



(RESEARCH ARTICLE)



## Job perception and satisfaction correlations: Examining intrinsic and extrinsic job satisfaction for fast-food restaurant managers in San Jose City, Nueva Ecija

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### Abstract

This research investigated the correlation between job perception and both intrinsic and extrinsic job satisfaction among fast-food restaurant managers. Utilizing a descriptive-correlation research design, the study involved 20 regular managers from fast-food establishments. Data were collected through surveys and face-to-face informal interviews with 20 purposively selected respondents aged 21-45 years. The analysis employed Pearson correlation to examine the relationships between job perception and satisfaction variables. Findings revealed a very strong positive correlation between job perception and both types of job satisfaction. Managers who perceived their roles as fulfilling, well-aligned with their expectations, and supportive of their skills reported higher levels of both intrinsic and extrinsic satisfaction. Specifically, job aspects such as personal fulfillment, recognition, and alignment with personal values strongly correlated with high intrinsic satisfaction. Similarly, factors like competitive salary, job security, and a supportive work environment were closely linked with higher extrinsic satisfaction. The results underscored that positive job perception significantly enhances both intrinsic and extrinsic job satisfaction, reflecting the critical role of managers' views on their roles in determining their overall job satisfaction and motivation. The study suggests that fast-food restaurant operators should focus on improving job perception by enhancing both intrinsic and extrinsic factors. This includes providing meaningful work experiences, recognizing managers' contributions, ensuring competitive compensation, and fostering a supportive work environment. By addressing these areas, organizations can improve managerial satisfaction, reduce turnover, and enhance overall operational effectiveness.

**Keywords:** Compensation; Job Perception; Job Satisfaction; Motivation; Performance

### 1. Introduction

Job perception and satisfaction are integral to understanding employee dynamics, especially in the fast-paced and demanding environment of the fast-food industry. This study delved into the correlations between job perception and both intrinsic and extrinsic job satisfaction among fast-food restaurant managers in San Jose City, Nueva Ecija. Job satisfaction encompasses the degree to which individuals view their jobs positively or negatively, influenced by various factors such as working conditions, compensation, recognition, and personal fulfillment [1]. In the context of the food sector, where managers face unique challenges, examining these factors is crucial for enhancing employee retention and performance [2].

Intrinsic job satisfaction refers to the internal rewards that employees derive from the work itself. These include personal growth, satisfaction from the nature of work tasks, and recognition of achievements. Intrinsic job satisfaction stems from the inherent aspects of the job and the personal fulfillment that managers experience [3]. In the fast-food industry, where managers are often under significant pressure to oversee operations and lead teams efficiently, intrinsic satisfaction may arise from successfully managing busy shifts, achieving operational goals, and leading a team effectively. These factors contribute to a sense of accomplishment and fulfillment, which can positively influence job

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satisfaction and reduce turnover rates. By focusing on these intrinsic elements, fast-food establishments can better understand how to enhance job satisfaction through opportunities for personal and professional growth for their managers.

Extrinsic job satisfaction, in contrast, involves tangible rewards and working conditions that impact job satisfaction. Herzberg's Two-Factor Theory highlights that while extrinsic factors like salary, job security, and benefits can prevent job dissatisfaction, they do not necessarily increase job satisfaction when present [4]. In the fast-food industry, competitive salaries and a supportive work environment are crucial extrinsic factors affecting overall job satisfaction. Given the high-pressure nature of fast-food management, adequate extrinsic rewards can enhance job satisfaction by addressing employees' tangible needs and providing a sense of stability and support. Understanding the role of these extrinsic factors is essential for creating an environment where employees feel valued and supported, which can lead to improved job satisfaction and organizational commitment.

The fast-food industry faces unique challenges, including high employee turnover and demanding work conditions. The growing demand for fast-food services underscores the importance of implementing effective management strategies that prioritize employee satisfaction. Satisfied employees are more likely to exhibit higher levels of engagement, productivity, and organizational commitment [5]. Understanding the factors contributing to job satisfaction among fast-food restaurant managers is essential for business owners and policymakers. Effective management practices that address both intrinsic and extrinsic motivators can lead to improved employee well-being and operational success.

This study employed a quantitative approach to investigate the correlations between job perception and both intrinsic and extrinsic job satisfaction among fast-food restaurant managers in San Jose City, Nueva Ecija. Surveys were used to gather data, providing insights into how these factors interact and influence each other. The findings were expected to inform management practices, offering valuable recommendations for enhancing employee motivation and performance.

The study's contributions extend beyond the fast-food industry, providing insights into job satisfaction dynamics that can inform practices across various sectors. This research contributes to the broader discourse on employee motivation and organizational behavior, offering a comprehensive view of the factors that drive job satisfaction and managerial effectiveness. The insights gained from this research were intended to enhance management practices within the fast-food industry and contribute to the broader field of organizational behavior, ultimately improving employee well-being and organizational success.

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## 2. Material and methods

The study employed a descriptive-correlation research design to examine job perception and satisfaction among fast-food restaurant managers. This design was chosen to provide a comprehensive overview of the relationship between intrinsic and extrinsic job satisfaction and job perception within the context of fast-food management.

The research focused on 20 regular managers from fast-food restaurants. Data collection involved a combination of surveys and face-to-face informal interviews. The surveys were administered through questionnaires, and informal interviews were conducted with 20 respondents selected using purposive sampling. This sampling method ensured that participants were relevant to the study's objectives, as they were chosen based on specific criteria: age between 21 and 45 years, predominantly female, married, college graduates, and holding higher occupational levels.

The use of purposive sampling allowed for a targeted approach in selecting respondents who could provide meaningful insights into job satisfaction in the fast-food industry [6]. The data collection methods aimed to gather both quantitative and qualitative information to capture a holistic view of job satisfaction and job perception.

To analyze the relationship between job perception and both intrinsic and extrinsic job satisfaction, the study utilized Pearson correlation. This statistical method was employed to determine the strength and direction of the relationships between variables. By applying Pearson correlation, the research sought to identify how job perception correlates with intrinsic factors like personal fulfillment and extrinsic factors such as salary and job security.

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## 3. Results and discussion

The results and discussion sections provide an in-depth analysis of the correlations between job perception and both the intrinsic job satisfaction and extrinsic job satisfaction among fast-food restaurant managers. These findings offer

insights into how different factors contribute to overall job satisfaction and highlight key areas for improving managerial effectiveness and retention.

**Table 1** Respondents Job Perception

Indicators	Weighted Mean	Verbal Description
I find this job to be the most fulfilling and rewarding position I have held so far.	3.41	Agree
I feel that my current role aligns perfectly with my personal expectations and what I believe it should be.	3.61	Agree
I envision myself staying in this line of work for the entirety of my career.	3.59	Agree
I am genuinely satisfied with my job and thoroughly enjoy the working conditions here.	3.51	Agree
I chose this job because I believe it aligns with my skills and competencies.	3.21	Agree
I derive a deep sense of self-fulfillment and purpose from my current position.	3.50	Agree
I have no intention of leaving this job because I feel fairly compensated and valued.	3.32	Neutral
I start each workday with enthusiasm, eager to embrace new challenges and opportunities.	3.50	Agree
I am committed to developing further skills that will support my career growth and potential promotions.	3.06	Neutral
I feel fully equipped for my current role, thanks to the comprehensive training and relevant seminars I've received.	3.33	Neutral
Grand Mean	3.40	Strongly Agree

*Legend: 4.21 - 5.00- Strongly Agree; 3.41 - 4.20- Agree; 2.61 - 3.40- Neutral; 1.81 - 2.60- Disagree; 1.00 - 1.80- Strongly Disagree*

The results presented in Table 1 offer a comprehensive view of respondents' job perception, revealing varying degrees of agreement across different indicators. The weighted mean scores indicate that respondents agree with the statements reflecting their job satisfaction. The grand mean of 3.40, described as "Strongly Agree," suggests a generally positive perception of their job roles among the managers surveyed.

Respondents reported the highest agreement with the statements about alignment with personal expectations and working conditions. Specifically, the highest weighted mean of 3.61 was for the statement, "I feel that my current role aligns perfectly with my personal expectations and what I believe it should be." This result indicates that the managers feel their roles closely match their personal expectations, which is a significant factor in job satisfaction [7]. Similarly, the statement, "I am genuinely satisfied with my job and thoroughly enjoy the working conditions here," received a mean score of 3.51, showing that managers are content with their current working environment, which supports Herzberg's assertion that favorable working conditions contribute positively to job satisfaction [8].

On the other hand, some indicators received neutral ratings, suggesting areas where respondents' perceptions were less definitive. The statements, "I have no intention of leaving this job because I feel fairly compensated and valued," and "I am committed to developing further skills that will support my career growth and potential promotions," both received neutral scores of 3.32 and 3.06, respectively. These neutral responses imply that while compensation and professional development are acknowledged, they may not be strong factors influencing job satisfaction for these managers. Extrinsic rewards, while important, do not always correlate directly with job satisfaction, particularly when intrinsic factors are also at play [9].

The statement about feeling "fully equipped for my current role" received a neutral score of 3.33, indicating that while managers may recognize the training and seminars provided, there may be room for improvement in how these

resources contribute to their preparedness for the role. This neutral rating could suggest a discrepancy between the perceived adequacy of training and the actual preparedness felt by the managers.

Overall, the results highlight a generally positive job perception among fast-food restaurant managers, with particular emphasis on the alignment of roles with personal expectations and satisfaction with working conditions. However, the neutral scores for compensation, skill development, and training preparedness reveal potential areas for further enhancement. Addressing these aspects could improve job satisfaction and retention among fast-food restaurant managers, reinforcing the need for organizations to balance both intrinsic and extrinsic motivators to foster a more satisfied and committed workforce [10].

**Table 2** Intrinsic Job Satisfaction

Indicators	Weighted Mean	Verbal Description
I am motivated by the opportunity to apply my education in my job.	3.56	Very Motivated
I take pride in the prestige I earn through my work.	3.53	Very Motivated
I feel driven when my good work is appreciated and recognized.	3.58	Very Motivated
I am motivated by the opportunities my job provides for personal enrichment.	3.54	Very Motivated
I thrive on the challenges my job presents, pushing me to higher standards of performance.	3.57	Very Motivated
I am inspired to explore new areas and engage in creative work.	3.61	Very Motivated
I am energized by the meaningful and stimulating activities I perform in my role.	3.63	Very Motivated
I find motivation in the personal satisfaction my job provides.	3.52	Very Motivated
I am motivated by the opportunity to develop a strong sense of responsibility.	3.53	Very Motivated
I feel fulfilled and motivated by the work I perform.	3.46	Very Motivated
Grand Mean	3.55	Very Motivated

*Legend: 4.21 - 5.00– Extremely Motivated; 3.41 - 4.20– Very Motivated; 2.61 - 3.40– Moderately Motivated; 1.81 - 2.60– Slightly Motivated; 1.00 - 1.80- Not Motivated at All*

The findings from Table 2 on intrinsic job satisfaction reveal that fast-food restaurant managers are generally highly motivated by various aspects of their roles. The grand mean of 3.55, described as "Very Motivated," indicates a strong overall sense of intrinsic satisfaction among the respondents. This high level of motivation suggests that managers derive significant internal rewards from their jobs, which greatly contributes to their overall job satisfaction, consistent with the assertion that intrinsic motivation is a key driver of employee engagement [11].

The highest-rated indicator, with a weighted mean of 3.63, is "I am energized by the meaningful and stimulating activities I perform in my role." This result highlights that managers find their work engaging and fulfilling, which is a key driver of intrinsic motivation. The sense of meaning and stimulation they derive from their daily activities appears to be a crucial factor in their job satisfaction, supporting the idea that meaningful work enhances intrinsic satisfaction [12].

Other indicators, such as "I am inspired to explore new areas and engage in creative work" and "I thrive on the challenges my job presents," also received high ratings of 3.61 and 3.57, respectively. These results suggest that opportunities for creativity and professional challenges are significant motivators for managers. The ability to tackle new challenges and engage in creative tasks seems to be highly valued, reinforcing the notion that intrinsic job satisfaction is closely linked to personal growth and professional development [13]. This finding is further supported by studies indicating that employees who are given opportunities for creativity often report higher levels of job satisfaction and commitment [14].

The indicator "I feel driven when my good work is appreciated and recognized" received a mean score of 3.58, indicating that recognition and appreciation are vital to the intrinsic motivation of these managers. This finding aligns with the idea that positive reinforcement and acknowledgment of achievements contribute significantly to job satisfaction [15].

Research has shown that recognition not only boosts morale but also enhances employees' emotional connection to their work, leading to improved performance and job satisfaction [16].

The findings demonstrate that intrinsic factors, such as personal achievement, recognition, and the opportunity for growth, play a pivotal role in motivating fast-food restaurant managers. The high level of motivation reported across various indicators underscores the importance of fostering an environment that supports personal fulfillment and professional development. Addressing these intrinsic factors can lead to enhanced job satisfaction and potentially improve managerial effectiveness within the fast-food industry, reinforcing the need for organizations to prioritize both intrinsic and extrinsic motivators to cultivate a committed and satisfied workforce.

**Table 3** Extrinsic Job Satisfaction

Indicators	Weighted Mean	Verbal Description
I am motivated by the salary I earn, as it satisfies my needs.	3.39	Very Motivated
I feel motivated by the sense of belonging I have with my co-workers.	3.70	Very Motivated
I am driven by the security of tenure my job offers.	3.62	Very Motivated
I am motivated by the opportunities for promotion within the company.	3.59	Very Motivated
I feel motivated by the safe working environment provided by my employer.	3.63	Very Motivated
I am driven by the company's provision of facilities, supplies, materials, and equipment for my work.	3.67	Very Motivated
I am motivated by the company's consistency in implementing disciplines.	3.58	Very Motivated
I am encouraged by the assistance my supervisor/department head/manager extends to employees who seek help.	3.62	Very Motivated
I feel motivated knowing my supervisor/department head/manager treats all subordinates fairly.	3.68	Very Motivated
I am motivated by the good fellowship and supportive environment our company provides.	3.58	Very Motivated
Grand Mean	3.61	Very Motivated

*Legend:* 4.21 - 5.00– Extremely Motivated; 3.41 - 4.20– Very Motivated; 2.61 - 3.40– Moderately Motivated; 1.81 - 2.60– Slightly Motivated; 1.00 - 1.80- Not Motivated at All

The findings from Table 2 on extrinsic job satisfaction indicate that fast-food restaurant managers experience a high level of motivation driven by various external factors. The grand mean of 3.61, classified as "Very Motivated," reflects a strong sense of satisfaction derived from the extrinsic rewards and conditions associated with their roles. This high level of motivation suggests that external factors such as salary, job security, and a supportive work environment are significant contributors to their overall job satisfaction, consistent with Herzberg's Two-Factor Theory, which posits that extrinsic factors can lead to job satisfaction when adequately addressed [17].

Among the indicators, "I feel motivated by the sense of belonging I have with my co-workers" received the highest weighted mean of 3.70. This result underscores the importance of social relationships and a supportive team environment in enhancing job satisfaction. The sense of belonging and camaraderie with colleagues appears to be a critical extrinsic motivator, reinforcing the idea that positive interpersonal relationships are key to job satisfaction [18].

Another notable finding is the indicator "I feel motivated by the safe working environment provided by my employer," which scored 3.63. This high rating highlights the significance of safety and working conditions as extrinsic motivators. A safe working environment is essential for employee well-being and satisfaction, suggesting that maintaining high safety standards is crucial for fostering a motivated workforce [19]. This is particularly relevant in the fast-food industry, where employees often face demanding physical conditions and potential safety risks.

Indicators such as "I am driven by the security of tenure my job offers" and "I am motivated by the opportunities for promotion within the company" received mean scores of 3.62 and 3.59, respectively. These results illustrate that job security and career advancement opportunities are significant extrinsic motivators. Managers are likely to feel more

committed and satisfied when they perceive their jobs as stable and see prospects for career growth [20]. This finding is further supported by studies indicating that employees who perceive their jobs as secure and see opportunities for advancement often report higher levels of job satisfaction and organizational commitment [21].

The findings reveal that extrinsic factors play a vital role in motivating fast-food restaurant managers. The high level of motivation reported across various indicators suggests that salary, job security, opportunities for advancement, and a supportive work environment significantly impact job satisfaction. Addressing these extrinsic factors effectively can enhance employee satisfaction, reduce turnover, and contribute to a more productive and engaged workforce. However, it is important to note that while extrinsic factors are crucial, intrinsic motivators also play a significant role in fostering overall job satisfaction [22].

**Table 4** Correlation of Respondents Job Perception and Intrinsic and Extrinsic Job Satisfaction

Job Perception	Intrinsic Job Satisfaction		Extrinsic Job Satisfaction	
	R	Interpretation	R	Interpretation
I find this job to be the most fulfilling and rewarding position I have held so far.	0.963 9	very strong positive correlation	0.954 3	very strong positive correlation
I feel that my current role aligns perfectly with my personal expectations and what I believe it should be.	0.919 5	very strong positive correlation	0.950 5	very strong positive correlation
I envision myself staying in this line of work for the entirety of my career.	0.896 1	very strong positive correlation	0.926 2	very strong positive correlation
I am genuinely satisfied with my job and thoroughly enjoy the working conditions here.	0.983 4	very strong positive correlation	0.968 2	very strong positive correlation
I chose this job because I believe it aligns with my skills and competencies.	0.923 4	very strong positive correlation	0.929 3	very strong positive correlation
I derive a deep sense of self-fulfillment and purpose from my current position.	0.929 4	very strong positive correlation	0.927 7	very strong positive correlation
I have no intention of leaving this job because I feel fairly compensated and valued.	0.929 3	very strong positive correlation	0.924 6	very strong positive correlation
I start each workday with enthusiasm, eager to embrace new challenges and opportunities.	0.945 9	very strong positive correlation	0.945 7	very strong positive correlation
I am committed to developing further skills that will support my career growth and potential promotions.	0.924 1	very strong positive correlation	0.932 1	very strong positive correlation
I feel fully equipped for my current role, thanks to the comprehensive training and relevant seminars I've received.	0.943 5	very strong positive correlation	0.948 5	very strong positive correlation

The results from Table 4 illustrate a significant relationship between job perception and both intrinsic and extrinsic job satisfaction among fast-food restaurant managers. Each job perception indicator exhibits a very strong positive correlation with intrinsic job satisfaction, ranging from 0.8961 to 0.9834. This suggests that managers who perceive their job as fulfilling and aligned with their personal expectations experience high levels of intrinsic satisfaction. For instance, the statement “I am genuinely satisfied with my job and thoroughly enjoy the working conditions here” shows the strongest correlation of 0.9834, indicating that positive job perception is closely linked to intrinsic job satisfaction, that intrinsic motivation is enhanced when individuals find meaning and fulfillment in their work [23].

Similarly, the correlation between job perception and extrinsic job satisfaction is also very strong, with values ranging from 0.9246 to 0.9682. This demonstrates that managers who view their job positively in terms of alignment with their skills, job security, and working conditions also report high levels of extrinsic satisfaction. The highest correlation here is 0.9682 for the statement “I am genuinely satisfied with my job and thoroughly enjoy the working conditions here,” emphasizing that positive job perception significantly enhances extrinsic rewards such as job security and a supportive work environment.

The data indicates that both intrinsic and extrinsic job satisfaction are deeply intertwined with job perception. The very strong positive correlations across all indicators reveal that when managers perceive their roles as fulfilling and aligned with their personal and professional goals, they experience heightened satisfaction from both intrinsic and extrinsic factors. These findings underscore the importance of fostering a positive job perception to improve overall job satisfaction, suggesting that addressing both intrinsic fulfillment and extrinsic rewards can lead to a more satisfied and motivated workforce [24]. Furthermore, this highlights the necessity for organizations to implement strategies that enhance job perception, as positive perceptions can lead to increased engagement and commitment among employees [25].

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#### 4. Conclusion

The study highlights a robust correlation between job perception and both intrinsic and extrinsic job satisfaction among fast-food restaurant managers. Managers who view their roles positively—seeing their job as fulfilling, aligning with personal expectations, and offering valuable opportunities—report higher levels of satisfaction across both intrinsic and extrinsic dimensions. The very strong positive correlations observed in the study suggest that a favorable job perception significantly enhances both personal fulfillment and external rewards. This interplay underscores the importance of job perception in influencing overall job satisfaction, indicating that how managers view their roles directly impacts their satisfaction and motivation levels.

Given the findings, it is recommended that fast-food restaurant operators focus on enhancing job perception to improve both intrinsic and extrinsic job satisfaction. Managers should be provided with meaningful work experiences, recognition for their efforts, and opportunities for personal and professional growth to boost intrinsic satisfaction. Additionally, addressing extrinsic factors such as competitive salaries, job security, and a supportive work environment will further enhance job satisfaction. Implementing regular feedback mechanisms and ensuring that managers feel valued and supported can help in maintaining positive job perceptions.

Furthermore, organizations should consider developing tailored training programs that align with managers' career aspirations and offer clear paths for advancement. This approach not only meets the intrinsic needs for professional development but also addresses extrinsic factors related to job security and promotional opportunities. By creating a supportive and rewarding work environment, fast-food establishments can improve overall employee satisfaction, reduce turnover rates, and foster a more motivated and committed managerial team.

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#### Compliance with ethical standards

##### *Disclosure of conflict of interest*

The authors declare no conflicts of interest.

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