



---

**RESEARCH PAPER**

**Employee job satisfaction and motivation enhance organizational productivity in the organization of Pakistan**

Abid Hussain<sup>1</sup>

---

**ABSTRACT**

*Organizations nowadays face countless problems to motivate and creating opportunities for job satisfaction for the employees working in the organization. In Pakistan, the organization make new program and HR policies to motivate and develop job satisfaction among the workers in the organization. Most of the research scholars concluded that motivation and job satisfaction have positive findings on Performance efficiency. The study was conducted to find out the impact of job satisfaction and motivation on employee performance. For the study, a sample of primary data was gathered through a questionnaire. The result of the SPSS indicates that employee satisfaction, motivation, performance appraisal and management support have a positive impact on employees' performance. The outcomes of the study show employee satisfaction, motivation, performance appraisal, and management support have a positive impact on employees' performance. Furthermore, employee performance, organizational environment, and the work situation are positively affected by management's ability to support employees' activities.*

**Keywords:** Employee motivation; Employee satisfaction, Performance appraisal; Employee performance.

---

1. Department of Public Administration
2. University of Karachi  
[Ch.abid175gb@gmail.com](mailto:Ch.abid175gb@gmail.com)

---

**Introduction**

Over the years, there has been a growing understanding that the quality of job satisfaction and motivation are the two main causes of

the low performance of an employee. The current paper examined how these two factors (Job satisfaction and Motivation) influence the performance of an employee. Motivation is the internal force that gives us the eagerness, determination, and perseverance to take action and pursue goals and ambitions (Maduka & Okafor, 2014). An organization worker is important to the organization's development and performance and is often reflected in an organization. (Decramer et al., 2013) the study said that the most useful, cost-effective, and variable individuals working for a company are all of the resources it may employ to carry out its task.

The motivating approaches indicate the process in question and establish the main perspective in the work of the business that pays for performance (Nur Iman Ridwan & Dalle, n.d.) Additionally, the study claimed that motivation is to increase inspiration outside by indirectly managing provisions of a distinct professional through money and non-financial benefits.

The relationship between job satisfaction and performance is well established in the present scholarly literature. Job satisfaction refers to the emotional states, such as affect, that arise when employees are engaged in their work (Eliyana et al., 2019). Studies have shown that higher levels of job satisfaction are related to better employee performance. This is because when employees are engaged in their work, they are more likely to give their best effort and perform at their highest levels. (Thamrin, 2012).

Performance is the outcome of an individual's capability, motivation, and commitment to perform under the conditions of employment (Riyanto et al., 2021) there are three main motivational factors for an employee to perform efficiently, and these are job satisfaction, motivation, and commitment. A higher level of job satisfaction and motivation leads to improved employee performance. When an employee is satisfied with his or her job, he or she feels that the job is meaningful and worthwhile.

In the modern period, it needs a framework for assessing the performance of any institution, both public and private. Management information, ability, standards, commitment, and evaluations may impact the performance of the employee (Ishizaka & Pereira, 2016). Performance evaluation is the tool used to properly monitor the performance of employees. Research has shown that the framework for performance assessment combines additional

compensation and rewards skilled workers and enhances their inspiration and overall obligations (Tani Raka et al., 2018).

### **Problem Statement**

Many academics have seen job satisfaction as a key instrument for increasing employees' productivity and skill levels as well as updating the industry and dealing with changing business conditions (Ras et al., 2017). This research is to find the possible importance of job satisfaction and motivation on employee performance in the banking sector of Karachi, Pakistan. In general, motivation influences the competitiveness, income, and performance of the business. These aspects as well as their influence on the motivation of employees have typically been researched independently rather than in connection with an evaluation system, while the interrelationships between these elements have been given little or no consideration. The assessment system determines the performance gap (Idowu, 2017). In this situation, evaluation investigations should focus more on establishing effective and integrated valuation systems for understanding and motivation.

### **Purpose of the study**

The purpose of this paper is to study job satisfaction and motivation of employees on the performance of an employee. The employees must be confident in the review system, improvements, awards, inspirations, and unwanted effects and discontent in the performance evaluation (PA). Employees that have high marks in the examination are encouraged by their performance and their performance (Thamrin, 2012). The criteria for performance describe the components of a profession and make it less demanding to include efficient or ineffective employment in the assessment technique. In general, the organization observes that false items are assessed, and incorrect procedures are used (Eliyana et al., 2019).

This is the difficulty when performance does not match the organization's requirements. Performance assessment can improve the company's benefits, although in many situations it does not seem to yield advantages (Crossman & Abou-Zaki, 2003). Most companies generally incorporate performance assessments that they can't profit from since the expectations and experiences in the current system differ greatly (Jewell et al., 2018).

### **Research Questions**

1. To examine how job satisfaction and motivation influence individual performance.
2. Is there any connection between the role of job satisfaction and motivation?
3. How do employees receive clear feedback on their performance?

### **Research Objective**

To identify how job motivation can be related to job satisfaction and the impact of jobsatisfaction, job motivation, and job performance. The main objectives of the research were to;

- Elaborate on the level of job happiness and motivation among employees within the humanresources field.
- Identify the factors influencing job satisfaction and motivation.
- Propose a conceptual framework for job satisfaction and motivation within the human.

### **Significance of the study**

Job satisfaction and motivation on employee performance were the main topics, this study examine. Many factors can affect the performance of the employee. In this research, the findings are that job satisfaction and motivation influence employee performance. And found that there is a significant relationship between job satisfaction and motivation and the overall performance of the employee. Employee performance is a significant role in a successful business, it is important to understand the factors, (Employee Satisfaction, Motivation, Performance Appraisal, and Management Support) that affect employee performance.

### **Literature Review**

The study showed that Motivation and Job satisfaction had a significant influence on the performance and productivity of employees. Motivation impacts on employee performance have several concepts, which are given below.

High-level performance leads a firm and provides more opportunities for workers than low-level personnel (Tanvir Mahady, 2017).

Performance concerns, not just performers, but also the evaluation and evaluation process (Ackah & Musasizi, 2014). The acts are performance-related to be examined and measured. Organizations must perform their staff to meet their objectives and to gain a competitive advantage (Shahzadi et al., 2014).

### **Maslow's Hierarchy of Needs Theory**

Maslow's model infers that the needs of humans are determined by the pyramid of requirements. It was published in 1943 by Abraham Maslow. As requirements of human needs, it follows levels of steps from bottom to top which comprises psychological, security, respect, societal, and self-actualization (Gawel, 1996; Sezen, n.d.).

This study is also supportive to estimate employee performance and his/her motivation. Physiological needs should be the most fundamental of our requirements. Assuming a person is deficient in excess, they're perhaps going to effort to encounter these physiological wants initially (Ştefan et al., 2020).

For instance, assuming somebody is amazingly greedy, it's difficult to zero in whatever else other than food. Also, the physiological need would be the requirement for sufficient rest. (Hopper, n.d.; MICHAEL R. HAGERTY, n.d.)

### **The Cognitive Theory of Motivation**

Cognitive theory has content and construction, which are emphasized in concepts of cognitive learning. These theories strain knowledge as a kind of mental activity and use perception, information, and memory processing as key explicative instruments (Thevanes & Jathurika, n.d.). From a cognitive perspective, environmental variables are critical but are a background to mental activity, which affects learning. (Bandura, 1999).

The shift from behavioral instructional strategy to ideologies of cognitive style is not complicated, and the knowledge is an objective approach. The objective of instruction has remained the most efficient and comprehensive transmission and transfer of knowledge to students (Lunenburg, 2011; Otaye-Ebede et al., 2020).

### **The Expectancy Theory**

The concept of **Expectancy theory** shows how individuals may recognize how the anticipated behavioral results motivate people. The degree of motivation is simultaneously resolute by the expectation and application of the individual's results (Estes et al., 2012). Expectancy theory has frequently provided the theoretical context for research evaluating motivation for training, the motive for tutoring, and efficacy for training. (Raymond & Goyal, n.d.)

The thought of goals has a record and differs from the idea of technological objectives. The Model Action sets encouraging problems and intentional targets (Chen et al., 2006). A particular target, namely the objective intention, is defined as the pre-determination step of the MAP (the choosing between conflicting wants). (Burton et al., 1992)

### **Empirical Studies**

#### **Employee Satisfaction & Employees Performance**

To achieve their goals and aims, effective organizations rely on the best performance of their employees. To achieve objectives, their workers must accomplish them at a high level to gain competitive advantages. (Lado & Wilson, 1934)

(Shmailan, 2016) learning has shown that employee capabilities have positive and considerable effects on job satisfaction in the form of skills, knowledge, expertise, control over arrogances, and involvement. This means that employee assistances deliver employee pleasure and actual worth, anyone happy with their work will rise their performance.

Employment happiness has a major impact on employee performance. An employee's quality of work is an element that influences his performance. Satisfaction may be characterized as an employee feeling satisfied with their position (Ahmad et al., 2014).

**(H1):** Employee Satisfaction was a positive impact on Worker performance.

#### **Motivation & Employees Performance**

**Motivation** sustains and controls employee deeds. (Noorizan et al., 2016) claimed that individuals need job autonomy and that environmental rewards yield incentives. Motivation inspires employees to reach their goals. Motivated staffs are elaborate and want to boost their performance (Badrianto & Ekhsan, 2019).

Furthermost motivated employees find automated quality and independence (Mangkunegara & Agustine, 2016). South African performance evaluation allows public authorities to understand what they expect, encourage, and describe their performance and results. Companies require motivated personnel to survive in a highly competitive environment (Mulyana et al., 2021).

**(H2):** Motivation was a positive impact on Employee performance.

### **Management Support & Employees Performance**

Many scholars said that managerial support is an essential requirement for improving Employee Performance. The extent to which the management supports an individual in his work. It concentrates on the management of information resources. This provides planning and decision-making information. These systems use a range of data analysis methods for providing information, both internally and externally (Zeleny, 1987). Like (Grundspenkis, 2007), employees are probable to perceive improved work performance if they comprehend that management is supporting their engagement efforts. Also showed that managerial support is linked to commitment and activity in a favorable way.

**(H3):** Management Support was a positive impact on Employee performance.

### **Performance appraisal & Employees Performance**

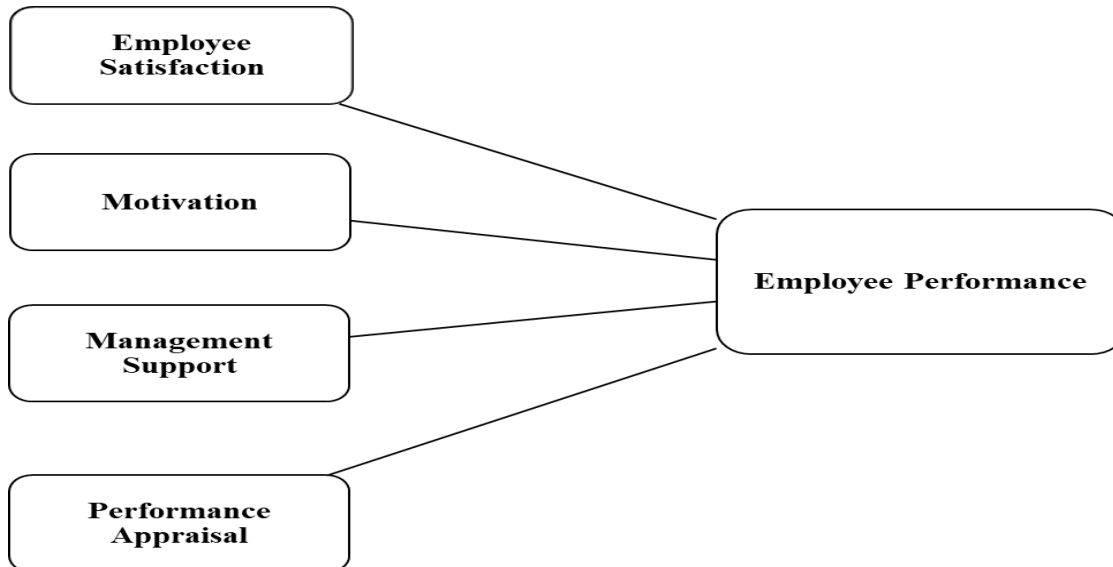
The approach for performance evaluation between 74 and 89 percent has been utilized by businesses and industry (Idowu, 2017). In recent decades a large proportion of performance evaluation studies have been conducted. Performance assessments are simple; however, research shows that performance assessments are frequently used and that specific employees have their strengths or weaknesses (Gabris & Mitchell, 1988). Systems of performance evaluation, comprising choices, evaluation, and feedback on human resources, are used for many goals. The different works inspired by psychologists focusing their assessment on the psychometric components of supervisory assessment (Al-Jedaia & Mehrez, 2020).

(Poon, 2004) argued that an assessment context is a vital tool for regaining employee value. The Performance Evaluation establishes a system of awards that integrates leaders' and organizational employees' efforts with the shared objectives of their organization (Khan & Ojokuku, 2013).

**(H4):** Performance appraisal has a positive impact on worker

performance.

### **Theoretical Structure**



### **Methodology**

This is explanatory research to examine the impact of Employee Satisfaction, Motivation, Performance Appraisal, and Management Support on Employee performance.

#### **Research Approach**

Researchers collect statistical evidence, supported by numerous theories, to enhance the quality and relevancy of their research. Quantitative methods are used to test these theoretical frameworks and investigate conceptual links between the factors used. This suggestion was based on the fact that previous research studies have gathered information and tested hypotheses using these survey tools.

#### **Research Design**

##### **Sampling Technique**

The sampling method is used to select a convenient sample. This sampling technique allows us to draw the sample from that part of the population that is close to hand therefore, Convenience sampling was



used to conduct this study.

### **Target Population and Sample Size**

In this study, the target population is from Karachi's Employees of Banking Sector. Askari Bank, Meezan Bank and HBL Bank of various ages, genders, and education levels and received 310 responses. Data is gathered via a **Google Forms**-based questionnaire that is distributed via link sent to respondents' WhatsApp accounts and email.

### **Statistical Technique:**

To achieve the objective of this research, the main technique was the impact of job happiness on employee performance is measured using regression analysis. Cronbach's alpha was also used to assess the instrument's consistency with the data assistance of statistical software for empirical testing, Statistical Package for the Social Sciences (SPSS). This learning hypothesis is based on employee related factors (factors: Employee Satisfaction, Motivation, Performance Appraisal and Management Support), which influences Employee Performance.

### **Questionnaire and Measurement Instrument**

An adopted questionnaire was used as a measurement method in this study. The questionnaire is made up of questions that are linked to variables. On a 5-point Likert scale, applicants' responses range from Very Satisfied to Very dissatisfied.

### **Ethical Consideration**

In research, ethical considerations are very important, since ethics considers moral standards or norms that differentiate between rights and wrongs, which can help to define the distinction between permissible and inappropriate behaviors. The truthfulness, esteem, and role of the persons participating in this research have been taken care, which is the prerequisite of this report. In this study, the personal information and answers gathered are kept secret and no damage to any reputation.

**Results & Discussions**  
**Demographic Analysis**

**Table No. 1 Demographic Statistics**

<b>Demographic item</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>		
Male	200	64.5%
Female	110	35.5%
Total	310	
<b>Education level</b>		
Diploma	48	15.5%
Doctorate	46	14.8%
Graduate	139	44.8%
Masters	77	24.8%
Total	310	
<b>Age</b>		
21-30	196	63.2%
31-40	60	19.4%
41-50	12	3.9%
51 and above	42	13.5%
Total	310	

**Source: Author's own elaboration**

The above table describes the demographic of respondents in which the count of two genders is mentioned 35.5% females and 64.5% males. Furthermore, the education level is divided into four parts, diplomas are 15.5%, doctorate are 14.8%, graduates are 44.8%, and masters are 24.8%. As far as the age group is concerned, the respondents are divided into four parts 21 -30 are 63.2%, 31-40 are 19.4%, 41-50 are 3.9%, 51 and above are 13.5%.

**Reliability Analysis**

In this research, reliability is measured in terms of Cronbach alpha indicating how well the items in the research are favorable with one another. The authors suggested that for a satisfactory level of reliability the value must be equal or greater than 0.7 and the maximum value is 1.

---

Cronbach's Alpha	No. of Items
.911	25

---

**Table No. 2**  
**Reliability Statistics** Source: Author's own elaboration

**Model Summary:**

**Table No 3. Model Summary**

---

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 <sup>a</sup>	.732	.728	.42063

---

a. Predictors: (Constant), ES, PA, MT, MS

**Source: Author's own elaboration**

\*\*Note: ES is stand for Employee Satisfaction, PA is stand for Performance Appraisal, MS is stand for ManagementSupport, MT is stand for Motivation.

The R and R Square values are shown in this table. The R value for simple correlation is 0.855, indicating that there is a high degree of association. The R Square value reflects how much the independent variable contributes to the total variation in the dependent variable. The explanation for 73.2 percent in this situation can be concluded as a significant model.

**Table No 4. Over All Signification**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	147.037	4	36.759	207.759	.000 <sup>b</sup>
	Residual	53.964	305	.177		
	Total	201.001	309			

a. Dependent Variable: EP

b. Predictors: (Constant), MS, ES, MT, PA

**Source: Author's own elaboration:**

This table shows that the regression model accurately predicts the dependent variable. The statistical significance of the regression model that was conducted is indicated below. The p value in this case is less than 0.05, indicating that the regression model statistically significantly predicts the result variable in general (i.e., it is a good fit for the data).

**Table No 5. Regression Analysis**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.743	.261		-2.845	.005
	ES	.184	.056	.100	3.298	.001
	MT	.139	.052	.104	2.664	.000
	PA	.160	.062	.162	2.600	.002
	MS	.676	.065	.628	10.369	.000

a. Dependent Variable: EP

**Source: Author’s own elaboration:**

As seen above, the beta value and p-value are displayed in the table. Employee satisfaction, Motivation, Performance Appraisal and Management Support has a substantial positive significant on staff performance.

**Summary of the results**

**Conclusion:**

Hypothesis	Reject	Fail to reject
(H1): Employee Satisfaction has a positive impact on worker performance.		✓
(H2): Motivation has positive impact on worker performance.		✓
(H3): Management Support has a positive impact on worker performance.		✓
(H4): Performance appraisal has positive impact on worker performance.		✓

The study was concluded to determine employment satisfaction's influence and motivation on the performance of employees. One of the most important factors in motivating employees is the performance assessment system. Employees become more motivated as a result of regular performance assessments. A performance assessment system is essential for measuring work performance. To encourage employees, performance expectations are monitored and linked to individual evaluations. An employee's performance may be enhanced by rating their performance in performance evaluations, which is a method that boosts employee motivation. The performance evaluation identifies performance issues in order to boost productivity and motivation.

Employee Satisfaction is directly and indirectly impacted by a good impact on Employee Performance (e.g., low job satisfaction results in unsatisfactory work performance), employees' pro-activity (e.g., refusing to take the first step on the first day of job execution results in a passive attitude toward risky and frustrating work settings), and

employees' ability to adapt (e.g., workers do not confronting difficult work problems, resulting in barriers to give solution to them, as well as poor job performance is the outcome of that).

Overall, the anticipated model was found to be a good fit as the variables explained 73.2% of the model. There is a potential future outlook for continuing the research as there is still scope existing for addition of other employee related factors such as job environment and other related factors.

**References:**

- Ackah, D., & Musasizi, E. (2014). The Impact of Motivation on Employee Performance in the Manufacturing Industry in Ghana Global Journal of Management Studies and Researches The Impact of Motivation on Employee Performance in the Manufacturing Industry in Ghana. Global Journal of Management Studies and Researches, 1(5), 291–310. [www.academicjournalscenter.org](http://www.academicjournalscenter.org)
- Ahmad, N., Iqbal, N., Javed, K., Zakariya, U., Multan, U., & Hamad, P. N. (2014). Impact of Organizational Commitment and Employee Performance on the Employee Satisfaction. In International Journal of Learning, Teaching and Educational Research (Vol. 1, Issue 1).
- Al-Jedaia, Y., & Mehrez, A. (2020). The effect of performance appraisal on job performance in governmental sector: The mediating role of motivation. Management Science Letters, 10(9), 2077–2088. <https://doi.org/10.5267/j.msl.2020.2.003>
- Badrianto, Y., & Ekhsan, M. (2019). ++++++ THE EFFECT OF WORK ENVIRONMENT AND MOTIVATION ON EMPLOYEE PERFORMANCE OF PT. HASTA MULTI SEJAHTERA CIKARANG. <http://e-journal.stie-kusumanegara.ac.id>
- Bandura, A. (1999). A social cognitive theory of personality.
- Burton, F. G., Chen, Y. N., Grover, V., & Stewart, K. A. (1992). An application of expectancy theory for assessing user motivation to utilize an expert system. Journal of Management Information Systems, 8(4), 183–198. <https://doi.org/10.1080/07421222.1992.11517973>
- Chen, Y., Gupta, A., & Hoshower, L. (2006). Factors That Motivate Business Faculty to Conduct Research: An Expectancy Theory Analysis. Journal of Education for Business, 81(4), 179–189. <https://doi.org/10.3200/joeb.81.4.179-189>
- Crossman, A., & Abou-Zaki, B. (2003). Job satisfaction and employee performance of Lebanese banking staff. Journal of Managerial Psychology, 18(4), 368–376. <https://doi.org/10.1108/02683940310473118>
- Decramer, A., Smolders, C., & Vanderstraeten, A. (2013). Employee performance management culture and system features in higher education: Relationship with employee performance management satisfaction. International Journal

- of Human Resource Management, 24(2), 352– 371. <https://doi.org/10.1080/09585192.2012.680602>
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Estes, B., Professor, A., Polnick, B., & Associate Professor, E. (2012). Examining Motivation Theory in Higher Education: An Expectancy Theory Analysis of Tenured Faculty Productivity (Vol. 15, Issue 1).
- Gabris, G. T., & Mitchell, K. (1988). The Impact of Merit Raise Scores on Employee Attitudes: The Matthew Effect of Performance Appraisal. In *Public Personnel Management* (Vol. 17, Issue 4).
- Gawel, J. E. (1996). Herzberg's Theory of Motivation and Maslow's Hierarchy of Needs. *Practical Assessment, Research, and Evaluation*, 5, 11. <https://doi.org/10.7275/31qy-ea53>
- Grundspenkis, J. (2007). Agent based approach for organization and personal knowledge modelling: Knowledge management perspective. *Journal of Intelligent Manufacturing*, 18(4), 451–457. <https://doi.org/10.1007/s10845-007-0052-6>
- Hopper, E. (n.d.). Maslow's Hierarchy of Needs Explained What Is Maslow's Hierarchy of Needs? Idowu, A. (2017). Effectiveness of Performance Appraisal System and its Effect on Employee Motivation. *Nile Journal of Business and Economics*, 3(5), 15. <https://doi.org/10.20321/nilejbe.v3i5.88>
- Ishizaka, A., & Pereira, V. E. (2016). Portraying an employee performance management system based on multi-criteria decision analysis and visual techniques. *International Journal of Manpower*, 37(4), 628–659. <https://doi.org/10.1108/IJM-07-2014-0149>
- Khan, A., & Ojokuku, R. M. (2013). EFFECT OF PERFORMANCE APPRAISAL SYSTEM ON MOTIVATION AND PERFORMANCE OF ACADEMICS IN NIGERIAN PUBLIC UNIVERSITIES. In *Australian Journal of Business and Management Research* (Vol. 3, Issue 03).
- Khosrowshahi, S., Nejad, I. A., & Khosrowshahi, S. (n.d.). The Impact of Motivation and Job Satisfaction on Employee performance at Parsian Hotels Chain in Tehran.



- Lado, A. A., & Wilson, M. C. (1934). HUMAN RESOURCE SYSTEMS AND SUSTAINED COMPETITIVE ADVANTAGE: A COMPETENCY-BASED PERSPECTIVE. In ^ Academy of Management Review (Vol. 19, Issue 4).
- Lunenburg, F. C. (2011). Goal-Setting Theory of Motivation (Vol. 15).
- Maduka, C. E., & Okafor, O. (2014). Effect of Motivation on Employee Productivity: A Study of Manufacturing Companies in Nnewi. *International Journal of Managerial Studies and Research*, 2(7), 137–147. [www.arcjournals.org](http://www.arcjournals.org)
- Mangkunegara, A. P., & Agustine, R. (2016). Effect of Training, Motivation and Work Environment on Physicians' Performance. *Academic Journal of Interdisciplinary Studies*. <https://doi.org/10.5901/ajis.2016.v5n1p173>
- MICHAEL R. HAGERTY. (n.d.). Hagerty1999\_Article\_TestingMaslowSHierarchyOfNeeds. Mulyana, Y., Chaeroni, N., Erlangga, H., Solahudin, M., Sunarsi, D., Anggraeni, N., Masriah, I., Danang Yuangga, K., & Purwanto, A. (2021). The Influence of Motivation, Ability, Organizational Culture, Work Environment on Teachers Performance. In *Turkish Journal of Computer and Mathematics Education* (Vol. 12, Issue 4)
- Noorizan, M. M., Afzan, N. F., Norfazlina G., A. Z., & Akma, A. S. S. (2016). The Moderating Effects of Motivation on Work Environment and Training Transfer: A Preliminary Analysis. *Procedia Economics and Finance*, 37, 158–163. [https://doi.org/10.1016/s2212-5671\(16\)30107-1](https://doi.org/10.1016/s2212-5671(16)30107-1)
- Nur Iman Ridwan, M., & Dalle, J. (n.d.). European Journal of Human Resource Management Studies THE EFFECT OF MOTIVATION, JOB SATISFACTION AND JOB DISCIPLINE TOWARD EMPLOYEE PERFORMANCE OF PT. BUMA PERINDAHINDO AT LNG TANGGUH SITE, TELUK BINTUNI REGENCY, WEST PAPUA, IN INDONESIA. <https://doi.org/10.5281/zenodo.2040456>
- Otaye-Ebede, L., Shaffakat, S., & Foster, S. (2020). A Multilevel Model Examining the Relationships Between Workplace Spirituality, Ethical Climate and Outcomes: A Social Cognitive Theory Perspective. *Journal of Business Ethics*, 166(3), 611–626. <https://doi.org/10.1007/s10551-019-04133-8>

- Poon, J. M. L. (2004). Effects of performance appraisal politics on job satisfaction and turnover intention. *Personnel Review*, 33(3), 322–334. <https://doi.org/10.1108/00483480410528850>
- Raymond, A. M., & Goyal, P. K. (n.d.). Related papers OVERVIEW OF EMOTIONAL INTELLIGENCE: MODEL, MEASUREMENT AND DEVELOPMENT International Research Journal Commerce Arts Science KYAMBOGO UNIVERSITY FACULTY OF ENGINEERING DEPARTMENT OF MECHANICAL AND PRODUCT DESIGN. Motivation In Human Resource Management Motivation: Concept, Theories and practical implications. In *International Research Journal of Commerce Arts and Science*. <http://www.casirj.com>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. In *Problems and Perspectives in Management* (Vol. 19, Issue 3, pp. 162–174). LLC CPC Business Perspectives. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Sezen bozyiğit. (n.d.). CHAPTER EVALUATION OF MASLOW'S HIERARCHY OF NEEDS THEORY WITHIN THE CONTEXT OF COVID-19 PANDEMIC ISBN 978-625-7679-33-6 Book Title Understanding The Consumer Behaviour During COVID. <https://www.researchgate.net/publication/356087051>
- Shahzadi, I., Javed, A., Shahzaib Pirzada, S., Nasreen, S., & Khanam, F. (2014). Impact of Employee Motivation on Employee Performance. In *European Journal of Business and Management* [www.iiste.org](http://www.iiste.org) ISSN (Vol. 6, Issue 23). Online. [www.iiste.org](http://www.iiste.org)
- Shmailan, A. S. bin. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4(1), 1–8. <https://doi.org/10.15739/IBME.16.001>
- Ştefan, S. C., Popa, Ştefan C., & Albu, C. F. (2020). Implications of maslow's hierarchy of needs theory on healthcare employees' performance. *Transylvanian Review of Administrative Sciences*, 16(59), 124–143. <https://doi.org/10.24193/tras.59E.7>
- Tani Raka, B. I., Yuesti, A., & Landra, N. (2018). Effect of Motivation to Employee Performance which was Mediated by Work Satisfaction in PT Smiling Tour Denpasar. *International Journal of Contemporary Research and Review*, 9(08), 20959–20973. <https://doi.org/10.15520/ijcrr/2018/9/08/569>

- Tanvir Mahady. (2017). Arabian Journal of Business and Management Review mesfin yemer, tsion mamoo Arabian Journal of Business and Management Review.
- Thamrin, H. M. (2012). The Influence of Transformational Leadership and Organizational Commitment on Job Satisfaction and Employee Performance. International Journal of Innovation, Management and Technology. <https://doi.org/10.7763/ijimt.2012.v3.299>
- Thevanes, N., & Jathurika, M. (n.d.). Employee Happiness and its Relationship with Job satisfaction: An Empirical Study of Academic staff in a Selected Sri Lankan University. In Asian Journal of Social Science and Management Technology (Vol. 3). [www.ajssmt.com](http://www.ajssmt.com)
- Zeleny, M. (1987). Management support systems: Towards integrated knowledge management.