

The Role of Employee Satisfaction as Mediator in The Relationship Between Rewards, Work Environment, and Employee Performance

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Abstract

Yemeni government institutions continue to lag behind other countries in terms of effectiveness. The emphasis in this study is on rewards systems. The work environment that influences staff performance through staff satisfaction in Yemeni press institutions was identified. The current study can be viewed as an empirical attempt to connect a variety of topics. The proposed multidimensional model includes rewards; the working environment as a control variable; employee satisfaction as a potential mediator factor; and employee performance as a predictor variable. The survey information was retrieved from 200 participants using a standard survey questionnaire of Yemen's general public press institutions. To continue investigating the correlation between different variables in the proposed theoretical framework model, a quantitative measurement model that also included EFA, CFA, and SEM was also used. The findings of this analysis revealed that the data may have fit the revised conceptual model, and the multivariate regression analysis revealed the aforementioned essential characteristics: it influences staff satisfaction and staff performance. Staff satisfaction is positively influenced by reward systems and the working environment, and staff performance is positively influenced by staff satisfaction. Employee satisfaction is indeed essential in mediating the correlation between employee performance and organizational success; reward systems; as well as working conditions. The suggested conceptual framework model is estimated to account for 66% of the variation in effective employee performance as well as 74% of the variation in employee job satisfaction. The findings shed light on the factors that could improve staff performance in Yemen's public press institutions.

Keywords: Rewards, Working Environment, Staff Satisfaction and Staff Performance

1. Introduction

The media is one of the most crucial support systems of community development, which opens us the door to various pools of scientific knowledge, the economy, and politics. It plays a significant role in creating public awareness that will contribute to potential promotion and development (Kumari, Barkat Ali, & Abbas, 2021; Ashoorkhani et al., 2012; Price, 2010). Generally, the community's evolution in every nation is reflected through the role the media plays and its performance. A positive and clear media performance may contribute to the revitalization of a given community since truth is reflected in its performance. Whereas, if the media performance is not positive, this will cause a dangerous and harmful situation in the nation and its organisations (Alkhyat, 2017).

Accordingly, the press is both an industry and a system of production, and an institution's success primarily depends on its employee performance level. Therefore, staff performance will be related to the level of employee satisfaction in an organisation, either optimistically or falsely. Hence, this study focuses on conceptualizing satisfaction and determining its relationship with performance (Rudi, Arif, & Mapparenta, 2022; Yang, Chen, Lee, & Liu, 2021). The latter concept refers to the outcome of psychophysiological and the environment that governs the relationship of an employee with his/her fellow co-workers and managers, which is consistent with his/her personality to ensure that the individual is satisfied with his/her work (Hambuda, 2017; Yunus and Kamal, 2018).

According to the Yemen Post (2012) throughout the European Union Bulletin, Yemeni mainstream press and media journals have little journalistic integrity and are predominantly used to promote individual preferences and viewpoints. As a result, they do fulfil the desire of the entire country, despite the availability of partial governmental support in making them more productive and effective. The administrative problem is still another major challenge that hinders the real conversion of the press towards achieving its required performance. The Yemeni government's management of the media sector is marked by weak organization (Saeed, 2014). The minimum wage for staff, administrative officers, or employees working in Yemen is relatively low as compared to that gained by employees in other Arab countries such as the Gulf

States, Morocco, or Egypt (Medium Report, 2016). What is even worsening is the scarcity and the lack of research or studies in the Arab context generally and in the Yemeni context in particular. Such drawbacks have motivated the researcher to conduct this research throughout a sequence to investigate the correlation among both these identified issues and their impact, particularly on performance, pay, or wages.

2. Literature Review and Hypothesis Development

2.1. *The Effect of Rewards on Staff Performance*

Rewards are the most vital tool for powerful motivational employees to end up making genuine contributions in attempts to generate new concepts that will provide performance growth and success to the management in achieving the organizational objectives (Ingsih, Wuryani, & Suhana, 2021; Rudi et al., 2022). Employees tend to perform at their maximum level when they trust that their sincere efforts will yield rewards from the employer or management. Various factors impact employees' performance, like working atmosphere, employee-employer relations, training and coaching facilities, job security and job guarantee, and the organization's policies about incentives and rewards. Nevertheless, motivating with rewards is indeed the single most important component that makes a significant contribution to an employee's best performance. Motivation can be said to be a bunch of various processes that cause influence and guide the behaviour of the individual towards a few specific, determined objectives (Baron, 1983). Both internal and external rewards are possible. The internal rewards can be said to be intangible rewards or psychological in nature, such as appreciation, positive approach by the employer, recognizing their performance, and so forth. Whereas external rewards are tangible rewards such as salary or pay, incentives, bonuses, promotions, and others. Luthans (2000) identified two different categories of reward systems: financial and non-financial, even though both could be used to inspire and motivate employees to improve organizational performance. The financial rewards consist of productivity incentives, job promotions, bonuses, gifts, and leave travel facilities, among others, and these are the rewards for the employees' additional performance. The non-financial rewards are based on no cash or non-monetary basis, like social recognition, appreciation, and acknowledgement of their contributions. The non-monetary rewards are known as material awards (Neckermann and Kosfeld, 2008).

In a study, GÜNGÖR (2011) found that employee performance and financial rewards are positively related. As mediating variables, it was also found that motivation, both intrinsic and extrinsic, impacts staff performance. Reporting a similar result, Anuradha and Mohan (2016) found that although satisfaction and happiness from both the internal and external organizational rewards system affected the organizational performance of Ceylon Pencil Company, internal reward satisfaction was more prominent and should therefore be enhanced by policymakers and practitioners.

Anyalebech and Madu (2016) found that financial and non-financial rewards systems adversely affect employee job performance in a review of the literature. The study's samples were also shown to prefer choosing their own rewards. Haider et al. (2015) contended that different rewards affect performance and staff satisfaction positively. Monetary returns, which include compensation packages, economic advantages, bonus payments, as well as health insurance, are indeed indications of reward systems, as are non-financial incentives, which include chosen profession awareness, decision-making process, and recognition from the entire organisation. According to their own findings, the repercussions of both non-financial and financial rewards systems are essential to enhancing employee motivation and productivity. As a matter of fact, the aforementioned hypotheses have been proposed:

H1. There is a significant effect between rewards and staff performance

2.2. *The Effect of the Working Environment on Staff Performance*

The working environment is an important factor to be considered while discussing employee performance (Muhammad, Ishrat, & Afridi, 2022; Yang et al., 2021). The working environment has an immensely direct impact on the worker's ability to perform either better or worse (Chandrasekar, 2011). The majority of workers spend more than half of their time in the workplace, which has a significant impact on them as well as their mental stability, abilities, actions, and performance (Mohammed et al., 2020; Dorgan et al., 1994).

The working environment has been shown to affect staff performance (Alzoraiki et al., 2018). By conducting experiments Dai et al., (2014) demonstrated that there would be a correlation between both indoor environmental value improvement and human overall efficiency in China. In Shanghai, an office complex successfully accomplished economically and politically efficient prerequisites in the summer months with an atmospheric temperature of 25.1 °C as well as an outdoor summer ventilation system of 17.9 L/s-person.

A study conducted by Kalaimani (2018) indicated that employee empowerment through improvement in the working environment-linked work leads towards the enhancement of employee satisfaction and employee productivity in the financial industry. As a result, the second research hypothesis has been developed:

H2. There is a significant effect between the working environment and staff performance.

2.3. The Effect of Staff Satisfaction on Staff Performance

As job satisfaction is invariably complex, individuals' dispositional characteristics and a job's situational factors may be influential on satisfaction (Kumari et al., 2021). Variations have been observed in studies concerning employee satisfaction, which have included self-reported ratings, established scales, and supervisor or peer ratings. Largely confirmed is the position that job satisfaction impacts employee performance. According to Vroom (1964), organisations will produce productive employees when their employees are happy. Hence, satisfying employees' needs naturally results in better employee performance. Nevertheless, this result is inconclusive, as evidenced in the literature (Strauss, 1968). Consequently, some scholars have posited that whereas job satisfaction may be a result of employee performance, the reverse is not possible. Thus, employee performance does not correlate with job satisfaction.

According to Frey and Osterloh (2012), a key motivator for employee performance is rewards. Hence, the objective of many organisations is to satisfy the social exchange process (Joseph, 2011). Sangwan (2015) further confirmed the influence of organizational rewards on employee motivation. As high performers demand attractive packages, this matter has become a serious issue for human resource experts (Sumita, 2004). Meyer (2000) warns that higher job satisfaction will have quite a substantial influence on employee dedication and overall organizational career goals and accomplishments.

According to Yunus and Kamal (2018), job satisfaction really does have an adverse impact on job performance. The findings show that organisations in the banking sector in Klang Valley, Malaysia should maintain the quality of their employees' performance by paying attention to several factors that may influence the quality of their job performance, like improving work conditions and job satisfaction.

A study conducted by Malik and Waheed (2010) investigated job satisfaction as a mediating influence on affective commitment and role stressors among workers in Pakistan's private sector commercial banks. The findings revealed that job satisfaction could indeed act as a bridge among both role conflicts and work overload as the grounds for affective commitment and stress. Role conflict and overload were shown to affect job satisfaction directly and negatively. Baron and Kenny (1986) employed the simple causal steps method and multiple linear regression to look into the key role of job satisfaction as a mediating variable. On the other hand, Suliman (2002) employed partial correlation and univariate and multivariate assessments to evaluate job satisfaction's key role as a mediating variable. To assess the statistical significance of the indirect impacts, the Sobel test is often chosen.

According to Huang et al. (2016), safety and a safe working environment relate to staff satisfaction. The study showed results that employee satisfaction is related to staff perceptions of safety climate and confirmed that job satisfaction is a great mediator between safety climate and human resources outputs (i.e., staff participation and turnover). Vratskikh et al., (2016) examine the influence of emotional intelligent on job satisfaction and performance. Job satisfaction further took on a mediating role. The current study, therefore, proposes the following hypothesis:

- H3.** Staff satisfactions mediate the relationship between employee rewards systems and staff performance.
- H4.** Staff satisfactions mediate the relationship between working environment and staff performance.
- H5.** There is a significant relationship between staff satisfaction and staff performance.

3. Conceptual Framework of the Study

Based on the above discussions of the variables and relationships, the conceptual framework of this study has rewards and work environment as the two independent variables that hypothesized to have an impact direct to the staff performance and indirectly via the mediation of the staff satisfaction.

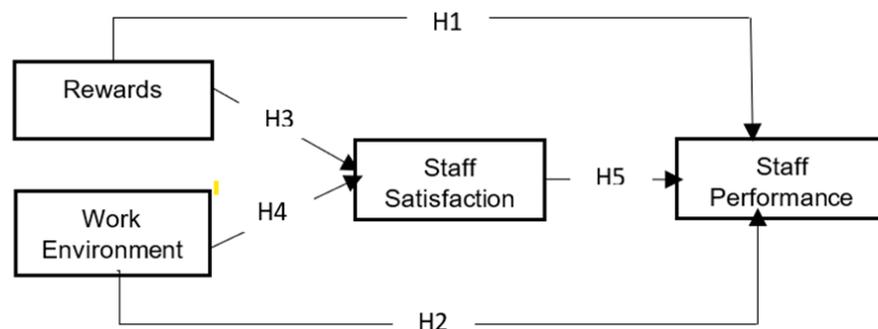


Fig. 1. Conceptual Framework of the Study

4. Research Methodology

Throughout this scientific study, a quantitative study approach was used based on field study and a questionnaire with closed questions to achieve the objectives. This research is a cross-sectional research survey design aimed at professional

journalists working in Yemen's official Yemeni press institutions. The research design provided an in-depth understanding of the variables influencing Yemeni journalism; employee job satisfaction as well as some dimensions of organizational performance are important. Therefore, This study used a quantitative approach (considered to be appropriate, according to Hair (2010), particularly when using the SEM statistical method) and employed a cross-sectional survey method for the investigations. In this research, therefore, top management and staff in Yemen’s journalism institutions served as the unit of analysis or respondent group. Using PLS-SEM is common in the management studies in the recent decades, such as the studies of Salem & Salem, (2019) and Al-Maamari, Alkadash, Al-Absy, Nagi, & Abdullah (2021)

The population precinct literal definition is critical for quantitative research, even though academic or professional researchers may have taken a representative sample from the population. Thus, in this study, the number of media journalists in the Yemeni media organisations in both official and private sectors, including journalism, radio, and television, is estimated at about 1612 in numbers. According to the latest census of the Yemeni Journalists Syndicate: Yemenjs (2015), an estimated number of 621 registered journalists work in Yemeni official press institutions. The survey of this study was carried out in four Yemeni official journalism institutions (these are the only four official journalism institutions in Yemen (Yemeni Information Ministry report, 2015).

Table 1. HR Journalism Official Institutions – Yemen

Journalism Official Institutions Name	No. HR- Journalists
Althawra Newspaper – Sana’ a	214
Saba News Agency - Sana’a	167
14 October Newspaper - Aden	143
Algomhoria Newspaper - Taiz	97
Sum	621

The target population for this study has been identified by official Yemeni journalism institutions. Stratified random sampling was used in collecting samples as it is the most effective tool and an excellent choice when differentiating necessary information, especially when the target population for this research has been identified in Yemeni journalism institutions. The proportion of journos considered necessary as measurements of each entire institution in Sana'a, Aden, and Taiz must have been ascertained using a proportional stratified random sampling procedure.

Therefore, the four institutions that exist in Sana'a, Aden, and Taiz are applied as the strata for this study. First, all public journalism institutions in Sana'a, Aden, and Taiz are divided into four groups according to the four journalism institutions. Then, the minimum number of journalists needed from each of the institutions was calculated based on the proportional number of journalists in such journalism institutions to the total number of journalists multiplied by the percentage of measurements required. The proportion of journos required for the research does seem to be 300. The minimum number of journalists needed from each institution is calculated and shown in Table 2.

$$\text{Number of Journalist Needed from Althawra Newspaper- Sana'a} = \frac{214}{621} \times 300$$

Table 2. Sample size based on stratified random sampling

Journalism Official Institutions Name	Total	Sample size	%
Althawra Newspaper– Sana’ a	214	103	34
Saba News Agency - Sana’a	167	81	27
14 October Newspaper - Aden	143	69	23
Algomhoria Newspaper - Taiz	97	47	16
Sum	621	300	100

The instrument which was used for this study was adapted by various researchers as shown in the table (3) and Appendix (1) (questionnaire construct) with items to measure the importance of each factor on a 5-point Likert scale, with 5 being the most important and 1 less important. The questionnaire includes four main sections, starting with a cover letter that introduces the respondents and seems to provide a short and unambiguous elaboration of the research's aim. The questionnaire's first subsection includes items asking concerning demographic profiles of survey participants like; gender, marital status, age, level of education, occupation, and salary. The second section includes items measuring the independent variables, with four items to measure the variable of leadership, followed by another five items to measure the work environment variable, followed by six items to measure the variable of rewards. The third section includes items measuring the dependent variable in this research, which is staff satisfaction, with a total of six items. The last section of

the study questionnaire includes items measuring the dependent variable of this study, which is staff performance, with several six items.

Table 3. Questionnaire Construct

No	Variables	Source	Item No
3	Reward	Ashil et al., 2005	6
4	Working Environment	Tomovska et al., 2014	5
5	Staff Satisfaction	Fayiq, 2015	6
6	Staff performance	Turnley et al., 2003	6

5. Finding and Analysis

5.1. Demographic Profile - Frequency Tables

To give a proper overview of the results collected, the research participants' data has been enumerated using basic descriptive and inferential statistics as well as simple percentage distribution. The following is from Table 4, which illustrates the percentage of survey participants in the survey population who fit the segment of the population's characteristics. It thus means that 173 (86.5%) of the respondents in this study are male, whereas the remaining 27 (13.5%) are female. In terms of age groups, 30.0 percent of total survey participants are within the age bracket of 20 to 30, and 44.0. This further shows that 19.5% are between the ages of 31 and 40, while 19.5 percent are between the ages of 41 and 50, and 6.5 percent are over 50.

Regarding general civil marriage social position, 25.0 percent were indeed single, while 70.5 percent were also married. In terms of educational general background, 6.5 percent of those surveyed have a college diploma, whereas the participants responded with a university degree accounted for the large percentage of active participation (83.0 percent). And meanwhile, 9.0 percent of the respondents managed to complete their postgraduate studies. According to the research study, news editors account for 58.5 percent of those surveyed, editorial departments account for 31.0 percent of the respondents, and reporters account for 9.0 percent of those surveyed. In terms of salary, 5.5 percent of respondents earn less than 30000 YER, 12.5 percent continue to earn between 30000 and 40000 YER, 25.5 percent actually receive between 40000 and 50000 YER, 40.0 percent earn between 50000 and 60000 years, and 16.5 percent earn an average more than 60000 YER.

Table 4. Summary of Demographic Profile of Respondents

Demographic Item	Categories	Frequency	Percentage (%)
Gender	Male	173	86.5
	Female	27	13.5
Age	20 to 30	60	30.0
	31 to 40	88	44.0
	41 to 50	39	19.5
	50 and above	13	6.5
Marital status	Single	50	25.0
	Married	141	70.5
	Divorced	9	4.5
	Diploma	13	6.5
Education Level	Degree	166	83.0
	Master	18	9.0
	Doctorate	0	0
	Others	3	1.5
Occupations	News editor	117	58.5
	Reporter	18	9.0
	Editorial department	62	31.0
	Others	3	1.5
Salary	<30000 YER	11	5.5
	30000-40000 YER	25	12.5
	40000-50000 YER	51	25.5
	50000-60000 YER	80	40.0
	Above 60000 YER	33	16.5

5.2. Direct Hypotheses Testing

The second most significant procedure of structural equation modelling (SEM) analysis in understanding the overall measurement model seems to be the second order generation of regression analysis. Because once the SEM has been independently verified, the SEM can be expressed by explicitly stating the correlations among the framework constructs. The conceptual framework provides detailed information on the interconnections between the different variables in the conceptual framework (Hair et al., 2010; Ho, 2006; Abdulrab et al., 2021; Abdulrab et al., 2022; Al-Mamary et al., 2020; Al-Ghurbani et al., 2022; Al-Mamary, 2022).

This study's research hypotheses were evaluated using the AMOS version 23. The research hypothesis test results are reported in Table 5's structural model assessment. The finding shows that 7 out of the 9 postulated hypothesis relationships are supported. H1 and H5 are fully accepted (p 0.001) and (p 0.001), respectively. Staff satisfaction is favorably influenced by rewards and the working environment, and H2, H3, and H4 are completely accepted (p 0.001), (p 0.001), and (p 0.001), respectively. Then again, H6 and H7 are actively supported as incentives, and staff satisfaction substantially predicts staff performance (p 0.01) and (p 0.001), respectively.

Table 5. Structural Path Analysis Result

Hypothesis	Independent variables		Dependent variables	Estimate □ (path coefficient)	S.E	C.R (t-value)	Hypothesis Result
H3	REW	→	SS	0.260	0.059	4.855***	Supported
H4	WE	→	SS	0.150	0.056	3.143**	Supported
H1	REW	→	SP	0.180	0.049	2.613**	Supported
H2	WE	→	SP	0.040	0.044	0.787	Not supported
H5	SS	→	SP	0.380	0.063	4.001***	Supported

Note:: REW: rewards, WE: working environment, SS: staff satisfaction, SP: staff performance.

***p<.001; **p<.01; *p<.05

S.E = Standard Error

C.R = Critical Ratio

5.3. Mediation of Staff Satisfaction between Rewards and Staff Performance

The same potential outcomes of the bootstrapping interpretation are shown in Table 6, clearly implying that the indirect actual impact of 0.104 seemed to be statistically substantial with a t-value of 3.241. Furthermore, Preacher and Hayes (2008) repeatedly demonstrated that the 0.104, 95 percent Boot CI [LL = 0.031, UL = 0.153] somehow does not straddle a 0, clearly signifying mediation. Furthermore, the researchers came to the conclusion that the mediating variable of organizational staff satisfaction between the rewards system and actual staff performance is statistically significant, indicating that H6 was fully supported.

Table 6. Mediation Effect of Staff Satisfaction between Rewards and Staff Performance by Bootstrapping

Hypothesis	Relationship	Std Beta	Std Error	t-value	Hypothesis Result
H6	REW →SS→SP	0.104	0.034	3.241***	Supported

(Preacher and Hayes 2004, 2008)

Note : REW: rewards, SS: staff satisfaction, SP: staff performance, ***p<.001; **p<.01; *p<.05

5.4. Mediation of Staff satisfaction between Working Environment and Staff Performance

The final research results of the bootstrapping test are presented in Table 7, clearly revealing that the mediating effect = 0.057 seemed to be statistically significant with a t-value of 2.714. Besides this, Preacher and Hayes (2008) make an argument that the 0.057, 95 percent Boot CI: [LL = 0.014, UL = 0.104] does not quite straddle a 0, which is clearly revealing mediation. Also, this researcher indicated that the mediating variable of staff satisfaction between the working environment and staff performance is proportionally extremely important. Simply trying to point out that H7 was also strongly supported.

Table 7. The Mediating Effect of Staff Satisfaction on Workplace Performance by Bootstrapping

Hypothesis	Relationship	Std Beta	Std Error	t-value	Hypothesis Result
H7	WE →SS→SP	0.057	0.021	2.714**	Supported

(Preacher and Hayes 2004, 2008)

Note: : WE: working environment, SS: staff satisfaction, SP: staff performance

*** $p < .001$; ** $p < .01$; * $p < .05$

6. Discussions

The principal target of this research work is to understand the variables which significantly affect staff efficiency performance in Yemeni government entities and the mainstream press. As discussed earlier, research objectives set the foundation for establishing the original research hypotheses. So, even though hypothesis testing is primarily concerned with determining whether the independent research hypothesis can indeed be strongly supported or not, the present discussion of the research objectives would then focus on taking a relatively close and yet wider glance at the relationships among the variables as predicted by the primary research questions. Every one of the major findings will indeed be considered extensively.

Responding specifically to the survey questions demonstrates the same important issues that can be derived from the evaluation of the hypothesized causal model's research results. Those same research results demonstrate the existing research's primary valuable contribution. The findings were based on a measurement item that has been validated. The initial estimate of the hypothesized causal model was used to evaluate the survey research hypotheses. The results offers a summary of the key findings regarding its research objectives and hypotheses generated. Following that are precise and accurate technical discussions of each of the results obtained that are compatible with theories of point of view and earlier research multiple investigations.

6.1. *The Effect of Rewards on Staff Satisfaction*

Rewards in this study were found to affect staff satisfaction within press institutions in Yemen positively. Such results indicated that the more staff within public institutions of the press in Yemen are rewarded for dealing effectively with people's problems; they receive visible recognition when they excel in their work; and promotion depends on the quality of work they do; the more the staff are satisfied with their working conditions; the more they are satisfied with the support from their manager; and the more they feel that the job they do gives them a good status. This finding is consistent with scientific research from Sarwar and Abugre (2013), Hofmans et al. (2013), Jessen (2015), and Kalaimani (2016). (2018). According to Kiruja and Mukuru (2018), rewards systems are considered to be the main component in evaluating employee job satisfaction.

This finding is contradicted by the results of Terera and Ngirande (2014), which found that rewards do not predict staff satisfaction. The previous paradoxical finding may support the claim of Hofstede et al., (2010), who state that different contexts and, from the perspective of social sciences, diverse societal cultures produce divergent results.

Sarwar and Abugre (2013) studied the link between reward and job satisfaction in the Ghanaian private customer service industry. Thus, they hypothesize the significance of rewards systems in employee satisfaction, which would result in enhanced customer loyalty and experience. The research found a substantial favorable correlation among both rewards as well as employee job satisfaction.

Hofmans et al., (2013) attempted to investigate personal characteristics when it comes to the link between organizational job reward systems and job satisfaction among employees, and it was discovered that satisfaction has a significant impact on employee payment and reward systems.

Jessen's (2015) study examined the factors of job satisfaction and social rewards among public social service practitioners and managers in Norway. Overall, the respondents were generally satisfied with their work. Managers felt higher levels of control and accomplishment as a result of the more challenging and interesting nature of their job. Practitioners, on the other hand, viewed client recognition and superior support as rewards. Both groups of work positions reported a positive association between co-worker support, public approval, and job satisfaction.

Kalaimani (2018) indicated that employee empowerment through improvement in the rewards, salary, and working environment -linked work, leads towards the enhancement of employee satisfaction and employee performance in the banking sector.

Usha et al., (2014) investigated job satisfaction, significant issues at the moment, motivation, and reward among commercial banks' employees in public and private sectors in Chennai. Underscoring the significance of motivation, it was revealed that expected rewards caused employees to perform their best. These studies posit that to achieve organizational goals, rewards systems need to be readjusted strategically in order to enhance employee satisfaction and motivation.

Overall, in the context of public institutions of the press in Yemen, the more the staff have financial incentives for working excellence, the more they are satisfied with the working conditions and with the support from top management. Thus, specific objective three of this research has been finally accomplished.

6.2. The Effect of the Working Environment on Staff Satisfaction

Perhaps this study found that the working environment had positive effects on staff satisfaction within press institutions in Yemen. The result suggested that the more the workplace is an attractive aspect of the job, stimulates a positive working atmosphere, and is user-friendly, the more the staff are satisfied with their working conditions, the more they are satisfied with the support from their manager, and the more they feel that the job they do gives them a good status. This finding concurs with other works (Spector, 2008; Bakotic & Babi, 2013; Hong et al., 2013; Jain & Kaur, 2014; Han et al., 2015; Huang et al., 2016). Carlan (2007) states that the working environment was discovered to be a more effective predictor of job satisfaction than salary. Roeloelofsen (2002) also demonstrated that enhancing employment working conditions drastically reduces employee complaints while increasing employee productivity and employee satisfaction.

Bakotic and Babic (2013) confirmed that employees are more satisfied when they work in good working conditions as compared to those who do not. Aside from feeling stressed, workers who work in poor working conditions tend to be dissatisfied and less productive.

According to Huang et al. (2016), safety and a safe working environment relate to staff satisfaction. The study showed results that employee satisfaction is related to staff perceptions of safety climate and confirmed that job satisfaction is a great mediator between safety climate and human resources outputs.

The effective management of human resources and ensuring an advanced work environment would affect job performance and satisfaction, and subsequently the overall economy. Therefore, it is critical for companies to attain successful Human Resource Management (HRM) and determine employees' satisfaction with the work environment (Jain and Kaur, 2014).

Hong et al. (2013) investigated 35 non-administrative factory workers' job satisfaction in the context of Malaysia. Using SPSS software analysis and non-parametric statistical tools, the findings supported the point that actual work satisfaction is affected by promotion, workplace environment, salary, and pay.

Han et al., (2015) reported that there seems to be a correlation among both nurse satisfaction and workplace circumstances. Employing random sampling, the study involved 5,000 certified nurse midwives in Illinois and North Carolina, USA. Thus, they concluded that job satisfaction among nurses is low. This demands autonomy, a decrease in stress due to work and supervisory schedules, and peer support.

In sum, to increase staff satisfaction within public institutions of the press in Yemen, the workplace environment should be stimulated by a positive working atmosphere, be user-friendly, and have a meaningful space. Hence, specifically regarding objective four of this research article, it has been met.

6.3. The Effect of Rewards on Staff Performance

This study also indicated that rewards positively affect staff performance within press institutions in Yemen. This fact explains why more staff within public institutions of the press in Yemen are rewarded for dealing effectively with people's problems; they receive visible recognition when they excel in their work; and promotion depends on the quality of work they do. The more the staff within public institutions of the press in Yemen accomplish all of the duties outlined in their own job description, the more they encounter their own job's structured performance quality standards, and they adequately complete all of their assigned duties. These findings were supported by previous research (Güngör, 2011; Agwu, 2013; Muogbo, 2013; Anuradha, and Mohan, 2016). Similarly, Haider et al. (2015) found that different rewards systems have a positive effect on staff performance, such as monetary incentives, salaries, benefits, bonuses, and life insurance. Also, Aktar et al. (2013) indicated that rewards predict employees' performance in Bangladesh.

Overall, financial, and non-financial rewards are essential to enhance staff performance within public institutions of the press in Yemen. Thus, specific objective number seven of this study is achieved.

6.4. The Effect of the Working Environment on Staff Performance

Surprisingly, this study found that the working environment does not influence the staff performance within press institutions in Yemen. This result is compatible with that of Abbas (2017). Another explanation is that most journalists in journalism institutions are working outside their institutions. Therefore, the environment inside the institutions is shown to have no effect on their performance. So, the work environment is not statically correlated to performance.

This research result appears to contradict earlier studies (Rahardjo, 2014; Anitha, 2014; Arvidsson et al. 2015; Lamp and Kwok, 2016). It also contradicts the study of Jain and Kaur (2014), who found that an efficient (HRM) and maintaining a healthy working environment tends to affect not just employee performance and productivity but rather the economic expansion and implementation of a comprehensive economic system. According to Dai et al. (2014), there seems to be a link between both improved indoor ecological climate change quality as well as enhancing human effective performance in China.

A study conducted in Syria by Abbas (2017) to assess the influence of the working environment on staff performance at Syrian Private University found that employee performance is unaffected by the work environment. The same result

was obtained by AL-MA'ASHAR (2009)'s study, which confirmed that there is no discernible influence between working conditions and staff performance in Jordanian five-star hotels.

This study found that the working environment does not significantly affect staff performance. This result may be because the working environment does not directly influence the staff performance within public institutions of the press in Yemen but indirectly through staff satisfaction.

6.5. The Mediating Effect of Staff Satisfaction on the Relationship between Rewards and Staff Performance

Staff satisfaction was eventually discovered to mediate the correlation between both employee rewards systems and employees' productive performance in Yemeni government agencies of the mainstream press and media in this journal article. This evidence highlights the necessity of making sure that employees' rewards systems are strongly associated with the outcome of employees' personal performance. Employee satisfaction does have an indirect effect on employee performance. Simply put, the staff within public institutions of the press in Yemen are rewarded for dealing effectively with people's problems and receive visible recognition when they excel in their work, which may motivate staff to better productivity rather than inherently representing their own level of satisfaction.

6.6. The Mediating Effect of Staff Satisfaction on the Relationship between Working Environment and Staff Performance

Finally, this research reveals that employee satisfaction does mediate the relationship between working environment and staff performance in Yemen's government press institutions. This discovery emphasizes the important role of making sure a modern workplace is connected with the efficiency of employees' performance. The working environment influences employee satisfaction and also seems to have an indirect influence on employee performance. Simply put, just the staff within public institutions of the press in Yemen think that the workplace is an attractive and stimulating aspect. A positive working atmosphere may compel staff to better productivity and better productivity instead of representing their own level of satisfaction.

7. Implications for Practitioners

Yemen does indeed have a long-term strategic plan that seeks to enhance a dependable government and administration by enhancing and overhauling its own public service delivery in order to provide a higher quality of government infrastructure to all of its residents while acquiring international recognition. Nevertheless, many of the mission objectives for improving government operations seem to be attainable. There will still be issues with other governments' agendas, which include bloated government, a complete absence of collaborative efforts between government agencies, as well as an absence of a coherent vision of the country's medium to long-term vision. Hence, if the research paper's findings are implemented, the potential ramifications could be extremely significant not only for individual employees but also for the Yemeni government institutions as well as the rest of the country. By incorporating the findings presented in Chapter 4, some practical implications were found, such as understanding the factors that influence journalists' satisfaction, which leads to striving to improve professional development, career advancement, and technical performance. The outcomes while using the proposed conceptual model provide a better understanding of the relationships between important determining factors of employees' overall performance, which leads to improved productivity and effectiveness.

The results also highlight the factors that could increase staff performance within public institutions of the press in Yemen and should be very useful to both the ordinary person and institutional levels to stress the symbolic importance of a strong leadership style's influence, pay, rewards, working environment, and employee satisfaction with work quality. As a result, those very same research results could perhaps help and enable the development of long-term strategic guides at both the overall corporate level as well as regional or national level. Therefore, if the current government could use these research results to establish management techniques to encourage appropriate strategy, affordable payment, an effective rewards system, and a conducive working environment, perhaps this could go a long way in enhancing professionalism, professional opportunities, and overall quality living standard.

8. Conclusion

This study aimed to determine the factors that affect staff performance within press institutions in Yemen. The research study has created a theoretical foundation to assess the relations among the independent, mediating, and dependent variables through empirical examination. This study resulted in several findings, which are explained, as well as the practical and theoretical contributions and potential implications. The limitations of the research have been discussed, and some future recommendations have also been provided.

This study proposed a multidimensional model that includes autocratic leadership, pay, rewards, and working environment as employees' satisfaction as that of the mediating variable, as well as staff performance as the predicated variable.

Some of the key contributions to the growing body of literature in this present investigation are not just the recommended multidimensional model but rather, an examination of the critical role of employee satisfaction as a mediating factor between autocratic leadership and employee satisfaction, pay, rewards, and working environment on staff performance within press institutions in Yemen, which found that staff satisfaction significantly plays a mediating variable in the proposed model.

This survey's contributions are summarized as follows: autocratic leadership, staff satisfaction, and rewards being the most important factors in determining staff performance within public institutions of the press in Yemen. Hence, general practitioners may be able to invest significantly in the appropriate amount of time and resources within those various variables in order to maximize their performance and productivity for Yemeni journalism institutions by improving leadership behaviours, pay, rewards and working environments. Furthermore, staff satisfaction serves as a mediating construct for the relationship between autocratic leadership, pay, rewards, and working environment with staff performance within press institutions in Yemen. The findings of this study can provide policymakers with valuable insights on how to increase staff productivity and effectiveness and encourage senior management to create an appropriate environment in which the staff can enhance the quality of their working lives. The performance of employees in organizations must be regarded as urgent and important and should not be neglected in all organizations.

The results enable practitioners to become aware of the most important factors that increase staff performance within public institutions of the press in Yemen. Those same research results stimulate and endorse the development of long-term policy initiatives at both the organizational and state-wide levels.

The results also allow practitioners to become aware of the most important factors that increase staff performance within public institutions of the press in Yemen. Staff satisfaction, leadership, and rewards were found to be the most important factors in predicting staff performance.

The journalism industry plays a very important role in the different aspects of life for all nations in today's world of challenges, wars, and pressures, making their human resources the key to success, development, and survival. This requires organisations to employ all the necessary techniques and strategies that will enable them to empower their staff and motivate them to accomplish the organization's goals in order to reflect the general mission and vision of the organizations.

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