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EXPLORING THE MEDIATING ROLE OF REWARD SYSTEMS IN LINKING SUSTAINABLE HRM PRACTICES TO JOB PERFORMANCE: A STUDY OF THE TELECOMMUNICATIONS SECTOR IN SAUDI ARABIA

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ABSTRACT

This study examines the role of reward systems in mediating the relationship between sustainable Human Resource Management (HRM) practices and job performance in the Telecommunications sector in Saudi Arabia. The findings indicate that sustainable HRM practices significantly enhance employee performance by fostering motivation and engagement. Moreover, the reward system is identified as a crucial mediator, with its effectiveness depending on alignment with corporate culture and strategic goals. Given Saudi Arabia's Vision 2030, which emphasizes digital transformation and economic diversification, the telecommunications sector plays a vital role in achieving national objectives. The study recommends enhancing sustainable HRM practices, raising awareness about financial and non-financial rewards, and creating an environment conducive to high job performance in line with Vision 2030's objectives. Future research should explore factors affecting job performance and reward systems, particularly within the evolving landscape of the Saudi telecommunications industry.

KEYWORDS: KEYWORDS: Cultural Identity; English Literature; Literary Representation; National Identity; Postcolonial Narratives.

1. INTRODUCTION

As Saudi Arabia advances toward Vision 2030, the telecommunications sector plays a pivotal role in economic development, digital transformation, and innovation. Human Resource Management (HRM) practices within this sector must align with national objectives, emphasizing sustainability, employee well-being, and performance optimization. This study explores how sustainable HRM practices, reinforced by an effective reward system, influence job performance in the Saudi telecommunications sector. Sustainable HRM ensures the long-term engagement and productivity of employees, particularly in industries like telecommunications, which require highly skilled personnel to support digital infrastructure growth. By integrating financial and non-financial incentives, HRM strategies can align employee goals with organizational and national economic targets.

Considered as a basic computation influencing the performance-related outcomes is a high-performance job framework. Companies actively help to build such systems to increase performance. It is distinguished as a structure that bundles and coordinates several HR honing techniques. These HR hones should be separated but linked and serve as a framework. Execution is highly influenced by the structure developed by bundling HR hues. Based on analysts as of late, the execution outcomes and HPWS partnership take front stage. (Imran and Atiya, 2020)

Human resources are regarded as a unique asset of organization and necessary tool to get competitive advantage over the competitors in the era of competition. HRM sharpens helps the company to complete organizational goals i.e. efficiency, shareholder's wealth maximizing, amazing return on assets/equity, operational competence and client organizations great brilliance. Understanding this reality, different companies are grabbing the best pre-selection and post-selection HRM hones to survive and grab more publicized share in the competitive environment. HRM's main goal is to guarantee that, by means of induced and talented personnel resulting from demand-based planning, organizational goals are accomplished. With well-directed post-selection HRM sharpens like real employees' planning, reasonable execution evaluation system, way better career development opening, performance-based rewards administration and convincing laborers through course of action of natural or outward rewards, accomplishment of organizational triumph is possible. (Dar et al., 2014).

Human Resource Management (HRM) encompasses administrative activities and

responsibilities aimed at establishing and maintaining a competent workforce. Human Resource Management focuses on the personnel within a company and their contribution to organizational efficiency and effectiveness, Senyucl defined HRM as a "convergence of people-centered administrative practices that regard employees as resources, aimed at developing and maintaining a skilled and dedicated workforce to achieve organizational objectives." The human resource management function of an organization focuses on the administrative level. It consists of tools that aid business in effectively managing people during various stages of employment, including pre-hire, staffing, and post-hire, Human Resource Management especially enhances employee motivation, behavior, and skill development to improve corporate performance. (Manzoor et al., 2019).

The emolument system is essential to the organization as it has finished up basic in directing employee's execution. Over the last 25 a long time, other components in payment have progressed to give managers with a wide scope of compensation, and thus, it impels the agents. The emolument frameworks are clearly and indirectly included in the vision and mission of the organization that gives sense to the specialist that a compensation system will advantage both parties. To spur and keep the specialists impelled is a essential parcel of human resources and administration inside organizations. Compensation systems have a colossal impact on organizations to hold and goad the representatives and as a result of finishing tall levels of execution. In this way, organizations must make programs such as compensation systems to fulfill employees' needs and spur them to work. (Noorazem et al., 2021).

From here, the research aims to deepen the understanding of how rewards can serve as a key mediator in promoting the desired outcomes of sustainable HRM practices.

1.1. Background and Hypothesis Development Types of Rewards and Their Impact on Employee Performance

Most firms utilize one kind of incentive—or another—to enhance employee performance. Unfortunately, it is not quite clear which kind of incentives affect people's responses and performance the most sensibly (Mahato and Kaur, 2023). Characterizing incentives as positive results of employee success, the role of characters is changed to complement corporate goals. Usually, compensation comes from an employee helping a company to reach one of its objectives. Literary works reveal a

remarkable awareness of the kinds of rewards applied in real life (Kumari et al., 2021). At the same time, rewards fall into two categories: financial and non-financial ones. Natural rewards are the non-financial motivations; the money related benefits are sometimes referred to as external rewards. Other studies claimed that three kinds of incentives existed and to which people are usually drawn in to search for from their organization; these are external, inborn, and societal benefits.

With natural rewards, on the other hand, the benefits that come from the work itself, like flexibility, clarity in parts, and preparing, are what persuade individuals to do their occupations. These are contrasts for outward rewards. For occurrence, substantial or exterior rewards such as rewards, advancements, work soundness, a benefit contract, remittances, and protections may be cases of outward rewards. Intangible mental rewards, on the other hand, can incorporate things like feeling acknowledged, taking on unused assignments, having a positive and caring boss, exchanging occupations, feeling like you've finished something, proficient development, and being recognized as a person (Manzoor, Wei and Asif, 2021).

On the other hand, social rewards are determined from contact with other people whereas working. These social rewards may incorporate having strong connections with supervisors, administrators, and colleagues, in which the creator portrayed social rewards as characteristics that are not related to one another, such as the quality of interpersonal ties with colleagues and back from bosses. The same way that outward and inherent rewards can be broken down into physical and intangible categories, social rewards can moreover be broken down into these categories. wonderful sentiments of well-being are evoked by substantial social motivations when a person is displayed with an thing that contributes to a wonderful sense of well-being. This might be a cherished toy, a piece of gems, a financial motivating force, or something else completely. On the other hand, intangible social delights are not spoken to by genuine things but or maybe are activated through intuitiveness with other individuals. The capacity to feel like one has a place, to be acknowledged by others amid social intelligence, and to be able to encounter dominance whereas performing exercises or when locked in social intelligence are all components that contribute to a positive sense of prosperity that is created by social intuitive. Ingrains fulfilling results of positive faculties of well-being and positive feelings such as bliss and satisfaction can be finished utilizing both unmistakable and intangible tangible rewards as well as intangible

social rewards. (Baqir et al., 2020).

Animals also crave rewards, just as people and other animals hope, anticipate, and expect to get rewards and related pleasantly rewarding results.

Not only do practitioners and academics but also the relevant parties connected to the company, the employer and the staff – whose existence of rewards and administration of those benefits is becoming a progressively crucial issue. Understanding this important factor will help all the people engaged to know reward systems do in fact influence the way employees perform their tasks, which helps to accomplish organizational strategic goals and objectives. Thus, one could argue that the appropriate alignment of reward systems or the use of predefined organizational strategies determines the degree of effectiveness of a company. [9] What kind of reward practice should the company and the staff target? That is the issue that would be asked.

More specifically, what combination of extrinsic, intrinsic, and social rewards should be utilized to accomplish the objectives of all parties involved?

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Supported by solid factual data, other researchers contend – on the other hand – that intrinsic

incentives have equal value with extrinsic ones. For some employees, who then increase their productivity and pursue further professional development, they could be considered as a stronger incentive. Apart from this point of view, literature has shown that various people define rewards. For example, some people find that their gratitude to managers or superiors is more satisfying than cash rewards since it generates more strong emotions of delight than money can. Those who can see and value their work also has better impressions of their employment, their organization, and the people they deal with. As the research of (Emmanuel and Nwuzor, 2021) emphasizes, they can help the business and its overall objectives in good measure. In companies, intrinsic non-financial incentives are more closely linked with recognition and performance feedback; so, non-financial incentives of recognition have less theoretical basis than those of money.

Social acknowledgment is the unofficial approval, praises, and acknowledgement of real thanks for well done work from one person or group to another. Like extrinsic rewards, incorrect use of intrinsic rewards can have detrimental effects. According to (Akgunduz, Gök and Alkan, 2020) employees see the reward scheme as an opportunity to take charge of their low- intrinsically fulfilling personal activities. These days, several businesses have set up reward systems emphasizing staff members' skill development. Still, this reward system could not always be beneficial for a business. For instance, the objectives of the organization would be of secondary importance to those employees who give their own needs top attention.

The three-sector economies show, created by Allan Fisher, separates mechanical economies into essential, auxiliary, and benefit businesses. Saudi Arabia's plenteous characteristic assets and crude materials show critical openings for industry, with a gigantic showcase for metals and petrochemical items. The mechanical division is seen as a column of the economy, with development potential and appealing work prospects. The victory of Saudi private segment companies and remote companies is pivotal for accomplishing the national Saudi Vision 2030 program targets. Speculation in human capital is fundamental for long-term victory and advancement. The Saudi mechanical segment is competitive, with a youthful workforce and a strong economy. To draw in and hold skilled workers, companies depend on motivating forces and compensate frameworks. Fortification hypothesis, which centers on the relationship between craved behavior and motivational apparatuses, is basic for

understanding human behavior. Be that as it may, most thinks about motivation frameworks are conducted in created nations, dismissing potential components in multi-industry settings. (Alkandi et al., 2023).

H1: The rewards system has a positive impact on mediating the relationship between sustainable HRM practices and job performance.

1.2. Impact of Rewards on Employee Motivation and Engagement in Sustainable HRM

In organizations that execute maintainable HRM hones, the rewards framework is basic for making strides representative engagement and inspiration. In these organizations, the rewards framework is planned not as it were recognizing person execution but too to be steady with the organization's overarching supportability goals. This cultivates an environment in which workers feel acknowledged, locked in, and persuaded to contribute to the organization's long-term victory. By consolidating both natural and outward rewards into the organizational culture, feasible HRM hones build up an energetic and strong work environment that has a positive effect on representative commitment and inspiration. The consistency of rewards with employees' values and desires is one of the essential impacts of the rewards framework on worker inspiration in organizations with feasible HRM (Almarzooqi, Khan and Khalid, 2019). Rewards are as often as possible actualized in these organizations to energize conduct that is reliable with the organization's goals, counting natural maintainability, social duty, and moral trade hones. For occurrence, representatives may take part in biological activities, volunteer for community programs, or advance differences and incorporation inside the working environment in trade for acknowledgment, rewards, or motivating forces. This arrangement not as it were motivating representatives to lock in exercises that contribute to the company's broader supportability targets but moreover upgrades there in general sense of reason and commitment to the organization by persuading them to perform their obligations successfully. (Alghnimi, Habeeb and Kadhim, 2020).

Furthermore, maintainable HRM organizations regularly center on the foundation of an comprehensive, straightforward, and evenhanded environment through their rewards framework. Employees' inspiration is improved when they accept that rewards are dispersed evenhandedly in understanding with organizational values, execution, and exertion. A rewards framework that is

straightforward advances believe between administration and representatives, which in turn comes about in expanded work fulfillment and more strong engagement. When workers see that their commitments are being recognized decently and suitably, they are significantly more slanted to involvement, inspiration and engagement in their occupations. The rewards framework is fundamental for the advancement of worker well-being and work-life adjust, in expansion to guarantee fair-mindedness and arrangement with values (Alhashmi, Hilmi and Abudaqa, 2024). Feasible HRM hones emphasize the noteworthiness of comprehensive representative care, which includes the arrangement of motivating forces that advance passionate, physical, and mental wellness. Rewards, counting extra get-away time, wellbeing and wellness benefits, and adaptable work courses of action, can progress an employee's by and large engagement, decrease pressure, and progress their quality of life. It is more propelling for workers to perform well in their parts and stay locked in with their errands and duties when they feel upheld in keeping up a sound work-life adjust. (Elrayah and Semlali, 2023).

Representative engagement is moreover affected by the rewards framework, which advances continuous learning and improvement. In organizations that prioritize feasible HRM hones, representatives are habitually incentivized to take part in career headway exercises, go to preparing programs, or seek after proficient improvement openings. This strategy not as it were energizing representatives to make strides in their aptitudes and competencies but too develops a sense of development and achievement. Expanding efficiency, inventiveness, and long-term commitment to the organization are the result of employees' more profound engagement with their obligations as they develop in their careers. (Lopez-Cabrales and Valle-Cabrera, 2020).

Too, Human assets administration programs point to move forward representative execution and decrease dangers for the company. These programs consider inspiration, organizational components, work engagement, and fulfillment variables. Inborn inspiration boosts self-developed objectives, whereas inborn inspiration progresses execution through remunerate frameworks. The effect of rewards on employees' execution is diverse, and the Saudi Fabricating Division needs to assess the sort of remunerate that spurs them. The analyst contends that money related rewards play a part in company execution, with financial rewards as the autonomous variable and the subordinate variable being the company's execution. (Alshehabeya, 2024).

H2: The rewards system has a positive impact on employee motivation and engagement in organizations practicing sustainable HRM.

1.3. Job Performance

Employee performance is a crucial aspect of organizational success, and its relationship with motivation has been explored through various theories and studies. One perspective emphasizes the role of financial incentives, suggesting that employees who are paid based on their productivity, such as piece-rate pay systems, tend to increase their output to earn more. This conclusion highlights the potential of monetary rewards to drive higher performance. However, this approach is not universally accepted, as some workers may lose motivation over time due to the repetitive nature of tasks, leading to boredom and reduced enthusiasm. (Hemakumara, 2020).

Professor Elton Mayo provided a contrasting view, arguing that motivation extends beyond financial rewards. His groundbreaking experiments at the Western Electric Hawthorne Works in Cicero, Illinois, revealed that social and psychological factors play a significant role in enhancing employee performance. Mayo concluded that behavior and emotions are interconnected, group influences strongly affect individual behavior, group standards determine output levels, and non-financial factors like group sentiments and security are often more influential than monetary rewards in driving productivity (Eze, Eze and Ugwu, 2023). His work underscored the importance of considering the social dynamics and workplace environment in motivating employees. Building on these insights, Abraham Maslow introduced his hierarchy of needs, offering a comprehensive framework for understanding human motivation. Maslow's theory outlines five levels of needs, beginning with physiological needs such as food and shelter, followed by security needs for safety and stability, and progressing to social needs for belonging and relationships. The hierarchy continues with self-esteem needs, involving recognition and respect, and culminates in self-actualization, where individuals strive to reach their full potential. According to Maslow, motivation increases as individuals satisfy their lower-level needs and move toward fulfilling higher-level aspirations. This progression reflects a dynamic process where each stage of satisfaction paves the way for greater ambition and personal growth. (Aung, Santoso and Dodanwala, 2023)

Together, these theories highlight the multifaceted nature of employee motivation and performance. While financial incentives can be a strong driver, social, psychological, and hierarchical needs also play

critical roles in shaping behavior and productivity. Understanding and addressing these diverse factors can help organizations create a more engaged and high-performing workforce.

H3: The effectiveness of the rewards system has a positive impact on job performance, influenced by factors such as reward type, organizational culture, and employee values.

1.4. The Impact of Sustainable HRM Practices on Enhancing Job Performance

Economical Human Asset Administration (HRM) hones have a significant impact on work execution by cultivating a work environment that prioritizes representative well-being, long-term organizational development, and natural duty. These hones are centered on making an adjustment between accomplishing organizational targets and tending to employees' proficiency and individual needs. By actualizing economical HRM procedures, organizations develop a culture of engagement, commitment, and efficiency, all of which essentially affect work execution. One of the essential ways feasible HRM hones upgrade work execution is through the accentuation on worker well-being (Amjad et al., 2021). By guaranteeing that workers have get to assets such as wellbeing benefits, wellness programs, and adaptable working courses of action, organizations illustrate their commitment to their workforce's physical and mental wellbeing. For occurrence, giving ergonomic workspaces, mental wellbeing back, and openings for work-life adjust makes a difference workers feel esteemed and cared for. This, in turn, decreases push levels, minimizes truancy, and cultivates a sense of devotion, empowering representatives to center more viably on their errands and accomplish higher execution levels. (Abu-Mahfouz et al., 2023).

Another critical aspect of sustainable HRM is the promotion of continuous learning and development. Organizations that invest in training, upskilling, and career advancement opportunities empower their employees to enhance their competencies and adapt to evolving job demands. When employees perceive that their growth is a priority, they are more motivated to apply their skills, innovate, and excel in their roles (Davidescu et al., 2020). Besides, maintainable HRM energizes comprehensive hones by recognizing differing qualities and values as key drivers of organizational victory. A comprehensive working environment, where representatives feel regarded and acknowledged notwithstanding of their foundations, cultivates collaboration and belief, which are basic for maximizing work execution. Feasible HRM too impacts work execution by joining

moral and natural contemplations into trade operations. Hones such as green HRM, which incorporates naturally inviting arrangements like energy-saving activities, squander lessening, and economical supply chain administration, not as it contribute to corporate social duty but moreover lock in representatives in important work. Representatives who adjust with their organization's values and reason are more likely to display expanded commitment, imagination, and work fulfillment, all of which specifically impact their execution. (Lu et al., 2023).

Furthermore, the adoption of fair and transparent HR policies strengthens organizational trust and reduces workplace conflicts. When employees perceive that their contributions are recognized and rewarded equitably, and when they are involved in decision-making processes, they develop a sense of ownership and responsibility toward their work. This intrinsic motivation leads to higher levels of engagement and productivity.

H4: Sustainable HRM practices have a positive impact on job performance.

1.5. Impact of Extrinsic Rewards on Job Performance in Organizations Practicing Sustainable HRM

Organizations that actualize economical human asset administration (HRM) are especially helpless to the impact of outward rewards on work execution. These rewards, which include budgetary motivating forces such as compensation, rewards, and benefits, are pivotal for persuading workers to fulfill goals and contribute to the organizations in general victory. Outward rewards are not as they were utilized as a execution enhancement instrument in organizations that execute maintainable HRM hones, but they are too in understanding with the overarching organizational values of reasonableness, long-term development, and well-being. The consistency of rewards with the individual and proficient values of workers is one of the essential ways in which outward rewards influence work execution in organizations that hone maintainable HRM. Maintainable HRM prioritizes long-term improvement, worker engagement, and moral hones. In such an environment, outward rewards are not only decided by person yield; or maybe, they are related with behaviors and commitments that adjust with the organization's maintainability targets. For occasion, representatives may be given rewards or acknowledgment for their commitments to the organization's corporate social obligation activities, bolster of differences and incorporation, or interest in naturally favorable activities. This arrangement of

outward rewards with organizational values motivates representatives to not exceed expectations in their duties but moreover to grasp behaviors that adjust with the company's long-term destinations (Badre, 2021). Also, economical HRM hones regularly emphasize the foundation of a straightforward and even-handed compensation framework. When workers accept that outward rewards are reasonably conveyed, based on unequivocal criteria, and are connected to genuine execution results, they are more likely to be propelled and perform way better. This sense of straightforwardness and fair-mindedness cultivates a tall level of belief between administration and workers, which in turn improves work fulfillment, engagement, and execution. Representatives are significantly more committed to their occupations and significantly more slanted to outperform execution benchmarks when they see that their commitments are recognized and compensated reasonably. An extra basic characteristic of outward rewards in organizations that execute maintainable HRM is their capacity to advance worker well-being and work-life adjust. For example, companies may consolidate adaptable working hours, extra excursion days, or families take off into their outward remunerate bundles. These rewards upgrade an employee in general sense of well-being by lessening stretch and burnout and empowering them to perform way better in their obligations. Feasible HRM hones ensure that outward rewards have a positive and persevering effect on work execution by tending to employees' prerequisites for bolstering and adjusting. Moreover,

in a feasible HRM setting, outward rewards are habitually related to work security and long-term career headway. For example, money related motivations may be allowed to representatives who take an interest in preparing programs, seek higher instruction, or contribute to the headway of maintainable trade hones. These motivations not as they were spur workers to improve their execution in their current positions but moreover energize them to contribute to their individual improvement and long-term career headway, which will be invaluable to the organization in the future. (Aljumah, 2023).

H5: Extrinsic rewards have a positive impact on job performance within the context of sustainable HRM practices.

1.6. Research Approach

The current study used the analytical method, through which statistical methods used in analyzing the research data of questionnaire study achieve the objectives of the research.

1.7. Data Analysis

The research will use the SPSS25 and Amos to analyze the data of questionnaire

1.8. Study Population and Sample

The study population consists of workers in Telecommunications Sector in K.S.A and study used the simple random sample and sample was 101

1.9. Study Tool

The research will use the electronic questionnaire form as a tool for field study and the five-degree Likert scale was used in answering the questions of the study tool.

Table 1: Likert Scale Correction Method

Scaling	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Weight	5	4	3	2	1
mean value	4.20-5	3.4 - 4.19	2.60 - 3.39	1.80 - 2.59	1 - 1.79
Level of impact degree	Very High	High	Medium	Low	Very

1.10. Validate the Study Tool

The Sustainable HRM Practices and Their Impact on Job Performance axes:

In table (2) All correlation for items was statistically significant in 0.01 and the tool has structural validity.

Table 2: Correlation phrase Sustainable HRM Practices and Their Impact on Job Performance

Phrases	Correlation coefficient	P-value
Sustainable HRM practices positively impact job performance.	0.316**	0.001
Sustainable HRM practices contribute to improving the overall work environment.	0.248*	0.012
Sustainable HRM practices help enhance employee satisfaction, which affects job performance.	0.266**	0.007
The implementation of sustainable HRM practices increases employee commitment to their work.	0.240*	0.016
Sustainable HRM practices foster better collaboration among employees in the workplace.	0.499**	0.000

The Impact of the Rewards System on Motivation and Engagement axes:

In table (3) All correlation for items was statistically significant in 0.01 and the tool has structural validity.

Table 3: Correlation phrase Impact of the Rewards System on Motivation and Engagement

Phrases	Correlation coefficient	P-value
The rewards system positively impacts employee motivation in organizations practicing sustainable HRM.	0.437**	0.000
Financial rewards encourage employees to achieve higher performance.	0.421**	0.000
Non-financial rewards enhance employee engagement in organizational activities.	0.325**	0.001
A good rewards system contributes to improving overall job satisfaction.	0.532**	0.000
The rewards system helps reduce absenteeism among employees.	0.440**	0.000

The Role of the Rewards System as a Mediator Between Sustainable HRM Practices and Job Performance axes:

In table (4) All correlation for items was statistically significant in 0.01 and the tool has structural validity.

Table 4: Correlation phrase Role of the Rewards System as a Mediator Between Sustainable HRM Practices and Job Performance

P-value	Correlation coefficient	Phrases
0.035	0.210*	The rewards system acts as a mediator between sustainable HRM practices and job performance.
0.000	0.365**	The rewards system enhances the effect of sustainable HRM practices on improving job performance.
0.000	0.478**	The rewards system helps employees better understand and achieve organizational goals.
0.000	0.434**	Appropriate rewards contribute to strengthening the relationship between sustainable HRM practices and job performance.
0.000	0.558**	The rewards system helps improve team performance within the workplace.

The Factors Influencing the Effectiveness of the Rewards System in Enhancing Job Performance axes:

In table (5) All correlation items was statistically significant in 0.01 and the tool has structural validity.

Table 5: Correlation phrase Factors Influencing the Effectiveness of the Rewards System in Enhancing Job Performance

Phrases	Correlation coefficient	P-value
The type of reward significantly influences the effectiveness of the rewards system in enhancing job performance	0.289**	0.003
Organizational culture plays a key role in enhancing the effectiveness of the rewards system in improving job performance.	0.226*	0.023
Employee values play a fundamental role in determining the effectiveness of the rewards system in enhancing job performance.	0.366**	0.000
Transparency in the rewards system contributes to building trust between employees and management.	0.531**	0.000
Alignment of the rewards system with organizational goals enhances job performance.	0.424**	0.000

1.11. Reliability Study Tool

Table (6) shows the value of Cronbach alpha for all

study tools is high and the study tool is high Reliability.

Table 6: Reliability questionnaire

Number of Elements	Alpha Cronbach	Dimension
5	0.711	Sustainable HRM Practices and Their Impact on Job Performance
5	0.704	Impact of the Rewards System on Motivation and Engagement
5	0.790	Role of the Rewards System as a Mediator Between Sustainable HRM Practices and Job Performance
5	0.766	Factors Influencing the Effectiveness of the Rewards System in Enhancing Job Performance
20	0.889	Total Questionnaire

1.12. Demographic variables

The study sample primarily consists of males (81.2%) and individuals aged 25 to 34 years (52.5%). Most participants hold a Bachelor's degree (71.3%)

and work as employees (74.3%). Regarding work experience, the majority have between 5 to 10 years (64.4%). These demographics indicate that the sample is predominantly composed of young, mid-career professionals with a Bachelor's education level.

Table 7: sample according to Demographic variables.

Demographic variables	Categories	N	%
Gender	Male	82	81.2
	Female	19	18.8
Age	Under 25	3	3.0
	25 to 34	53	52.5
	35 to 44	28	27.7
	45 to 54	10	9.9
	55 and above	7	6.9
Education Level	Diploma	11	10.9
	Bachelor's Degree	72	71.3
	Master's Degree	10	9.9
	Doctorate	6	5.9
	Other	2	2.0
Job Title	Employee	75	74.3
	Supervisor	9	8.9
	Manager	10	9.9
	Executive	7	6.9
Years of Experience	Less than 5 years	10	9.9
	5 to 10 years	65	64.4
	11 to 15 years	17	16.8
	More than 15 years.	9	8.9

1.13. The Variables of Study

on Job Performance axes:

Sustainable HRM Practices and Their Impact

Table 8: Phrases of the Sustainable HRM Practices and Their Impact on Job Performance axes

N.	Phrase	Mean	S. D	Degree	Arrangement
1	Sustainable HRM practices positively impact job performance.	3.82	0.61	High	5
2	Sustainable HRM practices contribute to improving the overall work environment.	4.13	0.82	High	1
3	Sustainable HRM practices help enhance employee satisfaction, which affects job performance.	3.94	0.81	High	4
4	The implementation of sustainable HRM practices increases employee commitment to their work.	3.96	0.84	High	3
5	Sustainable HRM practices foster better collaboration among employees in the workplace.	4.07	0.84	High	2

The all-expression were high, it shows the high level of the Sustainable HRM Practices and Their Impact on Job Performance where mean is 3.98 and

S.D 0.78.

The Impact of the Rewards System on Motivation and Engagement axes:

Table 9: Phrases of the Impact of the Rewards System on Motivation and Engagement axes

N.	Phrase	Mean	S. D	Degree	Arrangement
1	The rewards system positively impacts employee motivation in organizations practicing sustainable HRM.	3.90	0.71	High	4
2	Financial rewards encourage employees to achieve higher performance.	3.89	0.80	High	5
3	Non-financial rewards enhance employee engagement in organizational activities.	4.10	0.84	High	3
4	A good rewards system contributes to improving overall job satisfaction.	4.19	0.82	High	1
5	The rewards system helps reduce absenteeism among employees.	4.15	0.79	High	2

The all-expression were the high it shows the high level of the Impact of the Rewards System on Motivation and Engagement where mean is 4.05 and S.D 0.79

The Role of the Rewards System as a Mediator Between Sustainable HRM Practices and Job Performance axes:

Table 10: Phrases of the Role of the Rewards System as a Mediator Between Sustainable HRM Practices and Job Performance axes

N.	Phrase	Mean	S. D	Degree	Arrangement
1	The rewards system acts as a mediator between sustainable HRM practices and job performance.	3.91	0.69	High	4
2	The rewards system enhances the effect of sustainable HRM practices on improving job performance.	3.94	0.76	High	3
3	The rewards system helps employees better understand and achieve organizational goals.	4.05	0.78	High	1
4	Appropriate rewards contribute to strengthening the relationship between sustainable HRM practices and job performance.	3.87	0.87	High	5
5	The rewards system helps improve team performance within the workplace.	3.94	0.70	High	2

The all-expression were the high it shows the high level of the Role of the Rewards System as a Mediator Between Sustainable HRM Practices and Job Performance where mean is 3.94 and S.D 0.76.

The Factors Influencing the Effectiveness of the Rewards System in Enhancing Job Performance axes:

Table 11: Phrases of the Factors Influencing the Effectiveness of the Rewards System in Enhancing Job Performance

N.	Phrase	Mean	S. D	Degree	Arrangement
1	The type of reward significantly influences the effectiveness of the rewards system in enhancing job performance	3.91	0.69	High	4
2	Organizational culture plays a key role in enhancing the effectiveness of the rewards system in improving job performance.	3.94	0.76	High	5
3	Employee values play a fundamental role in determining the effectiveness of the rewards system in enhancing job performance.	4.05	0.78	High	1
4	Transparency in the rewards system contributes to building trust between employees and management.	3.87	0.87	High	3
5	Alignment of the rewards system with organizational goals enhances job performance.	3.94	0.70	High	2

The all-expression were the high it shows the high level of the Factors Influencing the Effectiveness of the Rewards System in Enhancing Job Performance where mean is 3.94 and S.D 0.76

1.14. Test Research Hypotheses

- H1: The rewards system has a positive impact on mediating the relationship between sustainable HRM practices and job performance.

Table 12: First Hypothesis Test

			Estimate	S.E.	C.R.	P	Label
job performance	<---	sustainable HRM practices	.260	.067	3.869	***	statistically significant
rewards system	<---	sustainable HRM practices	.281	.082	3.442	***	statistically significant
rewards system	<---	job performance	.142	.113	1.251	.211	Not statistically significant

The results show that sustainable human resource management practices positively affect job performance, as the impact coefficient reached (0.260) with a probability value ($P < 0.001$), indicating that this relationship is statistically significant. This indicates that promoting sustainability in human resource practices, such as sustainable training and improving the work environment, leads to improving employee performance. The results show a direct positive impact of sustainable human resource

management practices on the reward system with an impact coefficient of (0.281) and a probability value ($P < 0.001$). This indicates that sustainable practices enhance the effectiveness of the reward system, whether through designing sustainable incentive programs or appreciating the efforts made in innovative ways. The relationship between job performance and the reward system was not statistically significant, as the impact coefficient reached (0.142) and a probability value ($P = 0.211$).

This indicates that there is a need for additional analysis or improvement of the linking mechanisms between performance and the reward system, as other mediating factors may be more influential. Based on these results, it can be concluded that sustainable HR practices play an important role in improving job performance and enhancing the

reward system, but the impact of job performance on the reward system needs further study to understand the factors affecting it.

- H2: The rewards system has a positive impact on employee motivation and engagement in organizations practicing sustainable HRM.

Table 13: Second Hypothesis Test

			Estimate	S.E.	C.R.	P	Label
employee motivation	<---	rewards system	.233	.070	3.315	***	statistically significant
sustainable HRM.	<---	rewards system	.383	.078	4.893	***	statistically significant
sustainable HRM.	<---	employee motivation	.119	.106	1.131	.258	Not statistically significant

The findings highlight the positive impact of the rewards system on both employee motivation and sustainable HRM practices, Direct effect of the rewards system on employee motivation: The regression coefficient (Estimate) is 0.233, with a critical ratio (C.R) of 3.315 and a p-value of <0.001, indicating a statistically significant relationship. This suggests that improvements in the rewards system directly enhance employee motivation and the Direct effect of the rewards system on sustainable HRM The regression coefficient is 0.383, with a critical ratio of 4.893 and a p-value of <0.001, confirming a significant positive impact of the rewards system on sustainable HRM practices.

Indirect effect through employee motivation the regression coefficient is 0.119, with a critical ratio of 1.131 and a p-value of 0.258, indicating that the effect is not statistically significant. This means employee motivation does not act as a strong mediator between the rewards system and sustainable HRM, the rewards system has a strong direct impact on both employee motivation and sustainable HRM practices.

- H3: The effectiveness of the rewards system has a positive impact on job performance, influenced by factors such as reward type, organizational culture, and employee values.

Table 14: Third Hypothesis Test

			Estimate	S.E.	C.R.	P	Label
Job Performance	<---	rewards system	.411	.075	5.495	***	statistically significant
Factors such as Reward Type, Organizational Culture, and Employee Values	<---	rewards system	.190	.080	2.380	.017	statistically significant
Factors such as Reward Type, Organizational Culture, and Employee Values	<---	job performance	.106	.093	1.131	.258	Not statistically significant

The results of the analysis indicate that the effectiveness of the reward system has a positive and direct impact on job performance, as the estimate value reached 0.411, which is a statistically significant value at a significance level (P < 0.001). This indicates that the presence of a carefully designed reward system significantly enhances employee performance, and highlights the importance of rewards as a motivational tool in work environments. The results also show that mediating factors such as the type of rewards, organizational culture, and employee values play a

major role in the impact of rewards on performance. This relationship between the reward system and these factors was statistically significant (0.190, P = 0.017), which means that rewards are more influential when designed to be consistent with the context of the organization and its organizational culture. The effect between the mediating factors and job performance was not statistically significant (0.106, P = 0.258)

- H4: Sustainable HRM practices have a positive impact on job performance.

Table 15: Fourth Hypothesis Test

			Estimate	S.E.	C.R.	P	Label
Job performance	<---	Sustainable HRM practices	.282	.112	2.527	.011	statistically significant

The results indicate a positive and statistically significant impact of sustainable HR practices on job

performance, with an estimated value of 0.282 at a significance level (P = 0.011). This reflects that

organizations that adopt sustainable HR management strategies are able to improve employee job performance.

• H5: Extrinsic rewards have a positive impact on job performance within the context of sustainable HRM practices.

Table 16: Fifth Hypothesis Test

			Estimate	S.E.	C.R.	P	Label
Job performance	<---	Extrinsic Rewards	.260	.067	3.869	***	statistically significant
Sustainable HRM practices	<---	Extrinsic Rewards	.281	.082	3.442	***	statistically significant
Sustainable HRM practices	<---	Job Performance	.142	.113	1.251	.211	Not statistically significant

The results showed that extrinsic rewards have a positive and significant impact on job performance (0.260, $P < 0.001$) as well as on sustainable HR practices (0.281, $P < 0.001$). This reflects that material and moral incentives such as bonuses, salary increases, and public recognition play a pivotal role in enhancing commitment to sustainable practices and raising the efficiency of job performance. These findings suggest that employees in the telecommunications sector respond positively to extrinsic rewards, particularly in a competitive industry where talent retention is a key concern.

However, the results also indicate that the direct relationship between sustainable HR practices and job performance was not statistically significant (0.142, $P = 0.211$). This suggests that while sustainability initiatives are crucial, their impact on performance is maximized when complemented by well-structured extrinsic reward systems. Employees may be more motivated to engage in sustainable practices if they see a direct personal benefit, such as financial incentives or career progression opportunities.

Accordingly, organizations need to focus on achieving integration between extrinsic rewards and sustainable HRM practices to enhance the overall impact on performance. Such integration can lead to a motivating and sustainable work environment that improves productivity and enhances employee loyalty. Furthermore, this finding highlights the need for HR strategies that align financial rewards with sustainable practices to ensure employees perceive tangible benefits from these initiatives. Organizations should design policies that encourage sustainable engagement while reinforcing the importance of performance-based recognition.

2. CONCLUSION AND RECOMMENDATIONS

The findings of this study reaffirm the substantial impact of sustainable HRM practices on job performance in the Saudi telecommunications sector. The research highlights the critical role of reward systems in enhancing employee motivation and engagement, which in turn contributes to improved job performance. However, the effectiveness of reward

systems largely depends on their alignment with organizational culture and industry-specific requirements. Notably, extrinsic rewards, such as financial incentives and career advancement opportunities, are most impactful when integrated with sustainable HRM practices tailored to employee needs. To build a high-performing workforce that aligns with Vision 2030 objectives, the telecommunications sector should adopt a comprehensive and strategic approach to HRM. Based on the study's results, it is recommended that telecommunications companies invest in HR strategies that support long-term employee well-being, professional growth, and performance enhancement. Developing and implementing a structured rewards framework that includes financial incentives, performance-based recognition, and career development programs will help retain and motivate talent. HR policies should foster digital transformation, innovation, and workforce adaptability to support the Kingdom's economic goals. Additionally, creating an inclusive and performance-driven corporate culture that values employee contributions and aligns with industry best practices is essential. Finally, telecommunications firms should ensure an engaging and supportive work environment that promotes productivity and high job satisfaction.

2.1. Future Research Directions

Future research should focus on examining how HRM strategies contribute to digital transformation in Saudi telecommunications companies, investigating the effectiveness of different reward models in employee retention, analyzing the long-term sustainability of HRM policies in achieving Vision 2030 workforce objectives, and conducting comparative studies across industries to identify best HRM practices that align with national economic goals. By integrating HRM strategies with Vision 2030 objectives, the telecommunications sector can play a crucial role in driving economic transformation and workforce development, ensuring a highly motivated and productive workforce.

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