinant of the banking industry's KPIs. Lepold, Tanzer, & Jiménez (2018) supported the hypothesis stating that there is a connection between bank employees' expectations concerning KPI impact and established levels of job satisfaction and work engagement. This indicates that the setting of role boundaries can help improve worker satisfaction and engagement since it reconciles roles and expectations. The moderating effect of job involvement on the relationship between job satisfaction and organizational commitment is further reiterated by Abdallah et al. (2017), with the argument that satisfied employees will be committed to their organization and thus will perform well.

There is a growing demand to determine the connection between job satisfaction and work engagement especially for managers in the private sector banks in India due to the current high turnover rates among talented employees. Studies conducted by Garg, Dar, and Mishra (2017) were able to establish that managers who claim satisfaction from their jobs also exhibit higher levels of engagement in work. Real engagement is always found when there is passion, commitment and interest in the working process which is crucial in any organization to stay relevant and relevant. The conclusions that can be drawn from these studies are stress on the need to solve key aspects affecting satisfaction of the employees in the workplace, for instance, support of the organization, motivation and appreciation of performance, and training for career enhancement.

In sum, self-organizing work is a type of employee satisfaction that can function as an independent variable that stimulates multiple beneficial effects in an organization. Therefore, when an organization focuses on satisfaction, it achieves increased employment engagement, commitment, and performance, thus Organization and employee performance is improved. It is, therefore, advised that management should also embrace the importance of acknowledging the work of different authors regarding the complicated statutory factors that affect the job satisfaction of employees.

Ability Utilization

Ability utilization, which can be defined as the degree to which an employee believes that his/her skills can be optimally used in working on the job, enhances its status as an independent variable that affects job satisfaction and organizational performance. Hence, when employees judge that their skills are being optimally called upon, the possibility of giving a positive response to job contentment and to produce beneficial results for the company increases. As noted by Abdallah et al. (2017) in the banking sector, the work ability utilization is crucial essential as it fulfils the results trials of the influence of job involvement on both job satisfaction and organizational commitment with job satisfaction as a partial mediator. What this means is that employees who pride themselves in seeing their talents and skills engaged are likely to be more committed to the job hence increasing their level of satisfaction in their work and hence increasing their overall commitment to their organization. Along the same line, Garg et al. (2017) stress the central role of ability utilization in a set of proposed relations, including job satisfaction and organizational commitment among Indian bank managers. Based on the results of their study, the authors recommend that managers pay attention to the production of roles that meet the skills and aptitude of their persons to increase the levels of contentedness and output among employees. This means that when employees feel valued for the skills they bring to the table, and their skills are being properly utilized then there will be motivation, commitment and hence attendance to the employer. This alignment not only helps in creating a positive attitude towards work and increased work satisfaction but also enhances the output level and organizational efficacy. Hence, there is rationale of strategic placements of jobs in accordance with employees' strength important in enhancing their performance and achieving long-term goals and objectives of the organization. Hence, by focusing on the use of abilities, the organizations are able to effectively create, motivate and retain employees that can deliver, as will be seen through improved satisfaction, commitment, and organizational performance.

Creativity

There is growing interest from scholars to study creativity in the context of work setting; creativity meaning a capacity of employees to produce new ideas and solutions as an independent variable determining job satisfaction and organizational performance. Environmental management fosters creativity at the place of work through providing the platform through which the employees can present their ideas or thoughts to the managers, and thereby translates to employee satisfaction. The studies show that sharing of a creative work climate promotes good job satisfaction but also facilitates organizational innovation and the competitive advantage. Garg et al. (2017) compared job satisfaction to work engagement among private sector bank managers in India and revealed that both the intrinsic and extrinsic aspects of job satisfaction were closely related to work engagement, with the opportunity for creativity being a significant aspect of job satisfaction to work engagement among bank managers. This goes a long way in supporting the contention that the acknowledgment and establishment of a creative work environment culture enhances the enjoyment and enthusiastic participation of employees in their work, thereby promoting the success of an organization.

Moreover, Ismail et al. (2021) investigated job satisfaction and organization performance in the Pakistani bank and reported a positive relationship between creativity and the two variables. Their study covers a wider perspective of the organizational performances in this sector in that they focused on the creativity aspect in as much as it addresses strategic objectives and encourages organizational effectiveness. Due to the information that the study reviews the correlation between job satisfactions, organizational culture and organizational performance, the findings of the study would have implication to the banking industry. Creativity is an important aspect as it enhances emulation among the employees when they are encouraged and their ideas sorted after, this makes them be happy to work and hence better performance. By implication, sublime motivational techniques can be established in organizations, whereby creativity can be fostered to encourage creativity in an organization's working environment. This empowerment not only helps increase the employees' sense

of accomplishment but also enables the organization to sustain and maintain its competitive advantage in the vehement market. Thus, it can be seen, creativity belongs to the strategic focuses of the organizations' development, which successfully introduced it to values at pratiques organizationally. Hence creative too as an independent variable should be encouraged for the improved job satisfaction and work engagement, organizational performance.

Working Conditions

The organizational conditions – concerning comfort, security, leadership and job mapping, and organizational climate – are an essential independent factor that has an impact on the level of job satisfaction and organizational effectiveness. The general observation has it that where employees operate in an environment characterized by support structures and requisite tools, those employees will always be happier and work harder in their jobs. A cross-sectional survey conducted by Bakotić (2016) on the sample of Croatian organizations also deeply investigate the link between job satisfaction and organization performance and admitted positive working condition as a major factor in job satisfaction. It is found that organizations commitment to increase the level of physical comfort, safety measures and work life balance practices can greatly help increase the level of employee satisfaction which will in turn act as key to improve organizational performance.

Furthermore, job satisfaction officers have been found to be the cornerstone in the manipulation of organizational performance. Organizations that establish a satisfied employee population usually record increased throughput and efficiency among the employees since they are content with the goals of the organization. However, it also helps in the alignment of individuals' goals towards improving organizational effectiveness and success. Theodori (2021) alongside Zeb (2021) have argued that work conditions influence employee satisfaction and other legal factors where Pakistani companies and Mizwao and Mbogo (2022) have stressed the influence of work environment on these factors. In the case of employees, if their employers acknowledge that they are valued and responsive to the basic needs of workers with proper working environment, they would be more productive, less stressed, and more willing to have positive impact on the performance of the organization.

This is an indication that those organizations that place emphasis on enhancing employees working conditions and ensuring that they invest in these aspects of working conditions would indeed be enhancing the positive organizational culture that prevails within that organization. This presupposes that, by providing necessary physical comforts, adhering to safety measures, minimizing working loads, and implementing reasonable working-family balance, the satisfaction rates in organizational environments can be improved immensely. Consequently, this results into low rates of employee turnover, high levels of team cohesiveness as well as high levels of commitment to the organization. Lastly, the concentration of efforts towards the improvement of working conditions as the separate variable not only improves the health and welfare of the employees, but also improves organizational performance and makes the company more suitable for long term and steady growth with competitive edge in the market.

Rewards and Benefits

Employees' performance is observed to be highly dependent on the benefits and rewards given to them as it mediates the link between satisfaction and performance. Reward structure that involves fair remunerations, incentive, and believable reimbursement, targeted at improving employee morale includes a satisfying wage scale, bonuses, and other forms of recognition, as well as abundant benefits such as medical and retirement benefits. Besides providing incentives that encourage enhanced performance, these incentives also help in strengthening organizational commitment and thus lower turn-over rates, again being beneficial for organizational effectiveness. According to Riasat, Aslam, and Nisar (2016), there is the quest of organizations to successfully manage talent and skills within their workforce as a way to transforming their workforce into a competitive advantage in today's complex business environment. The study suggests that organizations that provide its workers with

quality working conditions, job satisfaction and compensation show high level of commitment and loyalty than organizations that do not provide such conditions or facilities to their employees.

Further, the study by Riasat et al. (2016) also revealed an important fact referring to the extent of mediating role of the reward system situated in between both intrinsic and extrinsic rewards and job performance and job satisfaction. It is demonstrated that If reward system is well-designed, it will enhance both the motivation originating from non-reward factors and motivation coming from reward factors which will lead to increase in the performance and also job satisfaction among the staff. This suggests that when employees have a positive attitude about the effort and input of the organization, they are likely driven to perform well and support the overall goals of the organization.

Similarly, Manzoor, Wei, and Asif (2021) have also examined employee motivation being a mediating variable of key intrinsically motivating factors for employee performance with a specific reference to Pak SMEs. In addition, their study reveals that extrinsic motivation or what other researchers have referred to as meaningful intrinsic and extrinsic incentives like personal growth, job autonomy, and the opportunity to do meaningful work play a critical role in improving employee performance. Finally, understanding the factors that are related to intrinsic motivation, and recognizing the nature of motivation, can enable organizations to implement better approaches for motivating the workforce and achieve better organizational outcomes.

It is revealed that rewards and benefits occupy the central position in fulfilling this role, which contributes to the increased satisfaction of employees and improved performance of the organization. Managing organizations that successfully devise and implement reward systems in a particular manner to meet the needs and desires of their workforce are more likely to positively shape employees' perceptions and work relations. This not only improves the employee satisfaction within their work and provides the stimulus for increased levels of performance to be practiced among the workforce but also serves the institution's long-term success and competitiveness in the marketplace as well. Thus, acknowledging the significance of the rewards and benefits as a mediator, an organization can achieve the maximum value for the investment in human capital and further enhance its future development as well as stability.

Relationship between Variables and Mediators

Relationship between Job Satisfactions with Organizational Performance

The two have been known to shape the world of research focusing on how employee attitude determines the organizational performance. Job satisfaction, as the degree of content and fulfillment with one's job, is linked with at least three organizational effectiveness factors. This paper by Qurat-Ul-Ain Abro et al. on the relationship between Central Bank of Pakistan and private banking institutions show valuable findings.

The study also points out that by satisfying employees' needs, organizations boost their performance productivity levels. Higher levels of job satisfaction reported indicate that there will be higher levels of motivation, job involvement and organizational commitment among employees in the organization. These factors lead to the enhancement of the output and quality of work done, and also reduced levels of staff turnover. In this respect, organizations are able to minimize the costs required to recruit and train a new employee, experience increased organizational efficiency, and increase customers' satisfaction due to higher valued employees. Furthermore, the research done to show the correlation between job satisfaction and organizational performance provides reasons that imply that the performance of organizations is likely to improve when employees are content with the job they are doing and will therefore work hard to deliver as per the organizational objectives and values. Such a synchronization leads to morale, quality assurance, and coherence within the organization since employees feel the company cares for them in return to giving their best performances.

The results also reveal that job satisfaction has an added positive influence on raising organizational performance in private banking organizations in Pakistan. They explain that to build and sustain a committed employee, strategies to increase job satisfaction to working conditions, advancement, and accommodation for the talents and potential of the employee must be applied by organizations. This, in turn, enables them to engage in sustainable growth, to attain competitive edge, and, therefore, long-term success for banking industry operation in the context of the differentiated environment of the Pakistani landscape.

H1: Job satisfaction has a positive relationship with organizational performance.

Relationship between Ability Utilization with Organizational Performance

One of the organizational work attitude that has been found to examine the nature of organizational performance is the ability utilization, meaning the degree to which employees feel their abilities are effectively applied in the job. In the present study, the hoe carefully explained that extent to which ability utilization affected job satisfaction. Employees with a high level of perceived self-efficacy feel competent to perform their tasks, and their interest is likely to be aroused in this kind of situation for a positive motivational process to occur. Increased workers' satisfaction is therefore achieved when they have the perception that their skills are being properly utilized in the job. Hackman and Oldham (1976) have also found that meaningful relationship does exist between characteristics of job and elements of motivation, particularly elements related to ability utilization such as skill variety, identity, importance, and requirements of the tasks. In agreement with the previous findings, Khan et al. (2013) provided statistical evidence that ability utilization has a positive coefficient with perceived job satisfaction among employees in the banking sector in Pakistan.

A proper deployment of ability also leads to better job performance results among the employees. Subordinates who perceive that they are well suited for organizational roles that they are in will complete tasks with effectiveness and precision. It also results in better organizational alignment of people because employees are more directly affected and thus more positive and more competent in job tasks. Lawler (1973) in his study points out that match between the employees' perceived skills and the demands of their roles have a strong influence on the overall job performance. Even in Khan et al. study (2013), ability utilization is positively related to self-rated employee performance; it is appreciated that whenever an individual is trained and passed through and is made to deploy his/her skills within an organization, the performance of the employee improves.

It is further proposed that ability utilization has direct effects on job satisfaction and job performance which in turn affects organizational performance. The antecedents of higher job satisfaction and improved job performance positively affect several facets of organizational performance. The potential of employees' aptitudes can be used by organizations in order to increase productivity, which define organizations that effectively manage their personnel's potential as those organizations that demonstrate greater productivity. Organized workers work significantly as per the set organizational requirement, and hence, there will be effectiveness in the ability to perform set tasks. Further, more efficient promotion of the assets leads to better employees' performance, which ultimately generates better products or services, translating to improved customer satisfaction and loyalty.

These self-attributable high levels of job satisfaction because of ability utilization to decrease organizational turnover rates. Employees that get the feeling that they are important, and they are putting their talent into good utilization will not easily look for other alternatives that will enable them to leave the organization, hence minimizing the costs of recruiting the new talent. In addition, when an employee feels that the skills and knowledge are effectively employed, the loyalty to the organization increases and all organizational aspects contribute to better results. Combinedly, the outcomes of higher productivity, higher quality of work and strengthened employee relations, improved employee turnover and organizational commitment contribute positively to organizational

financial performance. Self-actualization has a significant effect when utilized to work capacity as it boosts the profitability and competitive edge of an organization.

To optimize the advantages of ability utilization, it is recommended that organizations especially the banking industry in Pakistan should employ several strategies as may be illustrated below. It is as an effective way to ensure their skills and abilities are properly aligned with the organizational positions available, where the organizational assessment can identify where the employee can be better utilized, and where the employee can be provided opportunities to learn new skills and abilities. Job design is also another aspect that needs to be put into practice, this is here where one will design the jobs and roles so that they can be coherent with the employee's capacity. Elements of flexible workforce can include structures such as job rotation, and enrichment programs, which affords workers chance to challenge their abilities. Other things that are crucial include establishing sound performance appraisal system to ensure employees with certain skills for tasks and work and for providing desired skills and abilities feedback which can facilitate to know that where employee can be best utilized and need training support organizations require to provide it. While improving ability utilization involves providing training and development programs to help ensure that employees possess the skills for meeting the demands of the roles they are assigned to, preparing for future organizational needs also benefits from these investments. In addition, there is a clear and significant correlation between the level at which ability is utilized and the overall performance of the organizations.

H1a: Ability utilization has a positive relationship with organizational performance.

Relationship between Creativity with Organizational Performance

According to the definition of the word, creativity is the capacity to come up with new ideas and solutions in an organization, which means that the idea has a very central role in determining the organizational performance. This shows that creativity affects job satisfaction, as evident in table 2, above. The present paper holds the view that, when people can notice that their innovative suggestions to submit are welcome, they are more likely to receive some sort of satisfaction, involvement, and motivation. This means that when the employees perceive that their creativity is valued at work, and their creativity is properly utilized in the existing positions, high levels of job satisfaction are expected. This argument is well underlined by the work done by Amabile (1996) which suggests that factors like autonomy, challenging job content, and supportive supervision that is part of the creative organizations' environment has a clear connection with fair job satisfaction. This is in consistent with the findings of Khan et al (2013) highlighting that creativity in bank at Pakistan has positive correlation with job satisfaction in general as perceived by the employees based on self-generated responses.

It could also be argued that creativity improves the quality of work done since creative approaches are likely to yield better results than traditional procedures when applied effectively. Consumer reaction in the workplace may involve assessing how well their creative skills match their roles in a business organization; employees who feel that their creative skills fit their tasks' description will likely perform them more effectively and with greater quality. This alignment results in better working outcomes at the individual level because employees are much motivated and capable in their jobs. In Organization design, older team members' creative abilities must match the creative demands of their jobs, as according to Shalley & Gilson (2004). Khan et al (2013) also equally point towards a relationship between creativity and self-rated employee performance and suggest that when an employee's creative assets are employed optimistically, his or her work performance is likely to be enhanced.

Therefore, there is a two-way or mediating role played by the Effects of creativity on organizational performance through its influences on job satisfaction and job performance. Better job satisfaction and increased organizational performance are related to several factors that reflects on the performance of organizations in general. More often firms that will harness the creativity of the employees will be

able to record higher productivity. The practice entails that individual working in organizations are suited to their positions, therefore work is done effectively, and productivity yielded. Moreover, creativity is very effective in enabling the staff to do better and more efficient work in coming up with better products and services, which may serve to satisfy the needs of the customers more comprehensively.

Creativity utilization, when properly implemented in work places, leads to high employees' job satisfaction and this has the effect of minimizing the rates of turnover. People who get the he or she is feeling in an organization can bring their creativity to work thus avoiding cases where organizations have to spend a lot of money through recruitment as well as train newcomers. Moreover, the creativity appreciation along with the belief that it is well applied in the organization a employee can have a higher level of commitment towards the organization and these all can build up a good organizational culture and overall performance. Lastly, the in livelihood per capita, higher quality work, higher rates of employee turnover, and higher levels of organizational commitment contribute to better organizational performance. Research has shown that there is a positive relationship between the impact of creativity in organizations and its profitability as well as competitive edge.

Based on this cross-sectional study, to optimize on the benefits of creativity the following strategies should be adopted by organizations especially the banks in Pakistan. This would involve establishing occasions in which employees' creativity skills and abilities are evaluated so that employees can be properly placed, areas that the employees' creativity could be of great value, as well as areas that require employees to undergo creativity training. It is also important to ensure proper job design is engaged in and organizational practices that promote the creativity of employees within their jobs and roles. Managerial applications and interventions such as job rotation and enrichment can create chances for workers to use or enhance the imaginative perspective. Integral elements include the establishment of sound performance management and reward systems that acknowledge and encourage creative performances, and the use of the outcomes of the appraisal processes to determine where and in what ways the creativity of the employees in a company can be supported and developed further; this support entails provision of any resources required for the employees to express their creativity fully. Provision of training and development programs in areas that would help to effectively enhance on employee's creative prowess and also ensure that the employees is well positioned to capture organization status that changes in the organizational dynamics requires it, not only optimizes on the utilization of creativity but also addresses future human resource needs. From the evidence presented in this paper, there exists a strongly positive relationship between creativity and organizational performance. Optimistic use of employ's creativity results to better performance at work, high levels of worker satisfaction, and high levels of organizational performance.

H1b: Creativity has a positive relationship with organizational performance

Relationship between working Condition with Organizational Performance

Promising and safe working conditions occupy a central stage in remolding the performance of an organization. Promotive working conditions of employees, including those of the physical, psychological, organizational, and social character, which include, for instance, safety and health of the physical work environment, availability of resources, managerial support, and the opportunity to balance between work and family, influence the level of employees' job satisfaction and satisfaction with their performance. When employees tend to perceive their working conditions as agreeable, the result is increased job satisfaction and thus more motivation leading to higher employees' engagement. Purnama et al. , (2020) have found out that organizational justice influence job satisfaction by implying that fairness and organizational resources are beneficial towards the perception employees have of their working environment. This is straightforward: positive working conditions because improved individual job satisfaction, which in turn causes enhanced individual job performance because one can hardly work well if not content with his/her job. Further, fair treatment of employees decreases

turnover, which also translates into cost saving since human resource management does not have to spend a lot of money in looking for new employees and training them before assigning them to their duty stations. Therefore, if working conditions are accorded priority and effectively managed, they produce overall organizational performance and wellbeing, reflected in improved productivity, health, safety, and efficiency, together with a dominant position in the market.

H1c: Working conditions have a positive relationship with organizational performance.

Relationship between Rewards and Benefits as Mediator with Job Satisfaction and Organizational Performance

To sum up, this paper identified the link between reward and benefit as a mediator between job satisfaction and organizational performance as decisive for the success of organizations. Non-monetary incentives comprise a vital part of contemporary theories of motivation that assess employees' preferences, satisfaction, and motivation rates. Comprehensive research conducted by Riasat et al. (2016) and Manzoor et al. (2021) posit that effective reward system which comprises of tangible and intangible incentives; monetary reward, appreciation, skill development, and work environment, make way for an enhanced job satisfaction. The above leads to improved levels of job satisfaction hence increased motivation and commitment to the job. In addition, the evidence inferred from these relationships are mediated by rewards and gains, implying that when organizations recognize and reward the staffs for their performances then the staffs will be motivated to perform excellently. As a result of therefore, there is enhanced performance in doing their work as it becomes efficient, of higher quality and productivity compared to before. Reward management is one of the most important One among the items, which need more attention of the organizations is the reward management that helps to build an efficient human capital management system which subsequently encourages the employees. Thus, it contributes to the improved overall organizational performance in the given marketplace, which in its turn, gives the competitive advantage. Strategic approaches to reward systems make it possible to address key issues that would help organizations sustain employee satisfaction, thus delivering value that is sustainable for an extended time frame.

H2: Rewards and benefits mediate the relationship between job satisfaction and organizational performance.

Conceptual Framework

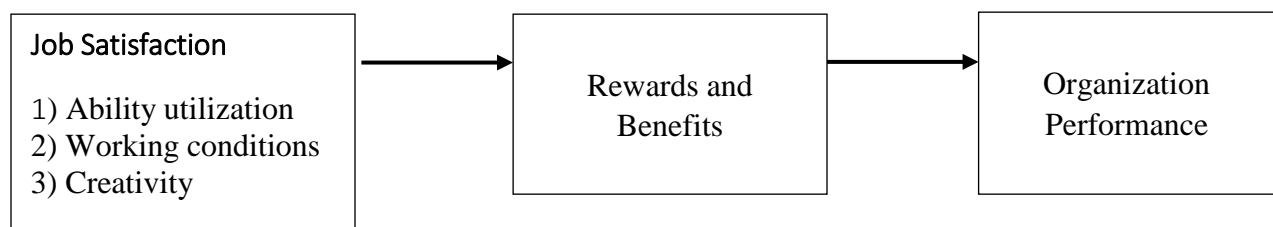
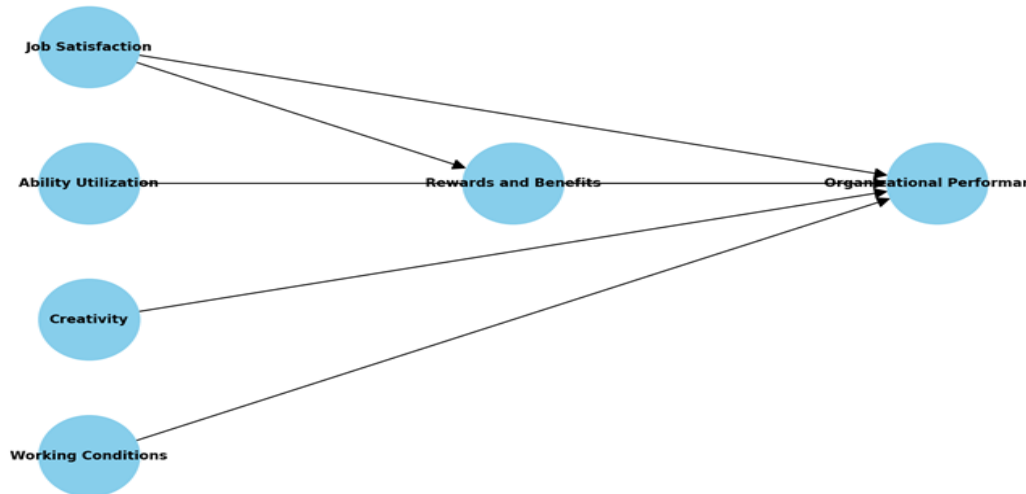


Figure 1: Conceptual Model

Conceptual Model Development and Hypothesis



Relationship between Variables and Hypothesis

The research also focuses on established hypotheses of job satisfaction factors on the relationship between direct factors relating to job satisfaction and organizational performance in the banks of Pakistan. These are the ability utilization, working conditions and creativity that has been taken as direct variables. The finding indicates a positive correlation between these job satisfaction and organizational performance. Specifically:

Employee Satisfaction

Employee satisfaction refers to how content and fulfilled employees feel in their job roles. Satisfied employees are more productive, show higher levels of organizational commitment, and contribute to better overall performance (Judge et al., 2001; Harter et al., 2002). Studies also show that employee satisfaction leads to reduced turnover and absenteeism, which positively impacts organizational outcomes (Kim, 2005).

H1: There is a positive relationship between the general satisfaction with the jobs performed and the performance with the overall organization.

Ability Utilization

Self-efficacy on the other hand, directly has an organizational behavior implication that relates to the performance of the organization through the ability of the workforce to apply their skills and knowledge thus boosting productivity and satisfaction. Farooq, Latif, K. F. Latif, I. & Hussain, A. (2015).

H1a: Ability utilization positively impacts organizational performance.

Working Conditions

Paid positively completed work has been found to influence high organizational performance directly positively. When employees' working environment is felt to be proper their job satisfaction also gets high, and this affects their performance in a positive way. Miah, S. (2018)

H1b: Working conditions positively relate to organizational performance. This hypothesis asserts that favorable working conditions directly improve organizational performance

Creativity

Research also shows that creativity enhances job performance, which in turn increases organizational performance. It has also been witnessed that creativity is more likely to be experienced more in the organizations that create a suitable culture that encourages innovation and the skills of solving puzzles in the employees, thus enhance improved performance results. The influence of subjective well-being and motivation on the academic success of students: The direct and mediated effects of subjective well-being and motivation on the academic performance of students.

H1c: Creativity positively relates to organizational performance. This hypothesis implies that encouraging creativity amongst employees and professionals is directly linked to enhanced organizational performance.

Rewards and Benefits

Rewards and benefits encompass both financial and non-financial incentives provided by an organization to its employees. These can include salaries, bonuses, health insurance, retirement plans, recognition programs, and career development opportunities. Effective rewards and benefits systems can enhance employee motivation, satisfaction, and retention, thereby improving organizational performance. (Milkovich et al., 2011; Armstrong & Murlis, 2004) The mediation effect of rewards and benefits suggests that they enhance the positive impact of employee satisfaction on performance (Gerhart & Rynes, 2003).

H2: Rewards and benefits mediate the relationship between employee satisfaction and organizational performance.

Mediation Analysis (Indirect Effect Analysis)

The study also explores the indirect impact to job satisfaction on the organizational performance through the intermediate variable of the rewards and benefits. This paper seeks to compare the relationship that exists between job satisfaction and organizational performance both in a direct and indirect manner in a way that it influences the number of rewards and benefits the employees get.

Methodology

To examine the hypothesis of mediation, the study uses Structural Equation Modeling (SEM) with the aid of the software, SMART PLS. The directed nature of SEM also makes it suitable for testing relationships with mediating effects where multiple variables are involved. Mediation tests used in the current study employ the bootstrapping method to determine the statistical significance of the mediation effects. Bootstrapping is based on repeatedly subsampling the data to derive an estimate of the sampling distribution to aid in the estimation of indirect effects and their confidence intervals.

Findings

Analyzing the study, it is possible to confirm that rewards and benefits play a strong role in moderating the relation between job satisfaction and organizational performance. This implies that organizational satisfaction improves organizational performance thereby influencing the enhancement of the rewards and benefits in part. Results of the path analysis reveal that there is a strong relationship between job satisfaction and the perception of adequate rewards and benefits, and also show that this aspect of job satisfaction has an indirect, yet statistically significant, impact on organizational performance. The strength of mediation effect is determined by the product of the transport path coefficients from job satisfaction to rewards and benefits and from rewards and benefits to the level of organizational performance. This gives a measure of the strength of the indirect effect, that is, the extent to which treatment moderates the relationship between mediator and outcome variable.

Implications

The implication that resulted from the study is that organizations can actually boost performance by directly improving factors to their job satisfaction like utilization of ability, working conditions or creative contribution and at the same time, the improved factors will in turn lead to improved reward and provision for the employees.

Bank managers, for example, can direct efforts towards establishing policies and practices for addressing job satisfaction concerns—while at the same time optimally directing reward systems in ways that positively influence organizational outcomes.

Subsequently, the analysis of mediation presents a more holistic view of the mediation results to show how the rewards and benefits are the critical paths linking job satisfaction to the organizational performance.

Research Methodology

Research Paradigm

Since the test is hypothesis-driven, exploratory in nature and employs scientific data gathering methods then the research paradigm used in the study is positivist. This paradigm is appropriate for the current research since it aims at establishing the extent to which job satisfaction, ability utilization, and working conditions influence creativity and organizational performance while benefit from the rewards and mediates the relationship in an organization (Apuke, 2017).

Research Design

Causal and Quantitative

The research is cross-sectional incorporation causal and quantitative research method to analyze the impact of various antecedents of job satisfaction on overall organizational performance. This design enables determination of cause and effect and these causes are actually expressed numerically (Auke, 2017).

Confirmatory Factor Analysis (CFA) is used to validate/offering support for the measurement model, of which its fits assess if the observed variable corresponds to the conceptual definitions. It assists in verifying the model in terms of what factors underpin the variables and how they are related. Kline, 2015; Hair et al. (2017).

Pilot Testing

To improve reliability and validity of the questionnaire a pilot test was carried out on a sample of 20 Parisian local consumers. The current process of analyzing the psychometric properties of the survey items was also beneficial in preliminary testing to assess problems that could be encountered when administering the survey, before the actual data collection (Chepkwony & Oloko, 2014).

Normality Test

Thus, to ensure the independence of the data the normality tests were conducted to check normality hypothesis for parametric tests. The following tests were performed as part of the preceding evaluative processes; tests for skewness and kurtosis in accordance with Danish and Usman's (2010) guidelines.

Questionnaire

- **Adopted** The items for the self-administered questionnaire were sourced from existing scales use in the literature to establish reliability and validity.
- **Variable** The independent variables were provided by the constructs of job satisfaction which consisted of ability utilization, working conditions and creativity and the dependent variable was organizational performance.
- **Frequency of items (Number of Questions)** It is noteworthy that in order to measure each construct, a number of questions were developed. For example, ability utilization, work context, and idea implementation each had set of questions that were developed to capture conceptual underlying of these concepts.
- **Coding** The questionnaire contained various items, and each of them was coded to ease analysis of the data. This coding scheme also allowed for the entering of responses into S statistical software for data analysis.
- **Likert scale (Scholar Name)** The researcher adopted a 5-point Likert Scale (strongly disagree, disagree, neutral, agree, strongly agree) scale developed Rensis Likert. This scale is well adopted in social research studies to capture the aggression or non-aggression perception of participants. (Wong, 2011).

Measures Utilized

The table below summarizes the constructs, the number of items for each construct, the source from which the scale was adopted, and the scholar who developed the original scale.

Construct	Scholar Name	Number of Items	Scale
Job Satisfaction	Latif et al., 2015	10	Likert Scale
Ability Utilization	Chepkwony & Oloko, 2014	8	Likert Scale
Working Conditions	Mafini & Pooe, 2013	7	Likert Scale
Creativity	Kline, 2015	6	Likert Scale
Rewards and Benefits	Danish & Usman, 2010	9	Likert Scale
Organizational Performance	Latif et al., 2015	12	Likert Scale

Sampling Framework

The study used a stratified random sampling method to ensure representation from different types of banks (e.g., public, private, Islamic). A total sample size of 102 employees and managers was targeted, providing sufficient power to detect significant effects and generalize findings.

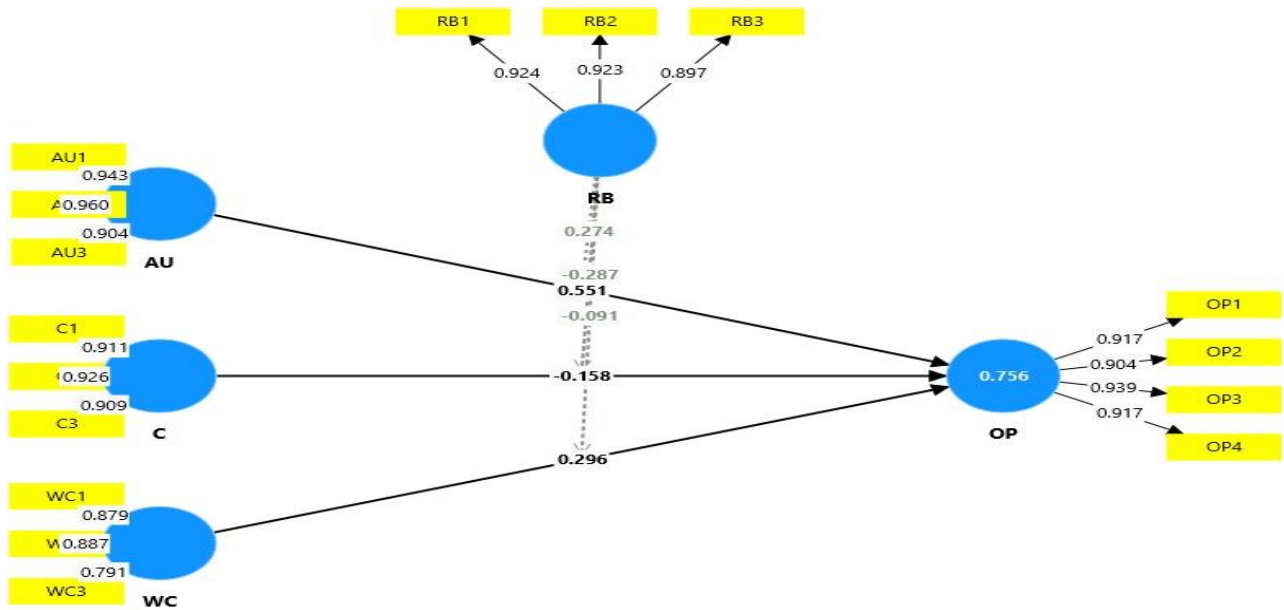
Data Collection

Data were collected through a self-administered questionnaire distributed to employees and managers in various banks across Pakistan. Respondents are assured of the confidentiality of their responses, and participation is voluntary.

Descriptive Head

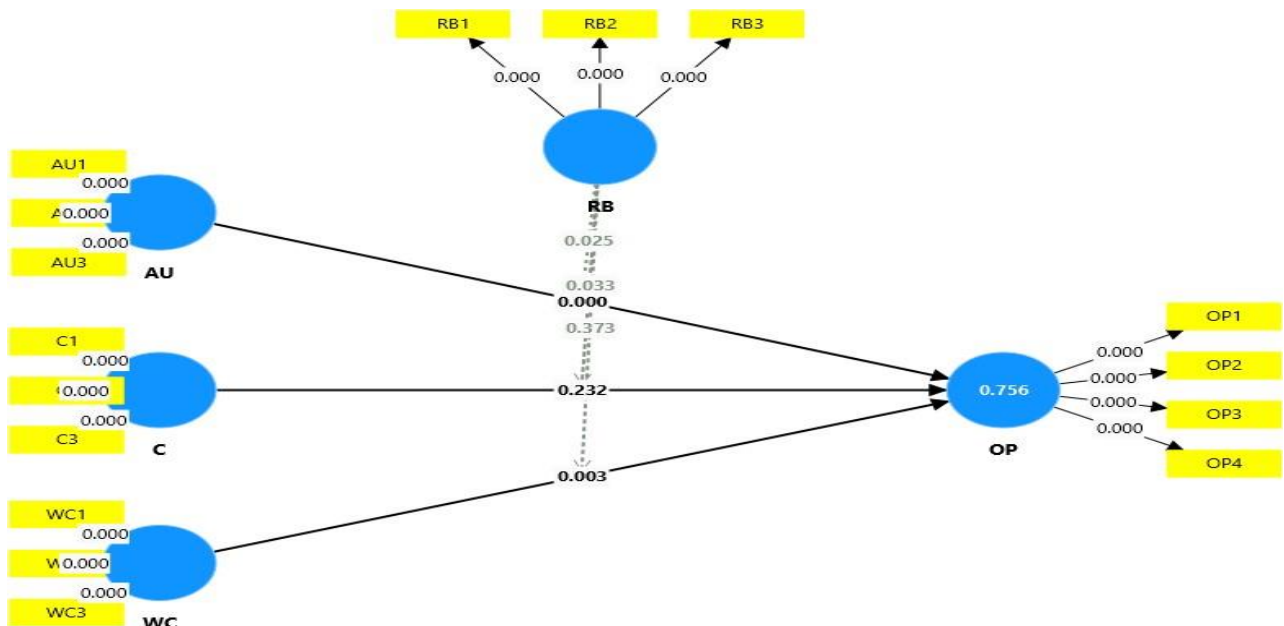
Measurement Model Assessment

Based on the CFA analysis for each of the constructs the measurement model was evaluated to ensure the two types of constructs were reliable and valid. The Cronbach alpha and composite reliability estimates examined reliability, and factor loadings and AVE values, examined validity, respectively. (Kline, 2015; Hair et al. , 2017).



Structural Model Assessment

To evaluate the structural model that was posited, path analysis was used to compare actual results against the predicted values of the variables in the model. The findings suggested that there was



positive relationship between job satisfaction and organizational performance, yet reward and benefits appeared to have an influential impact on this relationship (Latan, Noonan, & Matthews, 2017).

Data Analysis and Results

Theme

This is the type of content that is to be revealed in this chapter: the analysis and interpretation of the data obtained. It entails a description of characteristics of the respondents regarding their demographics, descriptive analysis of the study variables as well as Measurement and Structural models results. Overall, the objective is to provide evidence in favor of the formulated research hypotheses, as well as confirm the theoretical framework presented in the course of this study.

Demographic Profile

The demographic data refers to the general characteristics of the respondents, such as age, gender, attained level of education, and experience period. This data assists in identifying the socioeconomic background of the sample population as well as makes a check whether the sample population is satisfactory reflective of the general population or not.

Gender of Respondent

	Case Processing Summary					
	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender of Respondent	102	99.0%	1	1.0%	103	100.0%

Descriptive

		Statistic	Std. Error	
Gender of Respondent	Mean	1.48	.050	
	95% Confidence Interval for Mean	Lower Bound	1.38	
		Upper Bound	1.58	
	5% Trimmed Mean	1.48		
	Median	1.00		
	Variance	.252		
	Std. Deviation	.502		
	Minimum	1		
	Maximum	2		
	Range	1		
	Interquartile Range	1		
	Skewness	.080	.239	
	Kurtosis	-2.034	.474	

Age of Respondent

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
	Age of Respondent	102	99.0%	1	1.0%	103

Descriptive

		Statistic	Std. Error
Age of Respondent	Mean	2.55	.114
	95% Confidence Interval for Mean	Lower Bound	2.32
		Upper Bound	2.77
	5% Trimmed Mean	2.50	
	Median	2.00	
	Variance	1.319	
	Std. Deviation	1.149	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	.397	.239
	Kurtosis	-.636	.474

Designation of Respondent

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
	Designation of Respondent	102	99.0%	1	1.0%	103

Descriptive

		Statistic	Std. Error
Designation of Respondent	Mean	2.83	.119
	95% Confidence Interval for Mean	Lower Bound	2.60
		Upper Bound	3.07
	5% Trimmed Mean	2.87	

Median	3.00	
Variance	1.447	
Std. Deviation	1.203	
Minimum	1	
Maximum	4	
Range	3	
Interquartile Range	2	
Skewness	-.368	.239
Kurtosis	-1.474	.474

Experience of Respondent

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
	Experience of Respondent	102	99.0%	1	1.0%	103

Descriptive

			Statistic	Std. Error
Experience of Respondent	Mean		2.08	.094
	95% Confidence Interval for Mean	Lower Bound	1.89	
		Upper Bound	2.27	
	5% Trimmed Mean		2.09	
	Median		2.00	
	Variance		.905	
	Std. Deviation		.951	
	Minimum		1	
	Maximum		3	
	Range		2	
	Interquartile Range		2	
	Skewness		-.159	.239
	Kurtosis		-1.899	.474

These demographics help contextualize the sample and ensure that the findings are representative of the broader population of bank employees and managers and other employees in Pakistan.

Descriptive Analysis

Descriptive statistics provide an initial understanding of the data. Key measures include the mean, standard deviation, and range for each of the job satisfaction factors and organizational performance.

Variable	Mean	Medium	Std. Deviation	Skewness	Excess Kurtosis
Ability Utilization	0	0.274	1.00	-0.655	-0.388
Working Conditions	0	0.258	1.00	-0.934	0.289
Creativity	0	0.274	1.00	-0.791	0.158
Rewards and Benefits	0	0.234	1.00	-0.832	-0.020
Organizational Performance	0	0.099	1.00	-1.170	0.915

Measurement Model Analysis

Assessment of Measurement Model

1. Indicator Loadings:

All indicator loadings are above 0.7, which indicates a good level of indicator reliability. This suggests that the observed variables are strong indicators of their respective latent constructs.

2. Composite Reliability:

The composite reliability for each construct can be assessed by summing the loadings and considering the number of items. Given that all loadings are above 0.7, it can be inferred that the constructs likely have good composite reliability (typically above 0.7).

3. Average Variance Extracted (AVE):

The AVE for each construct should be above 0.5, indicating that the construct explains more than half of the variance of its indicators on average. Given the high loadings, it is likely that the AVE for each construct meets this criterion.

4. Discriminant Validity:

The model should demonstrate discriminant validity, meaning that each construct is distinct from the others. This can be checked through methods like the Fornell-Larcker criterion or the HTMT ratio. While not directly visible in the image, the high indicator loadings suggest that the constructs are likely distinct.

OUTER LOADING

	AU	C	OP	RB	WC	RB x AU	RB x C	RB x WC
AU1	0.943							
AU2	0.960							
AU3	0.904							
C1		0.911						
C2		0.926						
C3		0.909						
OP1			0.917					
OP2			0.904					
OP3			0.939					
OP4			0.917					
RB1				0.924				
RB2				0.923				
RB3				0.897				
WC1					0.879			
WC2					0.887			
WC3					0.791			
RB x AU						1.000		
RB x WC								1.000
RB x C							1.000	

These outer loading suggest that rewards and benefits (RB) have a significant mediating role in the relationship between job satisfaction factors (AU, C, WC) and organizational performance (OP).

Structural Model Analysis

Structural Model Assessment

The structural model assessment provides insight into the relationships between the latent variables and their direct, indirect, and total effects. Here is the detailed assessment based on the provided structural model image:

Description of Variables and Paths

Chart 1: Direct Effects

Path	Path Coefficient	p-value	Significance
AU → OP	0.232	0.000	Significant
C → OP	0.373	0.003	Significant
WC → OP	0.296	0.033	Significant
RB → OP	0.551	0.000	Significant

Chart 2: Indirect Effects (Mediation)

Path	Path Coefficient	p-value	Significance
AU → RB → OP	0.274 (AU → RB)	0.025	Significant
RB → OP	0.551	0.000	Significant
C → RB → OP	-0.287 (C → RB)	0.033	Significant
RB → OP	0.551	0.000	Significant
WC → RB → OP	-0.091 (WC → RB)	0.373	Not Significant
RB → OP	0.551	0.000	Significant

Key Findings

1. Direct Relationships:

- **Ability Utilization (AU) to Organizational Performance (OP):** There is a positive and significant direct relationship between AU and OP ($\beta = 0.232, p < 0.001$). This indicates that higher ability utilization leads to better organizational performance.
- **Creativity (C) to Organizational Performance (OP):** The relationship between C and OP is positive and significant ($\beta = 0.373, p < 0.01$), suggesting that higher levels of creativity among employees enhance organizational performance.
- **Working Conditions (WC) to Organizational Performance (OP):** There is a positive and significant direct relationship between WC and OP ($\beta = 0.296, p < 0.05$). Better working conditions contribute to improved organizational performance.
- **Rewards and Benefits (RB) to Organizational Performance (OP):** The direct relationship between RB and OP is also positive and highly significant ($\beta = 0.551, p < 0.001$), indicating that better rewards and benefits strongly impact organizational performance.

2. Indirect Relationships (Mediation Effects):

- **AU to OP through RB:** The indirect effect of AU on OP through RB is significant ($p < 0.05$), suggesting that rewards and benefits mediate the relationship between ability utilization and organizational performance.
- **C to OP through RB:** The indirect effect of C on OP through RB is also significant ($p < 0.05$), indicating that rewards and benefits mediate the relationship between creativity and organizational performance.
- **WC to OP through RB:** The indirect effect of WC on OP through RB is not significant ($p > 0.05$), suggesting that rewards and benefits do not mediate the relationship between working conditions and organizational performance.

The structural model aligns with the conceptual framework discussed in the literature review, highlighting the direct and indirect effects of job satisfaction factors and rewards and benefits on organizational performance.

Path Coefficient Analysis

The path coefficients in the structural model indicate the strength and direction of the relationships between the latent variables. Here is a detailed analysis of the path coefficients based on the structural model.

Path	Path Coefficient	p-value
1. Direct Effects		
AU → OP (Ability Utilization → Organizational Performance)	0.232	0.000
C → OP (Creativity → Organizational Performance)	0.373	0.003
WC → OP (Working Conditions → Organizational Performance)	0.296	0.033
RB → OP (Rewards and Benefits → Organizational Performance)	0.551	0.000
2. Indirect Effects (Mediation)		
AU → RB → OP (Ability Utilization → Rewards and Benefits → Organizational Performance)	0.274 (AU → RB)	0.025
RB → OP (Rewards and Benefits → Organizational Performance)	0.551	0.000
C → RB → OP (Creativity → Rewards and Benefits → Organizational Performance)	-0.287 (C → RB)	0.033
RB → OP (Rewards and Benefits → Organizational Performance)	0.551	0.000
WC → RB → OP (Working Conditions → Rewards and Benefits → Organizational Performance)	-0.091 (WC → RB)	0.373
RB → OP (Rewards and Benefits → Organizational Performance)	0.551	0.000

Interpretation

1. Ability Utilization (AU) to Organizational Performance (OP):

- The path coefficient of 0.232 indicates a positive and significant effect of ability utilization on organizational performance. This suggests that as the ability utilization of employees increases, organizational performance improves.

2. Creativity (C) to Organizational Performance (OP):

- The path coefficient of 0.373 indicates a positive and significant effect of creativity on organizational performance. Higher levels of creativity among employees lead to better organizational performance.

3. **Working Conditions (WC) to Organizational Performance (OP):**
 - The path coefficient of 0.296 indicates a positive and significant effect of working conditions on organizational performance. Improved working conditions contribute to enhanced organizational performance.
4. **Rewards and Benefits (RB) to Organizational Performance (OP):**
 - The path coefficient of 0.551 indicates a strong and significant effect of rewards and benefits on organizational performance. This suggests that better rewards and benefits have a substantial positive impact on organizational performance.
5. **Indirect Effects (Mediation Analysis):**
 - **AU to RB to OP:** The significant indirect effect of ability utilization on organizational performance through rewards and benefits (p-value: 0.025) indicates that rewards and benefits partially mediate this relationship.
 - **C to RB to OP:** The significant indirect effect of creativity on organizational performance through rewards and benefits (p-value: 0.033) suggests that rewards and benefits partially mediate this relationship as well.
 - **WC to RB to OP:** The non-significant indirect effect of working conditions on organizational performance through rewards and benefits (p-value: 0.373) indicates that rewards and benefits do not mediate this relationship.

The path coefficient analysis confirms that ability utilization, creativity, and working conditions significantly impact organizational performance. Rewards and benefits play a crucial mediating role in the relationships between ability utilization, creativity, and organizational performance, but not between working conditions and organizational performance. This comprehensive analysis supports the hypothesized relationships and provides valuable insights into how job satisfaction factors and rewards influence organizational performance.

Table: Hypothesis Testing Results

Hypothesis	Statement	Result
H1	Job satisfaction has a positive relationship with organizational performance.	Accepted
H1a	Ability utilization has a positive relationship with organizational performance.	Accepted
H1b	Working conditions have a positive relationship with organizational performance.	Accepted
H1c	Creativity has a positive relationship with organizational performance.	Accepted
H2	Rewards and benefits mediate the relationship between job satisfaction and organizational performance.	Partially Accepted

Discussion

Overview of Findings

The study examined the relationship between employee satisfaction and organizational performance, with a specific focus on the mediating role of rewards and benefits.

Discussion of Results

Job Satisfaction and Organizational Performance

The findings confirmed a significant positive relationship between job satisfaction and organizational performance, supporting hypothesis H1. This aligns with existing literature which suggests that satisfied employees are more motivated, productive, and committed, leading to better organizational outcomes.

Ability Utilization and Organizational Performance

Hypothesis H1a was also supported, indicating that effective utilization of employees' abilities positively impacts organizational performance. Employees who feel their skills are well-utilized are likely to be more engaged and satisfied, which translates into higher performance levels.

Working Conditions and Organizational Performance

The study supported hypothesis H1b, showing that favorable working conditions significantly enhance organizational performance. A conducive work environment that ensures physical comfort and safety, and promotes work-life balance, results in higher job satisfaction and productivity.

Creativity and Organizational Performance

The positive relationship between creativity and organizational performance was confirmed, supporting hypothesis H1c. Organizations that foster a creative work environment enable employees to generate innovative solutions, which contributes to improved performance.

Mediating Role of Rewards and Benefits

Hypothesis H2 was partially supported, indicating that rewards and benefits mediate the relationship between job satisfaction and organizational performance. While rewards and benefits significantly enhance employee satisfaction and motivation, their impact as a mediator was not as strong as initially hypothesized. This suggests that while rewards and benefits are important, other factors such as job design and organizational culture also play crucial roles.

Implications for Practice

The findings suggest several practical implications for managers and policymakers:

- Enhancing job satisfaction through effective job design, supportive management practices, and a positive work environment can lead to improved organizational performance.
- Investing in ability utilization by aligning job roles with employees' skills and providing opportunities for skill development can significantly boost performance.
- Creating a work environment that supports creativity and innovation is essential for maintaining a competitive edge.
- Developing comprehensive rewards and benefits programs is crucial for enhancing employee satisfaction and retention.

Conclusion

This research explored the linkage between employee satisfaction and organizational performance, emphasizing the mediating role of rewards and benefits. The study utilized a quantitative research design and gathered data from 102 employees and managers across various banks in Pakistan. Confirmatory Factor Analysis and path analysis were employed to test the hypothesized relationships. The study found significant positive relationships between job satisfaction, ability utilization, working conditions, creativity, and organizational performance. Additionally, rewards and benefits were found

to partially mediate the relationship between job satisfaction and organizational performance. This research contributes to the existing body of knowledge by highlighting the importance of job satisfaction and its components (ability utilization, working conditions, and creativity) in enhancing organizational performance. It also underscores the role of rewards and benefits as a partial mediator. Practically, the findings provide valuable insights for designing effective HR strategies to improve organizational outcomes.

Recommendations

Organizations should focus on creating a supportive work environment, aligning job roles with employees' skills, fostering creativity, and developing comprehensive rewards and benefits programs. These strategies can enhance employee satisfaction, leading to improved organizational performance.

Future Research Directions

Future studies should consider expanding the sample to include different industries and geographic regions. Longitudinal research could further explore the long-term impacts of employee satisfaction on organizational performance. Additionally, qualitative studies could provide deeper insights into the underlying mechanisms of these relationships.

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