



Impact of Perceived Organizational Support on Job Satisfaction with Mediating Role of Employee Motivation: Evidence from Pharmaceutical Sector of Lahore, Pakistan

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ABSTRACT

The article aims at investigating the mediating role of employee motivation between perceived organizational support and job satisfaction. To fulfill the objective of the research data was collected from pharmaceutical sector of Lahore, Pakistan through questionnaire. Cronbach alpha was used to measure the reliability of the questionnaire by using SPSS-20. Regression analysis and Sobel test was used to measure the mediation between perceived organizational support and job satisfaction. The results indicate employees' motivation fully mediates the relationship between perceived organizational support and job satisfaction. This study is helpful for the concerned authorities for future policy making in order to motivate and satisfy the employees. Furthermore, perceived organizational support is the major factor to be focused by the organizations to motivate or increase the level of satisfaction of the employees.

Key words: *Perceived organizational support, Employee motivation, Job satisfaction.*

JEL Classification: *D23, L25, M10, M15*

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INTRODUCTION

The word organization is described differently throughout the world. Every organization, whether service or manufacturing, private or public, small or large and for-profit or not-for-profit must drive with and through efficient employees. Robbins and Coulter (2012) define it as a deliberate arrangement of people in order to achieve some explicit purpose that the individuals can not undertake independently.

In order to manage the complex internal and external challenges in today's competitive world, organizations do need to focus on aspects of job satisfaction because they are responsible for motivating and retaining skilled employees in a healthy workplace. The human resource practices in the workplace plays an important part in this regard and should be humanistic in nature by concerning with behavioral aspects of employees (Hashmi & Naqvi, 2012). According to Danish and Usman (2010) Human resource is the most important resource an organization has. In any organization retaining efficient and experienced workforce is crucial for the overall performance of the company. Organizations need responsible and committed employees who are also motivated instead of disheartened and demoralized employees. There are different factors accountable for motivated and responsible behaviors of employees and a well-organized institution or organization generally treats its employees as assets for business development. Supporting environment, motivation and satisfaction of employees are the main concern of successful business organizations (Hashmi & Naqvi, 2012). Furthermore, to ensure achievement of the organizational goals, the policy makers need to develop a friendly and supportive environment where employees feel motivated and satisfied.

According to Singh and Singh (2010) experienced employees always use the innovative management techniques which are helpful to improve the organizational performance. They further suggested while talking about the organizational performance that satisfaction of employee and motivation both are considered as major features for the organizations. These factors inculcate the positive behavior in the employees and create emotional attachment with the organization. Therefore, positive behavior and personal attachment with organization is only possible when organizational support is available for employees in official and non-official matters. Different studies have been conducted in the previous era but still facing deficiencies in the level of motivation and job satisfaction among the employees working in pharmaceutical industry in Pakistan.

According to Hill and Wiens-Tuers (2002) training is not enough to motivate the employee or increase the satisfaction level of the employee toward the organization, rather rapid increase in the wages can motivate the employees or satisfy them about the organization. On the other hand, according to Woodruffe (2000) recognition is not enough to motivate or satisfy the employees, training and monetary support are the main factors which have direct link with the satisfaction toward the organization. In the earlier stage of 90's human resource management used training to motivate the employees. Champion-Hughes (2001) suggested to improve or increase the certain factors like wages and other benefits including health insurance,

transportation etc. to facilitate the employees. These benefits and facilitation can enhance the positive attitude.

In today's era of dynamic change, growing demand and competition it is very difficult for pharmaceutical industry to achieve the high-level of performance with the sustainable competitive advantage. In this scenario, employees are needed to play an efficient and effective role to achieve the desired goals. After reviewing the literature, the results indicate that organizational support help to attain sustainable performance of organization (Wynekoop & Walz, 2000). However, sustainable organizational performance is not possible without human capital. It is necessary for the organizations to support their employees to develop the positive attitude. Motivated and satisfied workers perform well for their organizations therefore organizations should provide such a working environment which can enable employees feeling satisfaction with their job which will eventually lead to improved employee and organizational performance (Hashmi & Naqvi, 2012).

While the research has shown the relationship and effect of perceived organizational support on job satisfaction, yet this area has been less explored by using the employee motivation as mediating variable especially in Pakistan. This study is being done for theoretical and practical contribution in the pharmaceutical industry of Pakistan. The pharmaceutical industry also contributes to the gross domestic product (GDP) of Pakistan. Perceived organizational support can shape the attitudes of individuals which also can add the value in organizational performance. This research is important because it is conducted in the context of Lahore, Pakistan's pharmaceutical sector. This study provides guidance for the practitioners and managers because it has been conducted on the impact of perceived organizational support on job satisfaction by using the employee motivation as mediating variable in context of Pakistan as this area is still under research.

Research Objectives

Main purpose of this study is to check the impact of perceived organizational support on Job satisfaction (JS) with mediating role of employee motivation (EM) in Pharmaceutical sector of Pakistan. The study also concentrates on factor of POS (Perceived organizational support) that is liable for the demonstration of job satisfaction in Pharmaceutical setting. Moreover, impact of POS on job satisfaction could give valuable information for Pharmaceutical sector.

The categorization of research objectives is as follows:

- To analyze relationship between POS and Employee motivation in context of pharmaceutical industry of Pakistan.
- To analyze the relationship between Employee motivation and job satisfaction in context of pharmaceutical industry of Pakistan.
- To analyze the mediating role of employee motivation between perceived organizational support and job satisfaction in context of pharmaceutical industry of Pakistan.

LITERATURE REVIEW

Perceived Organizational Support

Perceived Organizational support is defined by Krishnan and Mary (2012) as opinion of employees about the extent to which they are appreciated and recognized by their organization. WannYih and Hatik (2011) describe perceived organizational support as an employee's point of view regarding the concern of the organization about his/her efforts and well-being. Furthermore, Rhoades and Eisenberger (2002) also define perceived organizational support as compensation, reward, and care for employees' well-being. Employees believe that employers should take care of their social, emotional needs and compensate them when they increase their efforts at work (Krishan & Mary, 2012). Furthermore, some factors are known as substitution of organizational support such as reward and compensation, job conditions and fairness (Baran, Shanock, & Miller, 2012).

Employee Motivation

Employees' motivation plays a major role in order to achieve higher levels of satisfaction (Petcharak, 2004). According to Butkus and Green (1999) due to motivation employees are influenced to work hard to achieve the desired goals and feel satisfied about their jobs. Motivation is the proactive approach which makes the actions stronger towards success. Kinicki and Kreitner (2001) explained that motivation is linked with emotions of employees where they are voluntarily working to achieve the goals. Rutherford (1990) explained that motivated workers or employees always bring creativity and innovation in their jobs.

Job Satisfaction

Job satisfaction is considered to be one of the most researched variables in organizational psychology and it is one of the main factors which influence an employee's experience at the workplace. Luthans et al., (2007) defined job satisfaction as an enjoyable or positive emotional state which results from the assessment of one's job and experience. Herzberg two factor theory emphasizes intrinsic and extrinsic job satisfaction notion. It is one of the major aspects in the field of management, human resource management and organizational behavior (Kosteas, 2009). Job satisfaction is one of the important factors which are used to reinforce the employees to perform well in the work place (Ramayah, Jantan, & Tadisina, 2001). Job satisfaction is described as a positive or pleasing emotional state which results from an employee's appreciation of his job experience (Demirtas, 2010). This acquisition is performed as a part of the inside of the goals for an organization.

Perceived organizational support and job satisfaction

Perceived organizational support is the mutual feeling of employees about their organization whether it appreciates and show concern for them or not and how supportive it is for the

employees (Hashmi & Iqbal, 2015). Mahmoud(2008) studied the relationship between job satisfaction and organizational support and level of education by taking the nurses as research sample. Zagenczyket al., (2011) explored the link between job satisfaction and organizational support. The results found that there is a positive and significant association in job satisfaction and organizational support.

Employees having perceived organizational support are more confident that they have the necessary skills and resources required to perform the job efficiently while having appreciation and organizational association needed for their efforts (Hashmi & Iqbal, 2015). Similarly, Ahmed et al., (2013) explored the impact of organizational support on teachers' behavior and the outcomes it yields in form of satisfaction of students' and their academic performance in Pakistan. The results indicate a positive association between the organization support and job satisfaction because employees having positive perceived organizational support are more confident and motivated to perform their respective jobs which leads student satisfaction as well.

Perceived organizational support and employee motivation

According to organizational support theory employees are more likely to develop positive response towards organizations if they perceive that organization is supporting them in their endeavors (Eisenberger et al, 1986). Kurtessis et al., (2017) discusses that organizational support theory proposes that usually employees form a general perception about the extent to which their organization values their endeavors and cares about their overall well-being. This analysis was generally fruitful regarding its predictions about both the antecedents of perceived organizational support in form of leadership, human resource practices and working conditions as well as its consequences in the form of employees' attitude toward the organization including work, employee performance, and the overall well-being.

Monica and Chang (2008) conducted their study to measure the association between organizational support and employee motivation by using the sample from the hotel industry in Taiwan and the results indicated a strong link between the two variables. Trawneh (2009) explored the relationship between employees' motivation and organizational support. The researcher predicted that both variables are the major contributors in human resource management practices. Organizational support and employee's motivation both are positively correlated and important for any successful organization. Miao and Kim (2010) examined the association among job satisfaction (JS) and perceived organizational support (POS). The results indicate that there is a positive connection between employee motivation and organizational support. Chiang and Hsieh (2012) selected hotel industry to explore the association among employee motivation and perceived organizational support with similar results as mentioned above.

Relationship of employee motivation and job satisfaction

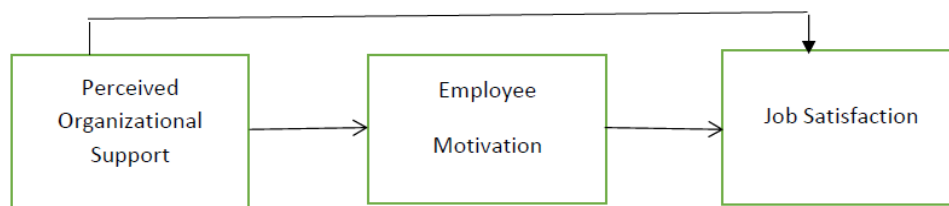
It is a task for the organization to appreciate and understand the procedures necessary to have an effect on the encouragement of their workers. Researchers in the area of motivation argue that there is an unquestionable link between motivation and job satisfaction with employee loyalty to the organization (Jones & Lloyd, 2005; Pool & Pool, 2007). Motivated employees can assist an organization competitively by adding more value and making it profitable. Danish and Usman (2010) attempted to find out the main factors motivating employees and concludes that reward in form of recognition greatly motivate employees while working within an organization.

Miles and Sledge (2006) explored the association between the employee's motivation and job satisfaction. The researchers guided that employees' motivation and job satisfaction both can able to put the value in organization performance. People are motivated by challenging responsibilities and their abilities which have significant impact on job satisfaction. According to Strydom and Meyer (2002) involvement in the goals oriented tasks have significant impact on job satisfaction and motivation. It is observed that employees respond more positively to the organizational support they receive thus, it is expected that their perception of organizational support will encourage a strong commitment to stay with the organization (Sherony & Green, 2002).

Khan et al., (2012) explains that in Pakistani society it is perceived that in government hospitals patients are not provided due care by the doctors so research was conducted to find out the factors having an influence on job satisfaction on the employees of autonomous medical institutes in Pakistan. Research concluded that among those factors were intrinsic as well as extrinsic motivators played a vital role in affecting job satisfaction and ultimately job performance of employees.

THEORETICAL MODEL

Following theoretical model has been developed for this research based on the results of the in-depth literature review discussed above.



Hypotheses:

The subsequent hypotheses are prepared for this research study:

H01 = Perceived organizational support significantly impacts on employees' motivation in employees working in pharmaceutical sector of Pakistan.

H02 = Perceived organizational support significantly impacts on job satisfaction in employees working in pharmaceutical sector of Pakistan.

H03 = Employees' motivation significantly impacts on job satisfaction in employees working in pharmaceutical sector of Pakistan.

H04 = Employees' motivation significantly mediates the relationship between perceived organizational support and job satisfaction of employees working in pharmaceutical sector of Pakistan.

RESEARCH METHODOLOGY

In this study 400 sample size is taken from the employees of pharmaceutical sector in Lahore, Pakistan. This study requires a minimum sample size of 400 subjects for good results. An efficient sample size must represent the population so in this case Convenience Sampling is used to fulfill the objective of the study. Questionnaire is used to collect the data from the selected sample size. The scale of measurement used for all study variables was Likert scale with five levels.

No.	Constructs With coding	Items with coding	Sources of measures
1 (Independent)	POS Perceived Organizational Support.	POS 1 <input type="checkbox"/> Item 1 POS 2 <input type="checkbox"/> Item 2 POS 3 <input type="checkbox"/> Item 3 POS 4 <input type="checkbox"/> Item 4 POS 5 <input type="checkbox"/> Item 5 POS 6 <input type="checkbox"/> Item 6 POS 7 <input type="checkbox"/> Item 7 POS 8 <input type="checkbox"/> Item 8	Adopted from (Rhoades et al., 2001)
2 (Mediating)	EM Employee Motivation	EM 1 <input type="checkbox"/> Item 1 EM 2 <input type="checkbox"/> Item 2 EM 3 <input type="checkbox"/> Item 3 EM 4 <input type="checkbox"/> Item 4 EM 5 <input type="checkbox"/> Item 5	Adopted from (Malik et al., 2016)
2 (Dependent)	JS Job Satisfaction	JS1 <input type="checkbox"/> Item 1 JS 2 <input type="checkbox"/> Item 2 JS 3 <input type="checkbox"/> Item 3 JS 4 <input type="checkbox"/> Item 4	Adopted from (Colakoglu et al., 2010)

RESULTS AND FINDINGS

Validity and Reliability

Constructs	Valid No	Number of Items	Cronbach's Alpha
Perceived Organisation support	400	08	0.712
Employee Motivation	400	05	0.747
Job Satisfaction	400	04	0.729

The value of Cronbach's Alpha is greater than 0.70, According to Render and Stair (2006) value greater then (0.50) is acceptable.

Demographic analysis

Respondent demographics	Frequency	%
Gender (N = 400)		
Male	335	83.8
Female	65	16.2
Age (N = 400)		
21- 30	314	78.5
31-40	64	16.0
41-50	21	5.3
51 and above	01	0.2
Qualification (N = 400)		
Bachelor	67	16.8
Master's Degree	241	60.3
MPhil or PhD	92	22.9
Experience (N = 400)		
Less than 5 Year	143	35.8
05-10 Year	224	56.0
11-15 Year	32	8.0
More than 15 year	01	0.2
Designation (N = 400)		
Assistant	266	66.5
Supervisor	113	28.3
Manager	20	5.0
Senior Manager	1	0.2
Income (N = 400)		
15K – 30K	43	10.8
31K – 40K	181	45.3
41K – 50K	176	43.9

In the above table the demographic analysis of the respondents (400)is shown mentioning the frequency and percentage.

Descriptive Statistics					
Variables	N	Minimum	Maximum	Mean	Std. Deviation
Perceived Organizational Support	400	1.00	5.00	2.80	.571
Employee Motivation	400	1.00	5.00	2.89	.892
Job Satisfaction	400	1.00	5.00	2.70	.694

Standard deviation value shows the variation in the data. The value in the data is close to mean so we can say there is consistency in the data or if the value of standard deviation will be large; it will mean there is huge variation in the data.

Correlations

POS	EM		JS
POS	1		
EM	.472** .000	1	
JS	.709** .000	.132** .008	1

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

The correlation analysis shows the individual strength of the variable with each other, which is significant at 1%.

Constructs	No. of Items	KMO Measure of sample adequacy	Bartlett's Test of Sphericity Chi-square	Bartlett's Test of Sphericity Sig.
Perceived Organizational Support	08	0.562	542.794	.000
Employee Motivation	05	0.682	677.580	.000
Job Satisfaction	04	0.497	206.505	.000

According to the above results the value of KMO for perceived organizational support is 0.562, means the adequacy of sample is moderate. The criterion is the value of KMO must be 0.5 for the recommendation for the test.

Construct	Components	Initial eigenvalues		
		Total	% of Variance explained	Cumulative % of Variance explained
Perceived Organizational Support	Comp 1	3.110	29.432	62.836
Employee Motivations	Comp 1	4.738	54.787	54.787
Job Satisfaction	Comp 1	2.164	42.619	42.619

As per thumb rule the Eigen value must be greater than one. In this case it can proceed further, otherwise factor analysis is useless. In the above table, Eigen values of POS, EM and JD is greater than one so it can proceed further for factor loading. The above table also show the total variance of selected variables.

Factor Loading

Sr.	Statements	Comp
Perceived Organizational Behavior		
1.	My organization really care about my well-being	.828
2.	My organization strongly consider my goals and values	.867
3.	My organization show little concern of me	.848
4.	My organization really cares about my opinion	.888
5.	My organization is willing to help me if I need a special favor	.721
6.	Help is available from my organization when I have a problem	.851
7.	My organization would forgive an honest mistake on my part	.861
8.	If given the opportunity, my organization would take advantage of me	.875

Employee Motivation		
1.	Organization provides accurate information to all stake holders which leads to my motivation	.738
2.	Psychological climate of my job is good and I like to do work	.657
3.	Personal & career development opportunities are provided by Organization	.803
4.	Involvement while decision making process makes me pleased	.919
5.	Organizational contribution in community developmental projects makes me more comfortable	.785

Job Satisfaction		
1.	Knowing what I know now, if I had to decide all over again whether to take my job, I would.	.910
2.	In general, my job measures up to the sort of job I wanted when I took it.	.907
3.	All in all, I am very satisfied with my current job.	.695
4.	If a good friend of mine told me that he/she was interested in working in a job like mine I would strongly recommend it.	.624

The above table shows the value of loading of items of selected variables. Straub et al. (2004) explained that the minimum required value of loading is 0.41, in this case the value of cross loading should not to be greater than 0.40. According to the above table of loading all the values are greater than one. The above results of statement of the variables are fulfilling the criteria indicating that the collection of data through questionnaire is valid.

Mediation Analysis through Regression

Sr. No	Dependent	Independent	Beta	Std. Error	T-Statistics	R-Square	F-statistics	P-value
1	JS	Constant	0.289	0.123	2.356	0.709	401.49	0.000
		POS	0.860	0.043	20.037			
2	JS	Constant	2.404	0.117	20.600	0.132	7.015	0.08
		EM	0.102	0.039	20.649			
3	EM	Constant	1.931	0.86	22.569	0.472	113.801	0.000
		POS	0.102	0.039	2.649			

H₀₁ = Perceived organizational support significantly impact on employees' motivation in employees working in pharmaceutical sector of Pakistan.

The first hypothesis was tested to measure the association between organizational support and employees' motivation to know either it exists or not. The correlation result shows (0.47) the strength between perceived organizational support and employees' motivation, which is mediated at the 1% level of significance. The regression analysis shows the positive relationship among perceived organizational support and employees' motivation. The value (0.472) of the r-square means 47.2% variation is in employee motivation is due to perceived organizational support. Perceived organizational support and employees' motivation, both are positive and significantly correlated with each other ($\beta = 1.931$, $P = 0.000$).

H₀₂ = Perceived organizational support significantly impact on job satisfaction in employees working in pharmaceutical sector of Pakistan.

The second hypothesis was tested to know association between support of organization and satisfaction either it exists or not. The correlation result shows (0.709) the strong strength in POS and JS, which is strong at the 1% level of significance. The regression analysis shows the positive relationship among POS and JS. The value (0.709) of the r-square means 70% variation is in JS is due to POS. POS and JS, both are positive and significantly correlated with each other ($\beta = 0.289$, $P = 0.000$).

H₀₃ = Employees' motivation significantly impact on job satisfaction in employees working in pharmaceutical sector of Pakistan.

The third hypothesis was tested to know the significant relationship between employees' motivation and Job satisfaction. The correlation result shows (0.132) the strength between employees' motivation and job satisfaction which is weak at the 1% level of significance. The regression analysis shows the positive relationship among employees' motivation and job satisfaction. The value (0.132) of the r-square means 1% change in employees' motivation is due to job satisfaction will change (0.102). Employees' motivation and job satisfaction, both are positive and significantly correlated with each other ($\beta = 0.102$, $P = 0.000$).

H₀₄ = Employees' motivation significantly mediates the relationship between perceived organizational support and job satisfaction in employees working in pharmaceutical sector of Pakistan.

The fourth hypothesis was tested to measure the mediation role of employees' motivation between JS and POS. The results show that there is full mediation of employees' motivation between JS and POS.

The above discussion on tested hypotheses shows a positive and significant relationship among the variables chosen in the model. There is full mediation of employee's motivation between JS and POS.

DISCUSSION OF THE RESULTS

The main objective of the study was to examine the impact of perceived organizational support on job satisfaction by using the employees' motivation as a mediating variable in the pharmaceutical sector of Lahore, Pakistan. In the model job satisfaction was taken as dependent variable, perceived organizational support as independent variable and employee motivation as a mediating variable. Moreover, to some extent it satisfies the concern of researchers regarding the results of the findings which totally support the theory or objective of the research meaning employees' motivation plays the mediating role between POS and JS as supported by previous research as well (Batt, 2002). Furthermore, the results of the research show that POS significantly impact on JS. This finding is consistent with previous research as expected (Ichniowski et al., 1997).

Section of results and findings is divided into two different categories; first part concludes the demographics and second part examines the mediation through regression analysis. According to the demographic analysis total 400 respondents filled the questionnaire in which 335 were male and 65 were female. Moreover, mostly respondents were 21 to 30 years old and 60% respondents hold the master degree means out of 400, 241 respondents hold the master degree. Most of the respondents have 05 to 10 years' pharmaceutical experience. 266 respondents working on the posts of assistant manager and 113 respondents are working as supervisors in the pharmaceutical sector. According to the table of monthly salary, most of the respondents were lying between 31 to 40 thousand. The topic of the study is related to human resource so 241 questionnaires were filled by the employees who are working in the human resource department. According to the result of descriptive statistic, standard deviation shows that there is low variation in the mean.

LIMITATIONS

The study at hand is one of the research studies which explored the association among POS and JS by using the employees' motivation as mediating variable in the pharmaceutical sector of Lahore, Pakistan. Furthermore, there are a few limitations of the current study and to overcome these limitations further research can be conducted in the following directions:

1. First of all, the study at hand highlights only a relationship between POS & job satisfaction by using the employees' motivation as mediating variable in the pharmaceutical sector of Lahore, Pakistan. Perceived supervisor support can be included separately, which can give more detailed results.

2. Only employee motivation is used for mediating variable, other variables like wages, trainings, reward and compensations etc. should be included as mediating variables. Future research can be conducted on organizational performance and other HRM practices should also incorporate for deeper study.
3. Third, study at hand only investigates the impact of POS on JS and EM as mediating variable in the pharmaceutical sector of Lahore, Pakistan. There are other variables which play a vital role as a mediator and moderator; researcher should consider those variables as well.
4. So far there is much hypothetical and empirical advancement on the issue of the perceived organizational support, yet just a couple of studies have focused on it for the generalizability so there is a need of more research in this area.

CONCLUSION ANDRECOMMENDATIONS FOR FUTURE RESEARCH

Although there are number of models explaining the relationship perceived organizational support, job satisfaction and employee motivation however, there is no such model developed specifically for the pharmaceutical sector of Lahore, Pakistan. By keeping in mind the importance of pharmaceutical sector, study at hand was carried out to investigate the impact of perceived organizational support on job satisfaction by using employees' motivation as mediating variable. The model of study presented is made after examination of the literature and is also tested for the pharmaceutical of Lahore, Pakistan. Findings of the study showed the full mediation of employees' motivation between POS and JS.

This examination has extended the current research in a few perspectives. The outcomes accomplished from this study are far reaching in their practical implications. Despite the fact that there is a broad research on the impact of perceived organizational support on job satisfaction yet there seems to be dearth of research by using the employee motivational as mediating variable as this research has undertaken in the pharmaceutical sector of Lahore, Pakistan.

This subject is still under research consideration, fewer studies have explored the basic instrument of perceived organisational support and job satisfaction by using the employees' motivation as mediating variable in pharmaceutical sector of Lahore, Pakistan. In general, the principle reason for this study was to build up a sound hypothetical model of perceived organizational support that would likewise offer some solid useful implications. The suggestions offered for academicians and experts from the consequences of the study are:

1. The model of the perceived organizational support and its proposed relationship, in this study gives a new approach to HR administrators in understanding the basic association between organizational support, job satisfaction and employees' motivation with regards to the pharmaceutical sector of Lahore, Pakistan.

2. The findings of the study showed the significant association among JS and POS, JS and EM and EM and POS. The finding of the study suggests that POS through human resource department is the main factor through which level of job satisfaction can be increased and employees can feel motivated.

3. Current study is highly valuable for the academicians because this contributes to knowledge on the subject regarding impact of perceived organizational support on job satisfaction by using employees' motivation as mediating variables specifically for the pharmaceutical sector of Lahore, Pakistan. The study has disentangled the significance of both formal and discretionary organizational support. Hence, it is imperative for administrators and academicians to improve the comprehension of these areas like organizational support, job satisfaction and employees' motivation and investigate more ways to expand the organizational performance.

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