



Impact of Work Motivation on Job Satisfaction: The Role of Employee Reward, Training and Islamic Work Accommodation

Muhammad Saleem Ashraf¹, Fiaz Ahmad Sulehri², Marc Audi³, Syeda Ambreen Fatima Bukhari⁴, Habiba Azam⁵, Amjad Ali⁶

Abstract

The role of work motivation is of paramount importance in establishing a correlation among several organizational practices, including employee awards, training, Islamic work accommodation, and the degree of job happiness seen by employees. Acquiring understanding and proficiently managing this intermediate role holds significant significance for businesses aiming to enhance overall employee satisfaction and performance. The objective of this study is to analyze the intricate relationships among employee awards, training programs, Islamic work accommodations, work motivation, and job satisfaction within the banking sector of Pakistan. Through a comprehensive examination of prevailing academic literature, we have formulated hypotheses to explore the direct and indirect effects of these variables within the distinct framework of organizational settings. The present study utilizes mediation analytic approaches within its research design to investigate the mediating role of work motivation in the association between employee reward, training, Islamic work accommodation, and job satisfaction. The findings of this study hold significance in both scholarly and applied domains. The researchers contribute to the existing body of knowledge by providing a clearer understanding of the intricate dynamics that take place among these crucial elements within the work environment.

Keywords: Work Motivation, Job Satisfaction, Employee Reward, Training, Islamic Work Accommodation

1. Introduction

The concept of job satisfaction holds significant importance since it serves as an indicator of the overall well-being, both physical and mental, of the workforce. (Andrew et al., 2021). management must comprehend the underlying factors contributing to job happiness, as a lack of comprehensive understanding in this area may result in employee dissatisfaction within the organizational setting (Bhardwaj et al., 2021; Khan, 2018). In light of this, an elevated degree of job satisfaction will result in an increased level of staff productivity and enhancement of quality. Moreover, a diminished level of job satisfaction can lead to increased rates of staff absenteeism and turnover, thus impacting the overall effectiveness of employees within the banking sector.

To effectively attain the objectives of an organization, the management must cultivate an environment that fosters job satisfaction among employees. Nevertheless, there exist other factors that have the potential to exert an influence on an employee's degree of job satisfaction. Several aspects that contribute to the overall work environment include the level of working conditions, remuneration, and advancement opportunities, as well as the interpersonal dynamics among co-workers (Dhamija et al., 2019; Ismail & Ali, 2020).

In conjunction with the aforementioned elements, it has been observed that religious accommodation in the workplace is an additional factor that influences employees' desires and their levels of job satisfaction (Héliot et al. 2020; Akram, 2020). The provision of workplace endorsement for religious expression and practices was discovered to have a substantial influence on job happiness. According to Héliot et al. (2020), the influence of religion on employees' value systems is significant, and the absence of religious accommodation in the workplace is a contributing factor to reduced job satisfaction levels among employees. Consequently, this can result in people choosing to leave the organization, despite their overall contentment with their job responsibilities.

Ghani et al. (2022) suggest that the primary factor influencing employee retention is the provision of a workplace environment that caters to the religious practices of its employees. Within this particular framework, the term "religious practices" pertains to various activities such as engaging in worship and prayer, donning religious emblems, exhibiting religious artifacts, and engaging in other manifestations of religious expression.

The primary aim of the current study is to investigate the influence of training, rewards, and religious accommodation on work motivation and job satisfaction among employees in the banking sector in Pakistan.

2. Literature Review

2.1. Job Satisfaction

Various scholars employ diverse approaches to defining occupational happiness. Numerous scholars have delineated the concept of job satisfaction using distinct frameworks; Irabor and Okolie (2019) defined Job satisfaction as a favorable or gratifying response elicited by an employee's evaluation of their work, job

¹ Minhaj University Lahore, Lahore, Pakistan

² Lahore School of Accountancy and Finance, University of Lahore, Pakistan

³ Abu Dhabi School of Management (ADSM), UAE, University Paris 1 Pantheon Sorbonne, France

⁴ Lahore School of Accountancy and Finance, University of Lahore, Pakistan

⁵ Lahore School of Accountancy and Finance, University of Lahore, Pakistan

⁶ Lahore School of Accountancy and Finance, University of Lahore, Pakistan

achievements, or job-related experiences. While Ali and Anwar (2021) defined the concept of job satisfaction refers to an individual's subjective evaluation of their overall contentment and fulfillment concerning their work. Regarding employees' job satisfaction, the researcher discovered a significant impact on their perceptions of many aspects of their work, including rewards, staff relationships, organizational policies, and other related factors. This is consistent with the study of Hoppock (Aziri 2011) job satisfaction of an individual who posited that it is a composite construct encompassing psychological aspects, emotional states, and contextual circumstances that collectively contribute to an employee's genuine expression of contentment with their occupation.

Recent scholars have provided definitions for the concept of job satisfaction Mugira (2022) defined Job satisfaction refers to the evaluative attitude held by employees toward their jobs and the organization in which they are employed, while Nwachukwu et al. (2022) defined Job satisfaction as the subjective perception that encompasses the psychological and spiritual gratification experienced by employees through the fulfillment of their needs, interests, and expectations in the workplace.

Meanwhile Sembiring et al. (2020) defined Job satisfaction as a compilation of affective states that individuals experience about their occupation. This is consistent with Kumar (2020) found Job satisfaction refers to the subjective experience of fulfillment and accomplishment that employees derive from their work. It is widely recognized that job satisfaction is intricately linked to both productivity levels and individual well-being. Furthermore, job satisfaction refers to the experience of deriving enjoyment from one's work and is considered a crucial factor in attaining goals and experiencing a sense of contentment.

Aziz et al. (2021) defined Job satisfaction as a psychological state that encompasses an individual's emotional response to the work in, which they are engaged. The study conducted by the researchers revealed that a job that elicits satisfaction among employees is typically characterized by two key factors: the employee's perception of receiving appropriate acknowledgment for their exemplary performance, and the quality of relationships with their colleagues. Moreover, it may be argued that an employee who experiences a sense of satisfaction would perceive the level of communication among individuals inside the organization to be robust (Pongton and Suntrayuth, 2019) The supervisor exhibited fairness in their interactions, and the individual's contribution was acknowledged and valued. Additionally, employees would experience a sense of adequate recognition and compensation for their diligent contributions (Kitsios and Kamariotou, 2021). However, Ferreira et al. (2021) stated that the work environment has a significant role in determining job happiness, rather than solely relying on the personalities of employees.

2.2. Work Motivation: Job Satisfaction

work motivation has been defined by numerous scholars through various perspectives. Work motivation can be defined as the underlying force that compels employees to engage in certain actions to attain both personal and organizational objectives (Sitopu, Sitinjak, and Marpaung 2021); The internal drive refers to an intrinsic motivation that empowers employees to fulfill an unmet need (Basalamah and As'ad, 2021) while Ciobanu et al., (2019) defined work motivation as psychological practice that enables employees to fulfill their behavioural objectives and align their actions with a specific goal.

Contemporary scholars have additionally expounded upon the concept of job motivation, aligning their definitions with prior research findings. Humphreys and Kooij et al. (2020) defined work motivation as the theoretical construct that encompasses the actions taken by employees to increase and sustain their level of effort in pursuit of anticipated objectives. Similarly Riyanto et al., (2021) defined work motivation as the internal force that compels employees to engage in specific tasks to achieve predetermined objectives.

In contemporary times, the management of human resources assumes a significant role in effectively overseeing a workforce by ensuring the acquisition of suitable people for organizational purposes. Numerous tactics are dedicated to the retention of suitable workforces, with the underlying objective being the cultivation of a committed and driven workforce that contributes to the overall prosperity of the organization.

Numerous studies have demonstrated that work motivation is a prevalent phenomenon among employees in various sectors, irrespective of organizational size. It is a psychological imperative for employees to receive recognition for their endeavors. There exist multiple forms of motivation predictors, which typically vary between employees within certain departments or organizations. The motivation of employees in the workplace can vary based on various factors, such as individual needs, self-actualization, and self-esteem (Mihaela et al. 2022).

Lawler's expectation theory posits that work motivation is a fundamental determinant of job satisfaction (Özaslan and Özaslan 2023). Ascertain employee job satisfaction, mostly involves evaluating the disparity between employees' received outcomes and their initial expectations. Hence, work dissatisfaction may arise when employees perceive a discrepancy between their anticipated and actual levels of compensation. Al-Mariah et al. (2021) revealed the level of job satisfaction experienced by an employee is primarily contingent upon the presence of work motivation. Similarly, Basalamah and As'ad (2021) explained the level of motivation an individual possesses which has been identified as a significant factor in determining their level of job satisfaction. However, Ann and Blum (2020) argued that Job happiness is often associated with motivation; yet, there were notable disparities in the views of motivators between satisfied and unsatisfied employees. Job satisfaction is mostly a subjective experience or mindset that is internally experienced by individuals as a sense of fulfillment or

achievement. On the other hand, work motivation serves as a driving force that influences an employee's behaviour and actions.

2.3. Work Reward: Work Motivation

Rewards can be classified as either tangible (monetary) or intangible (non-monetary) forms of reciprocation that occur within the context of the relationship between an organization and its employees. The organization can provide rewards to individuals, either in monetary or non-monetary forms. Monetary rewards include salary, compensation, and pension, while non-monetary rewards encompass compensation, appreciation, status, and social identity (Moonlight 2020; Ihemereze et al. 2023; Haider et al. 2015). Rewards can be further explained as individual development, promotion, and expressive level of job that employees can get by the organizations, which help to make employee perceptions whether the wants and needs of the employee are being satisfied or not (Zhang and Zhao, 2021). Fulmer and Li (2022) defined rewards as payment for vacation, good salary, and pension availability. James et al. (2021) classified rewards into six different types, namely status, money, goods, information, services, and love. The management of an organization also provides a variety of material goods in terms of rewards other than monetary rewards, such as reserved parking spots, desirable office space, and access to company cars (Davidescu et al. 2020).

Rewards can be classified into two distinct categories: intrinsic rewards and extrinsic rewards. Intrinsic rewards refer to the internal sense of pleasure and satisfaction that individuals experience. Examples of such incentives include receiving praise, earning awards, or being appreciated (Robin et al. 2023). Extrinsic incentives encompass social rewards derived from interpersonal interactions inside the workplace, as well as real organizational rewards such as monetary compensation, career advancements, performance-based bonuses, and job stability (Chauhan 2019). Riaz et al., (2018) found that intrinsic rewards were less important for employees than extrinsic rewards in the telecom sector and government organizations in Pakistan. Similarly, Mamdani and Minhaj (2016) revealed that employees were more concerned with monetary rewards such as salaries and incentives. However, in the private banking sector in Pakistan, employees preferred intrinsic rewards, such as job significance, job autonomy, appreciation, and job participation (Khan and Iqbal, 2013).

The term "rewards" in the context of this study pertains to the quantity of financial and non-financial benefits that are provided to an employee by an employer as a reciprocation for accomplishing work tasks (Kapur, 2022). Compensation includes the financial remuneration, supplementary advantages, and incentives associated with one's employment (Kollmann et al. 2020) and the term "remuneration" is widely used to encompass all types of financial compensation, tangible benefits, and services that employees get as part of their employment agreement (Chadwick and Flinchbaugh, 2021).

2.4. Employee Training

Employee training is a deliberate and structured initiative undertaken by an organization to equip its employees with certain competencies related to their respective roles. These competencies encompass fundamental skills, information, and behaviors that are crucial for achieving optimal job performance (Karim et al., 2019). It is the process of improving the skills, abilities, understanding, and work of employees that relate to specifically for carrying out a particular task (Rivaldo and Nabella 2023). The training process molds the thoughts of employees and improves their capability, capacity, and performance; it is a continuous process and never finishes in life (John and Dickson, 2022).

Dahalan et al., (2023) classified training into two types: formal and informal training. Formal training refers to systematic learning that follows a planned training structure with built-in objectives, resources, and time. In contrast, informal training refers to the everyday learning process from daily life activities regarding family, work, and leisure that is not systematically structured and organized concerning time, objectives, and learning environment (Lischewski et al. 2020).

Training employees is a purposeful and methodical endeavor conducted by an organization to furnish its staff members with specific proficiencies that are pertinent to their positions. The aforementioned competencies comprise essential knowledge, abilities, and conduct that are vital for attaining maximum job efficacy (Ghani et al. 2022). Karim, Choudhury, and Latif (2019) recognized that the implementation of employee training and development programs is crucial in enhancing and cultivating the abilities of employees, hence facilitating their ability to function efficiently and effectively. In instances of service failure, it is imperative for employees to effectively navigate the critical phase and provide recommendations for resolution. The level of performance is contingent upon the training provided by the organization (Paais and Pattiruhu, 2020).

Furthermore, employee training is carried out to enable the employees to stay ahead in the market against the organization's rivals through improved competencies and skills (Salman et al., 2020). Moreover, Carnevale and Hatak (2020) emphasized that organizations not only focus on the specific skilled employees for specific tasks but also focus on employee training and preparing the employees for handling unexpected situations and problems that may arise unexpectedly. Yao et al. (2019) stressed that management should put effort into expanding employee training for effective service recovery. Training is a strategic technique employed by service organizations to enhance the quality of services provided to clients, hence fostering customer loyalty and

augmenting the organization's market share (Abdelhamied, 2019). Through training, service organizations could differentiate themselves from their rival.

2.5. Islamic Work Accommodation: Work Motivation

Religious faith is a fundamental social construct that exhibits a strong correlation with individuals' cognitive frameworks and behavioral patterns. Religion plays a significant role in shaping various aspects of organizational dynamics, such as management practices and employee decision-making (Héliot et al. 2020).

The presence of religious diversity has become an established social phenomenon in contemporary employment environments (Ammerman, 2020). Managing a workforce comprising individuals from diverse cultural and religious backgrounds can pose issues for an organization. The management team may have difficulties in effectively supporting and ensuring job satisfaction among their personnel. The consensus among most organizations is that a positive work environment fosters productivity. Consequently, numerous organizations have implemented strategies to cultivate employee satisfaction. However, an aspect often overlooked when managing diverse religious organizations is the provision of religious accommodation within the workplace (Etherington, 2019).

As previously discussed in the backdrop of the study section, a concern arises regarding insufficient religious accommodation in the workplace for Muslim employees, as certain organizations fail to offer a suitable prayer area for their staff members (Wae-esor et al., 2015). This demonstrates that some organizations in this region continue to supply insufficient Islamic workplace accommodations. With regards to Muslim employees, Van et al., (2023) described that the practice of Islam in the workplace faces a challenge in the contemporary work environment, in addition to the spiritual, dietary, and dress code requirements for female employees. The study of Hayat and Rao (2020) found that One of the primary religious obligations for Muslims is the performance of the obligatory prayer, which entails engaging in formal prayer five times daily. It is important to note that this prayer is not a casual or discretionary practice, but rather must be observed at specific designated times throughout the day.

Goodness is derived from the guidance of the prophet (sunnah), which is rooted in Islamic law and principles of work ethics, hence exerting an influence on the individual's nafs (soul). The ultimate objective of Islamic motivation is to facilitate inner tranquility, wherein individuals are motivated by the implementation of tawhid, the expression of faith, and the endeavor to seek Allah's favor, thereby attaining prosperity in both the present life and the afterlife. In the context under consideration, religious motivation encompasses both intrinsic and extrinsic forms of motivation that are derived from adherence to religious principles.

H1: Work Motivation has a positive effect on job satisfaction

H2: Employee Reward has a positive effect on Work Motivation

H3: Training has a positive effect on work motivation

H4: Islamic Work accommodation has a positive effect on work motivation

H5: Work Motivation mediates the relationship between employee reward and job satisfaction

H6: Work motivation mediates the relationship between employee training and job satisfaction.

H7: Work motivation mediates the relationship between Islamic Work Accommodation and job satisfaction.

3. Methodology

The proposed hypotheses were examined through the utilization of a quantitative methodology. This approach facilitates the statistical verification of the theoretical model and its associated variables. The researchers employed a survey methodology. The researchers employed a cross-sectional study methodology to ascertain the perceptions of the respondents. The research focused on employees working in the banking sector of Pakistan as the unit of analysis. The data were subjected to analysis using SPSS 25.0 to get descriptive statistics. Additionally, the hypothesized correlations were examined using clever PLS 3.2.9. A total of 471 questionnaires were distributed, and out of these questionnaires, 357 were utilized for the final analysis. This corresponds to a response rate of 75.76 percent, which was determined after identifying and excluding outliers and incomplete questions. According to the statistics provided by the respondent, the male population accounted for 51.7 percent, while the remaining 48.3 percent were females. A majority of the participants, specifically 71.8 percent, reported being married, while the remaining 28.2 percent said that they were unmarried.

Partial least squares structural equation modeling (PLS-SEM) has garnered significant interest among scholars across several disciplines within the realm of business research. The measurement model, also known as the outer model, in the PLS-SEM path model elucidates the association between latent constructs and their corresponding items. The process of conducting a measurement model assessment entails the evaluation of many statistical properties, including individual item reliability, internal consistency reliability, convergent validity, discriminant validity, and variance inflation factor (VIF). Additionally, the structural model often encompasses the following components: the coefficient of determination (R^2), the effect size of the coefficient of determination (f^2), and the predictive significance (Q^2) of the model. All the steps of the measurement model and structural model are adhered to and delineated below.

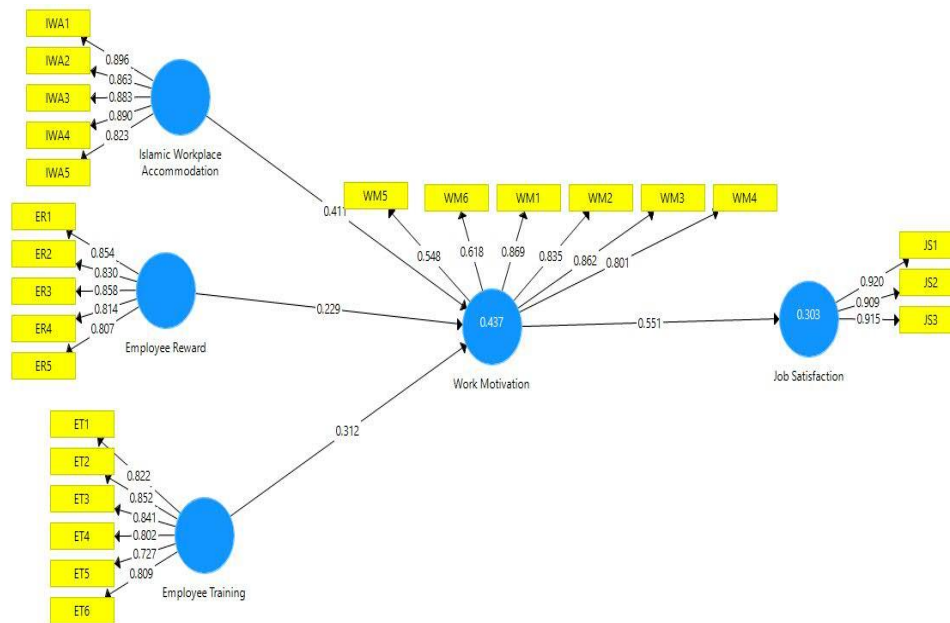


Figure 1: Measurement Model

The evaluation of indicator reliability, also known as individual item reliability, involves examining the peripheral loadings of each construct item. It is customary to retain items that have loadings greater than 0.50. The reliability score values of all latent construct items in this investigation were deemed satisfactory.

Internal consistency refers to the extent to which the items within a specific scale or subscale are assessing a consistent idea. A composite dependability score of 0.70 or above is generally regarded as acceptable in academic research. The findings shown in Table 2 indicate that the composite reliability value for each latent component has achieved a satisfactory level.

Convergent validity pertains to the extent to which the items within a measurement instrument exhibit correlation with one another, indicating their ability to collectively assess a common underlying construct. The convergent validity of the latent constructs in our study was assessed using the Average Variance Extracted (AVE) method. To achieve adequate convergent validity, it is advised that the AVE value should be equal to or greater than 0.50. The present investigation has indicated that the Collinearity Statistics (VIF) have reached a reasonable level between 3 and 5. The measurement model results are reported in Tables 1 and 2.

Discriminant validity refers to the degree to which a construct is genuinely separate from other constructs based on empirical criteria. The present study employed the Hetero trait Mono trait ratio of correlations (HTMT) criterion to evaluate the discriminant validity. The recommended threshold value for HTMT is 0.90.

This study aims to evaluate the importance of the structural (inner) path model. Following the assessment of the measurement model, the present study proceeded to evaluate the significance of the structural (inner) path model. The present study employed a typical bootstrapping approach consisting of 5000 bootstrapping subsamples to obtain the path coefficient, standard error, and t-values. The present investigation unveiled four direct associations with the dependent variable and three indirect associations. The relationships have been represented by the coefficients of four hypotheses and their corresponding t-values, which are used to determine the statistical significance of the hypothesized correlations. Table 3 provides a comprehensive overview of the specific outcomes, while Table 4 presents the indirect outcomes in a graphical format.

Table 1

	ET	EW	IWA	JS	WM
ER1		0.854			
ER2		0.830			
ER3		0.858			
ER4		0.814			
ER5		0.807			
ET1	0.822				
ET2	0.852				
ET3	0.841				
ET4	0.802				
ET5	0.727				
ET6	0.809				

IWA1	0.896		
IWA2	0.863		
IWA3	0.883		
IWA4	0.890		
IWA5	0.823		
JS1		0.920	
JS2		0.909	
JS3		0.915	
WM1			0.869
WM2			0.835
WM3			0.862
WM4			0.801
WM5			0.548
WM6			0.618

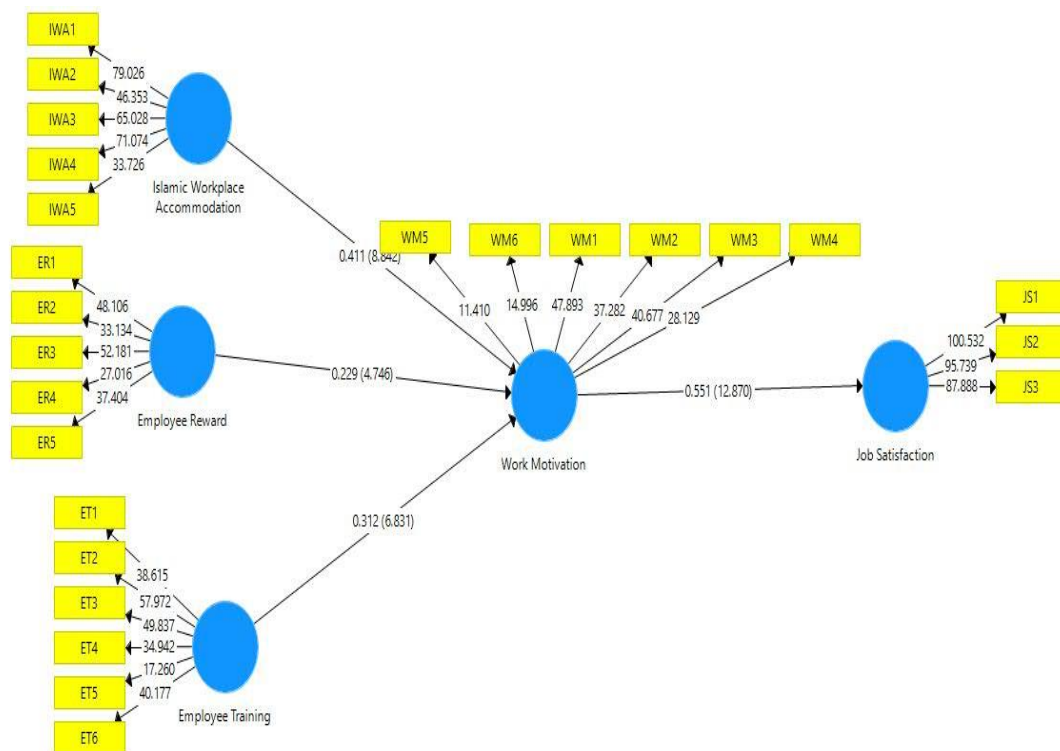


Figure 2: Structural Model

Table 2: HTMT

	ET	EW	IWA	JS	WM
ET					
EW	0.220				
IWA	0.168	0.290			
JS	0.343	0.421	0.491		
WM	0.480	0.455	0.557	0.625	

Table 3

Relation	Beta	STD	T Statistics	P Values	Decision
ET -> WM	0.312	0.046	6.831	0.000	Accepted
EW -> WM	0.229	0.048	4.746	0.000	Accepted
IWA -> WM	0.411	0.047	8.842	0.000	Accepted
WM -> JS	0.551	0.043	12.870	0.000	Accepted

Table 4: Mediation Results

Relation	Beta	STD	T Value	P Values	Decision
ET -> WM -> JS	0.172	0.028	6.111	0.000	Accepted
EW -> WM -> JS	0.126	0.029	4.414	0.000	Accepted
IWA -> WM -> JS	0.227	0.034	6.679	0.000	Accepted

4. Conclusion

In summary, the objective of this study was to investigate the complex interconnections between employee rewards, training, Islamic work accommodation, work motivation, and job satisfaction within the organizational setting in the banking sector. After conducting a comprehensive literature search and empirical analysis, several significant findings have surfaced, providing insight into the intricate interaction of these variables.

The study found a statistically substantial and favorable correlation between employee rewards and work satisfaction. The findings of the study indicate that there is a clear correlation between employees' perception of receiving appropriate recognition and rewards for their efforts and contributions and an increase in their overall job satisfaction. This highlights the need to implement a meticulously designed system of incentives in cultivating a constructive workplace atmosphere.

Additionally, the study revealed that training has a vital role in shaping job happiness. Employees who were provided with ongoing training (professional as well ethical) opportunities reported feeling better prepared to fulfill their job tasks, resulting in heightened levels of job satisfaction. The results emphasize the need to allocate resources toward employee development initiatives to improve overall job satisfaction and performance in the banking industry.

Additionally, the present study investigated the mediating effect of work motivation on the association between employee rewards, training, Islamic work accommodation, and job satisfaction. The findings of the study suggest that work motivation serves as a crucial mediator, elucidating the mechanisms by which these elements impact job satisfaction. This underscores the imperative for organizations to not solely prioritize tangible incentives and training, but also to comprehend and cultivate the intrinsic motivation of their employees.

Furthermore, the study investigated the effects of accommodating Islamic practices in the workplace on individuals' levels of job satisfaction. The results indicated that individuals who saw their work environment as supportive of Islamic principles demonstrated increased levels of job satisfaction. This statement underscores the significance of establishing a work atmosphere that is inclusive and culturally aware.

Based on the aforementioned research outcomes, it is recommended that organizations embrace a comprehensive strategy toward enhancing employee happiness. This can be achieved by the incorporation of efficient incentive mechanisms, ongoing training initiatives, and the provision of suitable accommodations for varied cultural and religious requirements, including those about Islamic work practices. The recognition and cultivation of intrinsic motivation are crucial, as they serve as a pivotal intermediary in the correlation between different organizational elements and job satisfaction.

The present study offers significant contributions to the current body of literature; yet, it is crucial to recognize and address certain limitations. Subsequent investigations may further analyze particular sectors or cultural environments to attain a more intricate comprehension of the relationships examined within this study. Furthermore, it would be beneficial to undertake longitudinal studies to evaluate the long-term sustainability of the reported effects.

The results of this study hold practical significance for organizations aiming to improve employee job satisfaction. Organizations can develop focused tactics to establish a good and rewarding work environment for their employees by comprehending the mediating function of work motivation and the interrelationships among employee rewards, training, and Islamic work accommodation.

References

- Abdelhamied, Hany Hosny Sayed. (2019). The Impact of Training Activities on Quality of Service, Customer Satisfaction and Behavioral Intention. *Journal of Tourism and Hospitality Management* 7(1), 135–48.
- Akram, B. (2020). Exploring the Nexus of Job Satisfaction, Role Stress, and Organizational Effectiveness: A Study in Pakistan's Textile Industry. *Journal of Policy Options*, 3(4), 137-142.
- Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and Its Influence Job Satisfaction. *International Journal of Engineering, Business and Management* 5(2), 21–30.
- Al-maaitah, Dirar AbdelAziz, Tha'er Majali, Malek Alsoud, and Tamara Adel Al-maaitah. (2021). The Role of Leadership Styles on Staffs Job Satisfaction in Public Organizations. *Journal of Contemporary Issues in Business and Government* 27(1), 772–83.
- Ammerman, Nancy T. (2020). Rethinking Religion: Toward a Practice Approach. *American Journal of Sociology* 126(1), 6–51.
- Andrew, Leviana, Siti Fatimah Abdul Latiff, and Haniz Izzyan Izzati Ali. (2021). Service Quality and Client's

- Satisfaction: A Case Study among Employees at a Government Agency in Kota Samarahan towards Counter Services in Urban Transformation Centre (UTC) Kuching. *E-Academia Journal* 10(2).
- Ann, Saehya, and Shane C. Blum. (2020). Motivating Senior Employees in the Hospitality Industry. *International Journal of Contemporary Hospitality Management* 32(1), 324–46.
- Aziri, Brikend. (2011). Job Satisfaction: A Literature Review. *Management Research & Practice* 3(4).
- Basalamah, Muhammad Syaffi A., and Ajmal As'ad. (2021). The Role of Work Motivation and Work Environment in Improving Job Satisfaction. *Golden Ratio of Human Resource Management* 1(2), 94–103.
- Bhardwaj, Atishree, Swati Mishra, and Trilok Kumar Jain. (2021). An Analysis to Understanding the Job Satisfaction of Employees in Banking Industry. *Materials Today: Proceedings* 37, 170–74.
- Carnevale, Joel B., and Isabella Hatak. (2020). Employee Adjustment and Well-Being in the Era of COVID-19: Implications for Human Resource Management. *Journal of Business Research* 116, 183–87.
- Chadwick, Clint, and Carol Flinchbaugh. (2021). Searching for Competitive Advantage in the HRM-Firm Performance Relationship. *Academy of Management Perspectives* 35(2), 181–207.
- Chauhan, Preeti. (2019). Intrinsic and Extrinsic Reward on Employee Performance. *International Journal of Research and Analytical Reviews* 6(2), 265–68.
- Ciobanu, Alina, Armenia Androniceanu, and George Lazaroiu. (2019). An Integrated Psycho-Sociological Perspective on Public Employees' Motivation and Performance. *Frontiers in Psychology* 10, 36.
- Dahalan, Fazlida, Norlidah Alias, and Mohd Shahril Nizam Shaharom. (2023). Gamification and Game Based Learning for Vocational Education and Training: A Systematic Literature Review. *Education and Information Technologies* 1–39.
- Davidescu, Adriana AnaMaria, Simona-Andreea Apostu, Andreea Paul, and Ionut Casuneanu. (2020). Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees—Implications for Sustainable Human Resource Management. *Sustainability* 12(15), 6086.
- Dhamija, Pavitra, Shivam Gupta, and Surajit Bag. (2019). Measuring of Job Satisfaction: The Use of Quality of Work Life Factors. *Benchmarking: An International Journal* 26(3), 871–92.
- Etherington, Matthew. (2019). Religion as a Workplace Issue, A Narrative Inquiry of Two People—One Muslim and the Other Christian. *SAGE Open* 9(3), 2158244019862729.
- Ferreira, Rafael, Ruben Pereira, Isafas Scalabrin Bianchi, and Miguel Mira da Silva. (2021). Decision Factors for Remote Work Adoption: Advantages, Disadvantages, Driving Forces and Challenges. *Journal of Open Innovation: Technology, Market, and Complexity* 7(1), 70.
- Fulmer, Ingrid Smithy, and Junting Li. (2022). Compensation, Benefits, and Total Rewards: A Bird's-Eye (Re) View. *Annual Review of Organizational Psychology and Organizational Behavior* 9, 147–69.
- Ghani, Bilqees, Muhammad Zada, Khalid Rasheed Memon, Rezwan Ullah, Afraseyab Khattak, Heesup Han, Antonio Ariza-Montes, and Luis Araya-Castillo. (2022). Challenges and Strategies for Employee Retention in the Hospitality Industry: A Review. *Sustainability* 14(5), 2885.
- Haider, Maqsood, Alamzeb Amir, A. A. Hamid, and Muhammad Hashim. (2015). A Literature Analysis on the Importance of Non-Financial Rewards for Employees' Job Satisfaction. *Abasyn Journal of Social Sciences* 8(2), 341–54.
- Hayat, Amir, and Muhammad Atif Aslam Rao. (2020). An Analytical Discourse on Islamic Precept of Ihsān and Labour Productivity. *Journal of Islamic Thought and Civilization* 10(1), 136–55.
- Héliot, YingFei, Ilka H. Gleibs, Adrian Coyle, Denise M. Rousseau, and Céline Rojon. (2020). Religious Identity in the Workplace: A Systematic Review, Research Agenda, and Practical Implications. *Human Resource Management* 59(2), 153–73.
- Ihemereze, Kelechi Chidiebere, Nsiong Louis Eyo-Udo, Blessed Afeyokalo Egbokhaebho, Chibuike Daraojimba, Uneku Ikwue, and Ekene Ezinwa Nwankwo. (2023). Impact of Monetary Incentives on Employee Performance in the Nigerian Automotive Sector, A Case Study. *International Journal of Advanced Economics* 5(7), 162–86.
- Irabor, Ikechukwu Emmanuel, and Ugo Chuks Okolie. (2019). A Review of Employees' Job Satisfaction and Its Affect on Their Retention. *Annals of Spiru Haret University. Economic Series* 19(2), 93–114.
- Ismail, K., & Ali, B. (2020). Understanding the Nexus of Job Satisfaction, Job-Related Stress, and Employee Performance: A Study in the Nursing Sector of Lahore, Pakistan. *Journal of Policy Options*, 3(1), 26–34.
- James, Tabitha L., Wenqi Shen, David M. Townsend, Marc Junkunc, and Linda Wallace. (2021). Love Cannot Buy You Money: Resource Exchange on Reward-based Crowdfunding Platforms. *Information Systems Journal* 31(4), 579–609.
- John, Achanya Julius, and Cinjel Nandes Dickson. (2022). Employee Training and Employee Development in an Organization: Explaining the Difference for the Avoidance of Research Pitfalls. *Public Administration: Theory and Practice in Nigeria*.
- Kapur, Radhika. (2022). The Significance of Reward Management in Organizations. *International Journal of Information, Business and Management* 14(2), 83–92.
- Karim, Md Mobarak, Musfiq M. Choudhury, and Wasib Bin Latif. (2019). The Impact of Training and

- Development on Employees' Performance: An Analysis of Quantitative Data. *Noble International Journal of Business and Management Research* 3(2), 25–33.
- Khan, M. W. (2018). A Comparative Study of Customer Satisfaction between Public and Private Banks in Lahore, Pakistan. *Journal of Policy Options*, 1(2), 34–41.
- Khan, Waseem, and Yawar Iqbal. (2013). An Investigation of the Relationship between Work Motivation (Intrinsic & Extrinsic) and Employee Engagement: A Study on Allied Bank of Pakistan.
- Kitsios, Fotis, and Maria Kamariotou. (2021). Job Satisfaction behind Motivation: An Empirical Study in Public Health Workers. *Heliyon* 7(4).
- Kollmann, Tobias, Christoph Stöckmann, Julia M. Kensbock, and Anika Peschl. (2020). What Satisfies Younger versus Older Employees, and Why? An Aging Perspective on Equity Theory to Explain Interactive Effects of Employee Age, Monetary Rewards, and Task Contributions on Job Satisfaction. *Human Resource Management* 59(1), 101–15.
- Kooij, Dorien T. A. M., Hannes Zacher, Mo Wang, and Jutta Heckhausen. (2020). Successful Aging at Work: A Process Model to Guide Future Research and Practice. *Industrial and Organizational Psychology* 13(3), 345–65.
- Kumar, S. Pavan. (2020). Workplace Spirituality as an Antecedent of University Teachers' Subjective Well-Being: Mediating Role of Job Satisfaction and Job Performance. *Journal of Engineering Education Transformations* 33(Special Issue).
- Lischewski, Julia, Susan Seeber, Eveline Wuttke, and Therese Rosemann. (2020). What Influences Participation in Non-Formal and Informal Modes of Continuous Vocational Education and Training? An Analysis of Individual and Institutional Influencing Factors. *Frontiers in Psychology* 11, 534485.
- Mahmood Aziz, Hassan, Baban Jabbar Othman, Bayar Gardi, Shahla Ali Ahmed, Bawan Yassin Sabir, Nechirwan Burhan Ismael, Pshdar Abdalla Hamza, Sarhang Sorguli, Bayad Jamal Ali, and Govand Anwar. (2021). Employee Commitment: The Relationship between Employee Commitment and Job Satisfaction. *Journal of Humanities and Education Development* 3(3), 54–66.
- Mamdani, Kaneez Fatima, and Safia Minhaj. (2016). Effects of Motivational Incentives on Employees' Performance: A Case Study of Banks of Karachi, Pakistan. *South East Asia Journal of Contemporary Business, Economics and Law* 9(2), 32–39.
- Mihaela, Rus, Sandu Mihaela Luminita, Cheval Claudia Gabriela, and Ene Bianca Elena. (2022). The Relationship between Self-Esteem and the Employees' Motivation in Work of State Organizations. *Technium Soc. Sci. J.* 32, 502.
- Moonlight, Beatrice. (2020). Non-Monetary Reward and Employee Performance in Parastatal Organisations in Uganda: A Case Study of Civil Aviation Authority.
- Mugira, Ahmad. (2022). Leadership Perspective Employee Satisfaction Analysis. *AKADEMIK: Jurnal Mahasiswa Humanis* 2(3), 127–35.
- Nwachukwu, Chijioke, Hieu Minh Vu, Helena Chládková, and Richard Selse Agboga. (2022). Psychological Empowerment and Employee Engagement: Role of Job Satisfaction and Religiosity in Nigeria. *Industrial and Commercial Training* 54(4), 666–87.
- Özaslan, Gökhan, and Aslı Özaslan. (2023). Using Expectancy Theory as a Lens for Exploring the Reasons behind Teachers' Lack of Motivation for Self-Development in Online Teaching. *Behaviour & Information Technology* 42(12), 1931–45.
- Paais, Maartje, and Jozef R. Pattiruhu. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *The Journal of Asian Finance, Economics and Business* 7(8), 577–88.
- Pongton, Pongpipat, and Sid Suntrayuth. (2019). Communication Satisfaction, Employee Engagement, Job Satisfaction, and Job Performance in Higher Education Institutions. *Abac Journal* 39(3), 90–110.
- Riaz, Haseeb, Ch Shoaib Akhtar, and Ramsha Aslam. (2018). Total Rewards and Employee Performance: Investigating the Mediating Role of Employee Motivation in Telecom Sector. *Pakistan Administrative Review* 2(3), 342–56.
- Rivaldo, Yandra, and Septa Diana Nabella. (2023). Employee Performance: Education, Training, Experience and Work Discipline. *Calitatea* 24(193), 182–88.
- Riyanto, Setyo, Endri Endri, and Novita Herlisha. (2021). Effect of Work Motivation and Job Satisfaction on Employee Performance: Mediating Role of Employee Engagement. *Problems and Perspectives in Management* 19(3), 162.
- Robin, Robin, Fendi Hidayat, Chablullah Wibisono, Indrayani Indrayani, and Muammar Khaddafi. (2023). The Impact of Awards on Intrinsic Motivation and Job Satisfaction of Multi-Level Marketing Members in Riau Islands Province, Indonesia. *International Journal of Finance, Economics and Business* 2(2), 142–49.
- Salman, Mohammad, Showkat Ahmad Ganie, and Imran Saleem. (2020). Employee Competencies as Predictors of Organizational Performance: A Study of Public and Private Sector Banks. *Management and Labour Studies* 45(4), 416–32.

- Sembiring, Nurdin, Umar Nimran, Endang Siti Astuti, and Hamidah Nayati Utami. (2020). The Effects of Emotional Intelligence and Organizational Justice on Job Satisfaction, Caring Climate, and Criminal Investigation Officers' Performance. *International Journal of Organizational Analysis* 28(5), 1113–30.
- Sitopu, Yoel Brando, Kevin Arianda Sitinjak, and Feny Krisna Marpaung. (2021). The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. *Golden Ratio of Human Resource Management* 1(2), 72–83.
- Van Laer, Koen, and Caroline Essers. (2023). The Regulation of Religion by Secular Work Practice: Exploring Muslim Employees' Performance of Religious Practice. *Journal of Management* 01492063231161344.
- Wae-esor, Emeela, Azizi Bin Abu Bakar, and Hoe Chee Hee. (2015). The Impact of Islamic Workplace Accommodation Towards Job Satisfaction Among Muslim Public Health Employees in Pattani Province, Thailand. *Journal of Global Business and Social Entrepreneurship (GBSE)* 1(1), 35–41.
- Yao, Sheng, Xingyu Wang, Heyao Yu, and Priyanko Guchait. (2019). Effectiveness of Error Management Training in the Hospitality Industry: Impact on Perceived Fairness and Service Recovery Performance. *International Journal of Hospitality Management* 79, 78–88.
- Zhang, Min, and Yixuan Zhao. (2021). Job Characteristics and Millennial Employees' Creative Performance: A Dual-Process Model. *Chinese Management Studies* 15(4), 876–900.