

# Motivation: Does employee motivation have influence on job satisfaction?

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**Abstract**— The aim of this study is to examine employee motivation and its influence on job satisfaction. As a result of the fact that people and the information they possess are the most essential factors determining the productivity of an organization, motivation is becoming an increasingly vital component of modern business. One of the most important parts of motivation is determining how satisfied employees are with their jobs. As a necessary first step for achieving higher levels of efficiency, responsiveness, quality, and recognized service, businesses have an obligation to ensure that their staff members report high levels of job satisfaction. The goal of this thesis is to investigate the level of contentment and drive experienced by workers. It also discusses the impact that the company's culture has on the level of satisfaction experienced by the staff. Concepts like job satisfaction, different types of motivation, and different types of incentives are included in the theoretical framework of this thesis. The relationship between the employees and the management, as well as the communication that exists between the two groups, is one of the organization's greatest strengths.

**Keywords**— *Motivation, Human Resource Management, Job Satisfaction.*

## I. INTRODUCTION

Motivation and the level of work satisfaction of employees in today's business environment are issues faced by all companies (Ali et al., 2021). In order for a business to reach the next level, it is necessary for that business to identify strong and qualified human resources as well as structure its work in such a way as to accomplish its organizational goals. It is difficult to conceive of a successful company operating without the collaboration of trained specialists (Faeq, 2022), which is, in turn, impossible to achieve without a reliable incentive and motivation system. It is abundantly clear

that the people employed in the company—the creativity (Saleh et al., 2021), diligence, and initiative of workers—are all those attributes that contribute to successful company performance and the fulfillment of the organization's strategic goals. Reward systems are concerned with the creation and execution of strategies and policies whose objective is to reward individuals fairly and consistently in accordance with the values of the company (Jamil et al., 2022). This is done in accordance with the principles that guide the operation of the business. It also concerns the design, execution, upkeep, and communication of reward procedures in

order to assist the company in putting them into practice (Akoi & Yesiltas, 2020). It is possible to boost an employee's overall job-related productivity as well as their level of happiness via the use of a broad variety of intrinsic incentives. Some of these benefits come in the form of acknowledgment, employment autonomy, participation in decision-making, involvement in the task's significance, and participation in the decision-making process (Sadq et al., 2020). These perks certainly have their advantages in terms of producing a very content labor force (Akoi et al., 2021). The formation of a pleasant and cooperative environment inside an organization and the design of an effective remuneration package for workers lead to employee happiness, motivation, and dedication, all of which contribute to an improvement in the company's overall functioning (Jamil et al., 2022). Considering the importance of adequate human resources to an organization's overall performance (Ali et al., 2021), The necessity of a satisfied and motivated workforce is continuously expanding in relevance in today's businesses. Numerous studies have been conducted to investigate the relationship between employee levels of job satisfaction and the amount of incentive received. The goal of this sort of study is to determine which aspects of the target firm have room for improvement and how to create an environment in which workers look forward to going to work each day (Faeq & Ismael, 2022). This research explains the kinds of elements that have an influence on employees' job satisfaction and the kinds of circumstances that may cause employees to be dissatisfied with their jobs. One topic that will be covered is the influence that monetary gain may have as a driving force (Ali et al., 2021). This idea illustrates the significance of workers for an organization (Sabah et al., 2022), as well as the significance of ensuring that workers are content, motivated, and hence productive. Because both reward and job satisfaction have a significant bearing on the performance of an employee and the organization, the study of the relationship between these two factors has unquestionably become a subject of prime importance and of great interest for the purpose of study and additional research (Faeq et al., 2021).

## II. LITERATURE REVIEW

Various motivational theories, such as need-based theories, reinforcement theories, and process theories, are used in research on employees' levels of work satisfaction and motivation on the job (Akoi & Andrea, 2020). The concept of employee motivation, on the

other hand, is notoriously difficult to pin down. There is a connection between being satisfied with one's work and one's level of motivation, which is the fundamental reason for the existence of any organization (Faeq & Ismael, 2022). The ideas of motivation and contentment in one's work environment are sometimes confused with one another (Qader et al., 2022).

It was emphasized that although motivation and work satisfaction are connected concepts, they are not the same thing (Ismael, 2022). They were aware that being happy with one's work is a component of the process that leads to motivation (Faeq et al., 2022). While motivation is primarily concerned with goal-directed activity, work satisfaction is tied to a sense of fulfillment (Sadq et al., 2020), which may be acquired through a variety of incentives and activities related to one's employment (Ismael, 2022). It is also conceivable for an employee to like all of the activities that are associated with the job, yet he or she may still have a low degree of motivation (Akoi et al., 2021).

The provision of financial incentives and benefits is an essential component of human resource management (Anwar & Louis, 2017). When it comes to retaining employees and gauging their degree of dedication to an organization, one of the most significant factors to consider is the method of remuneration that the company provides for its staff (Ismael, 2022). Employers may keep their workforces together by providing competitive benefits and pay packages, since this is one strategy for doing so (Qader et al., 2022). Because offering competitive compensation and benefits that are connected to the market serves as a motivator for employees to become dedicated to the business, an organization can only have success with its strategy for retaining people if it does so (Anwar & Climis, 2017). Employees will stay with an organization as long as they are compensated well for their work there; if they are not, they may look for work elsewhere (Ismael et al., 2022). When employees feel that their talents, accomplishments, and efforts are valued in their organizations, they are more likely to remain with such businesses (Faeq, 2022).

### Job satisfaction

Research on the topic of employee happiness has been an important focus in the field of industrial and organizational psychology (Anwar, 2017). There are many among us who take pleasure in their job and regard it as an integral component of their lives (Abdulrahman et al., 2022). On the other side, there are those people who find their jobs to be disagreeable and

only do them because they have to (Faeq & Ismael, 2022). The degree to which an individual enjoys their work is reflected in their job satisfaction (Ismael, 2022). According to Anwar & Ghafoor, (2017) the area of organizational behavior that receives the greatest attention is job satisfaction (Anwer et al., 2022). It is vital to know the level of job satisfaction at work for many reasons, and the findings of job satisfaction studies influence both the workers and the organization (Faeq & Ismael, 2022). There are numerous reasons why it is necessary to know the level of job satisfaction at work (Ismael, 2022). From the perspective of those doing the labor, it is self-evident that people value being treated properly (Anwar & Surarchith, 2015). When employees report that they are respected and happy in their jobs, this may be an indication that they are receiving positive treatment (Sorguli et al., 2021).

From the perspective of the organization, high levels of job satisfaction can lead to improved levels of performance on the part of workers (Faeq & Ismael, 2022), which in turn influences the outcome of the firm (Anwar, 2016). It is commonly accepted that employee happiness is the primary factor in determining employee retention as well as staff productivity (Sabir et al., 2021). To achieve higher levels of productivity (Faeq & Ismael, 2022), responsiveness (Qader et al., 2021), quality (Anwar, 2017), and recognition (Faeq, 2022), it is necessary to ensure that staff are happy with their jobs (Aziz et al., 2021). The degree to which an individual is satisfied with their employment is influenced by both intrinsic and extrinsic motivational factors, the quality of supervision (Anwar & Shukur, 2015), the social interactions with other members of the work group, and whether or not the individual is successful in their work. It is considered that the conduct that contributes to the success of the company is most likely to occur when the employees are highly motivated (Faeq & Ismael, 2022), when they have a strong sense of commitment to the business, and when the work they do provides them with a high degree of job satisfaction (Hamza et al., 2021). According to the findings of the study, the elements of career possibilities, job impact, teamwork, and job challenge are the most important in determining workplace happiness (Abdullah et al., 2017).

### **Motivation of employee**

Today's successful businesses focus heavily on developing their employees' levels of motivation, dedication, and engagement (Faeq, 2022). When it comes to encouraging employees to produce high levels of performance, discretionary effort, and contribution,

the formulation of remuneration policies plays a significant role (Hamad et al., 2021). The process of motivation often begins with an individual being aware of a need that is not being met. The next step is to choose a target that can be accomplished in order to fulfill the prerequisite conditions (Anwar & Shukur, 2015). People can be motivated to more effectively complete the objective at hand via the use of rewards and other forms of motivation. The amount of motivation will also be affected by the social environment (Faeq et al., 2022). This context comprises not just the principles and culture of the organization as a whole but also the leadership and management of the organization, as well as the impact of any groups or teams in which an individual participates (Hamza et al., 2021). There are two types of motivation: intrinsic and extrinsic. One way to explain the phenomenon known as "intrinsic motivation" is as the process of being motivated by the work itself, insofar as the activity meets the personal requirements of the employee. People are said to look for jobs that they believe would best fulfill their requirements in order to be intrinsically motivated, as this type of motivation is self-generated (Anwar, 2017). A person's level of intrinsic motivation may be affected by a number of things, such as the amount of responsibility they have (Faeq et al., 2022), the amount of freedom they have to act, the amount of bravery they have to utilize and develop their own abilities, the amount of exciting work they perform, and the amount of effort that is put in by other individuals in order to encourage a person, which is an example of extrinsic motivation (Qader et al., 2021). A good example of extrinsic motivation would be the benefits that the management provides, such as a salary raise, praise, or promotion (Hameed & Anwar, 2018). Although the effects of extrinsic motivators are immediate, their effectiveness is limited by their short-term nature (Faeq et al., 2022). Because they are innate to a person and not imposed from the outside, intrinsic motivators typically have an influence that lasts for a longer period of time (Gardi et al., 2021). In a subsequent section of this thesis, the influence of monetary gain as a driving force will be examined. Because the requirements of different people vary greatly (Anwar, 2016), it is essential to pay close attention to the objectives that are set and the rewards that are bestowed upon individuals when those goals are achieved (Faeq et al., 2021). Theories of motivation are helpful tools for gaining an understanding of the various drivers of behavior (Hamad et al., 2021). Decades have been spent investigating various theories of motivation. These ideas may be integrated into the

operational procedures of the company's human resources department to get the most productive performance from the workforce (Anwar & Shukur, 2015).

### **Reward**

Earnings are a component of the overall compensation that an employee receives for their labor. In addition to this, it is one of the primary things that motivates and stimulates us (Faeq et al., 2020). It is possible for the company's pay system to increase employee motivation, productivity (Ismeal et al., 2021), and overall happiness if it is managed well (Faeq, 2022). The workers at the organization appear to have a somewhat low level of contentment over their existing pay (Mahmood et al., 2022). This may indicate that the workers' expectations regarding their salaries are not being met (Sadq et al., 2021), and they may have a desire for a better income as a result. It is important for managers to take into consideration this aspect since (Jwmaa et al., 2022), when it is enhanced, it has the potential to boost both the employees' motivation and their productivity (Hassan et al. 2020). The employees' perception of the appropriateness of their pay in relation to the duties they do is another area in which they express low levels of satisfaction (Ahmed & Faeq, 2020). They claim that they anticipate earning a larger salary as a result of the duties that they perform in their jobs (Jamil et al., 2022). Even though there were some workers who felt that they were getting a fair deal with their pay, the vast majority of workers are of the opinion that the system is not equitable (Othman et al., 2022). If the employee's compensation were to be increased (Abdalla Hamza et al., 2021), it may serve as a positive motivating element (Sadq et al., 2020). When certain workers are making a larger compensation relative to other workers' salaries despite accomplishing the same responsibilities, it is quite discouraging for those workers who are getting the higher salary (Hamza et al., 2022). As a result of the debate that was held earlier, the researchers came up with the following study hypothesis in order to investigate the effect that reward plays as a motivational component on work satisfaction:

H 1: The role of reward in the workplace as a motivational factor has a significant impact on job satisfaction in the banking industry.

### **Compensation**

The creation of compensation systems was done with the goals of motivating, attracting, rewarding, and retaining workers (Faeq et al., 2021). The management needs to give careful consideration to how to reward

their personnel in a way that would keep them engaged while avoiding overly expensive compensation plans. It is critical for management to convey to employees that they value their contributions to the company and are concerned about their well-being (Hamad et al., 2021). Historically, compensation plans endeavored to provide the greatest possible degree of internal equality within payroll systems (Faraj et al., 2021). When it comes to rewarding a workforce, there is no universally applicable method because the economy and the economic circumstances of a firm are always shifting and evolving. For this reason (Hussein et al., 2022), it is essential that every company place a strong emphasis on the compensation policy that they have in place (Anwar & Abd Zebari, 2015). It is necessary for compensation plans to adhere to the principles of internal equity, external competition, and personal motivation (Hamza et al., 2021). There are three primary aspects of compensation that need to be considered (Ismael et al., 2022). First, compensation needs to be fair in relation to the amount of work that a person has contributed; second (Qader et al., 2021), compensation needs to be competitive in relation to the market prices in the business field (Ismael et al., 2022); and third, the amount of compensation needs to motivate the employee to perform as well as they possibly can (Gardi et al., 2021). Unfortunately, the first two issues frequently overlap because some employees are paid unequally in comparison to each other or to the labor market standard (Sadq et al., 2020; Akoi & Yesiltas, 2020; Jamil et al., 2022; Saleh et al., 2021; Faeq, 2022; Ali et al., 2021). Individual compensation is held in very high esteem, yet achieving it might be more difficult than it seems (Sabah et al., 2022; Ali et al., 2021; Faeq & Ismael, 2022; Ali et al., 2021; Jamil et al., 2022; Akoi et al., 2021). When compared to the perspective of the company's management, employees' perspectives about their own pay are frequently dissimilar to those of the latter. Included in the scope of compensation schemes is anything that has a bearing on the monetary value of the reward bestowed to workers (Ismael, 2022; Faeq et al., 2022; Qader et al., 2022; Faeq & Ismael, 2022; Akoi & Andrea, 2020; Faeq et al., 2021). It's possible for compensation to be rewarding or unrewarding. A cafeteria plan is a typical illustration of a compensation package that exists today. The cafeteria plan is comparable to a menu from which employees may select the perks that are most beneficial to them individually. The following study hypothesis was produced by the researchers to examine the impact of remuneration as a motivating element on work satisfaction. This



hypothesis was developed in light of the debate that was just presented:

H2: Compensation, as a component in motivation, has a considerable impact on the level of work satisfaction in the banking industry.

### **Incentive**

Since incentives play a major role in employee productivity, the concept of incentives attracts a lot of attention, particularly when it comes to hiring skilled workers who can efficiently achieve the institution's goals. The value of rewards derives from the urge for workers to be appreciated and compensated for their efforts. In reality, rewarding people for their actions by offering rewards is an essential factor in satiating an individual's internal desires (Qader et al., 2022; Ismael, 2022; Anwar & Louis, 2017; Akoi et al., 2021; Ismael, 2022; Sadq et al., 2020). Individual talents alone would not enable them to operate at a high level of efficiency unless there is an incentive structure in place that promotes their internal incentives and therefore motivates them to work very hard (Ismael, 2022; Faeq & Ismael, 2022; Abdulrahman et al., 2022; Anwar, 2017; Faeq, 2022; Ismael et al., 2022; Anwar & Climis, 2017). A good company is one that can successfully use the expertise and qualifications of its employees. As a result, researchers have worked hard to develop a detailed explanation of how to improve employee professionalism and how the administration selects active individuals, as well as how to link the institutions' goals to the personal goals of individuals, thus improving their performance. It is fair to assume that effective organizations adopt an aggressive reward mechanism capable of shaping employee efficiency in a way that motivates them to work harder and achieve the institution's objectives. Furthermore, it is obvious that inspiring workers will assist them in addressing many of their workplace difficulties (Sorguli et al., 2021; Anwar & Surarchith, 2015; Ismael, 2022; Faeq & Ismael, 2022; Anwer et al., 2022; Anwar & Ghafoor, 2017). On the other hand, in order for the administrator to be inspiring, he must make an honest and sincere effort to establish trust and an atmosphere of tranquility, security, and respect. Knowing that appreciating and celebrating others' work has little bearing on one's own performance, one must do it directly to those who merit it or in front of a group of people by praising their accomplishments (Faeq, 2022; Anwar, 2017; Qader et al., 2021; Faeq & Ismael, 2022; Sabir et al., 2021; Anwar, 2016; Faeq & Ismael, 2022). Incentive is a term that encompasses both material and moral ideals, and it serves as a focal point for a variety of practices in

modern organizations and workplaces. Direct compensation schemes, such as wages, prices, and bonuses, are examples of concrete benefits (Faeq, 2022; Abdullah et al., 2017; Hamza et al., 2021; Faeq & Ismael, 2022; Anwar & Shukur, 2015; Aziz et al., 2021). Moral benefits, on the other hand, are referred to as indirect reward programs which include things like job stability, participation in decision-making, loyalty, pertinence, advancement, and rewarding workers for their efforts. This demonstrates that rewards are based on excellent results, which can be measured in terms of efficiency, quantity, or abundance in the work's time or even costs (Anwar, 2017; Hamza et al., 2021; Faeq et al., 2022; Anwar & Shukur, 2015; Hamad et al., 2021). Different types of incentives have been identified, and they appear to conflict. They have been categorized by searchers into various methods and strategies that the administration may use to obtain the maximum amount of qualification from human results. Some have classified them based on their impact on each person, while others have classified them based on how they are distributed, their aims, and other factors. After extensive analysis, two key categories of incentives have emerged: incentives based on the intent and incentives based on the form of incentive itself (Sadq et al., 2020; Akoi & Yesiltas, 2020; Jamil et al., 2022; Saleh et al., 2021; Faeq, 2022; Ali et al., 2021). To begin, there are two types of incentives depending on the incentive's purpose: positive and negative incentives. Incentives are methods of positively influencing people's actions by meeting their needs, such as promising cash incentives to workers when they achieve a certain level of highly qualified results. Such benefits are beneficial to both the employees' and the organization's needs and interests; this is because increased productivity, improved efficiency, working to high standards, developing inventories, and taking on increased responsibilities are all positive outcomes for the institution, which, in turn, provides its employees with tangible, spiritual, or social incentives (Sabah et al., 2022; Ali et al., 2021; Faeq & Ismael, 2022; Ali et al., 2021; Jamil et al., 2022; Akoi et al., 2021). Negative rewards are the second type of reward based on intent, and they are used to influence people's actions by threatening to deprive workers of certain rights, such as a portion of their wages, if they breach any of the work's values. These approaches are used by management to minimize negative habits and inappropriate behavior among workers, such as following orders, lack of accountability, and laziness. This form of strategy involves alerts and cautions, depriving an employee of certain rights for a fixed period of time, delaying

promotion or even reducing the job status, and switching to other departments. Negative incentives, also known as deterrence incentives, are used in accordance with the severity of the offense. Negative incentives, on the other hand, are often important for increasing production efficiency, especially when dealing with lazy employees (Ismael, 2022; Faeq et al., 2022; Qader et al., 2022; Faeq & Ismael, 2022; Akoi & Andrea, 2020; Faeq et al., 2021). Second, incentives are divided into two groups based on the incentive's type: A- Concrete benefits, which are divided into three categories: The most significant concrete motivation is that it is considered the only source of income, as well as the foundation on which people depend to meet their basic needs and ensure their protection. Rates, promoting cash bonuses, commissions, periodical promotions, motivational promotions, and sharing in some of the institution's gains, as well as gifts for extra work, are examples of this type of reward (Qader et al., 2022; Ismael, 2022; Anwar & Louis, 2017; Akoi et al., 2021; Ismael, 2022; Sadq et al., 2020). Workplace security and stability, which is accomplished by real assurances that prohibit retaliation against the employee if he violates the rules. Such assurances foster a sense of security and stability, as well as softening employee morale, which boosts productivity. As a result, the institution must establish a connection between the employee's stability and his contribution to the institution's increased production. Only good workers who work hard are granted this stability (Ismael, 2022; Faeq & Ismael, 2022; Abdulrahman et al., 2022; Anwar, 2017; Faeq, 2022; Ismael et al., 2022; Anwar & Climis, 2017). Enrolling staff in training sessions boosts their productivity while also providing them with suitable working conditions and encouraging them to work harder. This is attributable to the characteristics of service that help to enhance the institution's manners efficiency (Sorguli et al., 2021; Anwar & Surarchith, 2015; Ismael, 2022; Faeq & Ismael, 2022; Anwer et al., 2022; Anwar & Ghafoor, 2017). If there are appropriate prices that meet the individual's needs, concrete benefits can be considered one of the most important factors in motivating workers to function honestly. Low and unfair rates, on the other hand, are a major factor in ignoring needed work and resulting in low productivity when the given rates do not meet the individual's needs (Faeq, 2022; Anwar, 2017; Qader et al., 2021; Faeq & Ismael, 2022; Sabir et al., 2021; Anwar, 2016; Faeq & Ismael, 2022). Furthermore, it is worth noting that tangible rewards are an old reward that is both quick and immediate, and it recognizes an individual's efforts

right away. Furthermore, tangible benefits may be positive, such as bonuses, aids, promotions, and extraordinary extra cash over and above the wage, or negative, such as refusing workers bonuses and promotions, or even lowering their wages (Faeq, 2022; Abdullah et al., 2017; Hamza et al., 2021; Faeq & Ismael, 2022; Anwar & Shukur, 2015; Aziz et al., 2021). According to the above discussion, the researchers developed the following research hypothesis to measure the influence of Incentive as motivation factor on job satisfaction:

H 3: The importance of incentives as a source of motivation to employees at banks cannot be overstated.

### **Recognition**

Employees desire to be rewarded for their work, yes, but they also want their employers to recognize them as individuals. As a consequence of this, the morale of the workforce would improve. If their managers took the time to acknowledge their contributions, employees would be more motivated (Gardi et al., 2021). Recognizing the contributions that workers have made requires appreciating and considering their contributions. It is essential for companies to keep their workers in mind at all times (Anwar, 2017). According to the findings of other studies, it is more desirable to respect workers as opposed to providing benefits (Faeq et al., 2022). For the purpose of recognizing employees, both monetary and non-monetary systems are utilized (Hameed & Anwar, 2018). Employees can be recognized for their contributions in a variety of ways, including having their names printed in the corporate newsletter, receiving letters of recognition, receiving extra vacation time, or simply being thanked verbally. This is a method of demonstrating that you care about and appreciate the people who work with you. In terms of motivation, non-monetary awards are superior to monetary ones. It is reasonable for workers to believe that they are respected in this manner. Employees' self-esteem and motivation are maintained when their organizations recognize the contributions they make. Workers who are well-known in their field tend to be highly motivated and perform exceptionally well. This is as a result of the fact that workers who are driven perform well, which in turn improves one's inclination to participate in activities of this nature (Qader et al., 2021). By operating in this manner, organizations are able to realize their goals. The admiration of employees and successful performance at work are intricately related. A high level of performance is the result of an employee's level of motivation as well as their level of ability on the job (Faeq et al., 2022). The recognition of employees raises

staff morale, which in turn promotes overall productivity within an organization. In response to the limits of reengineering work processes and the needs of organizational effectiveness and output, several studies have explored the influence that a desire to work has on success (Anwar, 2017). In this research, the importance of expressing gratitude to one's employees was quickly recognized as a key component of motivation. In addition, Porter and Smith et al. (2020) presented a model that distinguishes between intrinsic and extrinsic forms of motivation in the workplace. According to these academics, the success of an organization is determined by its ability to obtain both inner and extrinsic incentives. A number of studies have found evidence to support this idea, which may also be referred to as the concept of motivation as an indication of organizational performance (Hamza et al., 2021). However, in response to new issues raised by management, such as commitment on the part of employees, motivation research has developed (Faeq et al., 2022). Some authors place a strong emphasis on the value of expressing gratitude to employees as a source of motivation (Anwar & Shukur, 2015). In fact, it plays a role as a stimulant for personal development in addition to acting as a binder and a complicated component in the connections that exist in the workplace. It is also vital for maintaining one's mental health while at work. According to (Hamad et al., 2021), in actuality, a lack of appreciation is the second-leading cause of occupational psychological anguish. It would appear to be a stress-tolerance element as well as an essential component in the ability of managers to deal with demanding professional settings, for instance (Faeq, 2022). It is crucial to the effectiveness and durability of organizational transformation (Andavar & Ali, 2020), and recognition serves as a foundation for learning organizations. Recognition is one of the most significant drivers of organizational mobilization and engagement (Abdullah et al., 2017). In conclusion, it has a beneficial impact on the effectiveness and prosperity of businesses as a result of the increased job satisfaction of employees (Anwar & Abd Zebari, 2015). The majority of workers, regardless of their employment position or the nature of their jobs, have the same goal of being recognized and appreciated by their superiors, colleagues, and customers (Hamza et al., 2021). Similarly, respondents to a study conducted in the United Kingdom with professionals working in the construction sector (Faeq & Ismael, 2022) ranked "recognition of their efforts" as the most important organizational action or indicator among those that were cited. The research, both

qualitative and quantitative, suggests that there is a gap between this need for acknowledgment and the HR management methods that are used in the workplace. In fact, the power and dominance paradigm of both organizational and personal conduct continues to exert a significant amount of pressure on these behaviors (Anwar & Surarchith, 2015). There are a variety of societal and organizational factors that contribute to the expansion of workers' ever-increasing need to be acknowledged for their contributions. A defining characteristic of modernity is the prominence given to economic concerns at the expense of social issues (Anwar, 2017). After it, we see an increase in individualism, the breakdown of social networks, and a diminishing feeling of community. In addition, Crucke et al. (2021) state that the modern setting obstructs the process of individualization by removing many of the human elements from day-to-day living and placing the individual in a position where they must solve a number of conundrums. In this modern environment of expectations and the more nebulous presence of individual and communal references, which has been aggravated by the loss of traditions, people are being compelled to create personal definitions and anchor points in order to give direction to their lives. It's conceivable that work will qualify as one of these seats of existential worth (Anwar, 2016). In addition to this, it caters to a diverse range of individuals' interests and requirements. People continue to place a significant amount of importance on it despite the fact that Abdullah et al. (2017) found that it is second only to one's family in terms of relevance as a life value and domain. It seems to have taken the place of earlier social association sites as the central center of social interaction (Ihsani & Wijayanto, 2020). In addition, work has assumed an abnormally large level of relevance for many individuals in their pursuits of a sense of belonging and of attaining personal fulfillment (Anwar & Balcioglu, 2016). As a direct consequence of this, their goals of attaining fame in this sphere of their lives are far loftier. The significant shifts that are occurring in the world of work, on the other hand, are putting to the test the significance of individuals and the successes they have achieved inside businesses. As a direct result of this, the context of the organization brings into play a number of significant factors that need to be handled. The following research hypothesis was developed by the researchers in order to measure the influence of incentives as a motivation factor on job satisfaction. It is based on the discussion that was presented above.

H 4: Recognition as motivation factor influences significantly job satisfaction.

### III. RESEARCH METHODOLOGY

The purpose of this research was to explore the impact that the development of one's motivation has on one's level of job satisfaction. The researchers employed four different motivational stances in order to analyze the results of this investigation (reward, compensation, incentive and customer). In the current research, the motivating views that were discussed before are treated as independent factors. On the other hand, work

satisfaction in the banking industry is treated as a dependent component. A method of statistical investigation that was utilized in order to conduct the analysis for this particular study. The researcher will use the approach or method that they are willing to accept when picking items for the sample. This is what is meant by the term "sample design." The sample for the research was chosen using a method called random sampling, and the research itself was carried out at many different banks. Although there were a total of 140 surveys handed out, only 128 individuals actually completed out the questionnaires in their entirety.

### IV. FINDINGS

Table 1: Factor analysis- Observed Data Correlation Matrix

Variables	Reward	Compensation	Incentive	Customer
Reward	1.00	.87		
Compensation	.62	1.00		
Incentive	.41	.68	1.00	
Recognition		.43	.51	1.00

Table (1), demonstrates observed data correlation matrix which conducted by applying factors analysis for all variables (reward, compensation, incentive and customer). The findings revealed that all variables' range between 0.001 to 1.00 this indicated that all factors are sufficient to be used to measure job satisfaction.

Table 2: SAS PCA Output

Eigenvalues of the Correlation Matrix: Total = 10 Average = 1				
Items	Eigenvalue	Difference	Proportion	Cumulative
Reward	2.01256876	0.328947350	0.2933	0.6291
Compensation	2.67689526	1.54423985	0.3152	0.8121
Incentive	1.13265541	0.27032318	0.2151	0.9201
Recognition	0.86233223	0.10125212	0.0615	1.0000

Table (2), demonstrates SAS PCA Output which conducted by applying factors analysis for all variables (reward, compensation, incentive and customer). The findings revealed that all variables are sufficient to be used to measure job satisfaction.

Table 3: Correlation Analysis

Correlations						
		Reward	Compensation	Incentive	Customer	Job satisfaction
Reward	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	128				
Compensation	Pearson Correlation	.398**	1			
	Sig. (2-tailed)	.002				



	N	128	128			
Incentive	Pearson Correlation	.417**	.529**	1		
	Sig. (2-tailed)	.000	.000			
	N	128	128	128		
Recognition	Pearson Correlation	.592**	.478**	.493**	1	
	Sig. (2-tailed)	.000	.001	.000		
	N	128	128	128	128	
Job satisfaction	Pearson Correlation	.536**	.601**	.499**	.611**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	128	128	128	128	128
**. Correlation is significant at the 0.01 level (2-tailed).						

As it can be seen in table (3), the correlation analysis between organizational learning (reward, compensation, incentive and customer) as independent factors and job satisfaction as dependent factor. The finding revealed that the value of Pearson correlation ( $r = .536^{**}$ ,  $p < 0.01$ ), between reward as motivation element and job satisfaction this indicated that there is positive and strong correlation between reward as motivation element and job satisfaction, the value of Pearson correlation ( $r = .601^{**}$ ,  $p < 0.01$ ), between compensation as motivation element and job satisfaction this indicated that there is positive and

strong correlation between compensation as motivation element and job satisfaction, the value of Pearson correlation ( $r = .499^{**}$ ,  $p < 0.01$ ), between incentive as motivation element and job satisfaction this indicated that there is positive and strong correlation between incentive as motivation element and job satisfaction, and the value of Pearson correlation ( $r = .611^{**}$ ,  $p < 0.01$ ), between recognition as motivation element and job satisfaction this indicated that there is positive and strong correlation between recognition as motivation element and job satisfaction.

Table 4: Multiple Regression Analysis

Models	Fixed Effects Model	Coefficient	T-ratio	P-value
Model 1 (Reward)	Const	36.6287	-1.601	0.1111
	Beta	.549		.000
	Size	4.45119	1.884	0.0612*
	Adj R <sup>2</sup>		0.7511	
	F-Value		18.5378***	
	Durbin-Watson		2.9351	
Model 2	Const	15.3346	0.7224	0.471
	Beta	.601		.000
	Size	0.234605	-0.105	0.9165

(Compensation)	Adj R <sup>2</sup>		0.7636	
	F-Value		19.7664***	
	Durbin-Watson		2.1236	0.8449
Model 3 (Incentive)	Const	5.03198	-0.1959	0.6197
	Beta	.639		.000
	Size	1.67627	0.6454	
	Adj R <sup>2</sup>		0.7435	
	F-Value		17.8438***	
	Durbin-Watson		1.5361	
Model 4 (Recognition)	Const	5.03198	-0.1959	0.6197
	Beta	.501		.000
	Size	1.67627	0.6454	
	Adj R <sup>2</sup>		0.6871	
	F-Value		17.8438***	
	Durbin-Watson		1.5361	

\* significant at 0.10, \*\* significant at 0.05 and \*\*\* significant at 0.01

The results show that reward as motivation has significant positive influence on job satisfaction at 5% level. The results show that compensation as motivation has significant positive influence on job satisfaction at 5% level. The results show that compensation as motivation has significant positive influence on job satisfaction at 5% level. The results show that incentive as motivation has significant positive influence on job satisfaction at 5% level. The results show that recognition as motivation has significant positive influence on job satisfaction at 5% level. Moreover, all beta value is higher than .001. All models have very high adjusted R<sup>2</sup> (0.7511, 0.7636, 0.7435, and 0.6871 respectively) indicating the ability of the models explaining the variation of job satisfaction due to variation of independent variables is very high. The F-value shows that the explanatory variables are jointly statistically significant in the model and the Durbin-Watson (DW) statistics reveals that there is autocorrelation in the models.

## V. CONCLUSION

The purpose of this study is to investigate the connection that exists between the motivation and levels of work satisfaction in the banking industry. To evaluate the effectiveness of the current investigation, the study utilized a multiple regression analysis. The findings indicate that monetary reward in the form of motivation has a substantial beneficial impact on levels of work satisfaction at or above the 5% threshold. The findings indicate that monetary reward in the form of motivation has a substantial beneficial impact on levels of work satisfaction at or above the 5% threshold. The findings indicate that the use of incentives as a form of motivation has a substantial beneficial impact on levels of work satisfaction at or above the 5% threshold. The findings indicate that a considerable favorable impact on job satisfaction may be attributed to recognitions that motivate at the 5% level. Furthermore, every beta value exceeds the .001 threshold. The fact that all of the models have extremely high adjusted R<sup>2</sup> values (0.7511, 0.7636, 0.7435, and 0.6871, respectively) indicates that the capacity of the models to explain the variance in work satisfaction owing to the variation in independent variables is quite high. The F-value demonstrates that the explanatory variables are jointly statistically

significant in the model, and the Durbin-Watson (DW) statistics indicate that there is autocorrelation in the models. Both of these findings are supported by the model's positive autocorrelation. According to the findings, non-reward incentives have a stronger influence on employee achievement than reward incentives do because they inspire employees to be more sensitive to their impact on the environment. As a consequence of this, it has been suggested that, in order to guarantee the protection of the environment, non-reward initiatives should be utilized in conjunction with incentive measures to improve the internal operations of the organization. For instance, rather than conventional activities that would encourage sustainable change, it is advised that specialized resource utilization and waste reduction techniques be used. This is because traditional initiatives are unlikely to be successful. The findings from the methodological research shed even more light on how critical it is to view learning and growth not as a periodic endeavor but rather as an ongoing process.

## VI. RESEARCH LIMITATION AND FUTURE RESEARCH

Similar to other studies, the research is limited by a few research limitations. One way to conduct prospective research projects is to consider the drawbacks. The first constraint is the sample size range. Since the analysis used a case-based survey, it's impossible to extrapolate the findings. Furthermore, because the energy market is capital intensive, control variables such as political and regulatory variables must be included in order to fully comprehend it. Future researchers can approach this problem with more variables in mind, such as political and regulatory issues, socio-cultural factors, and so on. Another weakness has to do with technique. Despite the fact that the research architecture has generalizability and empirical truth, there is still space for subjective exploration of the phenomenon. Since the motivation system is not yet completely developed in this case, it would be immensely useful to analyze the issue using a qualitative approach as well. Furthermore, the analysis involves the operationalization of environmental protection, although two other elements, the economic and social dimensions, are unable to be operationalized due to time limitations and the nature of the research.

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