The Effect of Direct and Indirect Compensation and Recognition on Employee Performance and Job Satisfaction: The Case of King Saud University

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Abstract: *This study aimed to determine the effect of direct and indirect compensation, and recognition on employee performance and job satisfaction in King Saud University. This study uses a quantitative approach. The data collection methods used were questionnaires. Data were collected from 205 full-time employees from different KSU Colleges, departments, hospitals, ... etc. The results indicate that there is a positive relationship between direct compensations and employee satisfaction. Also, there is a positive relationship between indirect compensations and employee satisfaction. In addition, the results show the effect of recognition on employee satisfaction. Finally, there is positive effect of Employee satisfaction on employee performance.*

Keywords: *Direct and Indirect Compensation, Recognition, Employee Performance, Job Satisfaction.*

I.   Introduction

The success of an organization is strongly influenced by the performance of each of its employees. Human resource management becomes an important aspect for an organization's wealth. Because it is the human who built up and develop the organization, to effectively and efficiently achieve its objectives. Today human recognised as the most valuable asset for an organization so they should be appropriately managed (Kabene et al, 2006). The role given by human resources can also help the organization in achieving the organization's vision and mission. Besides, human resources can also determine the productivity of an organization and improve organizational competitiveness. According to (Robbins & Judge, 2017), one that affects employee performance is job satisfaction. Employees who have job satisfaction usually have a good attending record and are active in various employee activities and have work performance. Compensation serves to attract and retain employees in an organization, at this time compensation replaces job security as the main driver of job satisfaction (Lussier & Hendon, 2018). The provision of compensation is also considered to affect employee performance so that giving good compensation is expected to be a concern of employees to provide efforts that are considered necessary for the organization in achieving the goals desired by the organization. Employee performance is very important in the company to achieve the company's goals. Therefore, to achieve this goal, the company always connects compensation with employee performance so that employee performance can be maintained. According to (Geringer & Frayne, 1990) Compensation involves those rewards financial and non-financial, direct and indirect which an organization exchanges for the participation of its employees; both job performance and personal contribution. Harrison and Liska (2008) exposed that reward is the main part of the employment contract because it is the basic reason why individuals work. It involves all types of rewards, both intrinsic and extrinsic, that are gained as a result of employment by the organization. Studies shows that employees' value highly personalized recognition for a job well done as a critical dimension of their reward system. And employee recognition should be given more attention by leaders as they attempt to meet the retention and productivity challenges facing today's organizations (Luthans, 2000). According to (MASRI & Abubakr, 2019) employee recognition can be seen as a form of positive feedback strengthening the employee's behaviour or highlighting the achievement of an objective or specific task. It also enhances the employee`s satisfaction, motivation, and morale. In addition, recognition and reward can positively affect the organization's success, as it enhances the employee`s performance.

The issue of Compensation and Indirect Compensation and Recognition is of great importance because it affects the well-being of the employees in the organizations. Therefore, this research work has been done to study the

impact of direct and Indirect Compensation and Recognition on Employee Performance and Job Satisfaction focus on King Saud University in Saudi Arabia.

II. Literature Review

Employee's compensation commonly referred to as tangible returns, which includes cash compensation like (cost-of-living and merit pay, base pay, short-term incentives, and long-term incentives) and benefits like (work/life focus, tuition reimbursement, income protection, and allowances). And employees also receive intangible returns or relational returns, which include, employment security, challenging work, recognition, and status, and learning opportunities. A reward system is the set of mechanisms for distributing both tangible and intangible returns as part of an employment relationship. (Aguinis, 2013).

Direct compensation usually defined as the pay received directly in the form of cash (e.g., wages, bonuses, incentives). (Milkovich, Newman, & Gerhart, 2014). While (Mello, 2014) states, that direct compensation can be in two categories, first and largest component is the base compensation or salary. The second is the incentive, where employees receive additional compensation based on individual, divisional, and/or organization-wide performance. direct compensation, the monetary rewards for work done and performance results achieved. Base pay and variable pay are the most common forms of direct compensation.

In this study, definition will be used is (Mathis, Jackson, Valentine, & Meglich , 2015) definition, whereas direct compensation is the monetary rewards for work done and performance results achieved. Base pay and variable pay are the most common forms of direct compensation. And the base pay is the basic compensation that an employee receives, often as an hourly wage or salary. while variable pay is a compensation linked directly to individual, team, or organizational performance. The most common types of variable pay are bonuses, incentive program payments, equity awards, and commissions. (Mathis, Jackson, Valentine, & Meglich , 2015). The indirect compensation are the noncash benefits provided to an employee (Milkovich, Newman, & Gerhart, 2014). Similarly, (Mello, 2014) explains indirect compensation as where employees are provided with certain benefits, some of which are legally required, and others are provided at the discretion of the employer. The most common types of indirect compensation provided to employees are benefits. Employees receive financial rewards without receiving actual cash or other direct monetary payments. Thus, A benefit is an indirect reward given to an employee or group of employees as part of membership in the organization, regardless of performance. Examples of benefits are dental coverage, vacation leave, and retirement plans. (Mathis, Jackson, Valentine, & Meglich , 2015). Unfortunately, organizations underestimate the impact of nonfinancial rewards, including the following: favorable mention in company publications, private, informal recognition for jobs well done, public recognition, including praise, certificate of accomplishment, and letters of appreciation (Aguinis, 2013). Studies shows that employees' value highly personalized recognition for a job well done as a critical dimension of their reward system. And employee recognition should be given more attention by leaders as they attempt to meet the retention and productivity challenges facing today's organizations (Luthans, 2000). According to (MASRI & Abubakr, 2019) employee recognition can be seen as a form of positive feedback strengthening the employee's behavior or highlighting the achievement of an objective or specific task. It also enhances the employee`s satisfaction, motivation, and morale. In addition, recognition and reward can positively affect the organization's success, as it enhances the employee`s performance. The definition of job satisfaction according to (Robbins & Judge, 2019) is a positive feeling about a job resulting from an evaluation of its characteristics. Since employee satisfaction is a feeling, it is not easy to measure it. Job satisfaction is important to employee's wellbeing, and for effective use of HR in the organization (Koeske, Kirk, Koeske, & Rauktis, 1994). A satisfied employee will be more likely more stable, productive, and accomplished towards organizational goals (Jessen, 2010).

Employee performance is the one outcome of job satisfaction and considered as a key element to the organization's success. And studies show that there is a strong relation between employee performance and revenue increase. Thus, employee performance according to the latest definition is "the extent to which an individual is able to successfully accomplish job tasks under the normal constraints of the job with the utilization of available resources identified which includes both task or in-role performance and contextual or extra-role performance" (Sobaiha & Gabry2019). Some researchers used to believe the relationship between job satisfaction and job performance was a myth, but a review of 300 studies suggested the correlation is quite robust. Individuals with higher job satisfaction per- form better, and organizations with more satisfied employees tend to be more effective than those with fewer (Robbins & Judge, 2019).
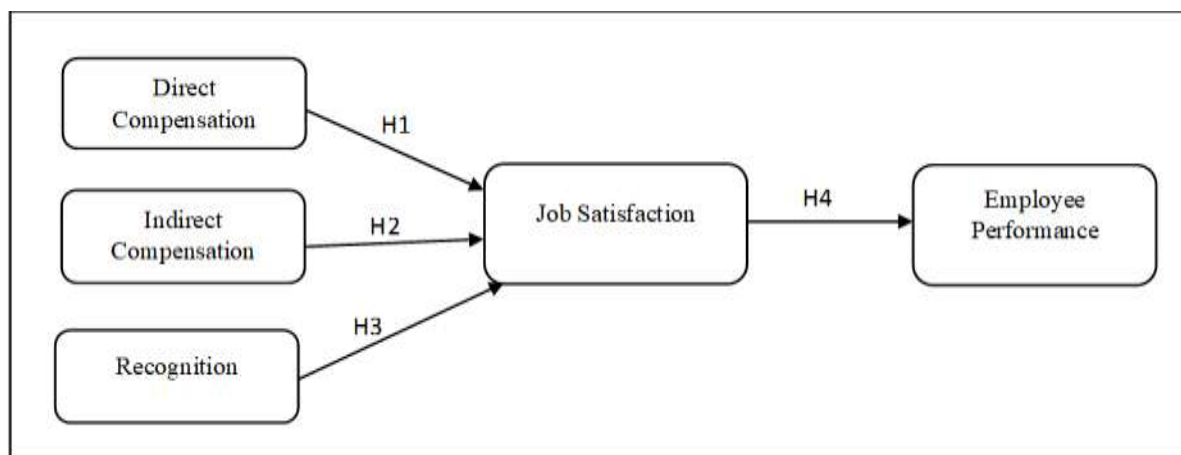
Fig. 1. Research Framework

Based on Figure 1, it can be seen that this study has 5 variables, namely (1) direct compensation and (2) indirect compensation (3) Recognition as an Independent variable, (4) job satisfaction as an intervening variable, and (5) performance as a dependent variable. Based on previous theoretical studies and research, this study has 4 hypotheses, namely:

H1: Direct compensation has a significant effect on job satisfaction.

H2: Indirect compensation has a positive and significant effect on job satisfaction.

H3: Recognition has a significant effect on job satisfaction.

H4: Job satisfaction has a positive and significant effect on employee performance.

III. Methodology

The focus of this research is King Saud University, located on Riyadh, Saudi Arabia. Sample of this study were KSU Staff. The researcher would like to note that there are different types of KSU staff (i.e. faculty, health care workers, administrative staff, engineers and technicians). With total over 10,000 population. However, the sample of this research are 205 was taken using probability sample technique by simple random sample. and 205 questionnaires can be analyzed. This research uses qualitative methods and data collection was did by distributed questionnaires through Google Form.

1.3 Measure

Likert scale was used to measure five themes axis, direct compensation, indirect compensation, recognition, employee performance, employee satisfaction. Furthermore, the scale was anchored by five-point Likert scale 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) and 5 (Strongly Agree). The samples were generated through simple random sampling technique. And the survey questions in this research were gathered carefully and meanly depended on the previous relevant theories. The sources of data been collected are considered reliable. thus, most responders have a good background on the effect of direct and indirect compensation, and recognition on employee performance and job satisfaction. In addition, the questionnaire was designed based on literature reviews and other existing references that are relevant to the research topic. The direct compensation scale (6 items) was adapted from (Okiko, 2020). For indirect compensation, measures (5 items) by (Cilaki, 2017) were used in the study. Meanwhile, recognition was measured by instruments (4 items) adapted from (Bustamam, Teng, & Fakhrul , 2014). And regarding employee performance, (5 items) of measurement developed by Chang (2005) & Rogg et al. (2001) were employed to measure performance of the respondents and measures for employee satisfaction were adapted from (Bustamam, Teng, & Fakhrul , 2014).

2.3 Data Analysis

In this study, the analysis performed for both the dependent and independent variables to identify the validity of the measurement scales of the instrument upon the data collection for the actual survey have completed. Methods employed for data analyses are reliability test, correlation analysis and multiple regression analysis. Statistical Package for Social Sciences (SPSS) software is used to analyse the data obtained. The method used to test the validity of the internal consistency is the Pearson correlation coefficient, by the statistical packages

program used in social sciences "SPSS." After confirming the apparent validity of the study tool, the researcher calculated the Pearson Correlation coefficient to find out the internal validity of the questionnaire by calculating the correlation coefficient between the degree of each phrase of the questionnaire phrase with the total score of the axis to which the paragraph belongs, as shown in the following table, while direct compensation referred to as (D), indirect compensation (IN), recognition (R), employee performance (P), and employee satisfaction (S).

Reliability Analysis

Table (1) below illustrates the Cronbach's Alpha values attributed to each construct of the questionnaire and for the entire questionnaire. The Cronbach's Alpha values range from 0.608 to 0.827 which reveals the reliability and consistency of the data collected. Based on the test result, the result shows that satisfactory values, which is the value of each variable above the minimum value of 0.60. This shows the consistency and stability of the instruments of this research are high. In other words, all constructs or variables of this study have become a measuring instrument that is fit, and all questions used to measure each construct have good reliability.

Table 1: Cronbach's Alpha Value Test Results

Study themes	N0.	Cronbach's Alpha
Direct compensation	6	0.751
Indirect compensation	5	0.608
Recognition	4	0.827
Employee Performance	5	0.729
Job Satisfaction	4	0.743
overall Reliability	24	0.850

Table 2 below shows the results of the Model Summary, where the value of the correlation coefficient R = (0.278) which indicates relationship exist between independent variables and dependent variable. The coefficient of determination R2 = (0.077) which shows that (0.07%) of variation in employee satisfaction is explained by direct compensations. The adjusted R-square in the table shows that the dependent variable, (employee satisfaction) is affected by (0.07%) by independent variable (direct compensations).

Table (2): Model Summary the effect of direct compensations on job satisfaction

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.278^a	0.077	0.073	0.76234

The table 3 shows the results of the regression variance analysis of direct compensations affect on employee satisfaction, also the table shows the calculated (F) value, which indicates the suitability of the model to the regression test, and that the relationship between the independent and dependent variable follows the linear model, the value of (F) is (17.052) at the significance level (0.000), which indicates the existence of a statistically significant effect at the significance level less than (0.05).

Table (3): ANOVA Test of the effect of Direct Compensations on job satisfaction

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.910	1	9.910	17.052	.000b
	Residual	117.976	203	0.581		
	Total	127.886	204			

Table 4 belows, the coefficient of determination for direct compensations is positive (0.313) and is highly significant (0.000) on employee satisfaction. The p-value is less than (0.05), the (t)-value is (4.129) and the standard error value of (0.076)   This implies that a unit increase in Direct Compensations will lead to (0.313) increases in employee satisfaction. Therefore, the null hypothesis is rejected and alternative hypothesis that there is positive effect of Direct Compensations on employee satisfaction.

Table (4): The Coefficients the effect of Direct Compensations on job satisfaction

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.835	0.166		17.078	0.000
	Direct Compensations	0.313	0.076	0.278	4.129	0.000

Table 5 below shows the results of the Model Summary, where the value of the correlation coefficient R = (0. 472) indicate that relationship exist between independent variables and dependent variable. The coefficient of determination R^2 = (0.222) which show that (22.2%) of variation in employee satisfaction is explained Indirect compensations. The adjusted R-square in the table shows that the dependent variable, (employee satisfaction) is affected by (21.9%) by independent variable (Indirect compensations).

Table (5) Model Summary the effect of Indirect compensations on job satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.472a	0.222	0.219	0.69993

   Table 6 shows the results of the regression variance analysis the effect Indirect compensations on employee satisfaction, as the table shows the calculated (F) value, which indicates the suitability of the model to the regression test, and that the relationship between the independent and dependent variable follows the linear model, the value of (F) is (**58.040**) at the significance level (0.000), which indicates the existence of a statistically significant effect at the significance level less than (0.05).

Table (6): ANOVA Test of the effect of Indirect Compensations on job satisfaction

	Model	Sum of Squares	df	Mean Square	F	Sig.
				ANOVA[a]		
1	Regression	28.435	1	28.435	58.040	.000[b]
	Residual	99.451	203	0.490		
	Total	127.886	204			

The coefficient of determination shown in *Table 7* for Indirect compensations is positive (**0.531**) and is highly significant (0.000) on employee satisfaction. The p-value is less than (0.05), the (t)-value is (**7.618**) and the standard error value of (0.070). This implies that a unit increase in Indirect compensations will lead to (**0.531**) increases in employee satisfaction. Therefore, the null hypothesis is rejected and alternative hypothesis that there is positive effect of Indirect compensations on employee satisfaction.

Table (7): The Coefficients the effect of Indirect Compensations on job satisfaction

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Coefficients[a]				
		B	Std. Error	Beta		
1	(Constant)	1.885	0.215		8.751	0.000
	Indirect compensationS	0.531	0.070	0.472	7.618	0.000

Table 8 below shows the results of the Model Summary, where the value of the correlation coefficient R = (**.630**) indicate that relationship exist between independent variables and dependent variable. The coefficient of determination R^2 = (0.397) which show that (39. 7%) of variation in employee satisfaction is explained Recognition. The adjusted R-square in the table shows that the dependent variable, (employee satisfaction) is affected by (39.4%) by independent variable (Recognition).

Table (8) Model Summary the effect of Recognition on job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
		Model Summary[b]		
1	.630[a]	0.397	0.394	0.61628
a. Predictors: (Constant), recognition				
b. Dependent Variable: employee satisfaction				

Table 9 below shows the results of the regression variance analysis the effect Recognition on employee satisfaction, as the table shows the calculated (F) value, which indicates the suitability of the model to the regression test, and that the relationship between the independent and dependent variable follows the linear model, the value of (F) is (**133.723**) at the significance level (0.000), which indicates the existence of a statistically significant effect at the significance level less than (0.05).

Table (9) ANOVA Test   of the effect of Recognition on job satisfaction

	Model	Sum of Squares	df	Mean Square	F	Sig.
	ANOVA[a]					
1	**Regression**	**50.787**	**1**	**50.787**	**133.723**	**.000**[b]
	Residual	**77.099**	**203**	**0.380**		
	Total	**127.886**	**204**			

The coefficient of determination for Recognition illustrated in *Table 10* is positive (**0.541**) and is highly significant (0.000) on employee satisfaction. The p-value is less than (0.05), the (t)-value is (**11.564**) and the standard error value of (**0.047**)   This implies that a unit increase in Recognition will lead to (**54.1%**) increases in employee satisfaction. Therefore, the null hypothesis is rejected and alternative hypothesis that there is positive effect of Recognition on employee satisfaction.

Table (10): The Coefficients the effect of Recognition on employee satisfaction

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Coefficients[a]					
		B	**Std. Error**	**Beta**		
1	**(Constant)**	**2.048**	**0.131**		**15.573**	**0.000**
	Recognition	**0.541**	**0.047**	**0.630**	**11.564**	**0.000**

Table 11 below shows the results of the Model Summary, where the value of the correlation coefficient R = (0.341) indicate that relationship exist between independent variables and dependent variable. The coefficient of determination R^2 = (0.116) which show that (11.6 %) of variation in employee satisfaction is explained Recognition. The adjusted R-square in the table shows that the dependent variable, (employee performance) is affected by (11.2%) by independent variable (Employee satisfaction).

Table (11) Model Summary the effect of Employee satisfaction on employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Model Summary[b]				
1	**.341**[a]	**0.116**	**0.112**	**0.74626**
a. Predictors: (Constant), employee performance				
b. Dependent Variable: employee satisfaction				

Table 12 shows the results of the regression variance analysis the effect Employee satisfaction on employee performance , as the table shows the calculated (F) value, which indicates the suitability of the model to the regression test, and that the relationship between the independent and dependent variable follows the linear model, the value of (F) is (**26.636**) at the significance level (0.000), which indicates the existence of a statistically significant effect at the significance level less than (0.05).

Table (12) ANOVA Test the effect of Employee satisfaction on employee performance

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14.834	1	14.834	26.636	.000[b]
Residual	113.052	203	0.557		
Total	127.886	204			

The coefficient of determination for Recognition shown in *Table 13* is positive (0.503) and is highly significant (0.000) on employee performance. The p-value is less than (0.05), the (t)-value is (5.161) and the standard error value of (0.098)   This implies that a unit increase in Employee satisfaction will lead to (54.1%) increases in employee performance. Therefore, the null hypothesis is rejected and alternative hypothesis that there is positive effect of Employee satisfaction on employee performance.

Table (13): The Coefficients of the effect of Employee satisfaction on employee performance

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.391	0.409		3.400	0.001
employee performance	0.503	0.098	0.341	5.161	0.000

IV.   Conclusions

Based on data processing and hypothesis testing, it can be concluded that employee performance at King Saud University in Riyadh is influenced by job satisfaction simultaneously. Therefore, good company policies in managing direct and indirect compensation and reward systems will determine employee performance at King Saud University. However, in addition to direct and indirect compensation and recognition, employee performance that occurs is also influenced by other factors that need to be investigated further in order to optimize employee performance at King Saud University, in Saudi Arabia, like work environment and employee engagement.

Based on the results of the research that has been done, the following are some conclusions in this study, including the following:

The results of the study indicate that direct compensation (D) for the dimensions of incentives significantly influence the performance of employees of KSU(P).

The results of the study indicate that indirect compensation (IN) for the mandatory dimensions of allowance has a significant effect on the performance of employees of KSU (P).

The results of the study indicate that recognition (R) for employee dimensions significantly influences the performance of KSU (P).

The results of the study show that direct compensation (D), indirect compensation (IN), and recognition (R) have a simultaneous effect on the performance of KSU Staff.

V.   Limitations

The study focused on determining the effect of direct and indirect compensation, and recognition on employee performance and job satisfaction in King Saud University. This study certainly has several limitations such as the number of samples that are not too large. Thus, the respondents consisted of only full-time employees. Another limitation in this study, direct compensation, indirect compensation, and recognition, were considered as the independent variables, and employee performance as the dependent variables, while job satisfaction as the mediating variable. Further, under compensation the study did not focus on the compensation rates and schemes in the Saudi Arabia, which is strongly related because KSU employees is considered as governmental employees, but focused on the perception of the respondents on compensation.

VI. Future Research

The further research can be conducted with a larger number of samples, data analysis techniques using structural equation model (SEM) or path analysis, and it is expected that future studies can further analyze variables such as work-life balance, work environment, turnover intention, job satisfaction, loyalty, etc. to see the impact on employee performance in a company or organization. Also, a deeper search needed in employee satisfaction to know how the direct compensation is low, and indirect compensation and recognition are moderate, yet the employee satisfaction is high.

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