



## Assessing the impact of motivation on employee job satisfaction and performance: the case of Tema general hospital

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### Abstract

The study assesses the impact of motivation on employee job Satisfaction and performance at the Tema General hospital. The descriptive research design was adopted to ascertain the relationship between motivation, job satisfaction, employee performance and job satisfaction and employee performance. The study population was all the health work force at Tema General Hospital. The simple random sampling was employed to collect data from 124 respondents. Statistical Package for Social Science version 23 was employed for data analysis. The regression analysis revealed a significant relationship between the motivation and job satisfaction. Additionally, a positive and significant relationship was found between motivation and employee performance. Recommendations for managers and directions for future studies have been presented.

**Keywords:** Motivation, job satisfaction, employee performance, Tema General Hospital

### Introduction

Employees are indispensable in every organization in that they are considered the backbone. In support of this, Rustiawan *et al.* (2023)<sup>[28]</sup> shared that dedication and strong commitment employees are important tool for every business to be successful. According to Mohamed *et al.* (2025)<sup>[22]</sup>, it is important for employees to be satisfied and get motivated to their job in order to be able to give their best at the job responsibilities they are being provided. Job satisfaction plays a vital role in motivating staff and keeping them enthusiastic, which can result in development of overall performance, irrespective of the organization (Judge *et al.*, 2020)<sup>[16]</sup>. In the Ghanaian health sector, just as any sector, employee motivation is required to engender satisfaction and performance given that the live of the patient is at stake. Spector (2022)<sup>[29]</sup> posits that job satisfaction will be achieved, when the employees are motivated to work. Motivation could be described as a driving force that makes employee willingly want to put in their best in what they do (Kuswati, 2020)<sup>[20]</sup>. The concept of motivation is that there is no need to force or threaten employees to work harder, as any such force or threat is likely to be ineffective in the long run. Rather, it is better that employees should be motivated as it is believed that the driving force which results from motivation will compel employees to satisfied and put in their best out of willingness and not out of force or threat. Motivation, as emphasized by Aliyyah (2021)<sup>[2]</sup>, is a psychological feature that influences a person to action toward a desired goal. Efforts to create motivated and satisfied workforce for the purpose of improving performance must remain the crucial factor of organizations. This study considers motivation as key determinants of employee job satisfaction and performance. Motivation can be indirect monetary rewards where individuals expect to get in return for their contributions in the workplace. These include medical insurance, life insurance, and various benefits such as company car etc. Direct monetary rewards on the other hand encompassing the payment of cash to employees for work accomplished or efforts expanded. Such rewards include salary, wage, incentives, and commissions (Hua *et al.*, 2020)

<sup>[15]</sup>, which according to Kuswati (2020)<sup>[20]</sup> could result in employee job satisfaction leading to enhancing performance. Empirical studies such as (Aroosiya *et al.*, 2021; da Cruz Carvalho *et al.*, 2020)<sup>[5, 10]</sup> have revealed significant influence of motivation on job satisfaction. Also, studies such as (Andreas, 2022; Mohamed, 2025; Riyanto *et al.*, 202)<sup>[4, 22]</sup> have reported positive association between motivation and employee performance. However, these studies had been carried out in a geographical setting different from Ghana and, more so, in different sectors other than the health sector, suggestion a knowledge gap. Therefore, the study is being conducted to assess how motivation impact employee job satisfaction and, hence performance in the context of Ghanaian health sector

In healthcare institutions, job satisfaction is regarded as an important variable because dissatisfaction can lead to health workers quitting an institution to others that are highly rewarding. Outcome of the study should expose healthcare managers to appreciate the need to motivate health workforce to enhance job satisfaction and performance. The study also could contribute significantly to extant literature

### Literature Review

#### Motivation

Motivation according to Kreitner *et al.* (2002)<sup>[18]</sup> comes from the Latin word movere, meaning 'to move' which means as fact, need, emotion and organic state which encourages a person to take an action. O'Reilly (2022)<sup>[25]</sup> argues that motivation is the willingness to issue a high level of effort for organizational goals that is conditioned by the ability of that effort to meet some individual needs. This means that someone needs to strive with maximum effort in achieving its goals that will contribute to the organization. Forson *et al.* (2020) stressed that motivation to work as a support person to provide work to the organization to be able to improve individual and organizational performance even in a better way than they usually do. Forson *et al.* (2020) further stated that motivation can be useful to help the organization to achieve its goals. Therefore, organizations should pay attention to employee motivation at work so that they always focus on achieving

organizational goals. Maintaining employee motivation is very important because motivation is a driving force for every individual who underlies employees to act and do something. Employees will not do things optimally if they do not have high motivation from within themselves to excel at work.

### Job Satisfaction

Job Satisfaction is a concept that can often be overlooked because most people do not understand what it is. Job satisfaction according to Judge *et al.* (2020) <sup>[16]</sup> is the pleasant or positive emotional state that you receive from your work environment, culture, duties and responsibilities, salary etc. Spector (2022) <sup>[29]</sup> views job satisfaction as “a pleasurable emotional state resulting from the appraisal of one’s job or job experience”. Job satisfaction can have a number of effects on employees that includes including positive behavior, better productivity and a stronger commitment to their organization. Satisfaction at work can make employees excited about their job and as a result, they become more engaged. Becoming more engaged at work make employees focus more and work harder to achieve their objectives.

### Employee Performance

Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. Definition of performance (work performance) is the work quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to him. According to Andreas (2020), performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon. Riyanto *et al.* (2021) <sup>[27]</sup> state that performance is basically what employees do or do not do. According to Mohammed *et al.* (2025), employee performance is an action what employees do in carrying out the work done by the company. For employees to perform and, to carry out their functions very well, it must always be related to employee job satisfaction and the level of reward given, and influenced by individual skills, abilities, and traits

### Theoretical Review

The Frederick Herzberg’s Two-Factor Theory underpins the study

### The Frederick Herzberg’s Two-Factor Theory Underpins the Study

The two-factor model of satisfiers and dissatisfiers was developed by Herzberg, Mauser and Snyderman (1957) following an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers. The main implications of this research, according to Herzberg are that the wants of employees are divided into two (2) groups. One group revolves round the need to develop in one’s occupation as a source of personal growth. The second group operates as an essential base to the first and is associated with fair treatment in compensation, supervision, working conditions and administrative practices. The fulfillment of the needs of the second group does not motivate the individual to high levels of job

satisfaction and to extra performance on the job. In order to satisfy this second group of needs the prevention of dissatisfaction and poor job performance must be ensured. Herzberg argues that it is necessary to have hygiene factors at a suitable level merely to reach a neutral feeling about the job. The theory is simple and supports the argument that employers should take effort on improving hygiene factors from the workplace and also emphasize on motivation factor to develop the right people on the job. Herzberg’s theory does not look directly at performance. Rather, it looks at job satisfaction. However, his study remains relevant, because job satisfaction is closely connected to performance. According to Herzberg’s theory, there are two independent factors that influence job satisfaction. These are: i). Hygiene factors – These prevent job dissatisfaction. Hygiene factors are based on the needs of the organization so as to stop unpleasantness in the working environment. When employees are under the impression that these factors are inadequate, it could lead to dissatisfaction in the work place. ii). Motivators – These have a positive influence on job satisfaction. Motivating factors could lead to an individual’s need for personal growth. When in existence, motivating factors could easily contribute to job satisfaction. When it is most effective, it could motivate an employee to perform above average and above expectations.

Essentially, Herzberg is saying that the motivators will give employees the drive they need to work harder. The hygiene factors will merely keep them content with their job overall. According to his theory, financial benefits are hygiene factors. Compensation is a hygiene factor not an incentive or motivator. In other words, compensation doesn’t actually improve performance – rather, it secures the fort against employees feeling sad and unhappy in their roles, and helps boost retention rates.

Conversely, Herzberg’s two-factor model has been criticized because no attempt was made to measure the link between satisfaction and performance. However, Herzberg had huge influence on the job enrichment movement, which sought to design jobs in a way that will maximize the opportunities to get intrinsic satisfaction from work and therefore improve the standard of living of employees. His emphasis on the distinction between intrinsic and extrinsic motivation is also important.

### Motivation and Employee Job Satisfaction

Employee motivation has become a crucial factor influencing job satisfaction, productivity and overall team performance. Understanding and fostering employee motivation involves recognizing both intrinsic and extrinsic motivators, such as a sense of purpose, recognition, and rewards. In buttressing this, Girdwichai & Sriviboon (2020) <sup>[13]</sup> stated that productivity is a function of both the motivation and the ability of an employee. Dominant literature suggests that employee job satisfaction is not brought about in isolation, but rather respond to motivation (Aroosiya *et al.*, 2021; Morris *et al.*, 2022) <sup>[5, 23]</sup>. Motivation and job satisfaction are found in literature. For instance, in the study of Bagajjo (2021) <sup>[6]</sup>, it was revealed that motivation is need for employee job satisfaction. Similarly, Aljumah (2023) <sup>[3]</sup> examined the impact of extrinsic and intrinsic motivation on job satisfaction: The mediating role of transactional leadership. The findings indicate that both employee motivations significantly influence job satisfaction. Consistently, Cabaron *et al.* (2023) <sup>[8]</sup>

investigated Teachers’ level of motivation and job satisfaction in El Salvador City schools. The respondents were One fifty-eight (158) teachers at the selected elementary. It was found that motivational factors and job satisfaction have a significant relationship. Motivation is the drive to act, while job satisfaction is the degree of happiness and fulfillment an individual feel with their work. Therefore, high motivation can contribute to job satisfaction. Consequently, it was hypothesized that:

**H1:** Employee motivation will significantly job satisfaction

**Motivation and Employee Performance**

Work motivation is an essential organizational research priority as it provides information that helps to understand employee performance (Maryani *et al.*, 2021) [21]. Work motivation encourages employees to do their job and moves them toward attaining both personal and organizational goals. Chien *et al.* (2020) [9] shared that motivation stimulates employees to work harder and longer in their organizations, facilitates their work enjoyment, while at the same time accomplishing their work objectives. Motivation is regarded as the need that drives an individual to act in a certain way in order to achieve the desired satisfaction and performance. Studies have demonstrated the positive relationship between motivation and employee performance. For instance, Alam *et al.* (2021) [1] analyzed the influence of leadership style and work motivation on employee performance at the BAPPEDA office of Gowa Regency. Findings of the study revealed that motivation has a positive and significant effect on employee performance at the BAPPEDA office in Gowa Regency. Nurfadlika & Adinata (2023) [24] examined the influence of work motivation and discipline on employee performance within a governmental organization in the West Java province. The research findings underscored the substantial impact of motivation on the performance of employee. Additionally, Kurniawan *et al.* (2022) [19] investigated the effect of work motivation and work discipline on employee performance at the health department of Tangerang Selatan City. The results of their study indicate that work motivation has a positive and significant effect on employee performance, this indicates that the better work motivation, the better employee performance. Hence, it was hypothesized that:

**H2:** motivation will positively impact employee performance

**Job Satisfaction and Employee Performance**

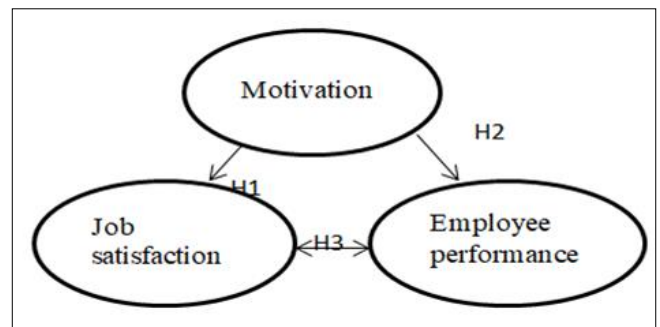
Fernández-Macias *et al.* (2023) [11] view job satisfaction as “the degree of contentment and positive emotions an employee feels about their work”. It encompasses a person's overall attitude towards their job, including various aspects like the nature of the work, work environment, relationships with coworkers, and compensation. Job satisfaction significantly impacts employee performance, with satisfied employees tending to be more motivated, engaged, and productive. They are more likely to be loyal to the organization, go the extra mile, and contribute to its success. Conversely, dissatisfied employees may experience decreased motivation, lower engagement, and potentially reduced performance. Empirical studies have demonstrated that job satisfaction has a positive association with performance. For instance, in a quantitative study at Mercubuana University, Rinny *et al.* (2020) [26] examined the influence of compensation, job promotion, and job satisfaction on employee performance and found that job

satisfaction had a significant effect on performance. Equally, Katebi *et al.* (2022) [17] studied the relationship between job satisfaction and job performance and found a significant and positive relationship between job satisfaction and job performance. However, the work of Hajiali *et al.* (2021) found partial relationship between job satisfaction and employee performance. Inferring from the literature, it was hypothesized that

**H3:** job satisfaction will significantly impact employee performance

**Conceptual Framework**

Figure 1 depicts the framework that relates the concepts and the central themes of the study. The conceptual framework establishes the operationalization of motivation and links it employee job satisfaction and performance whilst job satisfaction is linked with employee performance



Source: Author’s construct, 2025

Fig 1: Conceptual Framework

**Methodology**

The study adopted the descriptive research design to ascertain the relationship between motivation, job satisfaction, employee performance and job satisfaction and employee performance. According to Best & Khan (2007) [7], a population is any group of individuals that have one or more characteristics in common that are of interest to a researcher. Hence, all the health work force of Tema General Hospital constitutes the study population. Due to the diverse nature of the population, the researcher partitioned the respondents into subgroups based on their identifiable characteristics to ensure that every characteristic is properly represented in the sample. Hence, the simple random sampling was employed to collect data from 124 respondents. Field data was collected from the respondents by the use of structured questionnaire. The respondents were met in the afternoon after lunch for the data collection. Respondents participated in the study at will and each respondent spent approximately 15 minutes in responding to the questionnaire. The Cronbach alpha was employed to ascertain the internal consistency of the responses received whilst a pilot-test was conducted with 10 health workers of the population who could not be part of the sample size. The collected data was then analyzed with the aid of Statistical Package for Social Science version 23. Inferential statistics serve as a critical tool to delve into the relationships, associations, and potential causality between the study independent variable (motivation) and dependent variables job satisfaction and employee performance. Regression analysis, specifically the multiple regression, gauged the relationship's extent between independent variables (motivation) and the dependent variables (job satisfaction and employee performance).

**Results**

**Demographic Characteristics of Respondents**

Out of the total number of 124 respondents, 64(51.60%) of respondents were females whilst 22 (48.40%) of the respondents being males. The statistics from this gender grouping confirmed some belief that most or the majority of Ghanaian health work force are women. The age group 20-29years (47.50%) accounted for the majority of the respondents. This was followed by age group 30-39years (44.40%). Whilst the age groups 40-49 years and 50-59 follow with (6.50%) and (1.60%) respectively. Finding showed that majority of Ghanaian health workforce re in the age group of 20-29. Regarding education bachelor degree holders accounted for (51.60%), master’s degree holders accounted for (41.10%) whilst other certificate holders accounted for (7.50%). Preponderance of the respondents was nurses 50(40.30%). Other professionals accounted for 34(27.40%). This was followed by administrators 25(20.20%) and doctors 15(12.10%). Clearly, the dataset demonstrates the majority of nurses in the health sector of Ghana. 5(4.0%) of the respondents have 1-5 years of experience in the health sector, 34(27.50%) have 6-10 year of experience, 45(36.305) have 11-15 years of experience and 40(32.20%) have 16-20years of experience in the health

sector. The varied experience shared by the respondents provided in-depth understanding of the subject of investigation

**Test of Hypotheses**

In testing the study’s hypothesis, the regression analysis technique was applied to measure the relationship between the independent variables and the dependent variables. The regression results are shown below

**H1: Employee motivation will significantly impact job satisfaction**

The study’s statistics results showed a significant relationship between the motivation the-independent variable and job satisfaction-the dependent variable. The findings showed R value of 548 and 628 variance (Adjusted R). By implication, the value of the variance 628 means that (62.80%) variation in job satisfaction is influenced Sby motivation while the remaining, approximately 37.20% is influenced by other variables not delineated in the study. The statistics, therefore, showed that motivation-the independent variable is significantly influencing the dependent variable-job satisfaction. The result is presented in table 1

**Table 1: Model Summary**

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
(Constant)	.422 <sup>a</sup>	.548	.628	.64455	.728	562.248	1	288	.000

(Constant) (Motivation)

The statistics from the regression analysis demonstrates a significant strength with (F=562.248) and β coefficient = (0.568) with p value being significant. The findings showed a significant relationship between both variables. Therefore, the null hypothesis of the study H1: Employee motivation

will significantly impact job satisfaction was accepted as we conclude that motivation is significantly impacting job satisfaction. The results are presented in table 2 and 3 respectively

**Table 2: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	174.244	1	258.642	408.226	.000a
Residual	286.158	723	.456		
Total	460.402	724			

Predictor (Constant) (motivation)

Dependent: job satisfaction

**Table 3: Coefficients**

Model	Unsolicited Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
Constant	2.402	.139		23.540	.000
Motivation	.488	.24	.568	22.164	

Dependent Variable: job satisfaction

**H2: motivation will positively impact employee performance**

The regression analysis demonstrates a positive relationship between motivation and employee performance. The statistics showed a positive and significant relationship between the independent variable-motivation and the dependent variable-employee performance. The findings

showed R value of 480 and 620 variance (Adjusted R). By implication, the value of the variance 620 means (62.0%) variation in job employee performance is influenced by motivation while about 38% is influenced by other variables not delineated in the study. The statistics, therefore, demonstrates a positive influence of motivation on employee performance. The result is presented in table 4.

**Table 4: Model Summary**

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
(Constant)	.480 <sup>a</sup>	.428	.620	.52242	.620	428.204	1	422	.000

(Constant) (Motivation)

The regression analysis demonstrates a moderate strength with (F=428.204) and  $\beta$  coefficient = (0.702) with p value being significantly positive. The findings showed a significant positive relationship between the variables. Therefore, the null hypothesis of the study H2: motivation

will positively impact employee performance was accepted as we conclude that motivation is positively influencing employee performance. The result is presented in table 5 and 6

**Table 5: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	204.248	1	148.246	428.204	.000a
Residual	446.064	583	.417		
Total	650.312	584			

Predictor (Constant) (motivation)  
Dependent: employee performance

**Table 6: Coefficients**

Model	Unsolicited Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
Constant	2.082	.044		64.420	.000
Motivation	.426	.42	.702	22.042	

Dependent Variable: employee performance.

**H3: job satisfaction will significantly impact employee performance**

The regression analysis demonstrates a significant relationship between job satisfaction and employee performance. The relationship has shown to be significant between the two variables. The findings showed R value of 402 and 740 variance (Adjusted R). By implication, the

value of the variance 740 means (74.0%) variation in employee performance is influenced by job satisfaction while about 26.0% is influenced by other variables not delineated in the study. The statistics demonstrates the existence of a significant relationship between job satisfaction and employee performance. The result is presented in table 7.

**Table 7: Model Summary**

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
	.280 <sup>a</sup>	.208	740	.62648	.402	404.484	1	468	.000

(Constant) (Job satisfaction)

The regression analysis demonstrates a moderate strength with (F=404.484) and  $\beta$  coefficient = (0.780) with p value being significant. Statistically, the relationship is significant. Therefore, the null hypothesis of the study H3: job

satisfaction will significantly impact employee performance was accepted as we conclude that job satisfaction is significantly impacting employee performance. The result is presented in table 8 and 9.

**Table 8: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	206.240	1	126.428	404.642	.000a
Residual	244.644	604	.267		
Total	690.644	605			

Predictor (Constant) (job satisfaction)  
Dependent: employee performance

**Table 9: Coefficients**

Model	Unsolicited Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
Constant	1.408	.168		21.228	.000
Job satisfaction	.426	.41	.780	22.402	

Dependent Variable: employee performance

**Discussions**

**H1: Employee motivation will significantly impact job satisfaction**

The study found a significant relationship between the motivation and job satisfaction. The results of the study espouse the work of Cabaron *et al.* (2023) [8] whose study revealed that that motivational factors and job satisfaction have a significant relationship. Other studies have shown that the higher the degree of contentment and positive

emotions an employee feels about their work is as a result of motivation (Morris *et al.*, 2022) [23]. Hence, job satisfaction is not brought about in isolation, but rather responds to motivation. Findings of the study are consistent with motivational theories such as the Frederick Herzberg’s Two-Factor Theory. The theory suggests that job satisfaction is affected by both internal and external factors. Internal factors include recognition, achievement, work, advancement, and responsibility while external factors

consist of monthly salary, company policies, technical competence, interpersonal relations, and working conditions. The implication is that, the higher the employee motivation, the higher the employee job satisfaction

### **H2: motivation will positively impact employee performance**

The study showed a positive and significant relationship between motivation and employee performance. The study result is in tandem with the work of Alam *et al.* (2021) <sup>[1]</sup> whose findings revealed a positive and significant effect of motivation on employee performance. Equally, the study findings support the study of Kurniawan *et al.* (2022) <sup>[19]</sup> who study indicated a positive and significant effect of motivation on employee performance. Clearly, employee motivation impacts performance in many positive ways. Motivated employees are more productive, happier at work, more committed to the vision, better collaborators, and more likely to stay with the organization. Equally the Frederick Herzberg's two-factor theory suggests that motivators have a positive influence on employee performance. Motivating factors could lead to an individual's need for personal growth. When it is most effective, it could motivate an employee to perform above average and above expectations.

### **H3: job satisfaction will significantly impact employee performance**

The result of the study showed a significant relationship between job satisfaction and employee performance. Job satisfaction and employee performance are closely linked. Higher job satisfaction generally leads to improved employee performance, while low job satisfaction can negatively impact performance. Factors like work conditions, rewards, and communication play a crucial role in shaping both satisfaction and performance. The findings also buttress the Frederick Herzberg's two-factor theory that suggests that job satisfaction is closely connected to performance. Findings of the study are also consonant with the study of Katebi *et al.* (2022) <sup>[17]</sup> who found a significant and positive relationship between job satisfaction and job performance. Rinny *et al.* (2020) <sup>[26]</sup> found similar results in their study where job satisfaction had a significant effect on performance

### **Conclusion**

The study assesses the impact of motivation on employee job satisfaction and performance at the Tema General hospital. The study revealed a significant relationship between the motivation and job satisfaction. Also, a positive and significant relationship was found between motivation and employee performance. Additionally, the result of the study showed a significant relationship between job satisfaction and employee performance. Hence, the study recommends hospital managers should pay attention to the job satisfaction of its employees. Satisfied employees with work and the environment will have increased motivation to improve its capabilities. Additionally, hospital managers are recommended to understand the motivational needs of their employees to enhance their performance. More so, managers must deem it necessary to create and maintain a condition where their employees will always feel motivated to work. This is because employees who have high motivation tend to be easier to feel satisfaction at work which could culminate in increasing performance

### **Directions for future studies**

The study assesses the impact of motivation on employee job satisfaction and performance at the Tema General hospital. The study focused on only one government hospital with a sample size of 124. Future studies could increase the number of hospitals and sample size to enhance generalization of findings.

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