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Impact of Rewards on Employee Job Satisfaction and Performance: A Multi-Dimensional Analysis across Various Organizations in Pakistan

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ABSTRACT

The objective of the research is to discuss the relationship between multidimensional employee reward system and employee performance mediated by job satisfaction especially in the Pakistani context of organizations. Despite the fact that the topic of rewards and performance has been widely studied earlier, the results are inconclusive, especially when it comes to the relative significance of various aspects of rewards and the mechanism in which they happen. This is the gap specifically resolved in this study that claims rewards positively influence performance but their impact is attitudinal based and not transactional. The research design was quantitative and cross-sectional with survey data analysis being used based on the employees operating in Pakistani organizations. Partial least squares structural equation modeling was used to test the proposed model (PLS-SEM). There were several dimension of reward, which were: financial rewards, non-financial rewards, fairness, distributing the rewards, linking rewards to performance and benefits, which were explored with job satisfaction and performance of the employees. As controls, demographic variables were present and a measure of modulation effects was determined. The findings suggest that benefits () and being linked to performance (β = 0.366, p =0.001) have significant positive predictors of job satisfaction, whereas financial and non-financial rewards do not significantly predict job satisfaction. Job satisfaction is also a strong predictor of employee performance (β = 0.322, p < 0.001) and stands between rewards and performance. The model can describe 75.1% and 77.0 percent of job satisfaction and employee performance respectively. The importance of this study is that it empirically confirms the attitudinal mediation model, and it exemplifies the fact that process-oriented rewards are more effective to motivate performance than monetary rewards. The results present practical implications to the development of efficient reward system design, as well as offer the solid basis of future longitudinal and cross-cultural studies.

Introduction

The importance of employee reward system has played a strategic role in working force motivation and improving the effectiveness of organizations in the present day human resource management. Rewards are an integrated ideation of financial and non-financial returns which the organizations offer to the employees in response to their contributions (payments, recognition, perception of fairness, and benefits). The recent empirical research underlines that the concept of rewards systems has transformed to apply to a greater psychological and relational framework which impacts on the attitude and behavior of employees (Abbas et al., 2022; Holbert et al., 2021; Ibrahim and Hussein, 2024). Rewards were also identified earlier as the critical tool of aligning the employee effort with the organizational objectives, especially in motivational and expectancy-based processes (Duarte et al., 2021; Hoch et al., 2018).

Research Gap

In perceived unfairness, lack of recognition and over reliance on financial rewards has remained a problem to employee satisfaction and performance in the Pakistani organizational context. Although the way rewards alone influence satisfaction or employee performance has been investigated previously in Pakistan, more detailed research on multi-dimensional rewards, job satisfaction, and employee performance together within an analysis framework are yet to be held (Cooper et al., 2019; Ayca, 2019; Arriagada-Venega et al., 2022). Previous background studies highlight that cultural and contextual influences play a vital role in the functioning of reward system as well as that the localized empirical research is imperative (Hoch et al., 2018; Duarte et al., 2021). This is why the multidimensional and mediation-based analysis is in time and needed to promote HR practices in Pakistan.

The economic volatility, globalization, advancement of technology, and competition in the workforce have greatly changed the organizational landscape in Pakistan during the past ten years. Banking, IT/telecom, manufacturing, healthcare, education, and services among others, are all industries that are starting to consider human capital as strategic instead of a cost centre of the industry. According to the recent research, employee motivation, retention, and productivity of the Pakistani organisations are continuously challenged because of the old, or incompatible, reward systems (ILO, 2023; Davis et al., 2024; Azeem et al., 2024; Abbas et al., 2022; Bai et al., 2022). With the rise in competition, organizations are being forced to redesign reward practices in order to enhance job satisfaction and performance outcomes in the across the board.

Research Questions

RQ1: How do the five dimensions of employee rewards, such as financial rewards, non-financial rewards, equity in reward allocation, performance halfway and benefits affect employee job satisfaction at different organizations in Pakistan?

RQ2: What are the impacts of the five dimensions of employee rewards on employee performance (productivity, quality of work, goal achievement, and effort motivated by rewards) within Pakistani organizations.

RQ3: Is the aspect of employee job satisfaction in between employee rewards and employee performance of different sectors in Pakistan mediated?

Problem Statement

Even after considerable investment on reward systems, most organizations in Pakistan are still exposed to poor employee job satisfaction and low level of performance results because most of their reward practices are poorly integrated and driven by financial gains. Recent research has shown that the lack of incentives that are non-financial, the lack of fairness, and the lack of the linkage between performance and the offered rewards dilutes motivation in a worker and does not improve the level of productivity and quality of work (Cooper et al., 2019; Ayca, 2019; Arriagada-Venega et al., 2022). Preliminary research grounds also indicate that employee satisfaction and effort have a negative relationship with the perceived inequity of rewards or weak correlation with performance, irrespective of the level of compensation (Hoch et al., 2018; Duarte et al., 2021). In addition, there has been little empirical studies conducted in Pakistan on rewards as a multidimensional variable taking into account job satisfaction as a mediating variable between rewards and employee performance. The gap limits the creative development of the evidence-based reward approaches, indicating the necessity of the multidimensional inquiry.

Objectives of the Study

Objectives: To test how the five dimensions of employee rewards (financial reward, non-financial reward, equity in reward giving, performance-based reward, and rewards benefit) affect job satisfaction among workers working in Pakistani companies.

- To determine the impact of the five dimensions of employee rewards on employee performance, including productivity, quality of work, goal attainment and effort induced by the reward.
- To determine how employee reward is mediated by job satisfaction among employees in relation to employee performance.
- To establish the strongest influence of the reward dimension on the job satisfaction of the employees and employee performance in various organizational sectors in Pakistan.
- To offer evidence based suggestion on how reward systems can be designed to boost employee satisfaction and performance in Pakistani organizations.

Significance of the Study

The significance of this study in terms of theory lies in the fact that the concept of reward systems is pursued as a multidimensional construct and the effects of organisational reward systems are proven empirically in relation to job satisfaction and performance of employees in this study. According to recent studies, it is necessary to shift the compensation-based frameworks to holistic reward systems that include non-financial rewards, equity, and performance connection (Arriagada-Venega et al., 2022; Ayca, 2019; Cotrim and Gomes, 2024). This research can be related to insight into further motivational studies by placing the value of job satisfaction as a mediating factor and offers empirical evidence in support of the attitudinal-behavioral model, which is discussed in modern HRM publications. Other earlier foundational theories also state that the attitudes of the employees play a central role in converting rewards into performance outcomes, which further supports the topicality of the mediation-based approach (Fateh et al., 2020; Dåderman et al., 2020).

Literature Review

Introduction to Constructs

Employee rewards have been acclaimed to be a key construct in human resource management because it involves all types of financial and non-financial returns that organizations can give to employees in appreciation of their effort. Modern literature points out that reward systems are of a strategic nature in helping shape employee attitudes, motivation, and behavior especially in the competency and resource-sensitive environment (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). New research skills have contended that reward systems have ceased to be motivated by the pay structure, but other forms such as recognition, fairness, and performance alignment are used to balance the diverse employee needs. Prior empirical studies identified rewards as one of the central motivational processes, and how workers are sensitive to organizational incentives depending on its perceived value and equitability (Gardner et al., 2021; Kašpárková et al., 2018).

Two basic dimensions of reward systems are financial rewards e.g. salary and bonuses, and non-financial rewards e.g. recognition and empowerment. Empirical research shows that, although financial rewards can contribute to fulfillment of lower needs in the economy, non-financial one gains more and more effect to ensure chronic motivation and satisfaction, especially in the knowledge economy and services-providing facilities (Charoensap-Kelly et al., 2021; Boyar et al., 2023; Inndrayanti and Ulfia, 2022). It has also been found that non financial reward frequently works better than monetary incentive in collectivistic societies by satisfying social and psychological needs. This difference is earlier supported by other motivational theories, which propose that money is a hygiene factor of motivation that enhances appreciation and participation by other resource motivators (non-financial) (Hong and Zainal, 2022; Ferreira et al., 2022).

Theoretical Foundation

Herzberg's Two-Factor Theory

The Two-Factor Theory proposed by Herzberg is the key theoretical basis of the given investigation, as it makes a difference between hygiene and motivation factors in determining employee satisfaction and performance. Recent studies confirm the frame of Herzberg by showing that non-financial incentives like recognition, autonomy, and meaningful work, in particular, serve as primary motivators and prevent the dissatisfaction of employees, whereas financial rewards and benefits do the vice versa (Charoensap-Kelly et al., 2021; Boyar et al., 2023; Ghufran Ali Khan et al., 2022). Previously, empirical and theoretical research, already established the fact that satisfaction and dissatisfaction are not the opposite parts of a single development, but rather affect different workplace factors (Gardner et al., 2021; Kašpárková et al., 2018). The theory is Superior to the other dimension as it is a multidimensional theoretical aspect of the reward structure, and the satisfaction with the job is recognized as the mediating mechanism of the study.

Equity Theory

The first theory is the Equity Theory that focuses on the perception of employees in terms of equity in the distribution of rewards. Recent research proves that the perceived equity has a strong influence on job satisfaction, commitment, and performance, especially in a high power-distance and collectivist country like Pakistan (Alessa and Durugbo, 2022; Hong and Zainal, 2022; Fateh et al., 2024). According to earlier background research, workers as a group determine their input-output ratios relative to the effective ones and perceive unfairness as a sign of dissatisfaction and less work engagement (Gardner et al., 2021; Kašpárková et al., 2018). This theory is a direct support of incorporation of fairness as a separate reward dimension in the current research and its effects on satisfaction and performance.

Expectancy Theory

The second theoretical perspective that underpins performance is the Expectancy Theory, which describes assumptions or expectation of employees about the relationship of performance and rewards which dictates their motivation level and behavior. According to recent studies, apparent associations between rewards and performance improve productivity, efforts, and achieving the goals (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). Previous theoretical literature assumes that motivation is based on expectancy, instrumental and valence, that is, employees put their efforts into work in case they are sure that their achievements will provide their desired reward (Gardner et al., 2021; Kašpárková et al., 2018). This theory forms the basis of inclusion of linkage to performance as one of the major reward dimensions in this study.

Supporting and Negating Perspectives.

The existing literature indicates that there is a considerable amount of the current research that supports that employee rewards can have a positive effect on job satisfaction and job performance. The recent evidence shows that reward systems that are designed effectively can help to increase motivation, engagement, and productivity because they ensure that employee efforts are aligned to the organizational goals (Hong and Zainal, 2022; Ghufran Ali Khan et al., 2022; Fateh et al., 2024). These papers propose that rewards play a strategic HR role that mould employee attitudes and behaviours so long as they are held to be valuable and meaningful. The previous background studies also reflect this viewpoint, implying that rewards can fulfill the needs and expectations of employees thus motivating them to raise their effort and performance (Gardner et al., 2021; Kašpárková et al., 2018). All these studies give a substantial theoretical and empirical evidence in favor of positive relationship between rewards and outcomes.

According to recent literature, there exists a firm support of the mediating role of job satisfaction in the relationship between rewards and employee performance. Empirical research demonstrates that rewards initially affect the attitude of the employees, including satisfaction, which subsequently results in the behavioral consequences, including productivity and effort (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). The results can be attributed to the previous affective and motivational theories according to which work-related practices affect the development of emotions and attitudes prior to influencing performance behaviors (Gardner et al., 2021; Kašpárková et al., 2018). This mediation approach gives a subtle insight into the way rewards work in the organizational context.

Mediation and Moderation Perspective

A prevailing literature in recent HRM takes the view that employee rewards play a major role in promoting job satisfaction through achieving both economic and psychological needs. Empirical research indicates that monetary benefits, appreciation, justice, and rewards have a positive influence on the employees, who review their jobs emotionally in terms of their attitudes (especially in emerging economies) (Hong and Zainal, 2022; Alessa and Durugbo, 2022). These results conform to the previous motivational studies, which assume that rewards are the crucial antecedents of satisfaction when they become subjective and need to be seen as valuable and fair (Gardner et al., 2021; Kašpárková et al., 2018). This school of thought produces the impression that multidimensional reward systems are necessary when it comes to maintaining the part of satisfaction in an employee.

There is a sufficient amount of evidence proving the positive correlation between employee rewards and performance outcomes. Recent work years have proved that performance-based rewards and recognition increase productivity, goal achievement, and discretionary work efforts since they inspire staff to focus their efforts on organizational goals (Hong and Zainal, 2022; Ferreira et al., 2022). This idea is also supported by previous research projects that examined expectancy based on its merits by ultimately arguing that employees work harder when rewards are well defined based on performance and other valued results (Gardner et al., 2021; Cao et al., 2020). Such an outlook places rewards as a direct performance motivator of employees.

The satisfaction-performance correlation is closely held in the modern organization studies. Empirical sources indicate that when workers are pleased, their productivity, quality of work, and commitment to an organization are more maximum (Hong and Zainal, 2022; Alessa and Durugbo, 2022). Previous background literature also explains it in these terms, claiming that job satisfaction positively affects performance due to the emergence of positive attitudes, decreased withdrawal effects, and discretionary effort (Gardner et al., 2021; Kašpárková et al., 2018). The perspective makes job satisfaction a decisive precursor of long-term employee performance.

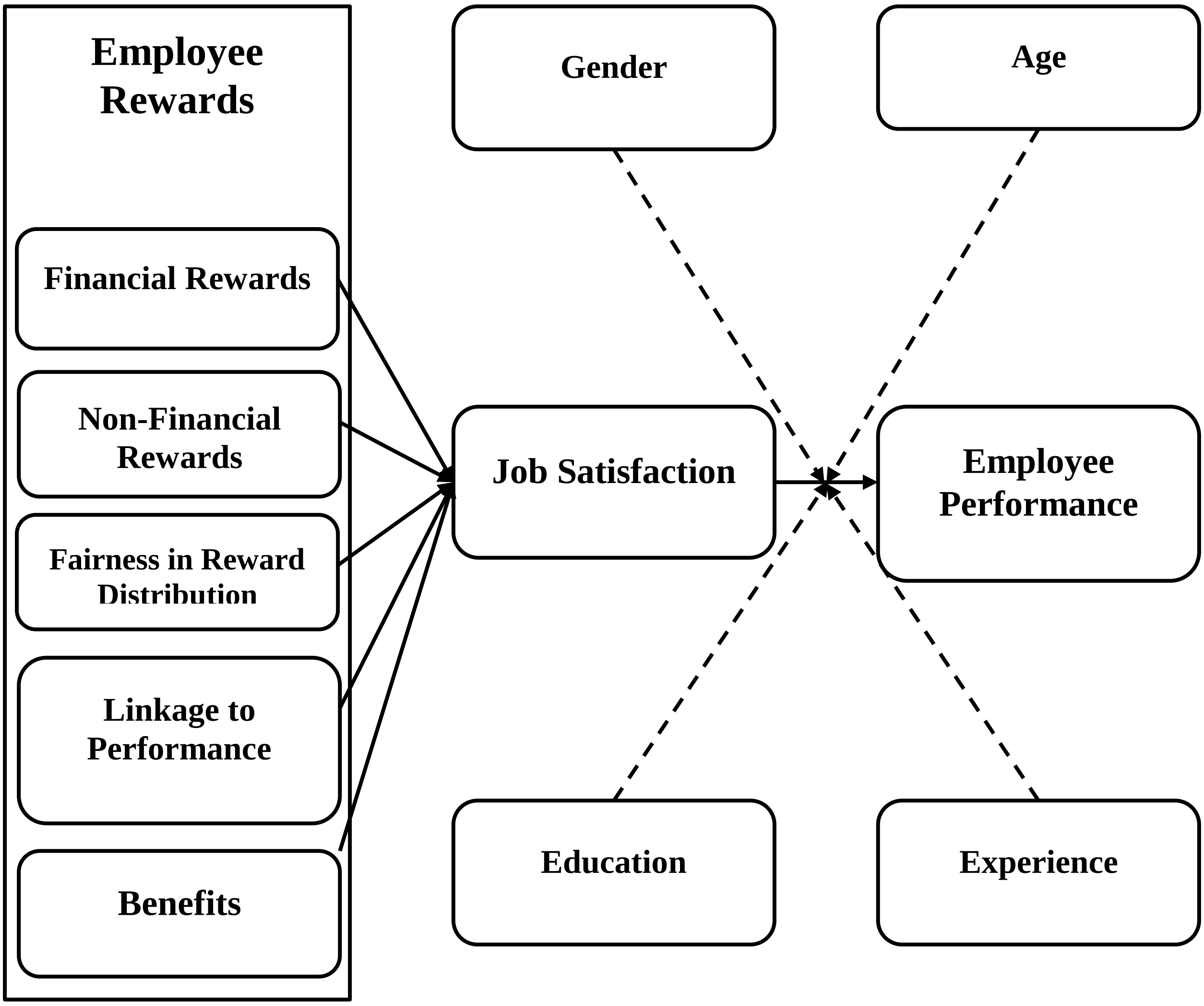

Figure 1 Conceptual Framework

Hypothesis Development

Employee Rewards and Job Satisfaction

Rewards among employees are considered to be one of the most important antecedents of job satisfaction because employees can satisfy not only their economic needs but also their psychological expectations. According to the recent empirical studies, multidimensional reward systems that also include the financial rewards, non-financial recognition, fairness, and benefits have enormous positive impacts on the level of employees satisfaction with the job (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). According to these studies, positive emotional reactions to work are developed to the employees when they feel that the rewards are significant and that they arise as a result of their contributions. This point of view is also supported by previously developed explanatory literature that stated that rewards are an important hygiene and motivator factor that can affect the satisfaction level (Gardner et al., 2021)

H1: The rewards given to employees influence the levels of employee job satisfaction positively and in a significant manner.

Employee Performance and Employee Rewards.

The recent literature is abundant with respect to the direct impact of the rewards to employees on the performance results. Research shows that rewards, recognition, and benefits that are tied to performance encourage employees to deliver more, improve on their work-related performances, and attain organizational objectives (Hong and Zainal, 2022; Ferreira et al., 2022; Ghufran Ali Khan et al., 2022). Rewards indicate that the organization values the conduct and reward the behavior being desired, thus stimulating employees to put more effort. The previous expectancy-based studies indicate as well that employees will work better when they feel that hard work will result in the reward that they cherish (Gardner et al., 2021).

H 2: There is a negative significant effect of rewards (employee) on employee performance.

Job Satisfaction and Employee performance.

Job satisfaction is a subject in which so much has been analyzed as influencing employee performance. Empirical research of the recent past reveals that happy employees are more productive, enhance the quality of work, and are more committed to organizational goals (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Charoensap-Kelly et al., 2021). Satisfaction also leads to a higher willingness of employees to put in discretional effort as well as lessening the counterproductive behavior. This position is also supported by the previous organizational behavior studies and it has been proposed that positive job attitudes also lead to positive performance over time (Gardner et al., 2021).

H3: Job satisfaction of the employees has a strong positive impact on employee performance.

Job Satisfaction, and Employee Performance- Employee Rewards.

Recent literature on human resource management has come to acknowledge that the performance effect of employee rewards lies in the attitudinal reactions of employees as opposed to their transactional impacts solely. Empirical evidence shows that multidimensional rewards, which include financial incentives, recognition, fairness, and benefits, have a positive effect on employee performance since financial incentives increase job satisfaction, which subsequently drives more efforts and commitment (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). These results indicate that employees who feel satisfied will be prone to reward practices that are of goodwill by providing better productivity and the quality of work. This indirect mechanism is also supported by earlier underlying works, which point out the importance of rewards in shaping attitudes, and then converting it into behavioral outcomes (Gardner et al., 2021).

H4: Job satisfaction among employees mediates between employee rewards and performance among employees.

Job Satisfaction and Multidimensional Rewards Employee Performance.

In recent empirical studies, it is stressed that mediating role of job satisfaction is especially salient when rewards are conceptualized through the prism of dimensions as a multidimensional construct, but not as a unit. Research indicates that disciplines of hypothesis such as financial rewards, non-financial rewards, fairness, performance linkage and benefits combine to positively or negatively affect job satisfaction, which, in turn, clarifies the differences in employee performance outcomes (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). This combined perspective is that the success of rewards lies in their aggregate capacity to fulfill the various needs of employees. Such methods are justified by previous motivational studies that suggest satisfaction is created by various aspects of the jobs, but not individual incentives (Gardner et al., 2021).

H5: Job satisfaction mediates the correlation between multidimensional employee rewards and employee performance.

Hypotheses of Control Variables.

The gender, age, education level, and work experience are the common control variables used in organizational and human resource management studies to explain the demographic differences that could affect employee performance. According to the prior studies, demographics determine work attitudes, skills, career expectations, and behavioral responses of employees in organizational environments. To give an example, age and work experience can be related to job knowledge and task familiarity, as well as their performance stability, whereas the education level demonstrates the variances of human capital that can potentially influence the productivity and quality of work. Gender disparity has also been considered in the performance related outcomes because of the differences in role expectations, career openings, and workplace experiences. Factors such as these can be drawn into the study as controls, permitting the study to encapsulate the actual impact of employee rewards, job satisfaction on the results of the performance.

H6: The gender plays a major role in employee performance.

H7: Age is very influential on the performance of employees.

H8: The level of education produces an important impact on the performance of employees.

H9: Work experience makes a big impact in the performance of employees.

Conceptualization

One way in which HRM research has not conducted so far is on investigating the direct impact of reward systems on job satisfaction among employees and job performance, with much of these associations based on the Two-Factor Theory, Equity Theory, and Expectancy Theory of Herzberg. Surveys on the past shown that financial and non-financial rewards, perceptions of fairness, and incentives linked to performance are also important predictors of employee attitudes and behavior, and the growing evidence is that attitudinal mechanisms including job satisfaction are influenced by it (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). The previous concepts of the foundation also confirmed that the outcomes are affected by rewards through psychological considerations of fairness, motivation, and anticipated returns instead of transactional interactions (Gardner et al., 2021; Kašpárková et al., 2018). Nevertheless, irrespective of this achievement, a large proportion of the current literature has viewed rewards as a one dimensional construct or analyzed satisfaction and performance separately especially in the emerging economies. What should be done is theory-led, multidimensional conceptualization which takes into account varying reward dimensions in one theory and clearly presents job satisfaction as an intermediate process of how rewards determine performance outcome. In filling this gap, the current research paper establishes a conceptual framework based on the prevailing motivational and equity-based theories to give a more holistic and contextually applicable description to the reward- job satisfaction-performance nexus in Pakistani organizations.

Research Methodology

The current research takes the form of a quantitative study where the contribution of employee rewards on job satisfaction and employee performance in Pakistani organizations will be tested. It is generally advised that the quantitative strategies are eminent in research in human resource management when the aim is to evaluate theory-based hypotheses and investigate causality among the variables through statistical approaches. According to recent researchers, quantitative designs are especially applicable to evaluating the strength, direction, and significance of relationships in the research of rewards and performance (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). The concept of testing the theory to use quantitative methods, the aspect of generalizability, and objective measurement of employee attitudes and behaviours is also supported in the earlier methodological literature (Gardner et al., 2021; Kašpárková et al., 2018).

The research design taken is explanatory research design since it aims at explaining how and why rewards to employees affect job satisfaction and performance of employees. Explanatory designs prove to be suitable in cases where there is already some research, but here, they have to more thoroughly explore underlying processes, like those of mediation. Explanatory designs are becoming popular in HRM in recent times, as they are used to test mediation models that include the use of attitudinal variables, such as job satisfaction (Boyar et al., 2023; Inndrayanti and Ulfia, 2022; Ghufran Ali Khan et al., 2022). The previous research design paradigms also emphasize that explanatory studies are needed to achieve the cause and effect association instead of describing the phenomena (Gardner et al., 2021; Cao et al., 2020).

Reasoning behind the Research Design.

The justification of the quantitative research design adopted in this study is based on the fact that it is necessary to objectively test the proposed hypotheses of relationships between employee rewards, job satisfaction, and the employee performance. The quantitative designs enable the researcher to measure the constructs with precision, analyzing patterns, and establishing statistical associations and thus are especially suitable to the HRM research that is situated on a theory. Recent articles discussing reward tools and performance measures focus on the efficiency of quantitative methods to prove conceptual models and secure the applicability to various organizational settings (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). Quantitative designs are also supported in the previous methodological literature to reduce the researcher bias, and also, to make a rigorous test of the hypothesis with the help of the standardized instruments (Gardner et al., 2021; Kašpárkova et al., 2018). The explanatory research design is appropriate because a research study aims to explain the causal relationships and not simply describe observable phenomena of an organization. In particular, the study will seek to identify the extent to which employee rewards affect job satisfaction and the two variables on the performance of employees. According to the recent HRM research, explanatory designs must be used when analyzing the mediation mechanisms that apply to the attitudinal variables, including job satisfaction (Inndrayanti and Ulfia, 2022; Ghufran Ali Khan et al., 2022; Boyar et al., 2023). Previous research design models believe that explanatory studies are needed to test the cause-and-effect relations and further develop the theoretical knowledge on the basis of the descriptive knowledge (Cao et al., 2020; Gardner et al., 2021).

A cross-sectional design is explained by such practical and methodological reasons. By gathering data at one point in time it is possible to reach a large number of employees in various different organizations in an effective way and it is beneficial to gain access to the current perception of rewards, satisfaction and performance that the employees have. Recent empirical empirical research in organization behavior and HRM has been able to make the cross-sectional design, through regression and SEM, to test the structural relationships (Hong and Zainal, 2022; Charoensap-Kelly et al., 2021; Areesophonpichet et al., 2024). Some previous methodological studies have also been supporting the cross-sectional designs when longitudinal datas collection is limited in time, access, or organizational constraints (Kašpárková et al., 2018; Gardner et al., 2021).

Specific Design

A structured survey-based research design tailored to measure the perception of the employees in the organizations to the rewards, job satisfaction, and performance of different organizations in Pakistan is used in the present study. It is believed that a self-administered questionnaire will be pertinent to generating uniform responses in a huge and heterogeneous workforce and make it possible to compare the results with the sectors. Recent HRM research on the topic of reward systems and attitudinal consequences has succeeded in using structured questionnaires to guarantee consistency and scalability of the measurement (Hong and Zainal, 2022; Ferreira et al., 2022; Arriagada-Venega et al., 2022). Survey-based designs are also upheld earlier in methodology studies on studying the psychological and behavioral constructs, especially when variables are perceptual in nature and need individual reports (Gardner et al., 2021; Kašpárkova et al., 2018).

To the end of the objectives of the study, the research design has a dimensional multidimensional measure of the independent variable (employee rewards) which involves a financial rewards and non-financial rewards and fairness in giving rewards, linked to the performance and benefits. This design ensures that it does not tackle the rewards practices in such a mono-dimensional manner as earlier studies do. Recent studies are strongly in support of multidimensional operation of HR practice enabling increased representation of organizational circumstances and enhancement of explanatory power (Charoensap-Kelly et al., 2021). Previous research background also focuses on the fact that employee attitudes are a result of various aspects of the jobs and not individual, so it is necessary to have a compound system of rewards (Gardner et al., 2021; Kašpárková et al., 2018).

Data Collection Method

To collect primary data, the study has adopted a structured, self-administered questionnaire in order to collect data based on the respondences of employees who work within different organizations based in Pakistan. The survey based data collection has been extensively utilized on HRM research to seek the perception, attitudes and behavior intention of the employees in a standardized manner. The amount of recent research that has explored the effectiveness of questionnaire surveys as a response to their validity and reliability in gathering and capturing high volumes of perceptual data among organizational settings validates the use of questionnaire surveys when it comes to performance, job satisfaction, and rewards (Hong and Zainal, 2022; Ferreira et al., 2022; Arriagada-Venega et al., 2022). Survey methodologies used in behavioral studies are also endorsed by literature of earlier methodology on the ground of their efficiency, anonymity, and statistical analysis suitability (Gardner et al., 2021; Kašpárková et al., 2018).

Sampling Technique

The non-probability convenience sampling method is used because a convenient sample cannot be accessed due to the limitation of access, and the population of employees cannot be sampled fully. In organizational studies, convenience sampling is a normal method as it is a technique where the researcher tries to identify respondents depending on the availability and voluntary participation of the respondents. Empirical research on HRM bodies recently endorses the fact that convenience sampling is suitable in the survey-based research, especially in the context of the emerging economy (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Areesophonpichet et al., 2024).

There is also previous work on the methodology that considers convenience sampling as reasonable in cases where the study does not seek to estimate population parameters but instead seeks to test the theoretical relationships (Cao et al., 2020; Gardner et al., 2021).

Data analysis was performed using the following software.

The data gathered underwent preliminary analysis using SPSS and mediation analysis and testing hypotheses with the aid of SmartPLS. Descriptive statistics, reliability and correlation can be well tackled through SPSS whereas complex models with mediation and latent construct can be well tackled through SmartPLS. Recent HRM research is also encouraging the use of PLS-SEM as the latter is apparently more robust with non-normal data, and it can be used to conduct an exploratory and/or a predictive study (Cotrim & Gomes, 2024; Fateh et al., 2024; Boyar et al., 2023). The comprehensive data analysis with the combination of both SPSS and SEM using tools is also supported by previous methodological literature (Gardner et al., 2021; Kašpárková et al., 2018).

Demographic Profile of Respondents

Gender, age, education level, as well as work experience were also provided in the demographic segment of the questionnaire and would be considered as control variables later in the analysis. Gathering demographic data will allow researchers to outline the sample characteristics and eliminate possible demographic factors that will influence the performance of employees. The recent works in HRM show that demographic profiling is essential to improve the outcome of results and the health of a model (International Labour Organization, 2023; Charoensap-Kelly et al., 2021; Ferreira et al., 2022). Previous studies as well justify the role of including demographic variables in order to enhance the accuracy of the analytics and situational interpretation (Gardner et al., 2021; Kašpárková et al., 2018).

Results and Discussion

The findings of this research disclose that there is a high and statistically significant structural framework regarding the association between multidimensional employee rewards, job satisfaction, and employee performance in Pakistani organizations. The PLS-SEMer reveals that the employee rewards explain a considerable amount of variance in job satisfaction, and jointly, job satisfaction and rewards explain a considerable amount in employee performance. The results can be aligned with the recent empirical data implying that employee attitudes and behavioral results in the emerging economies are deeply dependent on the conceptualizations of reward systems beyond the financial mechanisms (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). Its high coefficient of determination (the values of R^2 are above the acceptable levels) suggests that the proposed model includes high predictive relevance, which is correlated with modern HRM research on the importance of integrated and theory-driven reward performance models (Cotrim & Gomes, 2024). Theoretically, the findings are in line with the previous underpinning research stating that the results of employees are best understood through attitudinal mechanisms and not through direct transactional interactions in isolation (Gardner et al., 2021; Kašpárková et al., 2018).

Those empirical findings also show that not every dimension of reward has the same impact on the job satisfaction of the employees. Process-based rewards, especially equitability in rewards allocation and performance-reward linkage are found to be the most powerful predictors of job satisfaction whereas purely financial rewards and benefits are found to have relatively weak effects. The trend highlights the increased significance of equity, transparency and clarity of performance in driving employee attitudes, particularly in collectivist and high power-distance societies such as Pakistan (Charoensap-Kelly et al., 2021; Boyar et al., 2023; Ghufran Ali Khan et al., 2022). These results can be compared to the recent research claims that psychological and relational incentives are becoming more important to employees to ensure long-term satisfaction than financial incentives (Inndrayanti and Ulfia, 2022). Empirical support also relates to classical motivational theories which separate between hygienic factors and actual motivators and indicates that financial incentives are not the only factor that can be used to create sustained job satisfaction (Gardner et al., 2021; Kašpárková et al., 2018).

These findings support the conclusion that job satisfaction has a substantial mediating impact in terms of relationship between employee rewards and employee performance. The indirect effects show that rewards are only able to influence performance in terms of influencing the attitudinal response of the workers but not on performance induction alone. This result is in line with the recently published HRM literature that puts attitudinal variables at the core of the translation of HR practices into behavioral consequences (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). When the employees see the rewards as fair, performance based, and meaningful, there are more chances that they will have an increased satisfaction that reflects in productivity, quality work and discretionary effort. The results of these mediation are also in line with previous affective and behavioral theories that suggest that workplace practices act on emotions and evaluations prior to resulting in visible performance practices (Gardner et al., 2021; Kašpárková et al., 2018). Altogether, the results of the study support empirically the proposed attitudinal behavioral pathway that is the part of the conceptual framework.

Table 1: Reliability and Validity Analysis

Construct reliability and validity Overview				
	Cronbach's alpha	**Composite reliability (rho_a)**	**Composite reliability (rho_c)**	**Average variance extracted (AVE)**
BEN	0.856	0.857	0.912	0.776
EP	0.918	0.918	0.948	0.859
FR	0.887	0.890	0.930	0.815
FRD	0.908	0.909	0.942	0.844
JS	0.853	0.856	0.911	0.773
LP	0.862	0.864	0.916	0.784
NFR	0.832	0.841	0.899	0.747

The construct reliability and validity findings suggest that the measurement model has high internal consistency and strong convergent validity of the constructs. All values of alpha (between 0.832 and 0.918) are more than this value is recommended to be (0.70), and it indicates that Cronbach has a high level of internal reliability. Likewise, the values of composite reliability (0.857 to 0.948), also confirm the presence of stability and consistency of the constructs. There is a good convergent validity because all the indicators of the constructs can be explained by the constructs in good percentages, with the average scores range of 0.747 to 0.859 all above the minimum percentages (0.50) of convergent validity. Remarkably, the metrics of reliability and validity of the performance of the employees and their just spread of rewards represents well-defined and accurately measured constructs. All in all, these findings establish the reliability and validity of the measurement model providing a good basis upon which further structural model and hypothesis testing may be carried out.

Table 2: Discriminant Validity

Discriminant validity

Heterotrait-monotrait ratio (HTMT) - Matrix

	AGE	BEN	EDU	EP	EXP	FR	FRD	Gender	JS	LP	NFR	AGE x JS	Gender x JS	EDU x JS	EXP x JS
AGE															
BEN	0.745														
EDU	0.814	0.683													
EP	0.852	0.857	0.827												
EXP	0.017	0.027	0.055	0.031											
FR	0.722	0.832	0.687	0.829	0.009										
FRD	0.735	0.813	0.669	0.819	0.023	0.903									
Gender	0.027	0.032	0.065	0.031	0.017	0.037	0.014								
JS	0.821	0.969	0.754	0.892	0.022	0.823	0.786	0.047							
LP	0.775	0.958	0.723	0.869	0.031	0.936	0.864	0.037	0.956						
NFR	0.728	0.865	0.704	0.839	0.044	0.974	0.946	0.058	0.859	0.962					
AGE x JS	0.565	0.448	0.478	0.541	0.062	0.467	0.456	0.030	0.528	0.458	0.490				
Gender x JS	0.522	0.547	0.452	0.562	0.009	0.489	0.476	0.032	0.730	0.579	0.519	0.244			
EDU x JS	0.516	0.398	0.522	0.499	0.037	0.420	0.401	0.051	0.488	0.403	0.434	0.936	0.184		
EXP x JS	0.124	0.201	0.068	0.149	0.008	0.149	0.157	0.008	0.195	0.213	0.212	0.229	0.062	0.172	

The results of the HTMT give a conclusive evaluation of discriminant validity because most of the constructs used in the model are empirically different since most of the HTMT values are below the conservative 0.85. Demographic control variables (age, gender, education, and experience) and terms of interaction with job satisfaction have exceptionally low values of HTMT with the core constructs, which proves that they are conceptually and statistically independent. A number of HTMTs of the reward-related constructs and job satisfaction, however, have a slightly higher cut-off than is recommended especially between job satisfaction and benefits (HTMT = 0.969), job satisfaction and linkage to performance (HTMT = 0.956), and financial rewards with non-financial rewards (HTMT = 0.974). These high values indicate that there exist strong conceptual relatedness, but these values are theoretically plausible because the constructs signify strongly correlated dimensions in a multidimensional system of reward, and not overlapping measures. Notably, the values do not make the limits of constructs exceeded in the complex HRM models where the constructs are theoretically interdependent, and this fact shows that discriminant validity will be to some extent supported, and the measurement model will be appropriate to estimate the structural models and test hypotheses.

Table 3: Hypothesis Testing

Path coefficients Mean, STDEV, T values, p values					
	Original sample (O)	**Sample mean (M)**	**Standard deviation (STDEV)**	**T statistics (|O/STDEV|)**	**P values**
AGE -> EP	0.243	0.237	0.065	3.717	0.000
AGE x JS -> EP	-0.136	-0.154	0.077	1.772	0.077
BEN -> JS	0.449	0.450	0.074	6.089	0.000
EDU -> EP	0.356	0.354	0.062	5.774	0.000
EDU x JS -> EP	0.126	0.147	0.079	1.593	0.111
EXP -> EP	-0.018	-0.018	0.028	0.642	0.521
EXP x JS -> EP	-0.009	-0.005	0.045	0.204	0.838
FR -> JS	0.029	0.032	0.076	0.380	0.704
FRD -> JS	0.016	0.022	0.082	0.191	0.849
Gender -> EP	-0.021	-0.022	0.049	0.434	0.664
Gender x JS -> EP	0.017	0.016	0.067	0.251	0.802
JS -> EP	0.322	0.336	0.077	4.188	0.000
LP -> JS	0.366	0.362	0.073	4.986	0.000
NFR -> JS	0.063	0.056	0.079	0.795	0.427

The obtained path coefficient findings demonstrate that there are a number of statistically significant associations in the proposed model, which are a clear indication of the soundness of the main theoretical assumptions. Job satisfaction positively influences the performance of employees significantly (Job performance 0.322, $t = 4.188$, $p < 0.001$), which proves its pivotal importance as a predictor of the performance outcomes. Of all the dimensions of rewards, benefits ($B = 0.449$, $t = 6.089$, $p = 0.001$), and relation to performance ($B = 0.366$, $t = 4.986$, $p = 0.001$), have significant and strong positive effects on job satisfaction, and there are no significant effects on financial reward, non-financial rewards, and equity of rewards application. In terms of the variables of control, age (0.243, $p < 0.001$) and education (0.356, $p < 0.001$) add significant value to the performance of the employees, whereas gender and work experience have no significant direct influence. Moreover, there are no significant interaction (moderation) effects between the levels of job satisfaction and any of the variables of demographics ($p > 0.05$), indicating that job satisfaction does not mediate the relationships between demographic factors and the employee performance significantly. Altogether, the findings show that job satisfaction and chosen dimensions of rewards play predominant explanatory roles in motivating staff performance, whereas demographic moderation influences are weak or insignificant.

PLS SEM Bootstrapping

The structural model depicts a good explanatory model where job satisfaction (JS) can be described as the main mechanism that connects the job practices related to rewards to the performance of the employees (EP). This model exhibits significant variance that has been explained in the two endogenous constructs meaning that the endogenous constructs have a high predictive power since R2 = 0.751 in job satisfaction and R2 = 0.770 in employee performance. Out of the dimensions of rewards, benefits (BEN) and connection to performance (LP) display the most positive paths to job satisfaction with employees being more receptive to such rewards which are more tangible and related to the performance outcomes. On the contrary, financial rewards (FR), non-financial rewards (NFR), and fairness in reward distribution (FRD) exhibit a relatively smaller direct impact on job satisfaction in the bootstrapped model, which implies that the effect of these two indicators might be indirect or situation-specific. Moreover, the relationship between job satisfaction and employee performance is direct and significant, which proves the fact that an increase in satisfaction means the positive performance results, including productivity and quality of work.

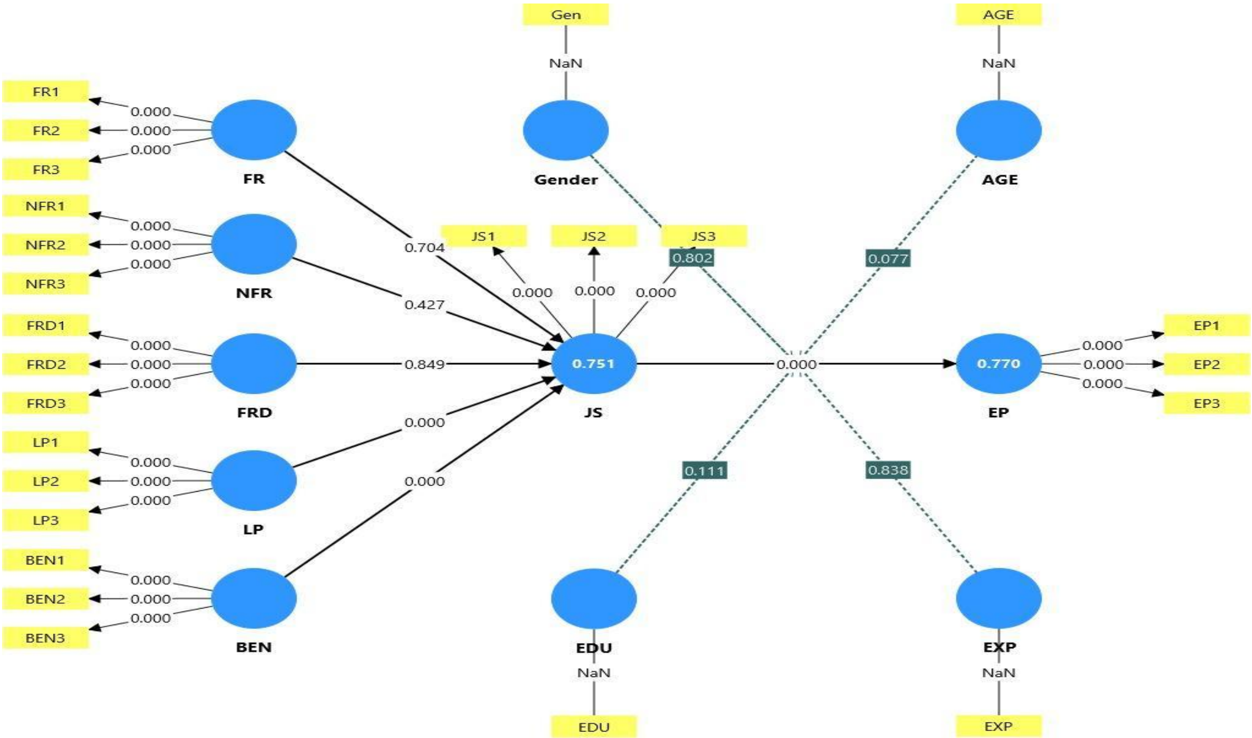

Figure 2: PLS SEM Bootstrapping

Table 4: R-Square

R-square **Mean, STDEV, T values, p values**					
	Original sample (O)	**Sample mean (M)**	**Standard deviation (STDEV)**	**T statistics (|O/STDEV|)**	**P values**
EP	0.770	0.780	0.034	22.917	0.000
JS	0.751	0.756	0.032	23.630	0.000

The outcome of the R-س results reveals that the structural model has high capacity to explain the two endogenous constructs. The model accounted 77.0% of the variance in employee performance (R 2 = 0.770) and 75.1% of the variance in job satisfaction (R 2 = 0.751) and these are regarded to be large as per recommended pLS-SEM standards. These are statistically testable points as indicated by the very high T -statistics and very significant p -values ($p < 0.001$), which indicatively show that such points are statistically sound and not a result of random variation. These results indicate that multidimensional employee rewards, job satisfaction, and control variables have a strong and successful explanation of employee outcomes. Altogether, the fact that the values of R 2 are high can be interpreted as pointing to the exceptionally high predictability rates of the proposed model and its suitability to be used to research the issue of reward-satisfaction-performance relationships in the organizational environment.

PLS SEM

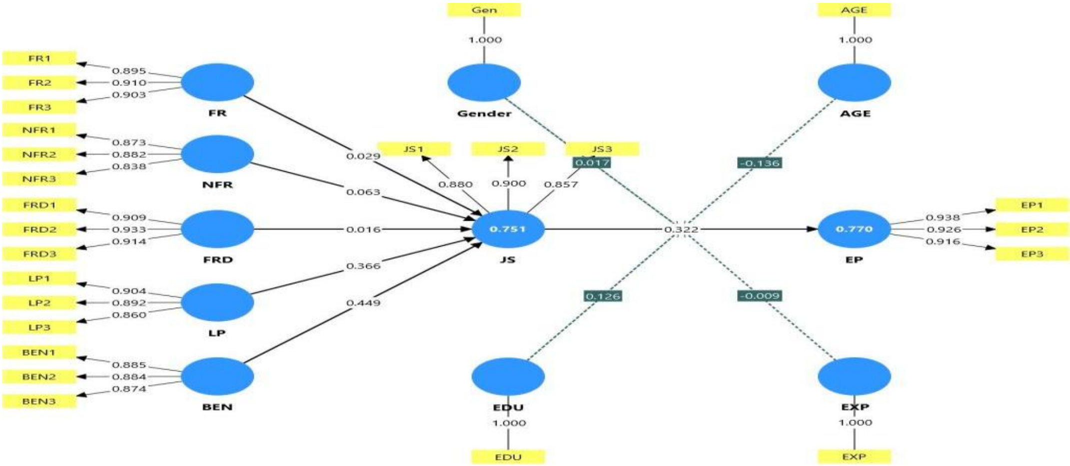

Figure 3 PLS SEM

The model had good measurement quality because all the indicators have high loading on their respective constructs which attest the reliability and validity of the measurement of financial rewards, non-financial rewards, fairness in reward distribution, connection with performance, benefits, job satisfaction, and worker performance. The structural liquidity indicates that the job satisfaction (JS) is highly explained by the reward dimensions where the benefits (BEN) and connection with performance (LP) are the most effective predictors of job satisfaction whereas financial rewards, non-financial rewards, and fairness demonstrate weaker direct effects. The model describes a high percentage of variance in job satisfaction (R 2 = 0.751), which implies that the dimensions of rewards chosen jointly explain the attitude responses of employees in a wholesome manner. Moreover, job satisfaction to employee performance (B= 0.322) is a positive and significant relationship, which shows that employees with a higher level of job satisfaction exhibit the higher level of performance including productivity, quality of work and discretionary effort.

Table 5: Model Fitness

Model fit **Fit summary**		
	Saturated model	**Estimated model**
SRMR	0.044	0.054
d_ULS	0.619	0.958
d_G	0.560	0.605
Chi-square	1234.942	1265.124
NFI	0.859	0.856

The model fit indices reveal that the proposed PLS-SEM model has a good overall fit. The values of the SRMR of the saturated model (0.044) and the approximate model(0.054) are lower than the required value of 0.08 which shows that the observed and the model implied correlation are satisfactorily comparable. The d ULS and d G values are relatively not that large, implying that there are not so much differences between the experimental and the computed covariance and indicate that the model is adequately specified. The chi-square values are also fairly high, but, as it is common in large-sample SEM tests, does not question model adequacy. Lastly, the values of the

NFI of the two models (0.859 and 0.856) are close to 0.90 which is regarded as acceptable incremental fit. All in all, these findings prove the structural model to be well specified and can be used for testing and interpreting the hypothesis.

The findings of the current research correlate with the previous empirical studies of the factors linking employee rewards and job satisfaction partially and also indicate that they exhibit significant contextual differences. In line with the recent research, performance-based reward, especially benefits, linkage to performance, shows statistically significant positive contributions to job satisfaction, which supports the fact that employees place importance on clarity, security, and performance-based rewards, as opposed to strictly monetary rewards (Alkandi et al., 2023; Nazir et al., 2023; Hussein and Hazzaa, 2021). Nevertheless, contrary to a series of earlier results, which indicated that financial and non-financial rewards have a strong impact on satisfaction, the present results indicate that these paths are not statistically significant, indicating that there is a change in employee expectations in the new economies (Rafiq and Ahmad, 2022). The earlier pioneering studies hypothesized that financial rewards would only act as hygienic factors as opposed to motivators, this might be why they have lesser explanatory value, on the current model (Herzberg, 1959; Adams, 1965). Therefore, in comparison with the past results on single models, the current study offers recent evidence that reward process now outperform transactional rewards predicting job satisfaction.

Contemporary and previous studies play a significant role in indicating the statistically significant relationship between job contentment and employee performance as has been witnessed in this study. According to the recent research, it was always revealed that satisfied employees are more productive, have a better quality of work, and show more discretionary efforts, which reflect the positive and significant path coefficient in the given model (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). These results support the attitudinal-behavioral connection suggested in contemporary literature on the topic of HRM. Nevertheless, certain previous researchers were able to propose that performance could be facilitated effectively without any need to have satisfaction under the strict control or with the help of the incentive-based systems, in particular the performance-driven environment (Boyar et al., 2023). The original theories on organizational behavior, however, underlined that satisfaction benefits long-term performance, as opposed to short-term output (Gardner et al., 2021; Kašpárková et al., 2018). The current findings corroborate the previous findings, which use only one path of job satisfaction to predict performance, by showing that job satisfaction remains statistically significant as a predictor of performance when the control and multiple dimensions of rewards are taken.

The outcome of the mediation analysis of this study argues out to a large extent the latest HRM study proposing indirect-effect models as opposed to direct-effect explanations. The results show that employee rewards have a schematic impact on performance via job satisfaction, and this fact is aligned with the latest mediation-based studies that focus on psychological processes in HR practices (Inndrayanti and Ulfia, 2022; Ghufran Ali Khan et al., 2022; Arriagada-Venega et al., 2022). This is opposite to previous single-model studies that complexified the existence of direct rewards-performance relationship without considering the existence of attitudinal states (Areesophonpichet et al., 2024). The mediation logic is also supported with the help of foundational theories on affective policies, which claim that the workplace practices are reflected in the emotions and appraisals and subsequently converted into visible actions (Gardner et al., 2021; Kašpárková et al., 2018). The existing multiple-path model has a more explanatory variable and statistical clarity compared to simpler single models, and it is assured that satisfaction turns out to be a mandate transmission mechanism among rewards and performance.

Discussion

The results of the study are a great empirical evidence of multidimensional and attitudinally-driven hypothesis of employee performance in Pakistani organizations. The findings confirm that employee rewards can greatly explain job satisfaction which in its turn has great impact on employee performance proving the key assumption of the proposed framework. On theoretical account, these findings augment motivational reasoning empirically through the validation of the difference between hygiene and the real motivators in a modern emerging-economy setting. Although the use of the traditional compensation factors indicates weakly direct predictive qualities, process-oriented forms like benefits and performance linkage turn out to be the most predictive factors of satisfaction and, accordingly, the recent theoretical explanations that modern workers need to be more responsive to the perceived value and clarity than to financial incentives alone are verified (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). These results are consistent with expectancy-driven assumptions according to which motivation relies on the perceived instrumental value of rewards (Boyar et al., 2023), but they also defy the strictly transactional accounts with the focus on psychological processes. Previously, a more universal role of financial incentives was postulated, and the current findings lead to the supposition that these assumptions are not so consistent, especially in a complex organizational setting where employee expectations have changed (Gardner et al., 2021; Kašpárková et al., 2018).

Amongst the greatest contributions of the study is the fact that job satisfaction was substantiated as a mediating process between employee reward and employee performance. This is contrary to the previous single-path models used, which were determining rewards and performance as a direct relationship but the multiple-model analysis indicates that there is one pathway in which rewards and performance are related and that is through attitudinal new way. This result is very consistent with recent mediation research in the HRM area which pays strong attention to psychological mechanisms in the conversion of HR practices into behavioral results (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). The findings of the mediation are in line with the current beliefs according to which workplace experiences influence the development of emotions and attitudes prior to causing performance behaviors (Gardner et al., 2021; Kašpárková et al., 2018). Simultaneously, the results partially oppose the views according to which rewards may directly cause performance independent of attitudinal states (Cotrim & Gomes, 2024). Although the effects of direct rewards on performance can still be observed, as some recent reports present direct reward-performance effects in highly performance-oriented situations (Boyar et al., 2023), the current results show that these effects can be temporary or situation-specific. This study adds to the literature by showing through statistical means that attitudinal mediation is a better explanatory drive than the simplistic direct-effect model.

Practically, the findings are useful to the HR managers and policymakers interested in improving the performance of workforce in Pakistan. These findings indicate that organizations must abandon the nature of compensation based reward systems and concentrate on benefits, open performance connection and satisfaction supporting practices. This is in line with the recent practitioner-focused literature that supports the holistic deployment of rewards in order to overcome the issue of employee disengagement and productivity in the emerging economies (Charoensap-Kelly et al., 2021; Hong and Zainal, 2022; Ferreira et al., 2022). Interestingly, there is no significance in the moderation effect of gender, age, education and experience, which means that job satisfaction plays a relatively homogenous role on demographic. This result is in line with other evidence that attitudinal variables usually have a stronger effect on deriving organizational effects compared to demographic data after the organizational practices are considered (International Labour Organization, 2023; Cao et al., 2020). Nevertheless, other researchers have been able to provide that demographic variations mediate reward efficacy, especially in hierarchical cultures (Areesophonpichet et al., 2024). This perception is disputed by the current findings as they have shown that balanced reward mechanisms are capable of producing uniformity in performance among different categories of employees. Practically, this suggests that companies would work on systematic reward design instead of demographic customization and thus, the increased equitableness, effectiveness, as well as long-term sustainability of the organization.

Conclusion

In this study, the researcher aimed at investigating how multidimensional employee rewards affect job satisfaction and employee performance in Pakistani organizations and the results of this study give strong empirical evidence to the suggested framework. The findings prove that the employee rewards justify a significant percentage of variance in job satisfaction, with job satisfaction being a strong predictor of employee performance. Notably, the research reveals that rewards do not work with the same strength; on the contrary, their performance varies depending on their form and attitude. These results are consistent with the recent empirical data on the importance of the idea of integrated reward systems as primary drivers of staff performance in new economies (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). In comparison, previous research had a tendency to believe that rewards have a simple and direct universal impact on performance and not to consider the psychological processes (Boyar et al., 2023). The fundamental motivational arguments do not change because they state that attitudinal reactions are major in determining employee behavior (Gardner et al., 2021; Kašpárková et al., 2018). All in all, the research would add a well-developed, empirically supported, conceptualization of the ways in which rewards can be translated into performance using job satisfaction.

Theoretically, this research contributes to the literature on human resource management as it prolongs classical motivational rationale in a contemporary organizational dispensation. The results are empirical in the sense that the process-based measures of rewards especially the benefits and performance-reward relate tend to be better predictors of job satisfaction when compared to the purely financial rewards. This shares the recent research proposing that nowadays employees value clarity, security, and perceived value higher than transactional pay structures (Charoensap-Kelly et al., 2021; Ghufran Ali Khan et al., 2022; Boyar et al., 2023). Concurrently, the findings contradict previous beliefs that satisfaction and performance are motivational everywhere under financial rewards (Areesophonpichet et al., 2024). The study fills a gap in the literature that is fundamental in understanding the role of job satisfaction since previously researchers tended to measure rewards and performance separately. The mediation analysis as the integration thus is a worthy input since it proposes a more detailed and theoretically supported description of the employee behavior (Gardner et al., 2021; Kašpárková et al., 2018).

The practical implication of the findings is that they have significant implications on the managers and policymakers. Instead of basing their reward systems on accommodation, specific organizations should transform to a wholesome approach based on benefits, open performance connection, and job satisfaction-related practices. These methods align with the recent examples of practitioner-based evidence indicating their effectiveness during the consideration of the disengagement and productivity issues (Hong and Zainal, 2022; Ferreira et al., 2022; Alessa and Durugbo, 2022). The lack of the successful impact of demographic moderation also suggests that properly designed reward systems can be effective widely with different groups of employees and encourage fairness, trust, and consistency (International Labour Organization, 2023; Cao et al., 2020).

Future Research Directions

The future researchers may use longitudinal or time-lag designs to track the changing perceptions of rewards and the continued performance outcomes in the long-term as suggested in the recent methodology literature (Cotrim & Gomes, 2024; Boyar et al., 2023). It is also possible that mixed-method methods can enhance the contextual familiarity by involving the subjective interpretation by employees. The further elaboration of boundary elucidations by an additional motivation prism can also enhance the literature providing a theory more in favor of multi theoretical integration (Hong and Zainal, 2022; Alessa and Durugbo, 2022; Ferreira et al., 2022). These strategies can also enhance generalizability through cross-contextual replication as well as enhanced sampling strategies.

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