



Impact of Intrinsic and Extrinsic Rewards on Job Satisfaction of Employees: An Empirical Analysis

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ABSTRACT

Within the changing business realm businesses are facing increasing pressure to ensure that their operations are meeting the industry standards and complying with customers' needs. Dynamic organizations focus on investing on their human capital to enhance overall organizational output. The current research investigates how intrinsic and extrinsic rewards impact the job satisfaction of people working at different levels in manufacturing and services firms. Using the non-probability convenience sampling technique, the authors collected data from employees in Rawalpindi and Islamabad. The statistical analyses indicate that intrinsic and extrinsic rewards are vital to workers' job satisfaction. The current research provides valuable insights to senior management of manufacturing and services firms. It explains how they can enhance the job satisfaction of their employees, leading to enhanced productivity by offering them intrinsic and extrinsic rewards.

Keywords: Motivation; Job Satisfaction; Intrinsic Reward; Extrinsic Reward; Employee Performance

1. INTRODUCTION

Organizations seek to achieve a competitive advantage in an immensely competitive business environment by improving their technologies (Qing et al., 2024), offering, operations, and management as their objectives are tailored towards achieving pre-planned and scheduled goals (Q. Nisar et al., 2016). Some research has shown that employees receive rewards in exchange for the services they provide (Beigi, 2023). The job descriptions and specifications help determine employee services and tasks (Ambad et al., 2021). Most of the organizations used two categories of rewards: intrinsic and extrinsic. Previous research works have shown that for an organization to achieve its vision and mission, it must increase the motivation of the employees through inspiration in both intrinsic and extrinsic forms (Kumari, Ali, et al., 2021).

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Intrinsic rewards represent motivation, autonomy, passion, and energy, whereas extrinsic rewards represent salary, co-worker relations, job title, and security (Admassie, 2019). While most research views job satisfaction as an outcome, some have argued that job satisfaction is a motivator and can influence employee performance (Inmaculada & Juan Carlos, 2018). Extrinsic rewards such as salaries and promotions based on performance have proven to be strong motivators of employee performance (Khalizani et al., 2011; Mao et al., 2022). Some previous studies have gone on to categorize rewards into the third category, namely, social rewards. Social rewards, the third category of rewards, is similar to intrinsic rewards and result from interactions with others within the workplace (Mahmood et al., 2014).

According to recent studies, employee happiness might differ depending on several factors. Their intents and behaviors are influenced by different types of satisfaction, which can be affected by motivation and rewards (S. Nisar et al., 2018). Nevertheless, this study aims to analyze the influence of intrinsic and external incentives on the job satisfaction of employees in Pakistan. The authors have examined the managerial and non-managerial workforce employed in the manufacturing and services sectors within the Rawalpindi and Islamabad urban areas in Pakistan.

2. LITERATURE REVIEW

We thoroughly examined several previous works to establish a conceptual understanding and theoretical framework for our investigation. These studies examined several human resource management (HRM) characteristics, such as employee performance, extrinsic and intrinsic motivation, rewards, and recognition, as variables. Subsequently, they analyzed the correlation between these variables and, in certain instances, assessed their influence on aspects such as employee performance, organizational performance, and work satisfaction.

An optimal level of employee commitment and performance is the desired goal for organizations in the business environment (Qaiser Danish & Usman, 2010). Some of the studies stated that an employee's level of satisfaction is job satisfaction (Mahmood et al., 2020), and a willing act by an employee based on desire is seen as motivation (Fatima et al., 2021). Some of the previous research proposed the perspective that the successful performance of an employee can lead to rewards within an organization (Habib et al., 2019), and that they have the potential to motivate employees (Shahzad et al., 2019). Other works of previous literature argued that recognition and rewards offered by an organization can boost employee morale and motivation, resulting in improved performance (Fu et al., 2023). Studies have added that the attitude a person has towards their job is also a part of job satisfaction (Kim et al., 2022). Some previous literature has stated that there is a possibility that employees can be satisfied with one aspect of the job and not be satisfied with other

aspects (Imran & Abbas, 2020). The research went on to state that the intentions and behaviors of the employees arise based on these different types of satisfaction, and that the level of satisfaction can be influenced by motivation and rewards (Deng et al., 2022). The performance of an employee often depends on the opportunities made available to them for the purpose of exploiting their skills (Abbas & Sagsan, 2019), however, the allocation of inappropriate opportunities may lead to lowered skills, and lower levels of contributions as well (Inmaculada & Juan Carlos, 2018). Studies have shown that business organizations favor financial rewards and non-financial rewards are often overlooked. Organizations use reward systems as a key management tool to improve the firm's overall effectiveness, and the reward system has proven capable of serving as an influencer for employee behavior and motivation (Ibrar & Khan, 2010; Kumari et al., 2022).

2.1. Rewards

Rewards are a vital factor in developing and sustaining commitment levels and ensuring high-performance standards (Wickramasinghe & Widyaratne, 2012). Financial benefits, tangible services, and other benefits of an employment relationship with an organization fit into different reward categories (Kazmi & Abbas, 2021). The quantity of a reward and the overall importance given to it by the employee are the two factors that influence the attraction of a reward (Usha & Shakthi, 2014). As per the two-factor theory, rewards can be extrinsic and intrinsic, increasing employee satisfaction (Usha & Shakthi, 2014; Wei et al., 2023). Studies have shown that intrinsic rewards can increase job involvement. In contrast, extrinsic rewards improve an employee's commitment towards the organization, ultimately leading to more satisfied customers. Recent studies have made three categories for extrinsic, social, and intrinsic rewards (Fan et al., 2023; Usha & Shakthi, 2014).

2.2. Intrinsic, Extrinsic, and Social Rewards

In addition to bolstering this study, prior research articles assert that tangible advantages such as physical well-being, monetary compensation, additional incentives, and prospects for advancement provided by an organization are regarded as extrinsic rewards. Conversely, rewards stemming from the inherent nature of the job and rewards that possess the capacity to inspire employees are considered intrinsic. Recent research indicates that incentives obtained from interactions with colleagues and supervisors are considered social rewards (Usha & Shakthi, 2014). While rewards have been classified, certain studies suggest that how rewards are perceived can differ among employees. For instance, one employee may prioritize recognition over financial incentives (Khan et al., 2013).

Recent studies have shown that extrinsic and intrinsic rewards are positively correlated to the performance of employees and have recommended assigning equal importance to them while developing human resource management policies (I. Khan

et al., 2013; Kumari, Abbas, et al., 2021). Aspects such as salary, job title, promotional opportunities, workplace relations, and job security have been categorized as extrinsic rewards by more recent studies, and feelings of passion, energy, motivation, and autonomy have been categorized as intrinsic rewards (Nisar et al., 2016; Zhao et al., 2022). Some studies have shown that extrinsic rewards in the form of salaries and promotional opportunities based on performance serve as strong motivators for employee performance (Khalizani et al., 2011).

2.3. Job Satisfaction

Past studies have defined the positive feelings that emerge from an individual's work role as job satisfaction. Several studies have concluded that organizations can increase customer satisfaction, decrease the rate of turnover, and improve organizational performance if their employees are satisfied (Abbas, 2020; Usha & Shakthi, 2014). Based on previous studies, job satisfaction can indirectly help organizations achieve additional growth, effective and efficient operations, and decrease employee turnover rates. More recent studies have shown that dissatisfied employees leaving the job can lead to a loss of performance and efficiency by other employees (Khan et al., 2022). In addition, recent studies show that factors like lack of balance between personal and professional life, lack of promotional opportunities, encouragement, work environment, and recognition could lead to stress and dissatisfaction (Ahmed et al., 2010). As previous research studies stated, job satisfaction is the perception of employees towards their work environment and the expectations towards the work (Usha & Shakthi, 2014); more recent studies have added that job satisfaction is what an employee wants or values from a job and the organization (Abbas & Sağsan, 2019).

2.4. Rewards and Job Satisfaction

Literature has shown that professional development has the most significant influence on job satisfaction. Recent studies have added that employees are satisfied with a job when they believe they have met their professional ideals (Yang & Hwang, 2014). Factors such as advancement opportunities, salaries, employee input in policy development, and work environments can potentially increase the satisfaction levels of employees (Ahmed et al., 2010). Rewards have been shown to support worker engagement and increase the satisfaction level of employees. Studies have shown that motivation and job satisfaction are directly linked with rewards and that an organization can improve the satisfaction level of employees by making changes to their rewards and recognition efforts (Usha & Shakthi, 2014). Employees' job satisfaction level is often influenced by their feelings and attitudes towards the job (Roos & Eden, 2008; Zhang et al., 2022). Apart from the emotional associations with a job, factors such as advancement opportunities within an organization, improvement in pay scale, and employee involvement in decision-making are some other factors that may lead to satisfaction. Some previous studies added to this by

stating that other factors like workplace interaction, job security, and promotional opportunities are vital factors that can increase or decrease the satisfaction level of employees (Ahmed et al., 2010; Xiao et al., 2022).

Previous research has categorized rewards into two categories and studied the impact on motivation, employee performance, and job satisfaction. The research found on the relations of extrinsic and intrinsic rewards with job satisfaction as well as their impact on job satisfaction within Pakistan is inadequate. Based on this identified gap this research aims to examine a relationship between intrinsic and extrinsic rewards and job satisfaction within the context of Pakistan.

H₁: Intrinsic rewards have a significant positive impact on job satisfaction.

H₂: Extrinsic rewards have a significant positive impact on job satisfaction.

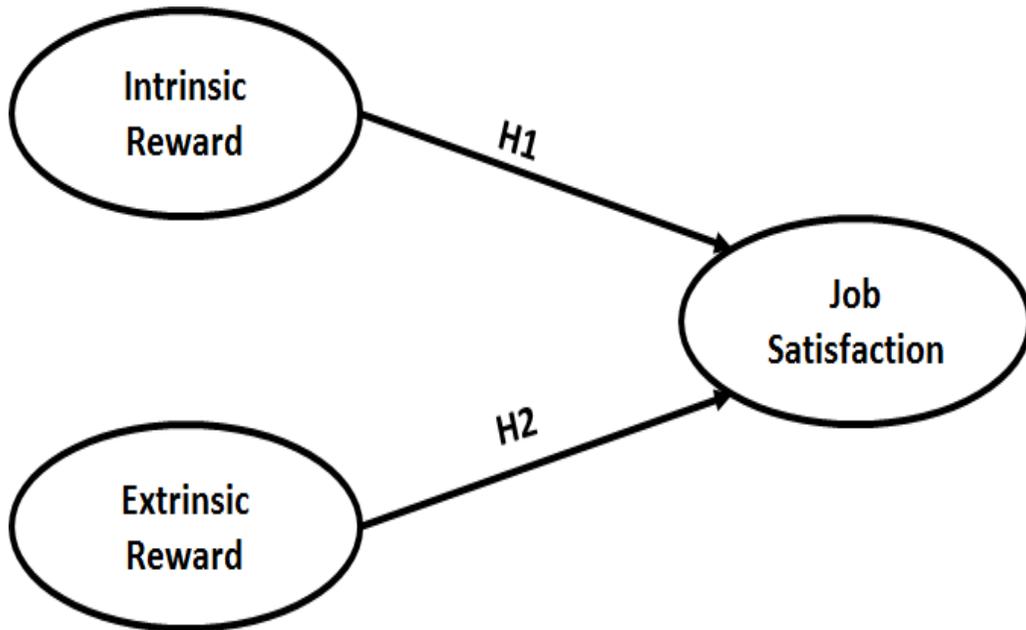


Figure 1: *Conceptual Model*

3. RESEARCH METHODOLOGY

3.1. Population Sampling

The target population for this study consisted of individuals who are currently employed in Rawalpindi or Islamabad cities, Pakistan. Along with a geographical location, the population defined for this study consisted of individuals who were involved in the manufacturing or service industries, private, government, or semi-

government organizations. The population for this study included professionals from both ends of the spectrum as individuals with entry-level status and those with fifteen to twenty-plus years of experience were part of the sample.

3.2. Sampling and Data Collection

The sample size for this study consisted of 230 individuals employed in either Rawalpindi or Islamabad and working at a private, government or semi-government organization in the manufacturing or services industry. The non-probability convenience sampling method was used to conduct the research and obtain data from the respondents. The adopted questionnaire was developed on and distributed via Google Forms to acquire the required responses. The questionnaire provided to the respondents consisted of four sections. Section one of the questionnaire contained information about the demographics, organizational status, years of experience, and organizational position of the respondent. The second section consisted of five statements pertaining to intrinsic rewards, section three consisted of four statements pertaining to extrinsic rewards, and section four consisted of twenty-one statements pertaining to job satisfaction. The authors collected responses on five points Likert scale where one represented strongly disagree and five represented strongly agree. Respondents were asked to provide a response to each of the statements based on what they have experienced. They were also informed that their answers would be used for research purposes only and kept confidential.

3.3. Data Analysis

This study aimed to examine the relationship between intrinsic rewards, extrinsic rewards, and job satisfaction. To do so, various statistical analyses were performed. A demographic analysis was conducted to analyze the study. This was used to determine the total of respondents in each category with regards to demographics, organizational position, organizational status, and years of experience. A reliability test was conducted using Cronbach's Alpha method. The test was conducted to check the reliability of the measures used. Along with the reliability test, a measure of sample adequacy test was also conducted using the Kaiser-Meyer-Olkin method. The KMO test was conducted to ensure that the number of responses is suitable for the study. Lastly, a descriptive statistics test was also conducted to determine the mean and standard deviation of all the responses to each of the statements provided in the questionnaire.

3.4. Results

The demographic analysis shows the total number of respondents for each category of the demographic variables included in section one of the questionnaire: organizational position, organizational status, and years of experience. Table 1 provided below shows the number of respondents for each variable and category.

Table 1: Demographic description of respondents.

Description		Numbers
Gender	Male	121
	Female	109
Industry	Manufacturing	127
	Services	103
Organizational Status	Government	65
	Private	157
	Semi-Government	8
Organizational Position	Non-Managerial	99
	1 st Line Manager	94
	Middle Line Manager	32
	Top Management	5
Years of Experience	Less than 5 years of experience	103
	6 to 10 years of experience	101
	11 to 15 years of experience	21
	16 to 20 years of experience	5

Based on the data provided in the tables, out of 230 total respondents, 121 respondents were male and 109 were females. Out of the total number of respondents, 127 worked in the manufacturing sector and 103 were employed in the services industry. While 65 respondents were part of a government organization, 157 respondents were from the private organization and only 8 were part of a semi-government organization. As per this data, 94 respondents were employed at a non-managerial position, 94 were employed at the first-line managerial position, 32 were employed at a mid-level management, and 5 were employed at the top management level. The sample size was mostly made of the individual at the early or mid-stages of the professional lives as 103 respondents had less than 5 years of experience, 101 had 6 to 10 years of experience, 21 respondents had 11-15 years of experience, and 5 respondents had 16 to 20 years of experience.

3.5. Kaiser-Meyer-Olkin Test

The KMO test was conducted to ensure that the number of responses is suitable for the study. For the KMO test, the minimum measure of sampling adequacy required is 0.7, however, the measure of sampling adequacy for these results was calculated to be 0.902 which shows that the sample size is enough to perform statistical analyses.

3.6. Reliability Test

A Cronbach's alpha (reliability) test was conducted to check the reliability of the measures used. The Cronbach's alpha value for the current research is 0.864 and it efficiently matches with a minimum suggested value of 0.6. Therefore, it can be determined that the data is normal and can be relied upon.

3.7. Mean and Standard Deviation

Table 2 shows the mean and standard deviations of the results that were obtained through the questionnaire. The mean values provided in the table below represent the degree to which responses varied from one statement to the other.

Table 2: *Instrument items, mean and standard deviation*

Statements	Mean	Standard Deviation
Intrinsic Rewards		
The management believes in my ability to perform.	3.10	1.194
The management offers employees a family day, motivating me to work harder during the year.	3.53	.899
The management offers informal recognition (thank you, very done, you are a star, etc.)	3.87	1.122
The management provides recognition for my work.	3.08	1.153
The achievement of the goals is a source of motivation to perform better.	3.61	.977
Extrinsic Rewards		
	Mean	Standard Deviation
The salary paid is commensurate to the work done.	3.30	1.240
My satisfaction would go up if my salary was increased.	3.40	.952
I receive an annual bonus based on performance.	3.84	1.096
The reward system attracts and retains the right kind of people.	3.23	1.188
Job Satisfaction		
	Mean	Standard Deviation
Based on my work the salary I receive is fair.	3.16	1.249

I earn the same or more when compared to others in the same profession.	3.46	.904
The management promotes fairness when deciding on salary increases.	3.90	1.073
I am regularly praised for my work.	3.12	1.174
I am given credit for my contributions to the company.	3.38	1.002
I receive regular constructive feedback from the management.	3.80	1.131
Promotional opportunities are equal for all.	3.13	1.216
Promotional opportunities are fair and honest.	3.53	.956
Working hours are reasonable.	3.74	1.133
I support and blend into the culture of the organization.	3.06	1.233
I am allowed freedom with regards to my work.	3.53	.983
There is a sense of collaboration and teamwork within the organization.	3.77	1.134
I am given challenges with respect to my skills and qualification.	3.21	1.233
I know that my position at the company is significant.	3.54	.983
I am satisfied with the company benefits.	3.82	1.102
I am satisfied with the medical benefits	3.09	1.175
The amount of annual leave days is sufficient.	3.46	.996
The amount of sick leave days is sufficient	3.70	1.127
The rewards I receive are relevant to my needs.	3.14	1.228
The company rewards employees for performance and contributions.	3.37	.956
The rewards program at the company needs improvements.	2.89	1.100

The intrinsic rewards section of the questionnaire consisted of five statements. For statement one *"The management believes in my ability to perform"* the mean was 3.10. Based on this it can be stated that all 230 respondents neither agree nor disagree with this statement. The mean for statement two *"The management offers a family day to employees which motivates me to work harder during the year"* is 3.53. Since the mean value is over 3.5 it can be stated that the respondents are in agreement with this statement and state that they receive a family day from work. For statement three *"The management offers informal recognition..."* the calculated mean is 3.87 which shows respondents agree with the fact that they are informally recognized. However, in statement four *"The management provides recognition for my work"* the mean value is at 3.08 which dictates that the respondents disagreed when questioned about receiving formal recognition. Statement five *"The achievement of the goals is a source of motivation to perform better"* asked employees if achieving a goals server as a motivator for better performance. All responses were in favor of the statement as the mean was calculated at 3.61. This shows that setting challenging yet achievable goals can be used to motivate employees for better performance.

The extrinsic rewards section of the questionnaire consisted of four statements. Statement one *"The salary paid is commensurate to the work done"* asked employees if they believe that the salary they receive is fair with regards to the work. Respondents were neutral with the statement as he means was 3.30 and for statement two *"My satisfaction would go up if my salary was increased"* the mean was calculated at 3.40. There was a change in this response when compared to the previous one, despite the change the overall responses were neutral. This shows that some people experience an increase in satisfaction if their salary were to be increased, but most wouldn't. For statement three *"I receive an annual bonus based on performance"* the calculated mean was at 3.84 which shows that the respondents agree with the statement. This shows that employees are provided with an annual bonus based on performance. In statement four *"The reward system attracts and retains the right kind of people"* the mean was calculated at 3.23 when asked about the company reward system. This means that the respondents were almost neutral with regards to the statement and believe that rewards systems could or could not attract the right kind of people.

The job satisfaction section of the questionnaire consisted of twenty-one statements. For statement one *"Based on my work the salary I receive is fair"* the mean was 3.16, showing a neutral response. For statement two *"I earn the same or more when compared to others in the same profession"* the mean was calculated at 3.46 and responses to this statement remained neutral despite the slight change in the mean value of both statements. For the third statement *"The management promotes fairness when deciding on salary increases"* the mean was calculated at 3.90 which shows that the respondents were in agreement with this statement and believed that the management decides on salary increases with fairness. The fourth statement *"I*

am regularly praised for my work" received a neutral response as the mean for this statement was at 3.12. For statement number five *"I am given credit for my contributions to the company"* the response was neutral and the mean was calculated at 3.38. Statement six *"I receive regular constructive feedback from the management"* which asked them about feedback from the management got a response that in agreement. The mean for this statement was calculated at 3.80. This means that most employees receive feedback from the management that helps them grow. When are asked about promotional opportunities in statement seven *"Promotional opportunities are equal for all"* respondents stated that they neither agree nor disagree with the statement? The mean for this statement was at 3.13. However, when asked about the fairness in promotional opportunities in statement eight *"Promotional opportunities are fair and honest"* the mean was at 3.53 as the respondents were in agreement with this statement. In statement nine *"Working hours are reasonable"* the respondent was in agreement and the mean was 3.74. When asked about work culture in statement ten *"I support and blend into the culture of the organization"* respondents were in disagreement as the mean was calculated at 3.06. This could mean that organizations need to create an environment that makes employees feel welcomed. Statement eleven *"I am allowed freedom with regards to my work"* had a calculated mean of 3.53 which shows that the respondents were in agreement with this statement.

When employees were asked about a sense of teamwork in statement twelve *"There is a sense of collaboration and teamwork within the organization"* the respondents were in agreement with the statement and the mean was 3.77. In statement thirteen *"I am given challenges with respect to my skills and qualification"* the mean was 3.21 which means a neutral response was seen. This means that either employee are not challenged at all or the challenges placed upon them are above their skills. In statement fourteen *"I know that my position at the company is significant"* respondents agreed to the statement and the calculated mean was 3.54. Statement fifteen *"I am satisfied with the company benefits,"* asked respondents about company benefits and mean of 3.82 was calculated, however in statement sixteen *"I am satisfied with the medical benefits"* the mean was 3.09. This shows that the respondents are satisfied by the company benefits, however, they do not receive medical benefits that satisfy them. In statement seventeen *"The amount of annual leave days is sufficient"* the mean was at 3.46 which shows neutral responses, however in statement eighteen *"The amount of sick leave days is sufficient"* the mean was at 3.70 which that the responses are in agreement with the statement can be stated that although the employees are not satisfied by the medical benefits, as seen in statement fifteen, they are satisfied with the number of sick leave days offered. When asked about the rewards in statement nineteen *"The rewards I receive are relevant to my needs"* the mean was seen at 3.14 which shows that there was a neutral response. In statement twenty *"The company rewards employees for performance and contributions"* the mean was 3.37 and the neutral response was seen. When

asked about the reward system in statement twenty-one "*The rewards program at the company needs improvements*" the mean was calculated at 2.89. Respondents were in disagreement with the statement and stated that the reward program does not need improvements.

4. DISCUSSION

Based on the results of the Kaiser-Meyer-Olkin at 0.902, and a Cronbach's Alpha reliability test at 0.864 it can be stated that the number of responses used for analysis is suitable and that the response to the questionnaire is normal and can be relied upon.

Based on the mean values derived from the questionnaire's intrinsic rewards section, it can be concluded that most respondents agreed with the assertions regarding intrinsic rewards. According to this, the participants receive several inherent incentives at their workplace. These benefits encompass informal acknowledgement, provided family-oriented activities, and sources of inspiration. Based on the average values of external incentives, it is evident that most participants replied neutrally. Based on this, it is uncertain if the respondent obtains the most extrinsic benefits. These benefits consist of a wage proportionate to the quantity of effort and an appealing incentive system. While most respondents gave a neutral response to most statements about extrinsic rewards, a notable increase in the average score was found for statement number three. According to this, it may be asserted that respondents receive an annual bonus based on their performance, which can be considered as an extrinsic incentive.

The job satisfaction component of the questionnaire comprised twenty-one statements that necessitated respondents to provide answers based on their personal experience. Based on the estimated mean values, the respondents agreed with nine claims, were neutral towards nine statements, and disagreed with three assertions. The respondents' agreement with the assertions indicates their satisfaction with those particular aspects of their job. These factors encompass equitable compensation raises, constructive feedback, equitable prospects for promotion, working hours, team cooperation, work autonomy, the importance of their role, company perks, and sick leave policies. The respondents' neutral comments indicate that they are neither satisfied nor dissatisfied with those parts of their profession. These features encompass equitable compensation, recognition for their contributions, equal chances for advancement, annual vacation time, and awards tied to performance and are pertinent to their work. The respondents' disagreement with the claims indicates their dissatisfaction with specific aspects of their job. These features encompass elements such as assimilating into the organizational culture, medical benefits, and the necessity for enhancing the rewards program.

Based on the statistics, it can be stated that most employees are offered different types of intrinsic rewards, such as family days, informal recognition, and sources of

motivation. In contrast, most employees may or may not be offered any type of extrinsic rewards such as a fair salary and attractive rewards systems that retain employees.

Based on the responses and mean values for the statements regarding job satisfaction, it can be stated that they are mostly satisfied with most intrinsic rewards offered by the organization and some of the extrinsic rewards. Employees show satisfaction with intrinsic factors, including constructive feedback, freedom of work, the significance of their position, and sick leaves. Employees were also satisfied by extrinsic factors, including fair salary increments, fair promotional opportunities, and working hours. However, respondents remained neutral with regards to their satisfaction with various extrinsic factors and praises for their contribution, equal promotional opportunities, and performance-based and relevant rewards. Most respondents were in disagreement with some aspects of job satisfaction that included blending into the organization's culture and medical benefits, yet the respondents stated that they would not like the rewards system to improve.

5. CONCLUSION

The research examined the correlation between intrinsic and extrinsic rewards and job satisfaction. The study examines the relationship between intrinsic and extrinsic rewards, treated as independent variables, and work satisfaction, considered the dependent variable. The study focused on persons engaged in the manufacturing or services industry in Islamabad or Rawalpindi, namely in government, private, or semi-government enterprises. The population was additionally classified based on gender, years of experience, and other demographic factors. A sample size of 230 individuals was chosen to carry out the study. A modified questionnaire was provided on Google forums, and the convenience sampling approach was employed. As part of the data analysis process, a demographic analysis was performed to ascertain the number of individuals belonging to a certain category for each question. In addition, a Kaiser-Meyer-Olkin Test was undertaken to ascertain the adequacy of the number of replies for the study. A Cronbach's Alpha test was administered to assess the reliability and consistency of the responses. Additionally, mean and standard deviation tests were performed for each statement pertaining to intrinsic and extrinsic incentives and work satisfaction.

The findings indicate that individuals working in Rawalpindi or Islamabad, employed in private, government, or semi-government organizations in the manufacturing or services sector, receive different intrinsic rewards. However, the provision of extrinsic rewards may or may not be available to them. Individuals exhibit satisfaction with intrinsic benefits while remaining neutral towards extrinsic rewards. The respondents expressed their disinterest in enhancing the rewards system at their firm.

These results unequivocally demonstrate that employees derive intrinsic rewards from their organization. Employee satisfaction primarily stems from intrinsic aspects of their employment. Furthermore, employees express a preference for the reward structure at their organization to remain unchanged. Thus, it can be inferred that intrinsic rewards exert a more significant influence on job satisfaction in comparison to extrinsic rewards.

6. IMPLICATION

This study implies that organizations that employ individuals similar to the population of this study can make additions to, or improve, their intrinsic rewards in order to improve employee satisfaction. Although intrinsic rewards were seen to have a greater impact on job satisfaction in the study, the organizations should also focus on the various extrinsic factors of the job. These factors include, but are not limited to, a comparatively fair salary, equal promotional opportunities, and relevant and performance-based rewards. Statements regarding these statements had a neutral response which indicates that this an opportunity for organizations to implement extrinsic rewards in the programs to increase job satisfaction significantly.

7. LIMITATIONS.

The study is limited to employees in Rawalpindi and Islamabad who work at a private, government, or semi-government organization in the manufacturing or services industry and, therefore, the results may not be generalizable to other regions of Pakistan.

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