

An Empirical Study of Employees' Motivation and its Influence Job Satisfaction

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Abstract— Human Resource Management is getting more important in the business nowadays, because people and their knowledge are the most important aspects affecting the productivity of the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, quality, and recognition service. The aim of this thesis is to analyze the level of employee satisfaction and work motivation. It also deals with the effect the culture has on employee satisfaction. The theoretical framework of this thesis includes such concepts as, job satisfaction, motivation, and rewards differences. One of the biggest strength of the organization is the relationship and communication between the employees and the managers.

Keywords— Motivation, Reward, Incentive, Recognition, Job Satisfaction.

I. INTRODUCTION

Rewards system and job satisfaction of employees nowadays is the problem of every company. Every company have to find a good and qualified Human Resources and to organize the work as to achieve the organizational goals, allowing the company to rise to a new level. Effective business is difficult to imagine without the teamwork of professionals, which in turn is impossible without good reward and motivation system. Clearly people employed in the, creativity, diligence and initiative of workers, all those qualities that lead to good business performance and achievement of strategic goals of the organization. Reward systems is concern with the formulation and implementation of strategies and policies whose purpose is to reward people fairly, and consistency in accordance to the values of the organization. It also about the design, implementation, maintenance and communication of reward processes in order to help the organization implement it (Demir, 2020). There are a wide variety of intrinsic rewards available which increase satisfaction and overall job related productivity of employees. Some of these rewards come in the form of job

involvement, participate in decision making, job autonomy, task significance and recognition. These rewards have their merits in creating a highly satisfied workforce. Through creation of a positive and cooperative atmosphere within an organization and design effective compensation package for employees leads to satisfaction, motivation and commitment the improvement of overall functioning of an organization. Considering the importance of human resources in the success of an organization (Stefurak et al. 2020). The importance of employee satisfaction and work motivation is growing all the time in the companies. Many researches have been made to find out the effect the job satisfaction and reward have in the productivity of the. The purpose of this kind of research is to find out which factors could be improved in the target company and how to make employees enjoy their work every day. In this research it is explained what kind of factors have an effect on employees' satisfaction and which perhaps cause job dissatisfaction. For example the power of money as a motivator will be discussed. This theory shows how important employees are for an organization and how important it is that they are satisfied, motivated and hence productive. Reward and Job

Satisfaction have a great impact on the performance of an employee as well as the organization thus, the study of relationship between these two variables unarguably becomes a topic of prime importance and of great interest for study and further research (Pancasila et al. 2020).

II. LITERATURE REVIEW

Employees motivation and job satisfaction are studied through different motivational theories i.e. need based theories, reinforcement theories and process theories. However the term employee motivation is a very difficult term to define. There is a relationship between motivation and job satisfaction, which is the principal of any organizations existence. There is always confusion between the concepts of motivation and job satisfaction (Panarangi et al. 2020).

Pointed out that motivation and job satisfaction both are related terms but not synonyms. They recognized that job satisfaction is one part of motivational process. While motivation is principally concerned with the goal directed behavior, and the job satisfaction related to the fulfillment, which we acquire through different rewards and job related activities (Anwar, 2017). It is also possible that an employee is enjoying all the job related activities but still he has low level of motivation (Ha et al. 2020).

Compensation and reward is an important feature of Human Resources Management. The compensation system that an organization offers to its employees plays an important role in determining the commitment levels of employees and their retention. One way through which employers can retain the workforce is through offering a good compensation package (Anwar & Qadir, 2017). An organization can only be successful in its retention strategy if it offers competitive, market-related pay and benefits because this motivates employees to become committed to the organization. Employees will remain in an organization if they are rewarded and also they may leave if they are poorly rewarded. Employees are likely to stay in organizations where they believe that their capabilities, contributions and efforts are appreciated (Febrianti & Se, 2020).

Job satisfaction

Employee satisfaction has been a key area of research among industrial and organizational psychologists. Some people like to work and they find working an important part of their lives. Some people on the other hand find work unpleasant and work only because they have to. Job satisfaction tells how much people like their jobs. Job satisfaction is the most studied field of organizational behavior (Anwar, (2017). It is important to know the level

of satisfaction at work for many reasons and the results of the job satisfaction studies affect both the workers and the organization. In the workers' point of view it is obvious that people like to be treated fairly. If workers feel respected and satisfied at work it could be a reflection of a good treatment. In the organization's point of view good job satisfaction can lead to better performance of the workers which affects the result of the company (Smith et al. 2020). Employee satisfaction is generally considered as the driver of the employee retention and employee productivity. Satisfied employees are a precondition for increasing productivity, responsiveness, quality, and recognitionservice. The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group which individuals succeed or fail in their work. It is believed that the behavior that helps the firm to be successful is most likely to happen when the employees are well motivated and feel committed to the organization, and when the job gives them a high level of satisfaction (Paais, M., & Pattiruhu, 2020). The research showed that the key factors affecting job satisfaction are career opportunities, job influence, teamwork and job challenge (Riyadi, 2020).

Motivation of employee

Increasing motivation, commitment and engagement levels are key organizational aspects nowadays. The development of compensation policies has an important role in motivating workforce to deliver high levels of performance, discretionary effort and contribution. The process of motivation usually starts with someone recognizing an unsatisfied need. Then a goal is established to be reached and that way to satisfy the need. Rewards and incentives can be established for people to better accomplish the given goal. The social context will also affect the motivation level (Anwar & Shukur, 2015). This context consists of organizational values and culture but it also includes leaderships and management as well as the influence of the group or team in which a person works. Motivation can be intrinsic or extrinsic. Intrinsic motivation can be described as the process of motivation by work itself in so far as it satisfies the personal needs of the employee. Intrinsic motivation is self-generated and it is thought that people seek for a job they think will most satisfy their needs. The factors affecting intrinsic motivation include for example responsibility, freedom to act, courage to use and develop persons own skills, interesting tasks and opportunities for advancement. Extrinsic motivation is the amount of effort other people give to the person to motivate them. Extrinsic motivation is for example the rewards management provide such as pay rise, praise or promotion. Extrinsic motivators are efficient but the influence doesn't last long. Intrinsic motivators tend to have a longer effect as they are inherent

and not imposed from outside (Syamsir, 2020). The effect of money as a motivator is discussed later in this thesis. As the needs of individuals differ a lot, it is important to concentrate carefully on the attachment of goals and incentives given when goals are accomplished. Motivation theories help to understand different motivators. Motivation theories have been examined for decades. These theories can be implemented to the company's human resource policies to get the best out of the employees (Ali, 2021).

Reward

Wages are part of the reward rewards for the work of an employee. It is also one of the main motivating and stimulating factors. If the wages system is managed well at the company, it can raise employee motivation, productivity and satisfaction. The employees of the company show quite little satisfaction with the current salary. This could mean that the wages are not meeting expectations of the workers and they might want a higher salary. Managers should take into account this factor, because when it is improved, it can raise the motivation and productivity of the employees (Hassan et al. 2020). Another issue in which the employees are not showing high satisfaction, is the fairness of the salary compared to the tasks they do. They state that they expect a higher salary from the job tasks that they do (Alrawahi et al. 2020). Although some of the employees were satisfied with the fairness of the wages, most of the employees believe that the system is not fair. It might be a good motivating factor if the raise in the salary occurred. It is so demotivating when some workers are earning a higher salary compared to other worker's salary but completing the same tasks (Andavar & Ali, 2020). According to the above discussion, the researchers developed the following research hypothesis to measure the influence of reward as motivation factor on job satisfaction:

H 1: Reward as motivation factor influences significantly bank job satisfaction.

Compensation

Compensation programs were developed to motivate, attract, reward and retain work force. To avoid over expensive compensation programs, management must think carefully how to compensate their employees and still keep them motivated. It is important to make work force feel that they are important and that management cares for their well-being. Compensation programs historically sought to maximize internal equity in payroll systems. There is no one-way-fits-all approach in compensating work force as the economy and business situations of a company change rapidly all the time. That is why it is important for all the companies to pay extra attention to their compensation policy (Anwar & Abd Zebari, 2015). Compensating programs must be internally equitable, externally

competitive and personally motivating. Compensation has three main aspects that must be thought; compensation must be equitable to the work force a person has given, competitive in proportion towards the market prices in the business field, and amount has to motivate the employee to perform as well as possible. Unfortunately the first two often overlap as some employees are paid unequally compared either to each other or the labor market rate. Individual compensation is highly admired but it is easier said than done. People tend to have different views of their personal compensation compared to the view of the management of the company. Compensation programs include everything that is in a relation to the amount of the reward employees get (Da Cruz Carvalho et al. 2020). Compensation can be reward or non-reward . One common example of compensation packages is a Cafeteria plan. The Cafeteria plan is kind of cafeteria menu where employees can choose the best benefits to themselves. According to the above discussion, the researchers developed the following research hypothesis to measure the influence of compensation as motivation factor on job satisfaction:

H2: Compensation as motivation factor influences significantly bank job satisfaction.

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 (Anwar & Surarchith, 2015). 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 (Chandrawaty & Widodo, 2020). 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 (Anwar, 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 (Crucke et al. 2021). 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 (Anwar, 2016). 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 (Abdullah et al. 2017). 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 (Ihsani & Wijayanto, 2020).

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 (Anwar & Balcioglu, 2016). 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 (Ali, 2020). 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 (Lubis, 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 (Hameed & Anwar, 2018). 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 (Dorta-Afonso, et al. 2021). 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 (Anwar & Ghafoor, 2017). 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 (Stefurak et al. 2020). 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: Incentive as motivation factor influences significantly bank job satisfaction.

Recognition

Employees not only want to be compensated, but they also want to be respected by their employers. Employee morale would rise as a result. Employees would be more driven if

their bosses recognize them (Pancasila et al. 2020). Recognizing workers' contributions entails valuing and thinking for their contributions. It is important for businesses to remember their employees (Anwar, 2017). According to other reports, it is preferable to honor workers rather than have benefits (Pananrangi et al. 2020). Both monetary and non-monetary schemes are used to recognize employees (Ha et al. 2020). Employee acknowledgement may include items like their names being written in the company newsletter, letters of commendation, additional time off, and verbal gratitude. This is a way of showing that you care for and value your staff. Non-monetary prizes are more motivating than monetary ones. Employees would assume that they are respected in this manner. Organizations recognize their workers in order to maintain their self-esteem and motivation. Employees who are well-known in their workplaces are highly motivated and perform well. This is due to the fact that motivated workers perform well, which increases one's willingness to participate in such activities (Anwar & Qadir, 2017). Organizations accomplish their objectives in this manner. Employee appreciation and job performance are inextricably linked. High performance is the product of a combination of motivation and skill on the job (Febrianti & Se, 2020). Employee appreciation increases employee morale, which boosts the company's overall efficiency. Numerous studies have investigated the effect of motivation to work on success in response to the limitations of re-engineering work processes and the demands of organizational effectiveness and production (Anwar, (2017)). Employee appreciation was rapidly identified as an important component of motivation in these studies. Furthermore, Porter and Smith et al. (2020), proposed a work-specific intrinsic and extrinsic motivation model. Obtaining intrinsic and extrinsic incentives, according to these scholars, determines organizational success. This hypothesis, which can be referred to as motivation as an indicator of organizational success, has been supported by a number of studies (Paais, M., & Pattiruhu, 2020). However, motivation research has evolved to respond to new management concerns such as employee commitment (Riyadi, 2020). Some authors stress the importance of employee appreciation as a source of encouragement (Syamsir, 2020). Indeed, it serves as a catalyst for personal growth as well as a binder and complex element in workplace relationships. It's also essential for mental health in the workplace. In reality, according to Ali, (2021), a lack of appreciation is the second-leading cause of occupational psychological distress. It appears to be a stress-tolerance factor and a crucial component in managers' ability to handle stressful professional conditions, for example (Hassan et al. 2020). Recognition, as one of the most

significant sources of organizational mobilization and participation (Alrawahi et al. 2020), is essential to the success and sustainability of organizational change (Andavar & Ali, 2020) and acts as a base for learning organizations (Sobaih & Hasanein, 2020). Finally, it has a positive effect on corporate efficiency and success by leading to employee work satisfaction (Anwar & Abd Zebari, 2015). Regardless of their job status or type, most employees share a desire to be remembered by their bosses, coworkers, and clients (Chandrawaty & Widodo, 2020). Similarly, respondents to a UK survey of construction industry professionals (Da Cruz Carvalho et al. 2020) rated "recognition of their efforts" as the most significant organizational activity or metric among those mentioned. However, both qualitative and quantitative evidence point to a gap between this desire for recognition and workplace HR management practices. Indeed, these behaviors continue to be heavily influenced by the power and dominance paradigm of organizational and personal behavior (Anwar & Surarchith, 2015). Part of the reason for this increasing need for recognition among employees is due to unique social and organizational circumstances.

The superiority of economic considerations and their preeminence over social considerations characterizes modernity (Anwar, 2017). It is followed by the rise of individualism, the disintegration of social networks, and a waning sense of community. Furthermore, according to Crucke et al. (2021), the modern context creates roadblocks to the process of individualization by stripping everyday life of many of its human aspects and putting the individual in front of a series of dilemmas to overcome. People are forced to define anchor points and personal definitions to direct their lives in this current climate of demands and the more vague existence of individual and community references, exacerbated by the loss of traditions. One of these seats of existential value is likely to be work (Anwar, 2016). It also meets a wide variety of individual preferences and needs. Given the fact that it ranks second after family in terms of significance as a life value and sphere (Abdullah et al. 2017), it is still very important to people. It appears to have supplanted previous sites of social association as the focal point of the social connection (Ihsani & Wijayanto, 2020). Work has also taken on an inordinate amount of significance in many people's quests for belonging and personal fulfillment (Anwar & Balcioglu, 2016). As a result, their aspirations for recognition in this region of their lives are far higher. However, the dramatic changes changing the world of work are putting the importance of individuals and their accomplishments inside the business to the test. As a consequence, the organizational context brings some critical aspects into play that must be addressed. 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 4: Recognition as motivation factor influences significantly bank job satisfaction.

III. RESEARCH METHODOLOGY

The research indented to investigate the influence of the motivation's evolution as a job satisfaction. To measure the current study, the researchers used four motivation

perspectives (reward, compensation, incentive and customer). Earlier mentioned motivation perspectives are independent factors in the current study on the other hand job satisfaction at banking sector is dependent factor. A quantitative technique applied in order to analyze the current study. Sample design refers to the procedure or method the researcher is willing to accept in choosing items for the sample. Research sample was selected using a procedure of random sampling and it was carried out in different banks. A total of 140 questionnaires were distributed, however 128 participants properly filled out the questionnaires.

IV. FINDINGS

Table 1: Factor analysis- Observed Data Correlation Matrix

Variables	Reward	Compensation	Incentive	Customer
Reward	1.00			
Compensation	.87	1.00		
Incentive	.62	.68	1.00	
Recognition	.41	.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 ²		0.7511	
	F-Value		18.5378***	
	Durbin-Watson		2.9351	
Model 2 (Compensation)	Const	15.3346	0.7224	0.471
	Beta	.601		.000
	Size	0.234605	-0.105	0.9165
	Adj R ²		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 ²		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 ²		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 recognition 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 R² (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 study examines the relationship between the balance scorecard perspectives and job satisfaction at banking sector. The study applied multiple regression analysis to measure the current study. 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 recognitions 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 R² (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. The results show that non-reward incentives have a better impact on employee success because they encourage them to be more environmentally conscious. As a result, it is proposed that, in order to ensure environmental protection, non-reward initiatives be used in accordance with reward measures to enhance internal company processes. For example, rather than conventional initiatives that would persuade sustainable change, it is recommended that measures related to waste and utilization of specific resources be taken. The methodological results further highlight the importance of learning and development as a constant phase rather than a seasonal operation.

VI. RESEARCH LIMITATION AND FUTURE RESEARCH

Similar to other studies, the thesis 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, since the energy market is capital intensive, it necessitates the addition of control variables such as political and regulatory variables in order to completely 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 is something that has to do with the 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, economic and social dimensions, are unable to be operationalized due to time limitations and the nature of the research.

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