

The Effects of Employee Recognition and Pay on Job Satisfaction: Evidence from Pakistan, China and Saudi Arabia

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This research focuses on the recognition and employees pay for the benefits of their job. The cross-sectional data is applied to university students in Pakistan by taking 340 students from China, 399 students from Saudi Arabia, and 450 students from Pakistan. This study concluded that financial and non-financial rewards are measured to pay benefits and recognition that have a role in influencing job satisfaction. It was decided that the provision of understanding regarding the perceptions of Pakistan, China, and Saudi Arabia on the basis of different factors may affect job satisfaction. Results indicate that both pay and employee recognitions has positive impact on job satisfaction. Pay has more significant impact on job satisfaction as compare to employee recognition.

1. Introduction

The foreign direct investment is considered as most important parameter of different opportunities including business opportunities and other factors but it is more importantly in process of development of finance and it can contribute to different technologies of skill development either in vertical or horizontal knowledge but due to weekly linkages of local decision making it is needed to be improved on different terms and conditions (Usman et al., 2022). The financial sector for business opportunities and foreign direct investment is key component of economic growth due to facility of investment in innovation with infrastructure development the growth of local firms is with sound financial system with important stability of different options of risk mitigation and enhancement of benefits for economic growth and decision making (Ozili & Iorember, 2023). The research and development have shown that the foreign direct investment should have positive impact for country and transfer of technology and decision making of wealthy in Nations. The culture of development Nations is shifted for integration and economic development for importance of foreign direct investment (Osano & Koine, 2016).

Economic policies including fiscal policy monetary policy and trade policy may impact on foreign direct investment on the basis of attraction and promotion of international Trade and integration of global economy for relationship of economic growth that can develop it for different economic structures and external factors which may focus on the influence and out flows of development (Osei & Kim, 2020). There is also role of external and internal debts for promotion of economic growth and economic development for the economic decision making (Tamna et al. 2018). It is studied that the linkage of foreign direct management in economic growth in Latin America is important for policy analysis and policy distribution for developing economies (Alvarado et al., 2017). The working pattern is determined on the basis of different initiatives relative to training development, participation in work autonomy, work incentive, which implies compensation, the employee selection process, and the job design (Boon et al., 2019). HRM practices are determined on the basis of employment relations (Guest, 2017). There is no resource in the world that may impact the success of the organization more than a human resource in the world (DeNisi & Gryphon, 2008; Elkbuli et al. 2024). Most of the employees are very strategic and rational in their selection of companies, which may result in the best performance in the world (Decenzo & Robbins, 2010; Shahvari et al., 2022). There are workers who can work for effectiveness in specific and in general (Berren & Keeps, 1999; Miller et al., 2020). It was determined that the constitution of different indicators was also determined by attitude on the basis of results, which are the behavior of employees (Kloutsiniotis & Mihail, 2018). The different categories are taken on the basis of existing literature that may involve different approaches for the time period of support and psychological capital that will impact the behavior of different values for the better decision-making of organizations (Karades & Karatepe, 2019, Miano et al., 2021).

It is effective policy that may experience the emotional and effective policies of employees with the organization that may reward better working on the basis of organizational relationships (Mihail, 2020). It implies that those who are satisfied are similar for performing better in for better working (Steinhaus & Perry, 1996). The job satisfaction of employees who are offered on different corners that are concerned in order to work of an organization may provide data for the growth that are done for organizational success.

There is considerable research that is included in this study for the impact of different rewards on jobs at different sections, while other pay in benefits are very common and financial incentives for the employees' recognition that is taken from working and non-financial output (Decuezo & Robbins, 2010; McLaughlin et al., 2022). The working environment is determined on the basis of work and career outcomes that may apply to the emergence of continuous intake of work-place social resources; it is first aid due to the different changes in behavior in the employees (Jo et al., 2020). It depends on the work of industries that have established a positive relationship between job satisfaction and other countries. In cross-country analysis, it was determined that there is a positive impact of positive relationships in the organizations (Ollo-Lopez, 2016). Sometimes there is an interchange of policies in literature; they refer to the different HRM practices that enable organizations to achieve high performance from lower performance (Jiang & Liu, 2015; McLaughlin et al., 2022). The job hunting is at some extent easy value for certain conditions (Spritzer et al., 2012; Canuto et al., 2021). The previous research has provided little attention to the fact that employee recognition is a factor that may affect the job. Following are research questions which were addressed in this research.

Research Questions

- What is relationship of job satisfaction and pay?
- What is relationship of job satisfaction and recognition?

2. Review of Literature

This satisfaction of employees' job is research on the topic across several disciplines, which may include the behavior of organizations, the management of HRM, organizational psychology, and social psychology, which may impact the performance of job rewards in the organizational structure directly or indirectly (Cranny et al., 1992; Darling et al., 1997; Nurjaman, 2023). It is the study on the basis of dependencies on independence variables that are considered for the outcome of job performance on the basis of turnover and remaining absent (Podsakoff & Williams 1986). This satisfaction of job leads to examine the effect of a number of rewards that may include pay benefits and recognition of employees. In a brief history, it is demonstrated that the recognition of employees may lead to a higher chapter section, but it is decided that if there is job satisfaction, then the implies will perform better, and if there is no intersection of job, then employees will not work for the betterment to get the results in an effective manner (Nelson 2005; Rathi & Rastogi, 2008; Indradevi, 2022). To explain the relationships between developed and

developing countries, it is depicted that the impact of rewards and job satisfaction is different in countries like Saudi Arabia.

2.1 Employee Recognition and Job Satisfaction

The research shows that both financial and non-financial rewards have an impact on the satisfaction of the job and the motivation of the implies, but it is perceived that if there is a satisfaction, then there is no matter if there is a difference between financial and non-financial awards, but it is very important to note that if there is a benefit, then the implies will perform in a factory in a better way (Decenzo & Robbins, 2010; Azam, 2023). The employees who are motivated to improve their performance with the monitoring benefits are compared to those who are guided by the non-monetary benefits. There is a different perception of the recognition of job appreciation and approval, which may complete the task in different manners on the basis of individual and collective behaviour (Caligiuri et al., 2010). The working pattern is determined on the basis of different initiatives relative to training development, participation in work autonomy, work incentive, which implies compensation, the employee selection process, and the job design (Boon et al., 2019). HRM practices are determined on the basis of employment relations, and consequently, they benefit from individual and organisational performance (Guest, 2017). It was also decided that recognition of the job, which may prefer the personal note of acknowledgement of achievement that includes the small gestures that will impact the employee's performance (Gostick & Elton, 2007; Buoye, 2021).

2.2 Employees Recognition

The valuable and important outcome of reason and recognizing implies in the organization is that the implies who are appreciated more will perform war to boost production and increase satisfaction (Daniels, 1999; Darling et al., 1997; Froidevaux et al., 2020). It was determined that the constitution of different indicators was also determined by attitude on the basis of results, which are the behavior of employees (Kloutsiniotis & Mihail, 2018). The different categories are taken on the basis of existing literature that may involve different approaches for the time period of support and psychological capital that will impact the behavior of different values for the better decision-making of organization's (Karades & Karatepe, 2019, Miano et al., 2021). It is effective policy that may experience the emotional and effective policies of employees with the organization that may reward better working on the basis of organizational relationships (Mihail, 2020). There are a number of research publications that are performing for the indication of financial and non-financial rewards for the recognition of intrinsic and extrinsic rewards that may impact the performance of a job and imply satisfaction on the basis of benefits and privileges for the management (Keller, 1999). It is also important to encourage the employees on the basis of different efforts that are given effective moral policies to praise the different jobs, which must include regular recognition and rewards for the employees in the easiest way of job satisfaction in production, which impacts the association's ability to work. (Darling et al., 1997; Buoye, 2021).

It was reflected that the effect of management and coworkers support has assumed the organization to implement a better and more positive work environment for positive attitudes (Chang et al., 2014).

2.3 Process of Recognition of Employees

It is all about job satisfaction, where employees are satisfied with drawing jobs, which may be done on the basis of pay and privileges (Darling et al., 1997). It is concluded that employee recognition is conducted properly based on the decision of different properties of perks and privileges (Gostick & Elton, 2007). It is also decided that when there is a different view of profit and customer service, The Richmond impact on the recognition of job improvement in communication and the offering of different solutions that is the best of better cooperation for the development organization (Nelson, 2005). Quality and productivity are based on different variables that may simply increase the frequency of different positive approaches that may impact the performance of employees. It is appreciated that it may impact the items of memories, case monitor items, and other things that may impact the performance of employees (Daniel, 1999). A good mission of employees is a powerful tool that motivates the different approaches to be replenished, and it plays a keyhole for the effective practices of different rewards (Childs, 2005). The effective base of communication that may manage the different symbolic reviews of managers that may impact the efforts on the business of Africans that may impact sincere and major reasons of motivation of employees It may impact the policy of constant effort, which may determine the systematic view of desires for reverse and performance (Nelson & Spitzer, 2003). If the continuous effort of different systematic desires that market nice the managers on the basis of lead and it may have the new editions of experiences that may eliminate the negativities that may run the businesses is motivational implies if the managers are not ready to apply for the better reviews for implies then employee will work on the basis of credibility and recognition (Darling, 1997).

2.4 Considerations about Employees' Recognition

The basic recurrence of attention and time for the managers that may create goals and action plans to the behavior and accomplishment of a different task savant this is afterwards and to solve key issues (Caligiuri et al., 2010). The manager can work for identification of workers that are able for identity, and it can set for consistent and fair recognition that may programmers may be tied to achieve sines-related a activities on the basis of specific and timely decisions on the businesses are proving and positive feelings are related to employee performance (Daniel, 1999). It is elected to the goal setting and communication and trust and accountability that may impact the employees on the business of different views that the attitude and behavior is impacted on the basis of organizational best that may relate to the requirement of managers for the acupuncture and meaningful ways that is requirement of recognition of employees (Iowa, 2009). Decor results and tasks are offered on the businesses accomplishment of different receiving positions that are very meaningful to the time and requirements of managers that may impact the celebration of managers.

It is also a forum where the public is required to finalize the initiative and to give different opinions and views for the fulfilment of results for personal and other views that communicate on the basis of care as employees. It is a sincere word of thanks for the right person, the right place, and the right time that reward the employees with the recognition of where you pay and interest (Rathi & Rastogi, 2008). The implants are needed to show their achievements for the recognition of appreciation that may impact the value of individualism, and groups are the extraordinary performers. It is best to focus on the areas that make the biggest difference to individual success. It is also different values, attitudes, interests, and expectations that may impact the decision of optimal recognition for the motivation of everyone to tackle the different ways. Picture the position of successful behaviours for employees that may imply the determination of different tasks. When a manager uses recognition program to motivate an employee—whether a fast tracker or an underachiever—the goal is to reinforce successful behaviors so the employee will repeat them and apply the same determination to other tasks (Darling et al., 1997; Daniels, 1999; Nelson, 2004; Tessema et al., 2013). Based on the above discussions, we hypothesize that

H1: Employee recognition significantly affects job satisfaction

2.5 Economic Development and Employees Performance

The economic development of any country depends on the decisions of different organizations that are related to employee performance. It isn't a basic question that the earnings on the basis of different classes are high income, upper income, lower income, permissible income, and lower middle income. The economic development of countries is related to all employees, which is only visible. It is also discussed that economic development is also best in Pakistan. China and Saudi Arabia for the recognition of job satisfaction and different tools and techniques.

2.6 Pay and Job Satisfaction

It is decided on the expectation of certain levels of monetary rewards for organizational contribution and pay that constitute a quantitative layer of employees work in order to complete retail and advocacy. The implies are little mind on the basis of recognition of decades that incrementally based on the basis of computation in the shape of rewards (Jackson & Schuler, 2006). The benefit of employees is the best based on the importance and variance of possible different religions that may impact on the basis of the challenges of business that are attracted in return or quality in quantity of employee performance. The working environment is determined on the basis of work and career outcomes that may apply to the emergence of continuous intake of work-place social resources; it is first aid due to the different changes in behaviour in the employees (Jo et al., 2020). It depends on the work of industries that have established a positive relationship between job satisfaction and other countries. In cross-country analysis, it was determined that there is a positive impact of positive relationships in the organizations (Ollo-Lopez, 2016). Sometimes there is an interchange of policies in literature; they refer to the different HRM practices that enable organizations to achieve high performance from lower performance

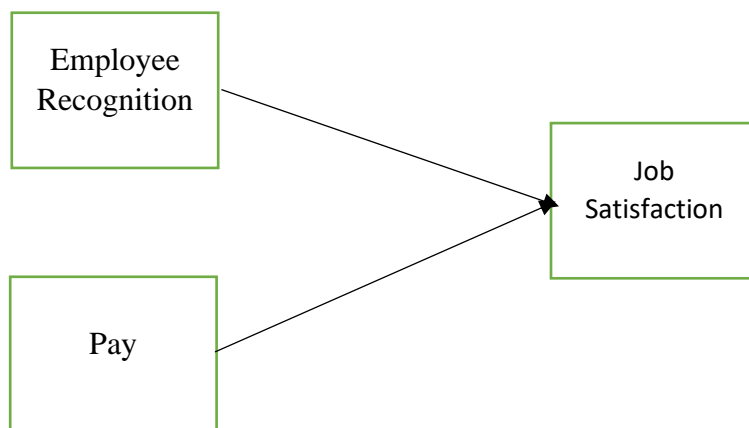
(Jiang & Liu, 2015). There was initiative to grow and develop the work of the context or organization system, which may enable the initiative workers to seek job settings to allow them to work in a better environment (Spritzer et al., 2012).

It is a very important dimension of cultural variability that is impacted by HRM policies and practices that manage to reward (Dowling et al., 2009). The different organizations are concerned with the questions that may impact the rewards, which are based on performance and include a mix of financial and nonfunctional rewards that are generally desired rewards based on the basis of common and collective society (Dowling et al., 2009). The implies of different countries have different behaviours and attitudes that are connected to the perceptions of the reverse process; however, it is argued that regardless of the culture and regard management implies from different cultural backgrounds, people are likely to believe the financial reward to the different privileges (Triandis, 1995). It was reflected that the effect of management and coworkers support has assumed the organization to implement a better and more positive work environment for positive attitudes (Chang et al., 2014).

The role of pay in attracting and retaining people at work has been recognized for many decades and is increasingly important in today's competitive, economic environment where strategic compensation planning is needed (Jackson & Schuler, 2006; Tessema et al., 2013). Based on the previous studies, we propose the following hypothesis:

Hypothesis 2: Pay positively affects job satisfaction

Figure No 1: Hypothesized Research Model



3. Methodology and Estimation:

3.1 Measures

Employee recognition is measured with 2 items (Merino & Privado, 2015). Employee pay is measured with 2 items (Spector, 1985). Job satisfaction is measured with one item (Smith et al., 1969), which is a measure of global satisfaction with one's job. Responses were based on a 7-point Likert-type scale, ranging from strongly disagree (1) to strongly agree (7).

3.2 Sampling Technique

In this study, a survey was conducted among university students enrolled in Pakistan, China, and Saudi Arabia. Convenience sampling technique is used for data collection. Three samples were used to test the proposed hypothesis. The first sample consisted of 450 students from the University of Peshawar in Pakistan; the second sample included three students from a national university in China; and the third sample consisted of 399 students from Jeddah University in Saudi Arabia.

4. Results

The relationship and effect of independent variables on dependent variable are shown with the help of regression analysis. The relationship employee recognition and pay with job satisfaction provides the value of R square is 0.55 and the value of R square should greater than 25 %i.e. 0.25

Table No 1: Model Summary

Model	R	R Square	Adjusted R Square	F	p-value
	.925	. 0.55	.650	463.620	.000

a Predictors: (Constant), JS

The Value of F defines the level of relationship between dependent variables and independent variables. Greater value of F denotes that there is strong relation between these variables. The value of F in results is equal to 463.620 and its significance value is equal to 0.000. This shows that there is strong relationship among dependent variables and independent variables

Table No 2: Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients		t	p-value
	B	Std. Error	B			
(Constant)	.741	.254	0.721		2.942	.000
ER	0.361	.045	0.351		23.234	.000
P	0.421	.036	0.391		24.251	.000

a Dependent Variable: JS

For the relationship of employee recognition and job satisfaction the value of β is 0.361. This result is same as result of (Darling et al., 1997; Daniels, 1999; Nelson, 2004; Tessema et al., 2013). They already proved that employee recognition has positive effect on job satisfaction. Similarly, For the relationship of pay and job satisfaction the value of β is 0.421. This result is same as result of (Jackson & Schuler, 2006). They already proved that pay has positive effect on job satisfaction.

4.1 Discussion

One current goal of the current study was to access the impact of three types of rewards on job satisfaction. The analysis was performed on the regression analysis, and the analysis provided the three important findings: first, pay recognition and benefits were found to affect the students job satisfaction positively; second, the three variables showed a statistically significant positive impact by explaining the students job satisfaction, which was greater. The third three variables were explained on the basis of the question-and-answer session, which explained 54% of the variance in students' jobs at the section that should have predicted the relationship and provided the support to propose a model. This clearly suggested that the rewards and place are more satisfied with the employees, according to previous research, which positively impacted the employee and job satisfaction ratio (Nelson 2005). The important aspect of the study was that the respondents from all countries were motivated to work on the basis of monetary rewards such as benefits and privileges, which were paid in recognition of the job market (Darling et al., 1997).

5. Conclusion Future Recommendations

This study concluded that financial and non-financial rewards are measured to pay benefits and recognition that have a role in influencing job satisfaction. It was decided that the provision of understanding regarding the perceptions of Pakistan, China, and Saudi Arabia on the basis of different factors may affect job satisfaction. Results indicate that both pay and employee recognitions has positive impact on job satisfaction. Pay has more significant impact on job satisfaction as compare to employee recognition.

5.1 Implication

The definitions of distress showed some important impacts for Pakistan. China and Saudi Arabia managers This yesterday also demonstrated that employees are not only satisfied and motivated by monetary words but also by non-monetary recognition players, but also by making employees feel valued and motivated and the national borders. considered that the response culture and recognition was found to affect the job satisfaction. Results indicates that that recognition strongly affects the job site section. This suggested that regardless of the culture of a country, the level of economic development needs to be recognized in prayers for the contribution of organizations. It was also suggested that job satisfaction can be an important indicator of how employees feel about their jobs. Managers should be interested in their employees job satisfaction because attitude provides warnings about the potential problems of attitude behavior that impact the manager, supervisor, human resource specialist, employees, and citizens in general for future generations.

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