

The Effect of Motivation on Employee Performance in Cooperative Organizations

Ramesh Prasad Gautam (PhD Scholar)

Assistant Professor, Graduate School of Management
Mid-West University, Nepal
Email: ramesh.gautam@mu.edu.np
<https://orcid.org/0009-0000-9991-0482>

Abstract

This study intends to analyze the effect of motivation on the performance of the employees in the selected cooperative organizations within the Karnali province. In particular, it assesses how the performance of employees can be affected by the presence of major motivational factors such as salary and rewards, training opportunities, involvement in decision-making, and working conditions. Quantitative research methodology and structured questionnaires were used to gather firsthand data on the employees of cooperative organizations in the Karnali Province. The sample was chosen through a convenience sampling method with 380 employees. Descriptive statistical analysis was applied to SPSS 26 and Smart PLS to compute the relationship between motivation and employee performance using descriptive and inferential statistics to provide accurate and reliable results. The results suggest that independent variables such as salary and rewards, the involvement in the decision-making process, and working environment have a strong positive effect on the dependent variable, which is the employee performance. This study concluded that remuneration and rewards are very essential in motivating employees and their performance, and the monetary incentives are a powerful motivator of job commitment. Employee performance in cooperatives is greatly affected by the salary and rewards, involvement in the decision-making process, and favorable working environment. Competitive salaries and incentives increase motivation, job satisfaction and retention. Engaging employees in the decision-making process instills a feeling of ownership, commitment and creativity resulting in improved problem-solving and collaboration. A good working environment will provide physical and psychological health, which will decrease stress and turnover and increase cooperation and involvement. When properly handled, cooperative employees will be more committed, productive, and creative, which will finally result in success of the organization.

Keywords: Salary and rewards, decision-making, training opportunities, working environment, performance

Introduction

Human Resource Management (HRM) has become a crucial organizational task in the current competitive business environment, and this applies to all organizations or companies in the private sector. Employee motivation and retention are some of the key issues that are important in defining the overall performance of an organization. Motivation is the internal force, the urge, or the enthusiasm that motivates individuals to work voluntarily and productively in reaching the goals and objectives of an organization (Chama & Matafwali, 2024). Every company recognizes that employee motivation is a key driver of performance.

Managers in any organization are tasked with the critical responsibility of optimizing both material and human resources to achieve the company's mission, vision, and well-defined goals. The efficiency and long-term success of an organization are heavily dependent on the contributions of its workforce (Tolofari et al., 2024; Puyri & Pasaribu, 2019). Increasing employee motivation is key to boosting work effectiveness and employee output which may be realized by making employees satisfied with their jobs and increasing employees' job-related well-being (Anyieni & Atambo, 2020). Both new and existing employees benefit greatly from training, as it serves as a key driver for boosting motivation within any organization. A strong training culture can lead to higher performance and job satisfaction (Wahyuni et al., 2024; Handayani, 2020). Employee motivation is the process by which organizations encourage their workforce through bonuses, rewards, and other incentives to achieve business goals. Since each individual is unique, different employees respond to different motivational strategies. (Noorzad et al., 2024; Ali et al., 2016).

In this instance therefore, motivation can be regarded as a response to an act. Employees will tend to be loyal to the organization when they feel special and are enjoying a lively working environment that has steady and attainable customer demands. This minimizes absentees and maximizes retention, eliminating leaking of talents to other market rivals who have superior terms of work and rewards (Dobre, 2013). Motivation could be highly increased by expanding training opportunities and improving physical working conditions with the help of improved infrastructure, equipment, and materials (Varma, 2017). The employees perceive success as a chance in order to develop, demonstrate their abilities, and reach their personal satisfaction. To a business, success is one of the means to scale up operations and momentum (Fahriana & Sopiah, 2022).

The purpose of the study is to analyze the impact of motivation on employee performance in some chosen cooperative organizations of the Karnali Province. Namely, it determines how employee performance is impacted by the presence of the main motivational factors, such as salary and rewards, training opportunities, involvement, decision-making, and working environment. It examines the impact of these factors on performance of employees in the cooperatives in Karnali Province and can give conclusions to enhance motivation and promote a sustainable development in the cooperative sector in Nepal.

It is not easy to use wages, salaries, and commissions as a motivator on employees because these elements play an important role in workplace satisfaction. An effective compensation plan has the potential to increase motivation, boost morale, and job satisfaction (Forson et al., 2021). Therefore, the current study is an imperative tool in the motivation of employees and their long-term success in cooperative organizations. Hence, motivation is a very important factor that should be prioritized by any organization whether it is a governmental or a corporate organization.

Review of Literature and Hypothesis

Two-Factor Theory was developed by Frederick Herzberg in 1959, in which Herzberg distinguished relationship between motivators and hygiene factors. Motivators such as achievement, recognition and development are directly related to job satisfaction and performance. Hygiene factors, on the other hand, are necessary to avoid dissatisfaction but do not have a natural motivational impact on employees, including salary, work conditions, and company policies. This model can be applied to understand the motivation behind individuals in the workplace and it can particularly be applied in cooperative organizations where non-financial and financial rewards influence the behavior of employees (Herzberg et al., 1959; Pinder, 2014).

Salary, according to Herzberg model, is a hygiene factor. Although salary may help enhance dissatisfaction, it is not a significant motivating factor. Nevertheless, compensation can be motivating when tied to

performance based rewards in form of bonuses, recognition or promotions and can elevate job satisfaction and productivity (Armstrong & Taylor, 2014). Competitive compensation systems are a major contributor to attracting and retaining talent, and ensuring high levels of performance in cooperative organizations in which equity and fairness are paramount (Pinder, 2014).

The level of participation in decision-making (PDM) or the degree to which workers are involved in the decision-making process is an aspect that Herzberg categorizes as a motivator. The involvement of the employees in making decisions and sharing their views creates a feeling of responsibility, appreciation, and personal development (Herzberg et al., 1959). With a sense of being heard and respected, workers are more motivated with a high rate of job satisfaction and hence better results in performance (Locke & Latham, 2002). PDM enhances a sense of commitment in a cooperative structure guided by democratic principles, fewer change resistances, and innovation (Robbins & Judge, 2019).

The working environment (WE) is a set of physical conditions, organization culture, and social relations in the workplace. Herzberg categorized it as a hygiene factor- that poor conditions will result in dissatisfaction, but increase will not necessarily motivate (Herzberg et al., 1959). However, the well-being, stress reduction, and collaboration may be improved through a safe, comfortable, and supportive environment, which in turn indirectly improves performance (Robbins et al., 2019). The good working environment in the context of cooperatives enhances collaboration and leads to the achievement of organizational cohesion and success (Pinder, 2014).

Employee performance (EP) is the effectiveness and efficiency of the roles played by the people. According to Herzberg, her model implies that motivators directly affect performance, whereas hygiene factors ensure that the performance is not stressed because it will not lead to dissatisfaction (Herzberg et al., 1959). Studies have indicated that organizations can achieve better performance by integrating fair pay, involvement in decision making, career development as well as an enabling atmosphere (Locke & Latham, 2002). Motivated Employees Motivated employees are more likely to exhibit greater productivity and creativity and commitment in cooperatives, which would increase success (Robbins et al., 2019).

To add to Herzberg perspective, Self-Determination Theory (SDT) introduced by Deci and Ryan 1985 can help to gain more visibility on the importance of training to motivation and performance. SDT is a theory that relies on the human requirement of competence, the sense of mastery and efficiency in the workplace, as the basis of intrinsic motivation (Ryan & Deci, 2000). Provision of employees with valuable training opportunities not only enhances employee skills but also builds confidence and interest that results in better employee performance (Gagné & Deci, 2005). The empirical data is in line with this: researchers, Research by Baard et al. (2004) and Kuvaas et al. (2017) note that competence-supportive training contributes to more job satisfaction, task involvement, and organizational commitment. In the case of cooperatives where participation and shared responsibility are core values, the training initiatives are crucial in enhancing sustainable employee performance.

Salary and Rewards and Employee Performance

His research showed that remuneration plays an important role in the motivation of employees. Employees should always be encouraged to do their best, which is only possible by providing decent salary and rewards, which will eventually result in better performance of the organization (Nagaraju, 2017). It was established that both intrinsic and extrinsic rewards have important influences in increasing the performance of employees. Emphasized as especially attractive among workers were extrinsic rewards in the form of salary increase, cash bonuses and promotions (Emelianova, 2019). The scholar discovered that not only salary but also rewards play a central role in influencing employee performance and organizations

need to implement an integrated approach involving both financial and non-financial rewards that can promote a high-performing and motivated workforce (Mohamed et al., 2025). Salary is found to have highest influence on organizational citizenship behavior, as opposed to other reward variables. This implies that monetary rewards are very important in encouraging employees to do more than is necessary by their job descriptions (Pradhan, 2022). The research concluded that money enhances performance among the staff. The reason behind this is that those rewards bring to employees a sense of accomplishment, security, and power that will encourage them to do a better job in their roles (Kamwenji et al., 2019). According to the information that the experts share about the strong influence of Salary and rewards, it is statistically significant in terms of its influence on the work of employees. The current researcher will formulate the following hypothesis:

H1: Salary and rewards have a significant impact on employee performance

Participation in Decision-Making and Employee Performance

The involvement in a decision-making process is essential to improve the work of employees, and the introduction of servant leadership can also increase such beneficial outcomes. These are the aspects that should be given priority by organizations in order to have better performance outcomes. It suggests that there is a positive and significant impact of decision-making on employee performance (Novialumi et al., 2024). The results indicate that involvement in decision-making processes, which can be supported by the means of efficient management information system and quality information, can improve the performance of the employees. This is what underscores the significance of participation of employees in decision-making in order to enhance organizational effectiveness in general (Ardaningsi, 2023). The involvement in the process of decision-making has a great effect on the performance of the workforce as it leads to the improvement of self-esteem and job satisfaction, the development of intrinsic motivation, the improvement of service quality, the intensification of team engagement, flexibility, and conflict resolution. All of this leads to an improved and less stressful workplace (Ji & Han, 2021). A high level of participation in decision-making process can greatly influence the performance of the employees since it fosters empowerment, builds relationships, enhances the level of teamwork, promotes flexibility, helps in resolving conflicts, and improves motivation and job satisfaction. These are powerful elements that are crucial in developing an efficient and productive work environment (Ugwu et al., 2019). In line with the previous literature that has established the influence of participative decision-making, the hypothesis is that employees involved in key decisions possess a greater degree of performance. The hypothesis that the current researcher suggests is as follows.

H2: Participation in Decision-Making has a significant impact on employee performance

Training Opportunities and Employee Performance

Training opportunities have great effects on the performance of people as they improve skills, give confidence to employees and their productivity. Companies investing into the development of efficient training should expect impressive gains in employee performance and organization success (Nzimakwe & Utete, 2024). The paper highlights that ongoing training is very effective in improving employee performance and may result in high productivity and efficiency within the work environment. This continuous learning is important in ensuring that there are high performance levels in organizations (Mustafa-Sadiku, 2025). Training is normally seen by the employees as a key determinant that affects their performance in the job. The research determined that a considerable proportion of the respondents believed that good training influenced their performance positively, which means that employees do not disregard

training opportunities (Chapagain et al., 2022). A structured questionnaire and a convenience sampling method were used to collect data in the study. The correlation technique was used to examine how training and performance of employees are connected, which supports the conclusion that training has a positive effect on performance (Renny, 2023). According to the findings of the earlier research, the hypothesis is as follows:

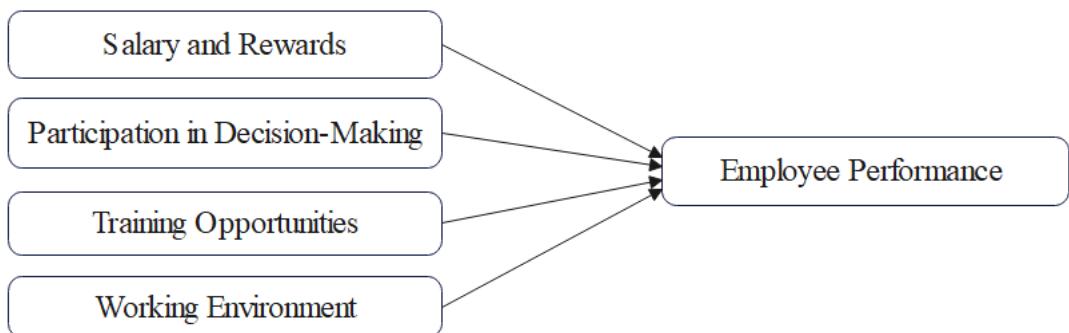
H3: Training opportunities have a significant impact on employee performance

Working Environment and Employee Performance

Working environment is one of the essential elements which contribute greatly towards the performance of employees in Nepal commercial banks. Through the knowledge and enhancement of this environment, institutions can be able to create a more efficient and content workforce (Goet, 2022). Work environment refers to all external and internal conditions that surround the employees and have a great effect on the performance of the employees. The productivity may be boosted by a good environment and decelerated by an inappropriate one (Pimpong, 2023). The working environment greatly influences the performance of employees in a number of factors which include motivation, health, and support systems. Organizations should focus on the development of a positive working environment to improve the performance of employees and eventually attain their objectives (Zhenjing et al., 2022). The study has found out that there are various variables in the workspace that have a positive impact on the performance of employees such as the physical environment, the psychosocial environment, policies and work-life balance. These factors were observed to influence the performance of employees at KCB statistically significantly (Njeri, 2022). Based on some of the previous evidence, the following hypothesis is formulated:

H4: Working Environment has a significant impact on employee performance

Conceptual Framework of the Study



Research methods

The research design adopted was descriptive and causal-comparative which aimed at describing the relationships that exist and investigating potential cause-effect relations among the employees in the cooperative organizations in Karnali Province. The sample of respondents was determined with the help of a stratified sampling method as the sample was chosen among various cooperative organizations. Out of more than 465 distributed questionnaires, a total of 380 valid responses were collected, exceeding the minimum required sample size of 316, as recommended by (Yamane, 1967). The total number of cooperatives registered in the Karnali Province is 311 with about 1,500 people working in them (Radio

Nepal, 2024). The data were gathered through a structured questionnaire that had been developed with thorough literature review and consultations with the experts. The tool contained demographic and questions reflecting Participation in Decision Making (PDM), Salary and rewards (SR), Training opportunity (TO), Working environment (WE), and Employee Performance (EP) on a 5-point Likert scale. Pilot test was carried out before the data collection to check on the clarity, relevance and accuracy of the questionnaire. The respondents were also told about the aims of the study and guaranteed that their answers would remain confidential before taking part in filling in the survey. To analyse, SmartPLS software was used with Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis was conducted in two levels, first the measurement model was tested to determine its validity and reliability with Cronbach alpha and composite reliability, secondly, the structural model was tested to determine the direct relationships between the variables. Lastly, the bootstrapping methods were used to test the significance of all the path coefficients.

Table1. Demographic Profile of the Respondents

Demographics	Categories	Frequency	Percent
Age	18-25	41	10.80
	26-33	252	66.30
	34-41	74	19.50
	42-above	13	3.40
Gender	Male	243	63.95
	Female	137	36.05
Designation	Assistant	309	81.32
	Officer	57	15.00
	Manager	14	3.68
Educational Status	up to plus two	36	9.47
	Bachelor	149	39.21
	Master	188	49.47
	Master above	7	1.84
Work Experience	Up to 5 years	187	49.20
	6 to 10 years	154	40.50
	11 to 15 years	34	8.90
	16 to above	5	1.30

According to table 1, the survey data indicates a demographic profile among the respondents. Most participants (66.30 percent) are 26-33 years, and the rest are 34-41 years (19.50 percent), younger (18-25) and older (42 and above) (10.80 percent and 3.40 percent, respectively). There is a better distribution of males (63.95 percent) than females (36.05 percent). Professionally, the majority of the respondents have positions of assistant (81.32 percent) with fewer in the officer (15.00 percent) and managerial (3.68 percent) positions. Educationally, almost half (49.47 percent) have a master degree, and the other holders of education are the bachelor in degree (39.21 percent) and those with lower (up to plus two) and higher (above master) qualifications (9.47 percent and 1.84 percent, respectively). The experience of work is different, as almost half (49.20 percent) of respondents have experience of up to 5 years, and 40.50 percent of them have 6-10 years. Less than 11-15 years (8.90 percent) or above 16 years (1.30 percent) experience is less percentage. This distribution indicates the occupation of a workforce that is largely formed by early to mid-career professionals that have a mid-to-high education level.

Results

Measurement Test Model

The Measurement Test Model is a systematic model that is used to assess accuracy and reliability, as well as the validity of measurement systems, measurement instruments or processes. It entails determination of important metrics, set up testing procedures, and data analysis to maintain accuracy and consistency in measurements.

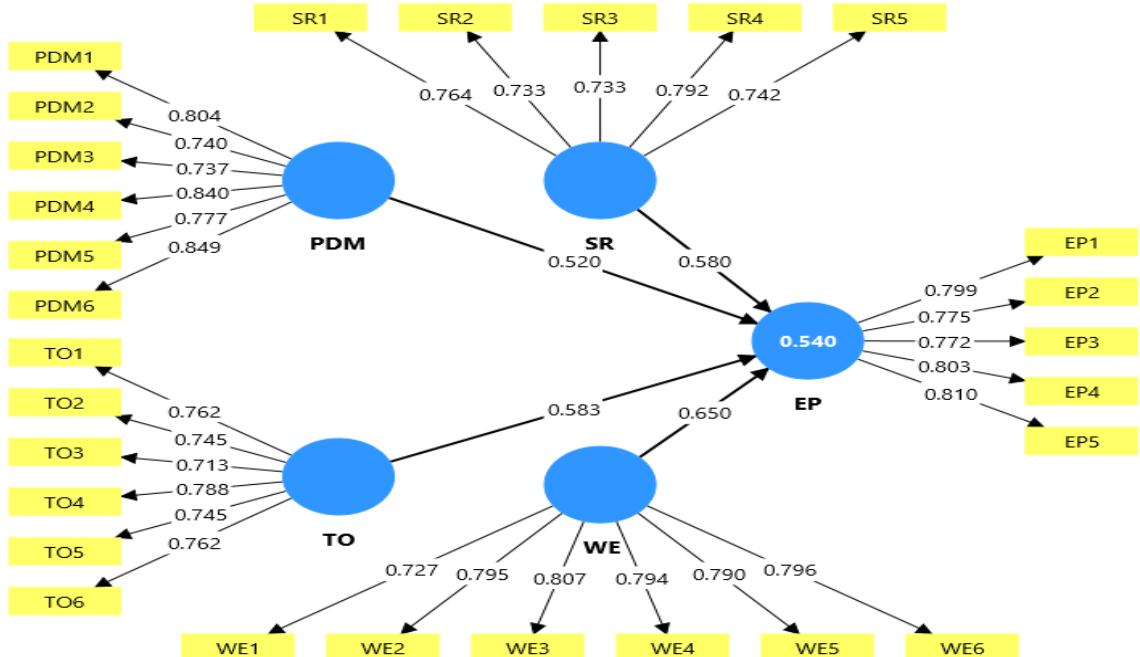


Figure 2: The result of the measurement model by using the PLS Algorithm technique

Table 2. Cronbach's Alpha, Composite Reliabilities and Average Variance Extracted

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EP	0.851	0.852	0.894	0.627
PDM	0.881	0.885	0.910	0.628
SR	0.809	0.810	0.867	0.567
TO	0.848	0.852	0.887	0.567
WE	0.876	0.877	0.906	0.617

Table 2 shows that all of the constructs have high reliability and convergent validity. The alpha values of internal consistency range between 0.809 (SR) and 0.881 (PDM), and all of them are greater than the recommended value of 0.70, which means high reliability. This is also supported by the composite reliabilities (rhoa and rhoc), which have values of 0.810 (SR) to 0.885 (PDM) and 0.867 (SR) to 0.910 (PDM), respectively, which help in the consistency of the constructs. The values of the Average Variance Extracted (AVE) that measures convergent validity are 0.567 (SR and TO) and 0.628 (PDM), most of the constructs having high values (above the 0.50 criterion), testifying that the items are sufficiently accurate to

cover the underlying constructs. All in all, these findings indicate that measurement scales used of Salary and Rewards (SR), Participation in Decision-Making (PDM), Training Opportunities (TO), Working Environment (WE), and Employee Performance (EP) are reliable and valid to be further analyzed.

Table 3. Discriminant validity (Heterotrait-monotrait ratio (HTMT) - Matrix)

Variable	EP	PDM	SR	TO	WC
EP					
PDM	0.598				
SR	0.696	0.653			
TO	0.674	0.574	0.680		
WE	0.748	0.581	0.599	0.633	

Table 3 shows the results of discriminant validity checked with Heterotrait-Monotrait ratio (HTMT). All values of the constructs in the HTMT are less than the recommended value of 0.85 and this proves that they are empirically different. There exists a very strong relationship between the performance of the employees Employee Performance (EP) and the working environment (Working Environment (WE)) (HTMT = 0.748) which still does not exclude the discriminant validity. Salary and Rewards (SR) (0.696), Training Opportunities (TO) (0.674) and Participation in Decision-Making (PDM) (0.598) are also moderately to strongly correlated with EP. Also, SR has a moderate correlation with TO (0.680) and PDM (0.653), whereas WE have moderate relations with TO (0.633) and PDM (0.581). In general, the publicity of the constructs is supported by the HTMT matrix, which justifies the use of the constructs as discrete variables in the study.

Table 4. Discriminant validity (Fornell-Lacker criterion)

Variable	EP	PDM	SR	TO	WC
EP	0.792				
PDM	0.520	0.792			
SR	0.580	0.554	0.753		
TO	0.583	0.507	0.570	0.753	
WE	0.650	0.515	0.508	0.554	0.785

Table 4 gives the results showing the discriminant validity of the constructs according to the Fornell-Larcker criterion, which proves that each of the constructs is different to the other (Fornell & Larcker, 1981). The square roots of the Average Variance Extracted (AVE) represented as the diagonal values (in bold) are larger than the off-diagonal values in the correlations between the constructs and hence, the discriminant validity is supported. As an example, Employee Performance (EP) has AVE square root of 0.792, which is higher than its correlations with other variables (between 0.520 and 0.650). Equally, all the Constructs, Participation in Decision-Making (PDM), Salary and Rewards (SR), Training Opportunities (TO), and Working Environment (WE) demonstrate AVE square roots (0.792, 0.753, 0.753, and 0.785, respectively) higher than their correlation with other constructs. It means that the constructs have more variance with their indicators compared to other constructs, which proves that they are unique in the measurement model (Hair et al., 2021). The findings thus validate the discriminant validity of the constructs in the study.

Structural Model Test

The path coefficients, generated using bootstrapping in SmartPLS 4.1.1.2, were analyzed to assess the structural model, with the results presented in Figure 3

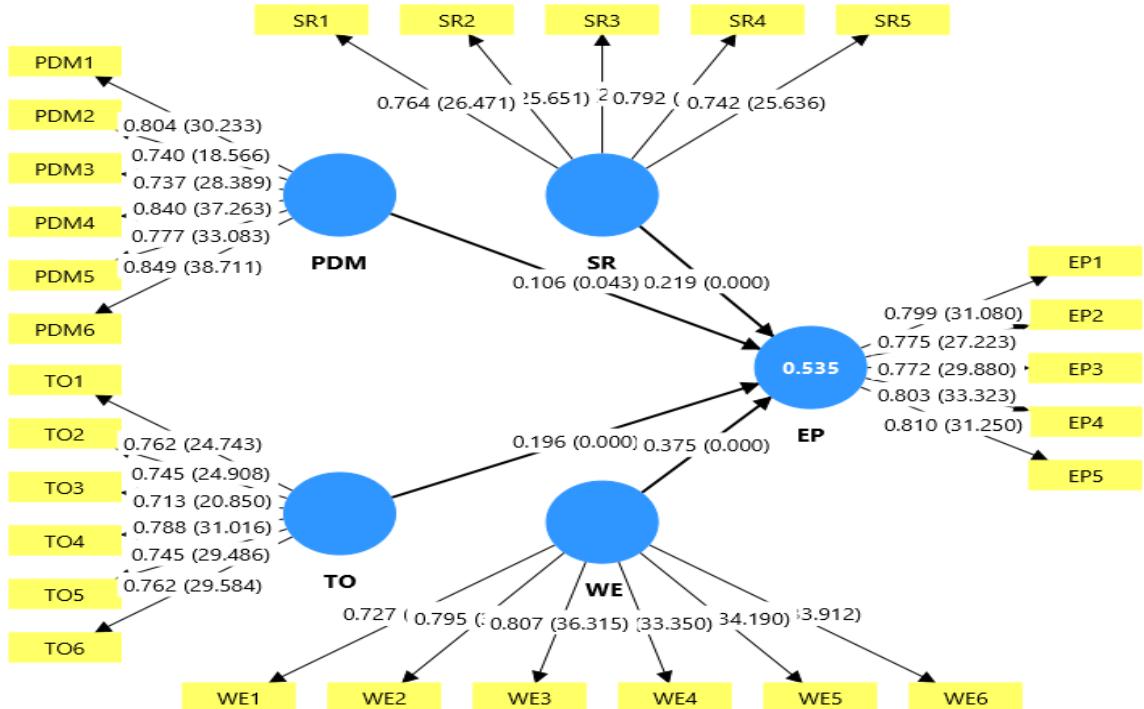


Figure 3: Image of the results of the inner model test using SmartPLS

Table 5. Path coefficient (Direct effect)

Hypothesis	Path	Beta Coefficient	Standard deviation	T statistics	P values	Decision
H1	SR -> EP	0.219	0.054	4.030	0.000	Accepted
H2	PDM -> EP	0.106	0.052	2.028	0.043	Accepted
H3	TO -> EP	0.196	0.051	3.822	0.000	Accepted
H4	WE -> EP	0.375	0.061	6.171	0.000	Accepted

Table 5 results suggest that the four hypotheses (H1-04) were all proven correct showing significant positive impacts on Employee Performance (EP). Salary and Rewards (SR) were moderately strong effects ($b = 0.219$, $p < 0.001$), which supports the idea of a positive performance with fair compensation. There was also a less significant but significant effect of participation in Decision-Making (PDM) ($b = 0.106$, $p = 0.043$) which means that the participation of employees in the decision-making process can enhance the performance of employees. The training Opportunities (TO) had a significant positive impact ($b = 0.196$, $p < 0.001$) as well, showing the importance of the skill development. Working Environment (WE) ($b = 0.375$, $p < 0.001$) proved to be the strongest predictor as it was stated that a favorable workplace greatly improves the performance of employees. On the whole, these results indicate that competition rewards, an inclusive

decision-making process, training and positive work environment should be given priority by organizations in order to improve employee productivity.

Table 5. R-square

Construct	R-square	R-square adjusted
EP	0.540	0.535

The R-square values in Table 5 indicate the proportion of variance in Employee Performance (EP) explained by the independent variables: Salary and Rewards (SR), Participation in Decision-Making (PDM), Training Opportunities (TP), and Working Environment (WE). The R-square value of 0.540 suggests that approximately 54% of the variability in EP is accounted for by these factors, indicating a moderately strong explanatory power. The adjusted R-square of 0.535 refines this estimate by accounting for the number of predictors, confirming that the model remains robust even after adjustment. This implies that SR, PDM, TP, and WE collectively have a significant influence on EP, highlighting their importance in enhancing employee performance within the studied context. Further analysis, such as examining beta coefficients, could provide deeper insight into the relative impact of each predictor.

Table 6. Model Fit

	Saturated model	Estimated model
SRMR	0.059	0.059
NFI	0.834	0.834

Table 6 presents the model fit indices for both the saturated and estimated models, showing identical values for each measure. The results imply that the estimated model does not outperform the saturated model in terms of these fit indices. The Standardized Root Mean Square Residual (SRMR) is 0.059 for both models, indicating a reasonable fit, as values below 0.08 are generally considered acceptable. Similarly, the Normed Fit Index (NFI) is 0.834 for both models, which falls slightly below the conventional threshold of 0.90.

Discussion

The hypothesis testing results show some important information on the factors that affect performance of employees. Hypothesis 1 (H1) was accepted because it was stated that salary and rewards significantly affect employee performance, and that was evidenced by beta coefficient, t-statistics, and p-values. This is in line with earlier studies (Nagarajan et al., 2017; Mohamed et al., 2025), which state that financial and non-financial incentives are crucial in employee motivation. These findings indicate that salary and rewards are viewed by employees as a representation of recognition and security that make them play at a higher level. In the same manner, Hypothesis 2 (H2), which investigated the effects of involvement in the decision-making process on the performance of the employees, was also supported. The t-statistics and positive beta support previous literature (Ji and Han, 2021; Ugwu et al., 2019) indicating that participation in decision-making fosters the feeling of empowerment, job satisfaction, and intrinsic motivation, hence, improving performance. These results support the need to use participative management practices that build a high performing workforce. Moreover, the Hypothesis 3 (H3) about the connection between training opportunities and employee performance was proved, which supported the idea that skill development and continuous learning are critical to being productive (Nzimakwe and Utete, 2024; Renny, 2023). The high beta coefficient and p-values indicate that training is appreciated among the employees as a tool of raising their competence and confidence. Finally, Hypothesis 4 (H4) that evaluated the effects of the working

environment on the employee performance was supported as well. The findings are consistent with the research (Zhenjing et al., 2022; Njeri, 2022) that indicated that a favorable physical and psychosocial environment has a positive impact on performance through enhanced motivation and well-being. Overall, these results confirm the complexity of the employee performance that is designed by financial rewards, involvement, development of skills, and positive working conditions. Companies ought to be holistic and to make the most out of their employees, they should incorporate these aspects in their strategies towards success in the long run.

Conclusions and Implications

Salary and reward, involvement decision making process access to training, and the working environment in which the employees work were all statistically significant in influencing the performance of employees. The results support the literature and prove that such financial benefits (H1) can be regarded as one of the essential drives. However, participative decision-making (H2) increases the level of engagement and job satisfaction among the employees. Training (H3) is essential in skill development. In addition, productivity and well-being are promoted by a supportive working environment (H4). All these findings imply that the work performance of an employee depends on a set of extrinsic and intrinsic factors. It supports the necessity of a balanced and holistic approach in managing the employees in organizations.

The study has a profound implication both in theory and practice. Theoretically, the results are a contribution to the literature on human resource management as it supports the strength of motivational and environmental aspects in performance motivation. In practice, the reward system should be able to boost the financial and non-financial efforts, engage employees in decision-making, increase ownership and commitment. It involves them in the process, and trains to empower them with updated skills and create a positive work environment to optimize productivity. By concentrating on the areas discussed, organizations can enhance the performance of their employees, minimize the turnover, and attain organizational success in the long term. These findings need to be used by policymakers and managers to come up with evidence-based strategies that are aimed at aligning needs of the employees with organizational objectives.

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