



**THE IMPACT OF COMPENSATION ON IMPROVING EMPLOYEES
PERFORMANCE THROUGH JOB SATISFACTION IN JORDANIAN
NEWSPAPER**

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Abstract

The aim of this paper is to examine the effect of compensation on improving the performance of employees through job satisfaction in Jordanian newspapers. To achieve the purposes of the study, the researchers developed a questionnaire consisting of (48) items. The population of the study included of all employees in Jordanian newspapers (Alghad newspaper, Alrai newspaper, and Addastour newspaper), totalling (1579) employees, the researchers distributed (310) questionnaire, retrieved (276) questionnaire 34 were invalid, therefore (245) were valid which represent (79%) of the study sample.

The results showed that the compensation effect the employees performance and job satisfaction directly, job satisfaction effect the employees performance directly while the effect of compensation on the employees through job satisfaction is negative so in this case the job satisfaction don't play the role of mediator between compensation and employees performance in Jordanian newspaper. From the above results, the researchers recommended that the Jordanians newspaper should be more interested in financial & non-financial compensation by giving employees more bonuses and annual bonuses that provide employees with job satisfaction, which leads to higher performance.

Kay Words: Compensation, Job Satisfaction, Employees Performance, Jordanian Newspaper.



I. INTRODUCTION

The human resources in all organizations focusing in hiring and retaining competent employees and developing capabilities through different practices (Ulrich and Lake 1991). The financial and nonfinancial benefits received by employee's relationships called compensation (Milkovich and Newman 1999). Jordanian companies are similarly run-through this trend to guarantee their keenness within the industry. Human resource units consider a various compensation and benefits practices considered by HR to guarantee maximum employment of the human capital within the industry (Pynes, 2008). The direct compensation is the economic rewards, which consist of salary, as well as remunerations; indirect compensation or additional pay is an essential element of HRM (Ojo, 1998). Compensation it offer wages to employees and systematizes a significant budget to the employer (Martocchio, 2011).

To accomplish specified objectives, leaders capabilities generally depends on the actual execution of rewards packages in order to inspire the workers and staffs within and beyond their expectation. The form of salary, wages and same rewards like monetary exchange by employees to encourage them to increase their Performance as output and benefits called Compensation (Holt, 1993). Compensation the outcomes of employee contract which is the segment of transition between the employee and the owner. From the viewpoint of employees its life requirements. Compensation should be reasonable, regardless of economic consideration. The current definition of compensation, however, considers both intrinsic and extrinsic components of compensation.

A total amount of monetary and non-monetary paid by a company to worker established on effort achieved as prerequisite. In addition, Compensation also includes payments such as bonuses, profit sharing, overtime, appreciation bonuses and sales commission. It can also include non-financial remunerations such as care paid, stock sharing, resident paid. Researches in the economic sector showed that job dissatisfaction caused by bad working conditions, unfair salaries (low compensation), and no promotions chances, Onukwube (2012) confirm that are elevation and income. Therefore, to measure the job satisfaction extent we should always consider five aspects: salary, elevation, effort, administrators, follower and Spector (1997) added conditional incentive, peripheral reimbursements, working situation and communication among these aspects. Therefore, the payment system superiority and durability affect the turnover of employees' percentage, which means that; proper payment lead to increase the number of employee's years put in service (Martocchio, 2011).

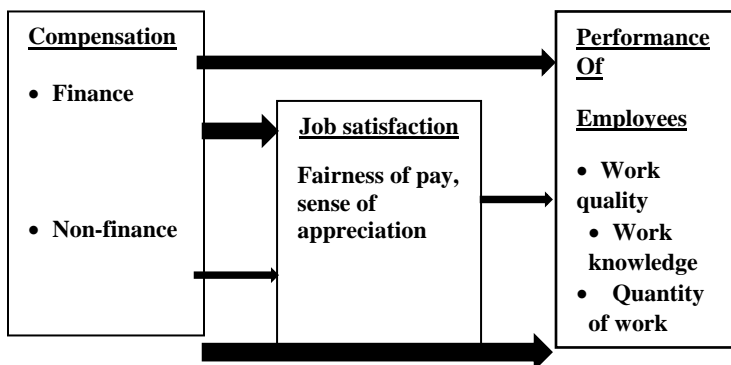
The aim of this study is to examine the impact of compensation (direct and indirect forms) on the performance through mediating factor the job satisfaction. This study will use compensation package in form of (direct and indirect compensation). Direct compensation has to do with salary part while indirect compensation is the peripheral benefits a worker enjoys because of working in an organization



II. STATEMENT OF THE PROBLEM

Compensation and business economic performance, mediated model compensation and firm performance. Many similar studies have focused on the operations of businesses in developed countries, Similarly, many researchers has been studied the relationship between compensation and performance, in addition to that, the studies included the impact of compensation on performance in many marketing establishments. It is felt that there is need to study such important subjects in the Arab countries. This study conducted in Jordanian newspaper ((Alghad newspaper, Alrai newspaper, and Addastour newspaper) in Jordan, Amman).

Therefore, the purpose of the study is to measure the impact of compensation (financial & non-financial) on the performance through job satisfaction as a mediating variable. Researchers learned about the problem of the study through field visits to the three newspapers and the return to the academic references and recommendations of the study ,SOPIAH,2013, Jamilu, Ezekiel& Subashini & 2015 , Etebu,2016.



Conceptual Model: Fig 1

The model in fig.1 explores the compensation, mediating variable job satisfaction and performance of employees in commercial Jordanian commercial Banks in Amman

Hypotheses:

The following hypotheses are stated and will be tested with the purpose of achieving the aim of the study.

H01: There is no statistically significant effect at the level of significance ($0.05 = \alpha$) of compensation dimensions (financial compensation, non-financial compensation) on improving the performance of employees dimensions (accuracy of performance, work quantity, work quality and work knowledge) of Jordanian newspapers.

H02: There is no statistically significant effect at the level of significance ($0.05 = \alpha$) of compensation dimensions (financial compensation and non-financial compensation) on improving job satisfaction dimensions (fairness of pay and sense of appreciation) of Jordanian newspapers.



H03: is that there is no statistically significant effect at the level of significance ($\alpha = 0.05$) dimensions of job satisfaction (fairness pay and sense of appreciation) on improving the performance of employees dimensions (work accuracy, work quantity and work knowledge) in Jordanian newspapers.

H04: There is no statistically significant effect at the level of ($\alpha = 0.05$) of job satisfaction in improving the effect of financial and non-financial compensation on performance.

III. THEORETICAL FRAMEWORK AND REVIEW OF LITERATURE

1. Compensation

Compensation play an important significant role in affecting organization (Dessler, 2005), the organizations should look up to its staffs as the important source of development holding to stay in the market. Armstrong (2005) indicated that the fundamental part of human resource management tactic to yield development in the organizations compensation system. It deals with the plan; execution and preservation of organization are identical (Tella. Ayeni, and Popoola, 2007). According to Cascio (2003), the compensation program consist of two dimensions, which are, direct and indirect forms of compensation. Direct compensation has to do with salary part while indirect compensation is the peripheral benefits a worker enjoys because of working in an organization. Mixing the two into a package that will inspire the accomplishment of an organizations objective.

MacNamara (2008), stated that compensation includes different issues such as salary, merit, bonus, commission and so program, in other hand benefits include retirement plans, health life insurance, disability insurance, vacation, employee stock ownership plan and so on. (Wright, Gardner, and Moynihan, 2003).stated that compensation comprises expenses such as bonuses, profit sharing, overtime and rewards that includes monetary and non-monetary rewards such as house rent and car facility against hired services of employees. The payment course is important and a source of contention in most organizations. It deals with rewarding people in accordance with their value in the organization. The same procedure is concerned with both financial and non-financial rewards. It holds the strategies, philosophies plans and processes employed by organizations to develop and maintain reward systems.

Gomez - Mejia, Balkin and Cardy (2006) identified that the employee compensation includes two dimensions, which are of pay and fringe benefits. Pay or cash pay, the direct pay given to employers for their work achievement, these include (salary, overtime pay, shift allowance and uniform allowances. And pay contingent on performance like merit awards, incentive pay, bonuses and gain sharing), in other hand the fringe compensating include, (social security, health benefits, pension plans, paid time off, tuition reimbursement, foreign service premiums and so on). In general, the compensation system is improving the organizational, team and individual's performance, Compensation management is fretful in designing and executing the



strategies and policies that help in compensating employees fairly, equitably and consistently in accordance with their values to the organization, (Armstrong, 2005).

Compensation management advises that the employee who work better should paid more than the other employee who do not perform well (Hewitt, 2009). This inspires employees to work harder in order to regain more salaries .Mondy (2010) stated that compensation is the overall of rewards given to employees in return for their performances, the total purposes of which are to appeal, keep and encourage employees. As compensation included of both fixed and variables components as well as employees benefits and services, an ideal combination of these elements is efficiently affect position employees' performance.

(Armstrong, 2010) stated that employees compensation are two types (intrinsic and extrinsic reward) , the first reward is related to mind-set which practiced through employees at work while the second remuneration covers employees' salary and benefits, which employees like as a consequence of their participation to the organization. The best dynamic tool for generating value to organization is extrinsic compensation. Intrinsic rewards are the job inherent, intangible, non-financial rewards included in the job itself such as job tasks, challenging and interesting job and training possibilities offered to the employees. Nelson (2004, 14) noted that praise and recognition are the most efficient intrinsic rewards an employee wants to hear as employees want to feel that they are making a contribution at their workplaces. Extrinsic rewards are the non-job related rewards such as pay, salary and work conditions. Gupta and Shaw (1998) concluded in their research that financial incentives are indeed effective Cadsby et al. (2007), identify that the compensation is a matter of money paid by organization to agents according to their performance. Employees are very important to the organization since their value to the organization is fundamentally intangible and not easily replicated. Nazir and Saif-Ur-Rehman Khan at (2013) in their study "the organizational engagement and job comfort degree in the UK Higher Education sectors and universities" they confirm that UK Higher Education system afford payments(cash and non-cash) to employees of organization and makes them competent and recognized as social agents.

Muhammad R.et.al. (2014) conclude that the compensation is an important factor impact the employee's performance. Omotayo et.al. (2014) stated in their study that to make the employees more sincere with their jobs organizations should have a reliable compensation system because compensation system include the employee's performance.

According to Dessler (2011), compensation could be (direct or indirect) the direct Compensation is generally limited to the (salary) that the staffs receive monthly or weekly basis for the activities employees provided to organization. It could be also as stock share owning given to employees as a bonus in their organizations, where they work and at the end of each year, they have the chance again to gain some divided in the form of equity on their shares. The indirect compensation forms, Chhabra (2001), clarify it as Extra Compensation includes 'Extra benefits' offered through numerous employee activities and benefits such as resident, subsidized food, health insurance, nurseries and so on. Byars and Rue (2008) stated that the



indirect compensation is more popular paid by organizations such as Paid Holidays , Workers' Compensation, Social Security, Retirement Plans, Paid Vacations

2. Performance

Assessing employee performance is a critical decision among companies. It offers vital information about employee output and the distribution of benefits that characterize these provisions .Fair performance assessments are critical to avoiding unjustified bias and enhancing objectivity, productivity and staff responsibility (Campion et al.2011). The relationship between human resource and performance is established on two theoretical strands. The first resources of the firm and the second is the expectancy theory of incentive, which is consists of three elements: the valence or value attached to rewards; the instrumentality, or the trust that the employees will obtain the reward on achieving accepted level of performance; and the expectancy, the assumption that each employee should achieve the required performance. (Stiles and Kulvisaechana, 2005).

The efficiency and effectiveness both are measuring the performance of employees, which indicates the productivity of each employee. Productivity is a performance measure encompassing both efficiency and effectiveness (Bhatti and Qureshi, 2007). Rahimi and Vazifeh (2011), stated that the productivity is a amount of output from a production process, output/unit. The strong culture organization leads to high and effective performance. Organizations that encourage the employee to participate in decision-making, setting objectives and solve problems will have higher performance. Inspire a more advanced approach of participating, employee elevation and satisfaction, and even lower workers' compensation rates, Noe, Hollen, Gerhart and Wright (2000) confirm that Human resources progress is the behavior, attitudes and performance of employees. Ramsey, Scholario and Harley (2000) confirmed that human resource and productivity are associated. This is more reinforced by Horgan and Mohalu (2006), Bashir and Khattak (2008) that some chosen human resource progress strategies are related with superior employee performance.

(Shin-Rong and Chin-Wei 2012).confirm that there is a relationship between compensation and employee and organizational performance, Mayson and Barret (2006) found that if the organization wants to grow and achieve a good performance it should attract, motivate and retain employees by offering competitive salaries and appropriate rewards. Furthermore, Inés and Pedro (2011) confirm in his study that a proper compensation has a strong impact on their performance and sales organization effectiveness. Consequently, to face the tough completion environment, several companies nowadays are trying to recognize new compensation strategies that are straight associated to improving organizational performance.

3. Job Satisfaction

Locke (1976) Clarify that the job satisfaction as "job satisfaction is indeed the case of expressive and exciting everyone in their work fun." Job satisfaction is important to reduce the employees leaving organizations increasing enthusiasm. Prior studies have confirmed that there are different instruments to deal with job satisfaction, such as wages, appreciation and strong work culture (Mathauer et al., 2006). Stated that more loyalty and commitment of employees leads to



more satisfaction and good performance (Al-Hussami, 2008).confirmed that it is not the job its self, which caused to satisfaction and dissatisfaction, but the most important factor is the expectation of employees (Byars, 2008). The most significant factor in the organization is always job satisfaction. In order to succeed organization must keep their employees satisfied. Ramasodi (2010) the results of their study confirm that the healthcare organization should have more interest in their employee's satisfaction and consider it as crucial factor to get better performance. To satisfy staffs, firms should provide diverse amenities to staffs like to free products and services, health culture, fairness, give elevation and payments to employees because these are the fundamentals, which contribute to employee satisfaction (Parvin & Kabir, 2011).

As'ad, 2008) recommended five aspects that lead to job satisfaction (a) position (b) rank (group), (c) age, (d) Financial Guarantees and social insurance, (e) fairness control. As'ad, (2008) suggested that in case the management like to increase the performance of the employees it should look after all the payments such as direct or indirect compensation forms, because these are the factors to attain job satisfaction. In addition, he summarized the four factors impact the performance: psychological factors, social factors, physical and financial factors. Job satisfaction on salary, promotion, supervision, etc. have significant effect on performance.

Many previous studies, (Brown et al. 2008; Bygren 2004; Clark et al. 2009; Heywood and Wei 2006; Pouliakas and Ioannis, 2010). Results supported that job satisfaction influenced direct and indirect compensation forms. (Skalli,et al.2008);support and add if the job includes problematic, risk, attractive, admired, or difficult , (Bockerman and Ilmakunnas 2009; Clarify that Substantive motivations elements are related to task content, challenge, obligation, control over work procedures and control of work on the workplace, the chance to use skills and skills and participate in decision-making. External factors associated to workers' compensation and the content of the work being performed, e.g. Payment, benefits, praise and so on, Ayesha A, et,al(2015)

IV. STUDY METHODOLOGY

Descriptive research involves collecting data in order to test hypotheses or to answer questions concerned with the status of the subject of the study. Typical descriptive studies are concerned with the assessment of attitudes, opinions, demographic information, conditions, and procedures. The research design chosen for the study is the survey research. A survey is an attempt to collect data from members of a population in order to determine the status of that population with respect to one or more variables .The Survey research of knowledge at its best can provide very valuable data. It represents a considerable a moment more than asking\ questions and reporting answers. It involves a careful design and execution of each of the components of the research process. The researcher designed a survey instrument that could be administered to selected subjects. The purpose of the survey instrument was to collect data about the respondents on the Core Competence; Competitive Advantage and Organizational Performance.



V. STATISTICAL TREATMENT

The data collected from the responses of the study questionnaire was used through Statistical Package for the Social Sciences (SPSS) and Path Analysis using Amos Program version 5 for analysis and conclusions. Finally, the researcher used the suitable Statistical methods that consist of Cronbach’s α to test reliability. Arithmetic Mean and Standard Deviation to test Importance levels& Multiple Regression analysis to Measure the impact of study variables on testing the direct effects.

$$\text{Class Interval} = \frac{\text{Maximum Class} - \text{Minimum Class}}{\text{Number of Level}}$$

$$\text{Class Interval} = \frac{5 - 1}{3} = \frac{4}{3} = 1.33$$

_ Relative importance, assigning due to:(The Low degree from 1- less than 2.33,The Medium degree from 2.33 - 3.66, The High degree from 3.67 and above.)

Study population

The study population consists of all editors, deputy editors-in-chief, and heads of departments and employees who perform their functions in the Jordanian main newspaper (Al-Ghad Newspaper, Al-Rai Newspaper and Al-Dustour Newspaper). These newspapers. Table (2) shows the number of employees in the newspapers surveyed

Table (1) the number of employees in the newspapers surveyed

Newspaper	Employees
Al-Ghad	335
Al-Rai	674
and Al-Dustour Newspaper	570
Total	1579

Study Sample

The researcher chooses a simple random sample from the study population. The margin of error allowed in this study is (0.05) according to the (Uma Sekaran, Appendix 2) .Thus, the researchers distributed (310) questionnaire, retrieved (276) questionnaire 34 were invalid, therefore (245) were valid which represent (79%) of the study sample

VI. RELIABILITY

Reliability of the scale verified by establishing internal consistency using Cronbach alpha coefficient and the results are shown in Table (2)



Table (2): Cronbach's Alpha values

Item	Dimension	alpha
Compensation	Financial	0.86
	Non-Financial	0.77
Job Satisfaction	Fairness Pay	0.90
	Sense of	0.92
Employees performance	Performance	0.88
	Quantity of work	0.90
	Quality of work	0.88
	Job knowledge	0.88
Total		0.96

Table (2) shows that all values of Cronbach's alpha for all dimensions of the two variables are larger than 0.80 and, therefore the scale achieve reliability through the internal consistency measure. Nounally (1978) proposes a threshold of ($\alpha=0.70$) for high reliability.

Statistical Analysis

1. compensation

Means, standard deviations and correlation coefficients among the dimensions of the variables given in Table (3).

Table (3) Means, standard deviations of the responses of individuals for the compensation in the Jordanian newspaper.

Dimensions	Mean	Std Dev.
Non- Financial Compensation	3.03	0.85
Financial Compensation	2.98	0.84
Average	3.01	

Table (3) shows that respondents response on the dimensions of compensations in the Jordanian newspaper ranged between (2.98- 3.83), the "non-financial compensation" ranked first with an average of (3.03). The average of the compensation in the Jordanian newspaper as a whole was (3.01) which medium.

2. Job satisfaction

Table (4) Means, standard deviations of the responses of individuals for the job satisfaction in the Jordanian newspaper.

Dimensions	Mean	Std Dev.
Sense of Appreciation	2.78	0.99
Fairness of pay	2.74	1.06
Average	2.76	



Table (4) shows that respondents response on the dimensions of job satisfaction in the Jordanian newspaper ranged between (2.78- 2.74), the Sense of Appreciation ranked first with an average of (2.78). The average of the compensation in the Jordanian newspaper as a whole was (2.76) which is medium.

3. Employees Performance

Table (5) Means, standard deviations of the responses of individuals for the employees performance in the Jordanian newspaper.

Dimensions	Mean	Std Dev.
Performance Accuracy	3.23	0.85
Work quality	3.14	0.92
Work Knowledge	3.06	0.89
Work quantity	3.03	0.93
Average	3.12	

Table (5) shows that respondents response on the dimensions of employees performance in the Jordanian newspaper ranged between (3.23- 3.03), the Work quality ranked first with an average of (3.14). The average of the compensation in the Jordanian newspaper as a whole was (3.12) which is medium

VII. TESTING HYPOTHESES

First Hypotheses:

H01: There is no statistically significant effect at the level of significance ($0.05 = \alpha$) of compensation dimensions (financial compensation, non-financial compensation) on improving the performance of employees dimensions (accuracy of performance, work quantity, work quality and work knowledge) of Jordanian newspapers. Table (6) multiple regression analysis results of the impact of compensation dimensions on improving the employee Performance

Independent Dimensions	(β)	T	Sig	(R)	²) (R)	F	Sig
Financial Compensation	0.381	5.136	0.000	0.517	0.267	44.175	0.000
Non-Financial compensation	0.178	2.396	0.017				

Dependent variable: Employees performance



Table (6) shows that the total correlation coefficient value, which is the ratio of the independent variables combined with the dependent variable (R), is (0.517), which is a statistically significant value and indicates the degree of statistical correlation between the dimensions of the compensations and the performance of the employees as a whole. R² is (0.267). This explains 26.7% of the differences in the values of the dependent variable, while 73.3% of the differences are due to other factors that not taken into account in this model. As the table shows, the highest independent effect on the employees performance was the financial compensation; the value of (β) was (0.381), which represents the correlation coefficient between the financial compensation and performance of employees in case of adding other independent variables to the model. Therefore, the first null hypothesis rejected and the alternative accepted, which states: "There is a statistically significant effect at the level of significance ($\alpha = 0.05$) of compensations dimensions (financial compensation and non-financial compensation) on improving the performance of employee's dimensions (accuracy of performance, work quantity, work quality and work knowledge) of Jordanian newspaper.

Second Hypotheses

H02: There is no statistically significant effect at the level of significance ($0.05 = \alpha$) of compensation dimensions (financial compensation and non-financial compensation) on improving job satisfaction dimensions (fairness of pay and sense of appreciation) of Jordanian newspapers.

Table (7): Multiple regression analysis results of the effect of compensation dimensions on job satisfaction.

Independent Dimensions	(β)	T	Sig	(R)	²) (R	F	Sig
Financial Compensation	0.66	11.38	0.000	0.75	0.56	153.65	0.000
Non-Financial compensation	0.13	2.26	0.03				

Dependent variable: Job satisfaction

Table (7) shows that the total correlation coefficient value, which is the ratio of the independent variables combined with the dependent variable (R), is (0.75), which is a statistically significant value and indicates the degree of statistical correlation between the dimensions of the compensations and the job satisfaction as a whole. R² is (0.56). This explains 56% of the differences in the values of the dependent variable, while 44% of the differences are due to other factors that not taken into account in this model. As the table shows, the independent effect on the job satisfaction was the financial compensation; the value of (β) was (0.66), which represents the correlation coefficient between the financial compensation and job satisfaction to other



factors that not taken into account in this model. Therefore, the first null hypothesis rejected and the alternative accepted, which states: "There is a statistically significant effect statistically significant effect at the level of significance ($0.05 = \alpha$) of compensation dimensions (financial compensation and non-financial compensation) on improving job satisfaction dimensions (fairness of pay and sense of appreciation) of Jordanian newspapers

Third Hypotheses

H03: is that there is no statistically significant effect at the level of significance ($\alpha = 0.05$) dimensions of job satisfaction (fairness pay and sense of appreciation) on improving the performance of employees dimensions (work accuracy, work quantity and work knowledge) in Jordanian newspapers.

Table (8): Multiple regression analysis results of the effect of the dimensions of job satisfaction on the employee's performance

Independent Dimensions	(β)	T	Sig	(R)	²) (R	F	Sig
Fairness pay	0.18	2.13	0.04	0.54	0.29	49.47	0.000
Sense Appreciation	0.39	4.58	0.00				

Dependent variable: Employees performance

Table (8) shows that the total correlation coefficient value, which is the ratio of the independent variables combined with the dependent variable (R), is (0.54), which is a statistically significant value and indicates the degree of statistical correlation between the dimensions of the job satisfaction and employees performance as a whole. R² is (0.29). This explains 29% of the differences in the values of the dependent variable, while 71% of the differences are due to other factors that not taken into account in this model. As the table shows, the independent effect on the employees performance was the sense appreciation; the value of (β) was (0.39), which represents the highest correlation coefficient between appreciation and job employee's performance in case of adding other independent factors to the model. Therefore, the first null hypothesis rejected and the alternative accepted, which states: "There is statistically significant effect at the level of significance ($\alpha = 0.05$) of job satisfaction dimensions (fairness pay and sense of appreciation) on improving the performance of employees dimensions (work accuracy, work quantity and work knowledge) in Jordanian newspapers



Fourth Hypotheses

Hypothesis H04: There is no statistically significant effect at the level of ($\alpha = 0.05$) of job satisfaction in improving the effect of financial and non-financial compensation on performance.

Table (9): The direct and indirect effect of the independent variable on the dependent variable

Effect	CM	B	t	Sig.
Direct	Financial compensation → Employees performance	0.476	9.002	0.000
	Non-Financial compensation → Employees performance	0.406	7.491	0.000
Indirect	Financial compensation → Job Satisfaction → Employees Performance	0.376	8.545	0.000
	Non -Financial compensation → Job Satisfaction → Employees Performance	0.284	7.676	0.000

CM: Conceptual Model

Table (9) shows that the total value of (B) was (0.476) and the total value of (T) was (9.002), for the direct effect of the financial compensation on the performance which are statistically significant values and for indirect effect the total of (B) was (0.376) and the total value of (T) was (8.545) which are statistically significant values. These results indicate that after adding the job satisfaction as a mediator the effect is going down which means job satisfaction is not improving the effect of financial compensation on performance

Table (30) shows that the total value of (B) was (0.406) and the total value of (T) was (7.491), for the direct effect of the non-financial compensation on the performance which are statistically significant values and for indirect effect the total of (B) was (0.284) and the total value of (T) was (7.676) which are statistically significant values. These results indicate that after adding the job satisfaction as a mediator the effect is going down which means job satisfaction is not improving the effect of non- financial compensation on performance

Therefore, the fourth null hypothesis accepted and the alternative rejected which states: that there is no statistically significant effect at the level of ($\alpha = 0.05$) of job satisfaction in improving the effect of financial and non-financial compensation on performance.

VIII.

CONCLUSIO

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The employees of Jordanian newspaper received both financial and non-financial compensation, which perceived generally as a level of satisfaction in their performance. The results showed that the compensation in the Jordanian newspaper rated average, the financial compensation ranked first and the non-financial came in second, the results of job satisfaction rated average, the fairness of pay came first while the sense of appreciation came the second. The results of employee’s performance indicated an average results, the quality of work came



first while the accuracy of work came second and the quantity of work came the third. The compensation effect the employees performance and job satisfaction directly, job satisfaction, effect the employees performance directly while the effect of compensation effect the employees through job satisfaction is negative so tin this case the job satisfaction don't play the role of mediator between compensation and employees performance in Jordanian newspaper. These results agree with many previous results of other studies ,Jamilu, Ezekiel& Subashini & 2015 , Etebu,2016.but dis agree with the study of SOPIAH,2013,regarding the job satisfaction as mediator in our results it acts negative while in SOPIAH,2013 its acting positive. From the above results, the researchers recommended that the Jordanians newspaper should be more interested in financial & non-financial compensation by giving employees more bonuses and annual bonuses that provide employees with job satisfaction, which leads to higher performance. In addition conducting several future studies that will address the impact of other dimensions of compensation systems in improving the performance of employees by using other dimensions of job satisfaction.

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