

## Impact of Job Satisfaction on Job Performance: A Study on Educational Sector of Pakistan

### NOOR-UL-HUDA

MBA; Department of Management Sciences  
University of Education Lahore, Okara campus, Pakistan.  
E-mail: [sweethuda1001@gmail.com](mailto:sweethuda1001@gmail.com)

### HINA ASLAM

MBA; Department of Management Sciences  
University of Education Lahore, Okara campus, Pakistan.  
E-mail: [hinaaslam723@gmail.com](mailto:hinaaslam723@gmail.com)

### AWAIS NAZIR

MBA; Department of Management Sciences  
University of Education Lahore, Okara campus, Pakistan.  
E-mail: [owaixnazir@gmail.com](mailto:owaixnazir@gmail.com)

### MUHAMMAD ADEEL ABID

MBA; Department of Management Sciences  
University of Education Lahore, Okara campus, Pakistan.  
E-mail: [adeelmba123@gmail.com](mailto:adeelmba123@gmail.com)

### SADIA KANWAL

MBA; Department of Management Sciences  
University of Education Lahore, Okara campus, Pakistan.  
E-mail: [mbagirls123@gmail.com](mailto:mbagirls123@gmail.com)

---

### Abstract

*The behavior of the employees can easily be determined in any organization through attitude of workers that are significant for top management. A common phenomenon is "More satisfied employee means more productivity in employee. A satisfied workforce will lead to the more peaceful environment within the organization to perform best. The main problem that is discussed in this study is to determine the impact of job satisfaction on job performance. It indicates which rewards either intrinsic or extrinsic have an influence on the employee performance. This study also reveals that extrinsic motivation given to the employee in an organization has a significant impact on the worker performance. It also considered the demographic factors of employees on job performance. Data were collected through survey using a questionnaire from three employees group from Comsats Sahiwal. The analysis data shows that there exists a positive correlation between job satisfaction and employee performance.*

**Key Words:** Job satisfaction, Motivation, Rewards, Job performance.

---

### Introduction

High level performance can be attained through productivity and efficiency considered to be an important goal of every organization. It can be said that performance advancement at high level can be achieved

through high satisfied work. Because the workers who are satisfied can lead to a better motivation to job performance. However performance of an individual employee is a great tool of an organization performance. Therefore every organization should require a dependency on employee performance to achieve an organizational productivity at high level. When an employee is fully satisfied about his job then he will put a great effort to organizational performance such effort lead to motivation. So we can say that motivation leads to organizational performance (Pushpakumari, 2008).

Job satisfaction plays a vital role in job success as it leads to life satisfaction. Employee satisfaction is a main purpose of top level managers because he/she has a much better attitude and sense of humor than a dissatisfied or demotivated employee. No matter that a work group productivity is more than an individual employee but, the productivity of a satisfied employees has more worth (Okeke, 2010). Job stress has an absolutely negative effect on job satisfaction of an employee at high level. Jobs commitments from employees can be a result of high morale. Job satisfaction can be a measure for employees of being comfortable in his work. Because a satisfy employee who is happy in doing his job is more related to organization performance (Berghe, 20.4.2011). Job satisfaction is directly related with deviant workplace behavior, absenteeism and employee satisfaction can highly improves the degree of these negatives. Job satisfaction has reduced the overall cost of hiring and firing also discourage the employees at their current performances (Khan, 8 November 2011). When an ordinarily worker feels to be important for an organization could be a good source of quality and achievements in tasks targets and productivity. When employee job satisfaction is increases it becomes a elemental source of enhancing performance of an organization (Owusu, July, 2014). Loyalty of employees has considerable effect on success of an organization because a loyal person can put his best efforts on achieving goals. Enhancing job satisfaction could be possible when working environment is more suitable for employees as compared to the social environment. If working conditions are more suitable than workers are more likely to engage with their targets and goals. Banking sector is appropriate example for the above statement. Working conditions includes better environment, instruments, safety and security at work place.

Motivation considered to be an important consideration for every organization either public or private. "Motive" word that indicate the meanings of reward, bonuses etc. So, organizations encouraging its employees through these tools for achieving objectives of an organization. Each manager should be responsible to understand the needs of individuals because it leads to motivation and motivation leads to boasting the employee skills and abilities. Even if an employee is dissatisfied than an obliged responsibility arises for managers to encourage them for better performance. Motivation provides a direction to put best efforts on achieving organizational goals. Other tools for motivation could be promotion, job rotation and job enrichment leads to enhance performance of an individual (Ijah, 2013). Motivation is directly linked with productivity as it based on expectancy theory (Charles Akomea Bonsu, 2014). Motivation is the result to behave in a consistent manner during completing the work tasks and assignments. If you are not paying attention, care and any motivation tool it means you are not in e right way to achieve organizational goals. Organization which has management structure more flexible and involvement of employees lead to effectiveness. A trust on employees seems to be a good source of better productivity. A less hierarchical management system improves better communication between top and lower level management (Mukur, July-Aug. 2013). Motivation provides a direction to workers to do a quality work with best efforts. A motivated employees shows more interest and fair in his/her tasks. Every person has different perception about different motivational tools i.e. some are motivated by promoting or by different incentives. Motivation not only an indicator of success but it also shows that how an employee is valuable and how the organizations show cares for him (Nduro, 2012).

An instrument which insure the serious and quality work taken from employees is Reward system. Employees who are motivated are more interested to do work with great efficiency (Sajuyigbe, February 2013). Rewards of both types either financial or non-financial has positively impact on performance i.e. promotion, commission gifts and non-financial are praise, recognition and appreciation etc. Rewards can also formed from external and internal achievement of employees. External achievements could be the result of employee achieving the targets or goals outside the organization and vice versa (Abiola, 7-12

(2004)). Organizations which has a well reward system are successfully obtaining the employee performance as compare to those which do not have. No reward system means high turnover, absenteeism, lack of commitments, employee's disputes and productivity at lower level. Feedback is as necessary as it is the key to success. If employee is performing good and more committed to the organizational performance there should be a positive feedback towards employee form the top management. Feedback may consist on financial or non-financial incentives (Mikander, 2010). Economic conditions appropriation has positive effect on employee reward system because it can be result of wages and salaries increment, less work demand and more employee commitments. Reward system engaged an employee with organizational environment. Employees receiving rewards are more socialize in their behaviors and fully enjoy to complete the tasks. This system play a major role in making decisions for those persons who got a well education for doing a particular job in particular organization where they can get a good compensation and reward system. Good pay can increase the quality as well the quantity of work for satisfied employees.

### **Background of the Problem**

Utilization of human resources is so important in every aspect of development either economic, political social or government sector. No organization can successful until it put efforts on its employees in shape of appreciation, care, health and safety, trust, motivation or effective reward system (Okeke, 2010). Different organizations which are in competition and have same source of purchasing raw material can easily be distinguishes on the basis of interested and satisfied staff. Discrepancies arises when management pays no attention to its employees, less appreciation and no incentives .Such organizations can't grow in a long run. A satisfied staff pays more attention and increase quality of work. Same as it is Motivation and reward system leads to control the deficiencies in particular job. Every employee has different nature regarding all motivational tools. Motivation leads to performance and good performance leads to rewards in shape of bonuses and salary increment etc. Best human resource is the key to success. It is the organization which make it best. The study regarding this topic is analyzed through different discussion and questionnaires. And the suggestions also helps a lot to improve the satisfaction, reward system and motivation.

### **Problem Statement**

This study relates to investigate the impact of job satisfaction on job performance in educational sector in Pakistan.

### **Significance of Study**

It is not compulsory that the employees are more conscious or interested in doing job through cash incentives or financial achievements but they are motivated by the targets they achieved, assignments they completed, goals they achieved or any other achievements on the basis of their skills, attitude and the spirit of work. When employees feels to be respectful and important asset for their organization they put more emphasis on their efforts. All positive actions taken by organization for its workers in shape of motivation and rewards reduces the economic problems and also provide a direction to different sectors i.e. educational, public and corporate; for more productivity and growth in their specific areas. Finally, this discussion has its own significance to create a strong relationship between productivity and employee compensation by their specific businesses and organizations in order to gain high morale.

### **Research Objectives**

1. To find out the relationship between job satisfaction and job performance.
2. To describe the relationship between motivation and job performance.
3. To investigate the relationship between rewards and job performance.

## Research Questions

1. What is the relationship between job satisfaction and job performance?
2. What is the relationship between motivation and job performance?
3. What is the relationship between rewards and job performance?

## Literature Review

### Job satisfaction on job performance:

This study described the relationship nature between the job performance and job satisfaction. This is about the mediate level workers involving in banking sector of Pakistan. The economy of Pakistan remains very disturb over last 30 years. Banking institutions were showing lack of stability since 2005. The study indicates the measurement that the job satisfaction is the reason of enhancement the job performance so the satisfied workers becomes the reason of improving the banking sector. Analysis of the demographic factors showed that early stages employees are more concerned in their performances as compared to the last stages employees in their career. This research showed positive relationship between these factors (Aftab, 2012).

The productive and happy workers are interrelated with each other. When job satisfaction exist in an organization it means level of productivity can be increase there. Moreover management face a challenge through different environmental conditions, health issues and other work forces (Singh, 2013). It can easily evaluated that satisfied and hardworking employees are main reason of implementing the strategies of an organization. Suggestions of researches says that motivated or satisfied employees are the strength for accomplishment of objectives either short or long. The present study shows that different salary packages, social security and health or rewards creates a relationship with job satisfaction. Data is collected randomly from sample of 150 employees. Data is collected randomly. Employees selected from 10 branches of different bank situated in Muzaffargarh district (Awan, 2014).

Understanding of human behavior is not possible without encouragement of employees as it can better interact with learning environment, perceptions, attitudes, behaviors and distinctive characteristics of an individual. Simply, motivation includes wishes, needs fulfillment, objectives, and aim. Top management reveals that organizational loyalty or dedication can achieve the goals or objectives of an organization. When a person feels to be motivated he/she can be put his/her good performance into the work. Motivation is always meaningful for every type of organization either profit or nonprofit organization (Kavita, 2012).

### Motivation on Job Performance

Motivation of employees tells that the employees native nature about to attain the required task. To determine that how an employee is motivated u can compares, what an employee needs and what are his expectations from work. Work environment related factors or variables make the inspiration of employees demanding. Every organization have know how about the motivation terminology but it is difficult to apply in the working environment, Each working environment have their own set of difficulties but, management knows how to take the work from their workers after motivating them towards achieving the goals.

Both approaches qualitative and quantitative were used to collect the data. Different graphs, words, charts and tables were used to analysis. At the end it is evaluated that motivation is one of the important tool to increase the productivity and ensure the good performance of their workers (Osei, 2011).

This study indicates that how the motivation of employees can effect on organizational performance. This study done in Anambra state. Total 103 persons were selected who answered the questionnaire from 17 manufacturing firms. These firms across the three territorial divisions from which the senator is elected out

of the Anambra state. Descriptive statistics technique was used to answer the questions in this research. The consequences showed that already builder relationship creates a connectivity between the employee motivation and performance of an organization. The result shows that outside rewards have a strong impact on the employee performances. This provides a direction with equity theory which highlights that the fair salary packages and financial instruments can produce high productivity and put the best performance on the behalf of workers. So we can evaluate that extrinsic rewards have a great strength to motivate the employees (U.S., 2013).

There is a major role of motivation in both public and private organizations. Thus study explores the motivation influences on production of employees of beverage industry in Pakistan. Data is collected through questionnaire from five major cities of Pakistan. Result indicates that motivation has a significant effect on employee performance (Hashim, 2014).

This study was done to examine the performances of motivated workers of the Kenya Commercial Bank in Migori country. This research also anchor the demotivation factors and their effects on employee progress like no effective promotional tools, unsuitable working hours and workplaces, lack of encouragement from managers. Descriptive statistics were used through conduct the interviews and questionnaire to collect the initial data for further analysis. Simple random sampling technique was used including 17 tools to create a data in terms of quantitative measures. Total 45 employees involved in this study. At the end, it was suggested that the management should focus on motivation tool to get the better output in all aspects of an organization (Omollo, 2015).

This study is done in Access Bank plc. The purpose behind this study was to analyze the factors that are related to the current state of this organization. The research design that consider to be helpful in getting the responses, way of thinking and suggestions of participants. Sample size comprises of 60 staff of this bank through simple and proportionate stratified random sampling approach. Data is collected through questionnaire but only 50 persons gave their responses comprises of 28 males and 22 females. Data analysis was done through quantitative measure including percentage and chi-square. Result of this study says that promotion, good salary packages and allowances can be result of high performance and greater productivity (Eyare, 2012.).

This research is done in Multan city, Pakistan which based on motivational factors and their effects in private firms. Analysis of this article covers all the characteristics of workers motivation. Some private firms are giving the importance of motivation but few are not. The inspection of this study reveals that effectiveness of the employee's performance depends on motivation. Questionnaire was developed and simple random sampling technique was used to collect the data for analysis. It shows the significance of motivation (Nadeem, 2014).

### **Rewards on Job Performance**

Due to high competition, organizations have to be very conscious about changing environment and it's quickly adoption for remain competitive and to fulfill consumers changing demands. KPLS is one of the important organization which thinks that reward system seems to be very important to improve employee performance. The purpose of this study is to determine the effect of reward management because KPLS has no influences on the performance of workers. The method used for data collection was questionnaire to answer the problem. Data presentation technique was descriptive statistics. Total 68 employees respond the questionnaire. A software named SPSS was used for data analysis. This analysis aimed to relate the employee performance with bonuses. But the findings reveals the effect that the cash bonuses have no concern with employee performance. So organization should focus on more dynamic environment to create more productivity in work place (Nakuru, 2013).

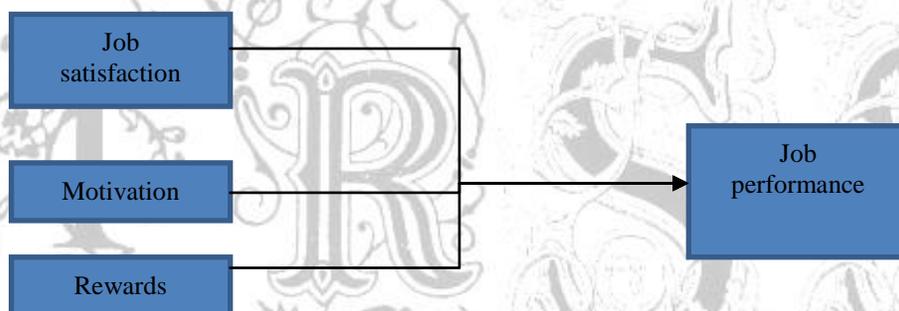
This study determine the relationship of rewards with the level of satisfaction and its ultimate effect on performance. This article was conducted in insurance company in Bangladesh for the purpose to give the

more consideration of a well structure approach to enhance the employee effort and convert it into the best performance culture. Out of 120 employees, only 84 workers respond to the questionnaire that were distributed in medication industry as well as in insurance company of Bangladesh, only 70 employees respond to the questionnaire in proper manner. Result was positive in this study (Aktar, 2013).

This articles was conducted to expose the relationship of extrinsic and intrinsic rewards with the worker performance in commercial bank of Bangladesh. The purpose behind the study for give the consideration the approach which is more systematic and suitable to create performance through best efficiency. The information based on demographic variables gathered through table and graphs. Out of 200 questionnaire, 180 employees respond in proper way. The consequences develop the positive relationship of dependent variable with independent variable that means a positive performance can expect from workers (Aktar, 2012).

This study was conducted to analyze the effects of both rewards either intrinsic or extrinsic. A positive result was found at the end of the research between rewards and employee performance as it plays a mediating role of employee satisfaction. Because rewards can satisfy the employee and ultimately it can create the performance at the best level from satisfied employees (Gohari, 2013).

### Model



### Research Hypothesis

- H1: There is a significant relationship between job satisfaction and job performance.
- H2: There is a significant relationship between motivation and job performance.
- H3: There is a significant relationship between rewards and job performance.

### Methodology

#### Sample

The data collection is done in Comsats Sahiwal. The number of persons who respond were 100. Three type of employees responded i.e. Professionals, Managers, Non managers. Ten percent of these type of respondents were further selected for analysis.

#### Data Collection

Data is collected through the survey because it provides the data on natural basis. Initial data was determine to match the attitudes with different motivational factors, compensation, or demographic factors. Questionnaire was considered to be an important tool for data collection. Two types of questionnaire were developed. One of them was related for the measurement of job satisfaction and second questionnaire were related to three types of designation consist of Professional, Manager and Non-managers. The effect of job

satisfaction analyzed through the age and sex that were two further terms in this research. Fifth term was containing twenty one terminologies conducted to oversee the satisfaction level of employees with different jobs. These are recognition, internal organizational factors, thinking opportunity, amount of authority, response of effective work, job freedom, job variety and the opportunities for doing many tasks, identifying each other, helping the other workers, independency, strong relationships, respectful behavior from employer. Five point rating scale was selected to get the response from the lowest range to the high range to determine the impact of compensation and non-compensation rewards on the job satisfaction at high level. Further terms of questionnaire from six to nine identified for getting the feedback on work experience and causes for workers low absents and departure from the firm. Two type of questionnaire having seventeen questions to determine the innovation, initiation and other related factors.

### Data Analysis

The effect of level of satisfaction on the employees effective work performance was determine through correlation. The method of statistics used to oversee the comparison for analyzing the level of satisfaction from extrinsic and internal rewards. Job satisfaction considered to be an independent variable on X axis and performance level on Y axis.

### Reliability Analysis

Reliability Statistics

Cronbach's Alpha	N of Items
.862	4

The collected data is verified for its reliability by calculating the Cronbach's Alpha. According to the Alpha value more than 0.6 shows that scale can be considered reliable. My data collected value exceeds its recommended value of 0.6, demonstrating the internal consistency in the scale applied to the research model. My Alpha value is .862 more than 0.6 shows high reliability in data collection.

### Correlation Analysis

Correlations

		Job satisfaction	Motivation	Rewards	Job performance
Jobsatisfaction	Pearson Correlation	1	.473**	.556**	.576**
	Sig. (2-tailed)		.000	.000	.000
	N	98	95	97	98
Motivation	Pearson Correlation	.473**	1	.705**	.652**
	Sig. (2-tailed)	.000		.000	.000
	N	95	97	96	97
Rewards	Pearson Correlation	.556**	.705**	1	.708**
	Sig. (2-tailed)	.000	.000		.000
	N	97	96	99	99
Jobperformance	Pearson Correlation	.576**	.652**	.708**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	98	97	99	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Analysis of the correlation matrix indicates that has a job satisfaction has a moderately positive relationship with job performance. The results also indicates that there is strong, positive correlation between these variables.

**Regression Analysis**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 <sup>a</sup>	.603	.590	.45073

a. Predictors: (Constant), Rewards, Job satisfaction, Motivation

In order to test the hypothesis, the study use linear regression analysis to find out the relationship and intensity for each factor of job satisfaction on job performance. The dependent variable and the independent variables are aggregated for data analysis and are entered for regression analysis. The value of R squared is 0.603 approximately. The value of R squared shows the portion of independent variables explained by the independent variable.

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.763	3	9.254	45.553	.000 <sup>b</sup>
	Residual	18.284	90	.203		
	Total	46.048	93			

a. Dependent Variable: Jobperformance

b. Predictors: (Constant), Rewards, Jobsatisfaction, Motivation

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.133	.294		-.453	.652
	Jobsatisfaction	.340	.105	.256	3.243	.002
	Motivation	.206	.095	.210	2.171	.033
	Rewards	.464	.106	.440	4.399	.000

a. Dependent Variable: Jobperformance

The results are interpreted as follows:

**Job satisfaction:** The first hypothesis in this study (H1) is about the impact of job satisfaction on the job performance. The hypothesis is accepted as the result shows that the job satisfaction factor has a coefficient value of 0.105 and significance of 0.002 which is consistent with the result of the study done. This leads to the acceptance of the hypothesis as there exists a positive relationship between job satisfaction and job performance.

**Motivation:** The analysis result shows the coefficient value of 0.095 and significance of 0.033. This result shows a positive relationship of the variable with the job performance. The result proves the hypothesis (H2) that there is a positive relationship between motivation and job performance.

**Rewards:** The result after analysis shows the coefficient value of 0.106 and significance of 0.000 which indicates a strong positive relationship between the rewards and the job performance. The results proves that hypothesis (H2) is accepted.

## Conclusion

Through there have been some limitations in the study, the following conclusion have been drawn from the study provide some perception to the top management to enhance the satisfaction level of employees in private sector in Comsats Sahiwal.

- There is a significant impact of job satisfaction on employee performance in this sector.
- Employees who are in high level tend to drive more satisfaction from intrinsic rewards as compared to the employees who are in lower level to drive more satisfaction with extrinsic rewards.
- Employees who are in high competitive universities are more satisfied with their jobs than employees who are in less competitive universities.
- Professionals and Managers are more willing to put more efforts to the job.
- Older employees are more satisfied as compared to the youngest employees.
- The satisfaction level is higher of more experienced employees as compared to the less experienced workers.
- The degree of absenteeism is low in more satisfied employees as compared to the less satisfied employees.
- If satisfaction level is high than there must be a lack of turnover of an employee.
- Financial benefits are considered to valuable instrument to satisfy, attract and even retain the employee.
- A motivated employee is more concerned about achieving the goals as compared to less motivated employee.
- If reward policies are effective than there could be more productive employees that can leads to the success of university.

## Suggestions and Recommendations

Satisfied employees have positive attitude regarding their jobs. They are more conscious about completing their given tasks, sincere work without any mistake or error, timely completing the targets, accept the rules and responsibilities willingly. The positive attitude leads to enhance the quality and quantity of employee performance. But some organization are not more conscious about the satisfaction level of their workers. The survey data shows the 70% employees are satisfied and remaining are not satisfied with the reward policies of organization. In addition, most of the employees expect career development from their professions. Therefore, organizations should arrange such internal programs for providing prospects to career development of employees.

The results of the study also shows that, financial benefits can be a better influence to attract and retain the employees. Sometime the reason of departure of employees from organization due to lack of financial benefits. There should be both internal and external recognition for employees from employer to eliminate any deficiency arise in an organization. Most of the non-managers are not satisfied with interpersonal relationship. Such as opportunity to get to know others, opportunity to help for others, and opportunity for close friendship. So, organization should avail this opportunity to satisfy employees at their high level. Lack of proper appraisal system can be a result of employee dissatisfaction especially in private sector. Therefore, a well-established appraisal system must be there in order to gain high employee productivity.

## References

- Abiola, C. A. (7-12 (2004)). Influence of Rewards on Workers Performance. *J. Soc. Sci.*, 8(1), 9-12.
- Aftab, H. ( October 2012). A Study of Job Satisfaction and IT's Impact on the Performance in the Banking. *International Journal of Business and Social Science*, 174-180.

- Alamdar Hussain Khan\*, M. M. (8 November 2011). Impact of job satisfaction on employee performance. *vol. 6 (7)*, 2697-2705.
- Berghe, J. V. (20.4.2011). Job Satisfaction and Job Performance at the Work Place. 1-15.
- Charles Akomea Bonsu<sup>1</sup>, A. K. (2014). Effects of Motivation on job Performance of Local Government. *Vol. 2*, 337-350.
- Eyare, D. E. (2012.). The impact of motivation on employee's job performance. 19-22.
- Gupta Kavita\*, K. S. (2012). impact of Job Satisfaction on Employee Performance, . *International Journal of Scientific Research and Reviews*, 88-95.
- Hashim ZAMEER, S. A. (January 2014). The Impact of the Motivation on the Employee's Performance. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 293-298.
- Ijah, A. (July, 2013). The Influence of Motivation on Employees'. *Vol.2 (3)*, 134-151.
- Mikander, C. (2010). The impact of a reward sytem on employee motivation in. 12-32.
- Muhammad Nadeem, N. A. ( 2014-07-27). Impact of Employee Motivation on Employee. *International Letters of Social and Humanistic Sciences*, 51-58.
- Mukur, K. E. (July-Aug. 2013). Effect of Motivation on Employee Performance. *Vol.2*, 73-82.
- Nakuru, K. (2013). Effect of Reward on Employee Performance. *International Journal of Business and Management*, 41-49.
- Nduro, M. (2012). The Effect Of Motivation On The Performance. 21-72.
- Okeke, C. P. (2010). The impact of job satisfaction on employee performance. *PG/MBA/08/53186*, 1-87.
- OKEKE, C. P. (n.d.). The Impact Of Job Satisfaction On Employee. 14-59.
- Omollo, P. A. (2015). Effect of motivation on employee performance. *International Journal of Human Resource Studies*, 2162-3058.
- Osei, M. (2011). The effect of motivation on employee performance in ghana. 50-61.
- Owusu, B. (2014). An Assessment Of Job Satisfaction And Its Effect On. 1-97.
- Payam Gohari, A. K. (2013). Relationship between rewards and employee performance. *Interdisciplinary journal of contemporary research in business*, 571-597.
- Prof. Dr. Abdul Ghafoor Awan. (December 2014). Impact Of Employee Job Satisfaction On Their Performance... . *Global Journal of Human Resource Management*, pp.71-94.
- Pushpakumari, M. D. (2008). The Impact of Job Satisfaction on Job Performance :.pp. 89-105.
- Sajuyigbe, A. S. (February 2013). Impact of reward on employees performance. *International Journal of Arts and Commerce*, 27-32.
- Serena Aktar, M. K. (2012). The Impact of Rewards on Employee Performance. *IOSR Journal of Business and Management (IOSR-JBM)*, 09-15.
- Serena Aktar, M. Z. (2013). The Impact of Rewards on Job Satisfaction and Employees'performance. *International Journal of Business and Management Invention*, 01-08.
- Singh, J. K. (2013). A Study of Employees' Job Satisfaction And Its Impact On Their Performances. *Journal of Indian Research*, 105-111.
- U.S., M. (2013). The Impact of Employee Motivation On Organisational. *The International Journal of Engineering And Science (IJES)*, 70-80.