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Impact of Employee Recognition and Employee Empowerment on Job Satisfaction with the Mediating effect of Job Motivation, A Study of the Telecom Industry of Pakistan

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Dedication

"Dedicated to my loving parents who have always supported, encouraged, and guided me to aim high in life and work with honesty, dedication, and commitment for achieving those aims."

ACKNOWLEDGEMENT

TABLE OF CONTENTS

ABSTRACT

The purpose of this research is to study the impact of employee empowerment and employee recognition on job satisfaction of an employee with the mediating role of job Motivation. Employees consider job satisfaction as an important element that affects their term of employment and productivity so importance should be given to it and it should be taken care of to retain employees and keep them motivated to work. It will not only help in motivation or production but also will enhance the work environment and will motivate other people to join the organization too. It have been studied at various levels that when an employee feels motivated and committed to work, his level of satisfaction increases. Many studies proved the impact of motivation, recognition and empowerment on satisfaction and productivity. How much an employee feels committed to his work depend on many factors. This research is done to study the impact of recognizing employees, their commitment to their work and how much they feel motivated on their level of satisfaction for their job who work in telecom industry of Pakistan. The significance of this research is to have a better understanding of the factors that should be improved for increasing satisfaction of the employees in telecom industry of Pakistan.

Keywords: Job Satisfaction, Employee Empowerment, Employee Recognition, Job Motivation, Telecom Industry

CHAPTER - 1

INTRODUCTION

Introduction:

Satisfaction of the employee is the most important factor for the industrial researcher or for the organizational psychologist's researcher. For most people working is in a very essential part of their life and they like to work. On the other hand if some people dislike working but they rare only working to fulfill their needs. Job satisfaction level of employees indicates how much the employee's people like or dislikes their jobs. Job satisfaction is the most studied field of organizational behavior research topics job satisfaction is the most studied factor (Ali, 2021).

For both the effectiveness of the workers performance, as well the organization performance it is highly importance that the level of satisfaction of the workers from their job should be studied. According to the employees point of view it should be obvious to organization to treat them fairly. If the organization treats the workers with respect and they feel satisfied at the work it could be a reflection of a good reflection of the organization. According to the organization's perspective job satisfaction of employees can lead to good job performance of the employees which impact the performance of the company (Smith et al. 2020).

Employee satisfaction from their job is usually considered a big factor for the employee retention and their productivity within the organization. Employees that are satisfied from their jobs are precondition for increasing work productivity, work quality. Job satisfaction level is affected by different motivating factors that could be intrinsic as well extrinsic such as, the social relationships of the employees with in the work group , the supervision quality etc. The firm successful level is mostly depend upon the employers behavior that how much they are motivated and committed to their organization and this usually happen when the employees are satisfied with their jobs (Paais,2020). In the organization the employees not only want to be compensation is not what employees want, but employees also want to be recognized by their employers and as a result their morale would rise. If the bosses recognize their employees within the organization it motivate them to perform more effectively (Pancasila et al. 2020).

It is very important for the organizations to value their employees by remembering them (Ali, 2021). When the organizations appreciate their employees it increases the morale of employees, which ultimately enhance the organization efficiency. Employee recognition is one of the important factor for the motivation of employees. Now a days increasing motivation and commitment among the employees are the key task for the organizations. The employees' motivation process usually starts when organization starts recognizing the unsatisfied need of their employees. Different studies stated that it is more preferable to recognize, honor and value employees rather than just give them compensation (Rosalia, 2020). Employee commitment is the employee mental commitment and connection to the organization. Now days in this competitive world every organization is catering the different difficulties in order to maintain the efficiency and to create the committed employees team. (Mahmood, 2021).In this competitive business world it is impossible for the organization to achieve its goal and objectives if their employees are not motivated recognized and satisfied from their jobs and organization.

Job satisfaction is just a good sensation that comes from working, which satisfies people's value for their occupations. From this definition, it can be stated that job satisfaction also has cognitive component (appraisal) and affective component (emotional state). The term "affective job satisfaction" refers to a person's current emotional condition regarding aspects of their job. It measures how happy and content people feel about their jobs in general. A nice sensation may be experienced towards the person to whom the job has been assigned due to their evaluated work performance, recognized vocations, or even the accomplishment of a task. Simply put, work satisfaction is how people feel about their employment. It is the degree to which employees are satisfied or dissatisfied with their occupations. It can also be a sign of favorable treatment and a measure of emotional health. An emotional reaction to a work scenario is job satisfaction. As a result, it is invisible and can only be assumed. How effectively results match or surpass expectations is frequently a determining factor in job satisfaction. For instance, if organizational members feel that they are exerting more effort than other members of the department but are receiving fewer rewards, they are likely to be unhappy with their work, their supervisor, and/or their coworkers. The job satisfaction is a proxy for a number of associated attitudes.

Motivation is a collection of many processes that guide and impact employees' behavior in order to accomplish their goals, objectives, and activities of employees are driven by various factors, including motivation. Today's environment has such a dynamic that expressly develops and covers a favorable effect on employment. The most motivated employee within the organization is capable of delivering outstanding performance, and employee motivation is the main reason behind this. The motivational mechanisms that "produce the arousal, direction, and persistence of voluntary acts that are goal directed" are what (Kreitner and Kinicki, 2004) interpret as constituting motivation. Employees that are fully committed to their work are motivated by a combination of inner and extrinsic reasons.

Employees in Pakistan believe that there is a small probability of receiving praise from the supervisor for a job well done. If leaders encourage their subordinates with appropriate acknowledgment and gratitude, even though simple things like asking about their families, these weaknesses can be corrected. Employees will become more brave and excited about working for the company if they participate in decision-making. On the other hand, regular wage increases, allowances, bonuses, fringe benefits, and other forms of compensation paid out at predetermined times boost employees' motivation. According to Flynn (1998), incentive and recognition, programs increase morale, keep workers upbeat, by establishing the connection between employee motivation and job success. A fundamental goal for establishing a recognition and reward program is to compensate employees of an organization and brief it to the staff so that they will connect their rewards to their job output, which in turn promotes job satisfaction. Job satisfaction is a happy, good emotional state brought on by an evaluation of one's work based on their experiences on the job, according to Lock (quoted in Gruneberg, 1979, p. 3). The rewards include monetary compensation, wages and benefits, promotions, and incentives that partially satisfy workers, but it's important to recognize dedicated workers to keep them motivated.

According to Flynn (1998), incentive and recognition programs increase employee morale and keep staff in good spirits. According to Baron (1983), employees have a very high working capacity and performance when their identification is recognized and acknowledged. According to, today's greatest need is for recognition. According to the majority of experts, a prize that covers both financial and compensatory benefits cannot be the only driver for the program to

motivate personnel When their demands are satisfied, employees are highly motivated. The amount of When employees experience an unanticipated surge in recognition, praise, and compensation, their motivation improves. A company's goals, business strategies, high efficiency, growth, and performance can all be accomplished with the help of highly motivated personnel in the fast-paced climate of today. When there is a poor relationship pattern within the organizational workforce, motivation is still necessary. The connection between the employees and their supervisors is a crucial component of the organizations inside strength. Moreover, it is studied that employees' job satisfaction level is influenced by their supervisors' capacity to exercise strong work satisfaction.

Good managers reward employees by providing them something physical as well as by taking actions that recognize their accomplishments. According to the majority of organizations the satisfaction factor in the employees with their jobs, is directly link with the motivational initiatives and programs like awards, recognition, empowerment at the work place and incentives, offered by the organizations. Recognition enhance the opportunities for social advancement, increase in degrees of responsibility, and the personal development of the employees. Similar to this, giving employees recognition is a key factor to build motivation among them, because it adores the employee through admiration and confers a status on them personally in addition to their position as an organization's employee.

Employee recognition, which is the primary component of their compensation scheme, distinguishes the Best organizations from the competition. Researches stated that recognition is the kind of acknowledgment that one has to work for and receives because of feeling like an action or result was successful. Employees feel more connected to their employer because, when they receive appropriate rewards and recognition at the workplace, then work tasks can become their biggest source of personal satisfaction. Employee recognition at the work place increase their productivity, their performance and in a result, it boost up the job satisfaction level. According to Eastman's (2009) research, creating creative work is consistently favored by internal motivation while unfavorable by extrinsic motivation. Most businesses have made significant progress by adhering strictly to their business strategy and implementing reward and recognition systems for employees that are both fair and balanced. According to (Deeprose,

1994), giving employees appropriate acknowledgment will increase their motivation and productivity, which will ultimately lead to better performance from organizations.

Background of Research

There are many different ways to describe job satisfaction. Job satisfaction is a sign of how effectively a person is performing their job. An organization's management of its human resources is crucial. The performance of employees is mostly what determines whether an organization succeeds or fails. Obviously, a key component for all firms is job satisfaction. To be profitable, businesses must continually raise employee satisfaction levels. Employment satisfaction can be characterized as a person's basic attitude toward their employment. Price outlined the level of occupational satisfaction as this shows that employees have a favorable affective orientation toward working for the company. There is no universally accepted definition of "job satisfaction," but it is a multifaceted notion that encompasses both positive and negative emotions that employees may experience at work. Employment satisfaction is a new concept that describes how happy and pleased a person is with their job. Jobs were not as accessible in the past as they are today. People's occupations are already set based on what they did in the past or what career they currently hold.

It can be defined as how much an the person likes or is satisfied with his or her job and assigned tasks. Productivity, innovation and dedication to work comes from job satisfaction. Job satisfaction has been studied by many people as it affects the performance of an employee and hence the productivity especially in telecom sector. Another way to define job satisfaction is how a person feels and his attitudes towards his job role and the organization for which he performs that job. It means enjoying while performance of work (ODEMBO, 2013). There are factors that have a positive and negative impact on job satisfaction. This study focuses on few of these factors including employee recognition, employee empowerment and job motivation during work. Job satisfaction is the satisfaction of an individual in a particular job. Job satisfaction gained a lot of attention from people studying organizational behavior (Scanlan, 2019). The second thing is recognition.

In Pakistani culture, workers giving an employee acknowledgment entail granting them a specific standing within the company. This is a key element in determining an employee's

motivation. An employee's level of gratitude from the company and how his performance is appraised are both referred to as recognition. Additionally, it describes how an organization rewards and elevates a worker based on their efforts. Research have shown that both monetary and non- monetary rewards determine the satisfaction of an employee from his organization so recognition is one of the non-monetary reward. Recognition is the acknowledging, appreciating and approving of the positive achievements, accomplishments and actions of an employee or a team. Special acknowledgment and praise are important for every employee on his achievements (Tessema, 2013). Employee empowerment involves the power employees have in their job which motivates them to put all their effort into achieving goals with a desire to do more achievement in the future also. And it is studied that empowerment in job have an impact on job satisfaction (Eslami, 2012). Lastly, Maintaining motivation among the employees is a very important factor that encourages the employees to act efficiently and do things, employees with less motivation will not do things effectively at the workplace. (Da Cruz Carvalho,2020).

Problem Definition & Rationale of Study

There are many studies conducted to study factors affecting job satisfaction and the main factor was compensation but there were other factors present including recognition of work, promotion, commitment and growth (Afzal, 2021).

Secondly, There is more research about role conflict, workload and physical environment as a predictor of employee job satisfaction, studied in telecom Industry of Pakistan though many other factors too invariably account for employee job satisfaction and data were collected only from employees of telecom sector organizations of Rawalpindi and Islamabad (Uddin, 2016).

This research finds out the relationship that, there would be a comparable change in employee motivation and satisfaction if rewards or recognition were to be changed. Recognition (appreciation) is the expression of gratitude by superiors for the work of their subordinates by way of rewards or compliments. Work it yourself, wherein employees favor occupations that provide them the chance to put their skills to use, the freedom to complete the work, and the prospect of receiving feedback on how well they perform. Employee satisfaction will result from challenging jobs when they are effectively completed. Responsibilities, the delegation of authority to employees to carry out their work, and the imposition of severe penalties in the

14

event that the work is not done. Opportunity for advancement (development), including fair promotion, while working. Motivation is defined as a system that explains a person's power, purpose, and perseverance in attaining a target. It is clear from that definition that motivation is a crucial component of someone's ability to achieve something or accomplish a specific goal forces typically focus on gaining what they want from the organization and consider what the organization has to offer them.

Telecom industry of Pakistan has many players that capture all the market and the industry is still emerging as they are central points for customer access. These players are working on different national and international projects. Employees will only work better if they are satisfied with their work and their needs are being fulfilled. So in order to ensure maximum satisfaction, this research is being conducted to examine the impact of the selected variables on the job satisfaction of these employees. Once the relationship is developed, different ways of improving job satisfaction and thus performance and output can be developed. Also, there is a high turnover rate in telecom industry. Employees work for specific time and then switch their jobs. There will be some factors behind this turnover and it can be improved. By studying the relationship between the selected factors the turnover, satisfaction and performance can be improved.

Research Questions

Research Question: 1

What is the impact of employee recognition on job satisfaction of employees?

Research Question: 2

What is the impact of employee empowerment on job satisfaction of employees?

Research Question: 3

What is the impact of employee recognition on job motivation of employees?

Research Question: 4

What is the impact of employee empowerment on job motivation of employees?

What is the impact of job motivation on job satisfaction of employees?

Research Question: 6

Does the job motivation mediate relationship between employee recognition and job satisfaction?

Research Question: 7

Does the job motivation mediate relationship between employee empowerment and job satisfaction?

Research Objectives

To investigate the impact of employee recognition on the job satisfaction of employees

To investigate the impact of employee empowerment on job satisfaction of employees.

To investigate the impact of employee recognition on job motivation caused to employees.

To investigate the impact of employee empowerment on job motivation caused to employees.

To investigate the impact of job motivation faced by employees on his/her job satisfaction level.

To investigate the mediating impact of job motivation between employee recognition and job satisfaction.

To investigate the mediating impact of job motivation between employee empowerment and job satisfaction.

Significance of the study

Telecom market is one of the most competitive, dynamic and fiercely battled arena worldwide and India is no exception to it. A lot of money is being spent on technologies to stop the defection and churn; still marketers have an extremely important role in creating and retaining

loyal set of customers. The new competitive landscape is characterized by increased complexity and dynamism. Traditionally, Job satisfaction has been understood to be the key to have loyal set of employees the results might provide important insights for creating motivation for practitioners as well as implications to stimulate the future research in this exciting battle ground.

Hence, it is necessary to explore the relationships between Job satisfaction, Employee Recognition and Employee Empowerment with mediating impact of Motivation. This will contribute towards extending the knowledge and research related to Job satisfaction and also will help to study the motivation as a mediator in future research. This kind of model has not been studied in the perspective of Pakistan there is a very little evidence for this model so this research would be an addition in the body of knowledge with specific reference to Pakistan.

Definitions of variables

Employee Recognition

Employee recognition is recognizing and acknowledging the efforts, behavior and output that contribute in achieving the goals of the organization. It is linked with employee motivation. Recognition is a response or a judgment given on contributions of employees, their level of engagement and dedication to work and organization. It can be done on a regular basis or when required and can be in the form of money or other forms. Researchers come up with four practices model of employee recognition existing in an organization including recognition of work performed, recognition for dedication to work and organization, personal recognition and recognition for outcomes and results. These practices as a result fulfill needs of employees like needs to be valued and appreciated (Smith, 2014). Michael Rose, a reward management consultant from UK defines employee recognition as paying special attention and acknowledgement to achievements and performance which does not always depend on the targets set by the employer. It can be for anything that needs to be recognized (Rose, 2011).

Job Motivation

The Motivation is the process of influencing the employees by giving them the chance of getting Rewards on the other hand negative type of motivation is the process of influencing the employees by Power and different fears such as compensation loss, money loss, or the loss of their recognition. Job Motivation is the power that allows the employees of the organization to act in positive direction for achieving their goals. Motivation defined as the desire of the employees to put a high level effort toward their job goals. (Bastari,2020)

Job Satisfaction

Job satisfaction means whether an employee is content from his role and job and happy to work with the organization in current role. It shows how pleased an employee is in his current role. Job satisfaction is the level of satisfaction that how much an employee is satisfied with his or her job. Job satisfaction is thought about carefully as an emotional reaction of an individual employee to the ability of coming to conclusions of value that are a result of supposed happiness of significant job values. (Amin, 2021)

Employee Empowerment

Employee empowerment (EE) is the necessary source of development of the employee and is viewed as the main subject. EE is now becoming a trend in an industry area that influences employee satisfaction about the job in an organization. EE is a procedure that how much power, resources, and authority employees can use in the organization for making decisions and solving job problems and tasks. (AlKahtani, 2021)

CHAPTER - 2

Literature Review

Job Satisfaction

Job satisfaction can be described in a lot of ways. Simply, we can say that it can be defined as the fulfillment of an employee about his work place and if he or she enjoys his job, its unique dimensions and prospects, as an example, we can take the jobs requirements, quick guidance and direction towards the job. (Maan, 2020) Employees who are fulfilled and content about their work give high efficiency and good quality which again results in higher productivity of the business or the institution, work fulfillment is the most crucial fact and idea that is directly linked to the complete output an organization can attain at its maximum level and is also related to the workers' prosperity and success (Zardasht, 2020). The employee's emotions, feelings and goals are attached to the place of work, job satisfaction constitutes the hopeful and the negative aspects of the employee regarding their tasks. As explained by job satisfaction results from the fulfillment and positive feelings acquired by the work appraisal and experiences gone through at work (Ćulibrk, 2018).The requirements and desires of an employee from his or her job are an important part of job satisfaction. Its characteristics are pay benefits, appraisals, achievements of goals, prosperity, the advancement of an employee in terms of positions, titles, higher salary ranges, recognition that lead to successful achievements (Zardasht, 2020). All over the world, in the discipline of organizational psychology, the topic of job satisfaction is one of the most looked into and studied subject who is obvious from the fact that more than 11000 documents have been published (Ahmed, 2012)

Job satisfaction is prioritized as the major policy in most organizations. In job satisfaction, the employee's motives in achieving the work purposes, giving values to different aspects of the job, his or her core ethic job values comprises job satisfaction (Judge, 2017). Improving the various facets of the job as in lowering the expectations and the negative sides of the job can enhance job satisfaction leading it to higher levels (Potiwan, 2018). According to many writers, the employees' attitude towards work as in performance, productivity, and turnover has a great effect on job satisfaction which in turn has a big impact on the overall efficiency and

productivity of the organization (Tansel, 2014). As he workers' pay that can be predicted keeping in regards the satisfaction got from the job, Quits and absenteeism can also be predicted likewise, (Jaradat, 2018).

For many years now, a lot of research and study has been done on the subject of job satisfaction, and many different fields have emphasized on the factors that have lead to it and the consequences it had. In most of the disciplines like sociology and psychology, job satisfaction is studied and researched (Bednarska,2015). Job satisfaction is one of the most important subject and topic and has become a separate economics field in which research is conducted (Kampkötter, 2017.) Job satisfaction is thought about carefully as an emotional reaction of an individual employee to the ability of coming to conclusions of value that are a result of supposed happiness of significant job values (Dobrow Riza, 2018). When the job values are gained then fulfilling and happy emotional feelings are experienced and otherwise dissatisfactory and unhappy feelings are experienced. The position of job satisfaction or fulfillment of an employee is directly related to the range of job values' fulfillment which are vital to them the corresponding significance of various principles (Stamolampros, 2019).

When a worker joins an organization, he or she has many wants and desires and gets fulfilled, feels satisfied when the needs are attained through the work in the particular firm, the employees' needs depend on the degree of their fulfillment (De Simone, 2018). Many researches have been done showing that when job satisfaction is got, it leads to favorable job-related magnitudes. Satisfied employees take part fully to recompense for what the company has benefitted them with, according to Social Exchange theory (Novliadi, 2020).

Antecedents:

Following are other factors having an impact on job satisfaction:

Job Security

Job satisfaction is higher in employees who are permanent in an organization as compared to employees hired on a contract basis. When an employee is uncertain about where he will be

working next or how long he will work with the current organization, his satisfaction goes low (Perron, 2018). This was not chosen in this research, as its scale was difficult to find.

Work Environment

Work environment have an impact on job satisfaction of employees. The work environment which includes physical, mental and social environment. Physical conditions affect physical health while mental conditions like fatigue leads to mental health issues that impact the satisfaction of employees. So, work environment have an influence on satisfaction and hence performance of employees (Smokrović, 2019). This variable was not included in the research as there is already a separate research on its impact on job satisfaction.

Pay and Promotion

Pay and promotion of employee have a direct impact on how satisfied he is with his job. Pay includes the monetary income and promotion is shifting the employee to a higher level and compensation (Stankovska, 2017). These variables were not included in the research as the scales found for them were not interval and included financial data.

Employee Recognition

Employee recognition is acknowledging the high efforts and achievements of the employee. It encourages employees and enhance their productivity as appreciation and recognition is a basic human need (Aliu ,2020) .When people are appreciated in the form of recognition, they respond toit in a positive way. They feel motivated which in turn increases their satisfaction and improve their work. A sense of achievement is felt when their contribution is valued and respected(Harrison,2013). There are three methods of recognizing employees namely day to day, formal and informal.As the name suggests, day to day is daily recognition at the spot when there is someexceptional work done(Mendis,2017) Formal recognition means having decided recognition programs with set criteria and communicated to every employee. so, it is an organized approach. Informal approach consists of monthly or quarterly recognition given on performance and targets of employees or departments((Amoatemaa, 2016) .It can be in the form of awards, certificates or gifts. There are also three types of recognizing employees

namely everyday spontaneously, department wise and organization wide (Mendis, 2017). There are two aspects of recognition. First is to look for and find time when other person can be appreciated i.e. identifying or realizing an opportunity. The other aspect is doing something physically to praise good work. Recognition should not be done badly as it is even worse than not recognizing good work (Gilbert ,2018).

Employee recognition is a part of everyday activities as anyone can be praised spontaneously on anything special and appreciable. There can be different ways to recognize employees (Andriotis, 2018). Now's a days employee recognition is the very important factor as it boosts the behavior and shows other employees that they can get this recognition too if they want. This way they get recognized on spot for their good work. It can be in the form of a thank you note, by stating what they did better than others and describing in what way the work and they made you feel proud (Krishnaveni, 2018). To motivate employees to achieve the goals and targets, there should be an environment having positive relationship between employees and organization and true appreciation for good performance and achievements (Bakotić, 2017). Employee recognition is a cost-effective way of motivating employees leading to better productivity and performance and hence profitability (Amoatemaa, 2016).

Recognition is the constructive reinforcement of an effort that was put into work. Recognition is reflected as one of the most critical fragments, considered as a duty of individual morality related prizes that are appreciation, endorsements and bonuses for a particular accomplishments and exertion success to distinguish and provision the idyllic practices exhibited by a member of staff (McAdams, 1999).We will focus on intrinsic recognition for the scope of this research. Operative recognition requires the well-timed, relaxed or formal appreciation of an individual's conduct, endeavor or output that endorses the organization's objectives and standards, that clearly is extra- ordinary (Harrison, 2005; Amoatemaa,2016). Delegate acknowledgment has received increased attention from analysts and organizations as a non-financial managerial practice to improve effective workplace conduct (Brun, 2008). A recognition outline may give monetary benefit like gifts, luncheon, plaques, or certificates. He argues, however, that money is not used to recognize results (Ndungu, 2017). While commonly thought about in terms of monetary awards like promotions or wages, appreciation schemes may also include other kinds of incentives like induction honors, plaques, and personal appreciation in official corporate

correspondence including weekly newsletters (Grawitch, 2006). While often conceptualized as monetary awards, such as incentives or raises, award schemes can often cover other forms of prizes, including fees, plaques and personal recognitions in official correspondence, such as weekly newsletters (Feys, 2013).

Various analysts have examined the impact of creativity to chip away at execution to react to the farthest reaches of re-designing job initiatives and the prerequisites of authoritative viability and efficiency (Herzberg, 1959). Employees would most likely be encouraged to enhance their presentation through nonmonetary incentives such as representative recognition. The confirmation, gratitude, or endorsement of a person's or group's positive accomplishments or activities is known as recognition (Embaye, 2013). Workers' appreciation: programmers and strategies to grant members money-relevant and non-monetary awards such as pay and prizes, the association's festival of milestones (e.g., commemoration for 5 or 10 years) and non-monetary recognition (Browne, 2000; Kohler, 2007). Formal and informal appreciation schemes that are consistently and regularly implemented provide managers with a valuable mechanism for retaining employee satisfaction and implementing the company's centered mission. In other words, he understood the value of employee satisfaction in achieving corporate efficiency (Luthans, 2000). Employees can be inspired by non-monetary incentives such as employee praise to increase their results. Recognition is the recognition, recognition or acceptance of a person or team's positive achievements or behaviors (Tessema,2013). Among both, colleagues can substantially add to the benefits of appreciation because, due to their greater position in the company compared to superiors, they engage with employees more regularly (Montani, 2020). Acknowledgement is a basic human need. Employees are aware of their gratitude, and it confirms that their work is appreciated. Their happiness and morale increase as workers and their work are appreciated. They are encouraged to retain or improve their successful jobs (Harrison, 2005).

Human resource managers should strive to have incentive tools that will fuel workers' potential to succeed at the highest standards possible in order to meet corporate strategic objectives. Individuals do, in fact, have the ability, talents, and experience to propel success to new heights, but they must be prompted to do so, perhaps by employee appreciation (Munene, 2012). Development, change, and employee satisfaction are both fueled by employee

appreciation. The second most common cause of occupational psychological depression is a lack of recognition (Jena, 2020). Benefits of employee recognition include increased enjoyment and satisfaction of work and reduced complaining, increased performance and productivity, higher loyalty of employees and customers, less stress and absenteeism, teamwork, lower turnover and fewer errors on work (El,2019). Offering rewards to employees and recognizing their work keeps them satisfiedand keep their spirits high and increases their morale resulting in better performance and satisfaction (Yao, 2019). Through recognition, employees link their performance with their rewards, as recognition is a way of communicating the rewards and performance to employees (Bradler, 2016).Recognized employees experience higher levels of job- satisfaction, which is another key outcome in organizational research (Azeez, 2017).

Where there is no recognition, employees will feel more stress (Zhang, 2019). Recognition is a way of communicating that they are providing value to the organization (Si, 2019). According to a study, the employees getting reward or appreciation feel less stress than others (Kun,2019). People feel less emotional exhaustion when they are recognized for their work (Ma, 2018).There is a positive relation between employee recognition and stress faced by him (Grawitch, 2017). Recognition not just tell about performance of a person but also how much he is dedicated to the organization and wants to work with it (Smith, 2018). Focusing on the recognition of employees' their supervisors, often observe the employees and then recognized them for their contributions (Cai, 2020).

Thus developed the first Hypothesis:

H-1: "Employee recognition has a positive effect on job satisfaction"

Employee Empowerment

Employee empowerment is the mental condition of the employees that represent thinking of them about their jobs and the actions that make them feel satisfied and confident with their Jobs (Ibrahim, 2020). It has strong impact on the job satisfaction level (Rezaei. 2018). The implementation of employee empowerment within the organization increases the job satisfaction and modifies the typical corporate culture and establishes new culture which

promotes empowerment, considering the modern organizations paractices (Reidhead, 2020). The less empowerment decreases the satisfaction of employees at their jobs, employees will have more job satisfaction if they participate in decision making (Widodo, 2020). Job satisfaction of the workers increased when they were empowered (Saban,2020) The empowerment of the employees plays an essential role in foretelling or giving subsequent consequences based on the employees' task completion, refraining from work along with other behaviors (Kim, 2017). Job fulfillment has the maximum influence on the workers' dedication, work performance and the required outcome (Hanaysha, 2016). To improve the empowerment of employees, managers are required to motivate employees and positively enhance their behavior (Zaki, 2019).

The workers' empowerment to the job depends on the workers' choice to stay with the organization irrespective of its environment or any changes that appear there in (Hirzel, 2017).The empowerment of the employee projects the importance of a relationship between partners andtheir willingness to further go on working with the relationship onwards. Whenever an employee feels any unsurity or uncertainty then he or she will decide to discontinue working with the organization (Choi, 2016). Related to the study, the link between the empowerment of work and the commitment of the organization was pointed out (Yilmaz, 2019). There is a solid important link has a direct link with the workplaces' justice, empowerment and the quality of job life (Barzoki, 2015).

The real empowerment of the workers results in the decline of absenteeism and delay in work in the business. Empowerment also leads to advanced productivity and job related goals achieved (Al- Asoufi, 2017). The employees' empowerment is a psychological state that defines the worker's connection with the company and results in the choice forming to keep working for the organization (Sok, 2015). Employee empowerment is defined as "the transfer of authority and responsibility from upper organizational levels to lower level employees, particularly the authority to make decisions" (Baird , 2010). The employee empowerment has been the studied for prior work that focused on its causes, benefits and effects on employees satisfaction (Appelbaum et al. 2013). More researches, however, highlight issues that some benefit of empowerment, like the enhancement of their tasks performance, may not be realized because top management upholds the balance of power (Spreitzer and Doneson 2008). It has

been proof through many researches that employee empowerment can increase the satisfaction in the employees about their jobs and it impact positively on both individual and organizational performance, that's why focus on employee empowerment and its effects is becoming more and more important. (Chen et al. 2007)

"Employee empowerment literature falls into two categories: psychological empowerment literature, which focuses on people's feelings of empowerment, and structural empowerment literature, which focuses on the operational practises used to empower employees" (Spreitzer 1995, 1996). This paper focused more about operationalizes empowerment of employees which in terms of structural employee empowerment, or to the extent which individuals who are at the lower lever in the company hierarchy are given decision-making authority (Bowen and Lawler 1995). There are four main dimensions of empowerment to be measured that is "collaboration (in decision-making), formalization (of participation procedures), directness (of participation in decision-making without the use of intermediaries), and degree of influence (in regard to making decisions about tasks)"—is used to conceptualize structural employee empowerment (Pardo del Val and Lloyd ,2003) Empowerment suggests that leaders should serve as coaches and/or mentors and that significant decisions can be made at all organizational levels. People at the lower levels of an organization often have the finest ideas (Robert , 2000). It promotes service members should exercise independent judgment and take prompt action (Lovelock, 1992)

The empowerment of the employee results in the, which comprises of dedication to work, commitment to the career and to the firm (Yildirim, 2017). It is that if the employee has empowerment to the organization then there will be employee permanency and good customer dealing thus taking business output to higher levels (Ukil, 2016). High employee empowerment to the company increases the fulfillment in the work among the employees, increases job performance, the productivity of the organization, achieves targets, more sales, and in return lowers employee turnover, absenteeism and the rate of leaves are gone down (Shedid, 2019). Research shows that factors like dependability, social procedures, and the organization's environment increase different factors leading to employee empowerment (Chinomona, 2017). There is an important link between employee empowerment and output, according to the three variables measured the status of the worker, which are effectiveness, continuity, and normative

(Yusoff, 2016). Many studies show that high employee empowerment leads to more Job satisfaction (Oloko, 2017). Study shows that there is a positive relationship between employee empowerment on their work place and job satisfaction (Saray, 2017). The more empowerment employee have in their jobs the more they get satisfaction form their jobs (Potnuru, 2018)

Thus developed Second hypothesis:

H-2: "Employee Empowerment has a positive effect on job satisfaction''

Job Motivation

Motivation is the power that allows someone to act in the direction of a particular goal" (Indahingwati, 2019).The motivation level of an employee is usually categorized in two terms intrinsic and extrinsic (Demircioglu, 2019). Motivation can also be defined as, positive motivation and negative motivation. The Positive type of motivation is the process of influencing the employees by giving them the chance of getting Rewards on the other hand negative type of motivation is the process of influencing the employees by Power and different fears such as compensation loss, money loss, or the loss of their recognition. (Danvila-del-Valle, 2019).Motivation refers to a willingness to spend a high level of effort toward organizational goals, which is conditioned by the ability of the effort to meet an individual's need (Arifin, 2015) Employees, which are motivated, found to be more oriented in freedom and autonomy as they feel more self-motivation as a comparison to the employees who are less motivated, which as a result produce more development opportunities for them.(Demircioglu, 2019). Nowadays keeping Employees motivated in the organization must be an important concern in human resources management practices (Schunk, 2020). Organizations should focus upon the factors and methods that how to keep motivation and manage the positive motivation among the employees at work so that employees can focus on achieving organizational objectives and goals. (da Cruz Carvalho,2020). Motivation meets the person's need for self-actualization hence it produces job satisfaction at the workplace, intrinsic Motivation among the employees has an important impact on increasing the Job satisfaction level (Hidayah, 2018). Maintaining motivation among the employees is a very important factor that encourages the

employees to act efficiently and do things, employees with less motivation will not do things effectively at the workplace (Moreira,2019) Job Motivation define motivation as "the desire in a person that leads the person to take action." (Mathis and Jackson,2002). The motivational mechanisms that "produce the arousal, direction, and persistence of voluntary acts that are goal directed" are what (Kreitner and Kinicki, 2004) interpret as constituting motivation.

A leader should be able to take varied motivations for a group of people into consideration in situations that could be unpredictable, claim that in order to increase an employee's effectiveness at work, they must be motivated (Robins,2005). The intrinsic motivation factors in Herzberg's two-factor model are as follows: In order to attain work performance, one must finish a task successfully and do their best work in order to receive consistent, fair, and objective evaluation (Luthans ,2002) Many studies show that the higher the motivation among employees, the more are the chances that employees' satisfaction at work will increase as motivation is the factor that encourages employees and increases satisfaction, thus motivation has a positive impact on the satisfaction level of employees. (Stefurak , 2020).

Thus developed the following Hypothesis:

H-3: "Employee recognition is positively impacted by Job Motivation"

H-4:"Employee Empowerment is positively impact by Job Motivation"

H-5: "Motivation has a positive impact on job satisfaction of employees"

H-6: "Motivation mediates the relationship between employee recognition and job satisfaction"

H-7: "Motivation mediates the relationship between employee empowerment and job satisfaction"

Variables and their interactions

In this study, there are four variables at play. Employee Recognition and Employee empowerment are independent factors, while Job motivation serves as mediators. The graphic theoretical depicts the hypothetical/assumed interaction of various variables.

In conclusion, it is evident from the literature study that the development of Employee recognition is mediated by Job Motivation. Employee Empowerment and Employee Recognition are important factors in enhancing job satisfaction level among the employees.
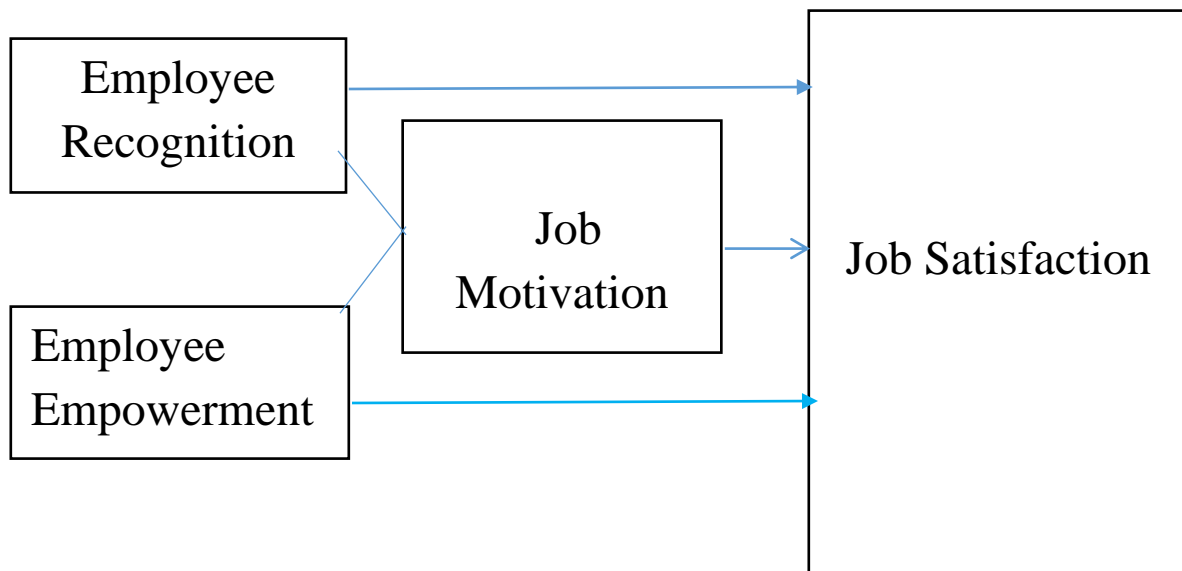
Herzberg's two-Factor Theory and Maslow's Hierarchy of Needs Theory

Herzberg created a theory of motivation known as the hygiene theory, which contends that while some workplace characteristics may increase motivation, others may lead to discontent work. According to Herzberg's theory, there are two types of motivation for employees: the intrinsic element, which is the intrinsic factor, which is the internal motivation of each person, and the extrinsic element, which is the external motivation form the outside, especially from the company where he works. Intrinsically driven workers will find their tasks enjoyable. that provide them a significant degree of liberty at work and allow them to employ their creativity.

This theory was one of the earliest to determine factors affecting job satisfaction. It says that human need consists of five different levels consisting of physiological needs, safety, belongingness, esteem, and self-actualization. It is described by a pyramid and the needs at the bottom have to be met first before other needs. This theory was developed to describe motivation in general but it is mainly valid for work environment and describes job satisfaction. In a company, the physiological needs of an employee are met by rewards, compensation and healthcare benefits. Safety needs are fulfilled when workers feel physically harmless in their job setting, as well as there is job security. When these needs are fulfilled, employees can feel as though they belong to the workplace. This belonging consists of positive relations with coworkers and superiors in the place of work and they consider themselves as a part of company. Once contented with these, the employees learn whether they are recognized and esteemed by their coworkers and their organization or not. The final step is where the worker tries to self-actualize; seeing where growth is required to achieve everything he is capable to

achieve. Once all of these needs are fulfilled, the employee gets satisfied with his work and with the organization. So if the organizations want to increase job satisfaction of their employees, they should start from basic needs and move to higher needs. Herzberg's Theory of Motivation says that there are two main dimensions that lead to motivation of doing work at the workplace which is motivators and hygiene factors. A part of this research is based on the motivator's part of this theory. Motivators include recognition, work itself, achievement, responsibility, growth, and advancement. Talking about recognition, the theory says that a job must provide workers with recognition and praise of their successes. This recognition should come from both their seniors and their colleagues. Employees at every level of the company want to be recognized for their accomplishments on the job. Their successes don't need to be very big for recognition every time. Under Herzberg's theory, workers who are satisfied with both hygiene and motivation factors will perform well whereas performance and satisfaction of those who are dissatisfied will be effected. Therefore this theory suggests that if an organization wants to keep its employees happy and don't want them to leave, they have to make them satisfied by addressing these factors.

1.1 THEORETICAL FRAMEWORK

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┌──────────────────┐
│    Employee      │──────────────────────┐
│  Recognition     │                      ▼
└──────────────────┘         ┌──────────────────┐   ┌──────────────────────┐
                             │       Job        │──▶│                      │
                             │   Motivation     │   │  Job Satisfaction    │
┌──────────────────┐         └──────────────────┘   │                      │
│    Employee       │──────────────────────────────▶│                      │
│  Empowerment      │                                └──────────────────────┘
└──────────────────┘
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CHAPTER – 3

RESEARCH METHODOLOGY

Methodology is defined as a strategy which helps as to identify how the research is going to be conduct. This chapter defines the methodology which used to conclude the result of employee empowerment, employee recognition and job motivation impact the Job Satisfaction. The study was conducted by using convenient sampling. Google doc questionnaires were used. The questionnaires were sent through email and social media platforms. The data for this research was collected in a time period of two months. Cross-sectional method was used while conducting this study.

For the analysis of the data collected to test the hypothesis, SPSS version 23.0 software was used. Moreover detail of population, sampling, data collection, analysis and measurement instrument are mentioned below.

Hypothesis is developed and then tested based on responses through SPSS to find the relationship between selected variables. The instrument used for this is a questionnaire having closed-ended questions. The questionnaire is based on the Likert scale.

3.1 RESEARCH PHILOSOPHY

The philosophy used is "Post Positivism". It is a philosophy of research, which investigate human experience by using scientific methods and different languages approaches. .The Post Positivism philosophy is a philosophy that believes that research should be free from the values, politics, passions, and ideology of the researchers and should be dominated among the public.

"In post-positivism, philosophy researchers believe that they can reach a full understanding based on experiment and observation. Concepts and knowledge are held to be the product of straightforward experience, interpreted through rational deduction"

3.2 RESEARCH DESIGN

"The arrangement of settings for data collection and analysis in a way that tries to combine relevance to the study purpose with efficiency in technique is known as research design".

The dependent variable is Job satisfaction, while the mediating variable is Job Motivation, as indicated by the theoretical framework. Employee recognition and Employee Empowerment are the independent variables. As data was applied at a single moment in time for the gathering from telecom service employees, and the event would remain the same over time, the study was cross-sectional in nature.

3.2.1 TYPE OF STUDY

Survey research designs are seen to be the most suitable for measuring respondents. According to Burns (2000), the survey method consists of two main benefits. One is that it enables respondents to complete questionnaires at own pace, improving the answer's accuracy. Two, the survey method uses the same set of questions which is identical for every respondent is use in survey method which eliminates bias that may be brought on by the language, emphasis, and the style of the survey. In this relational/causal study, motivation serves as a mediating factor between employee recognition and employee empowerment and job satisfaction based on respondents' self-reported perceptions of these variables.

Data is gathered from samples, and conclusions about the total population are drawn from them (Kerlinger & Lee, 2000). Nevertheless, the sample must be chosen in conformity with accepted scientific research practices. It is a cross-sectional study in which the results show the relationship between selected variables for a given period of time across a sample. It tells whether their exist relationship, is the relationship positive or negative and how strong or weak is the relationship.

Data is collected from sample and opinion is formed about the entire population (Kerlinger & Lee, 2000). Although sample needs to be selected in accordance to scientific research methodology. In this study relational survey design was used because in this study the researcher intended to find out the relationship between employee recognition , employee empowerment , Job satisfaction and motivation.

3.2.2 STUDY SETTING

This study is field based and the variables are not controlled and were performed in natural setting. It is a non-contrived setting based study where research is done normally in natural environment of telecom industry. The employees were asked to respond to the questions keeping in mind their normal work environment and conditions without giving any instructions or controlling anything. They did not took any ideal situation and responded based on their actual setting.

3.2.3 TIME HORIZON

It is a cross-sectional study limited to specific time. The research was started in October 2021 and ended in April 2022.Data was collected from employees working in telecom offices of Pakistan during this period. Time was given to employees who participated in the study to respond to the questions. After getting their results, the raw data was turned into organized form and analysis was done which took time.

3.2.4 UNIT OF ANALYSIS

In this research, unit of analysis are the employees of the telecom industry as it finds the relationship between different variables affecting job satisfaction of employees. So employees are unit of analysis. The employees were contacted personally to provide the accurate answers to test and measure the impact.

3.3 POPULATION AND SAMPLE

3.3.1 POPULATION

For this study, the telecom industry has been chosen, which consists of four significant businesses and brands present in Pakistan: Mobilink, Warid, Telenor, and U-fone. The sample size was 208, and the results were gathered using trustworthy and valid questionnaires. Employees who work in the telecom sector were the respondents. The population of the study was all employees working in the Telecom Industry of Pakistan.

The Telecom industry is increasing with time so employees are also increasing. Nearly every person in the country is a telecom user so the telecom industry is increasing rapidly whether it

is on a large scale or small level. The target of this research is the employees who work in top telecom companies in Pakistan and what factors are affecting their satisfaction with those telecom companies.

3.3.2 SAMPLE

The portion of the population is known as the sample (Taylor, 2005).A population usually considers the people only and does not usually describe the total number.(Walliman, 2010) .Sample defines the total quantity of the things or cases, which arethe subject of our research(Etikan,2016).

Convenience sampling is used to create the sample since there is no formal sampling methodology and because it is simple, quick, and inexpensive to gather respondents who reflect the total population. This survey primarily focuses on the respondents from Pakistan's major cities' telecom sectors. There are 4 telecom carriers operating in Pakistan's major cities, hence the sample size was 208 respondents. The size of the sample was about 300. (Green, 1991).About 300 employees were selected based on their job in the selected industry These Three hundred employees are those that are working in top telecom companies of Pakistan. They approached virtually through message and call and were asked to fill the questionnaire on google forms.

3.3 SAMPLING Characteristics

The characteristics considered were gender, age, and experience. People working in big telecom companies were chosen to fill the survey. The criteria of selecting these three hundred people were that they should be working or have worked recently in a telecom company, they should be adults i.e. more than 18 years of age and they took out some time to actually read and respond to the questions.

3.3.3 SAMPLING TECHNIQUES

The sampling technique was the convenience sampling. Employees who work in telecom companies was chosen based on convenience that they were easily approachable and it will be known that they will participate in the research and provide their honest opinion. "Convenience Sampling is affordable, easy and the subjects are readily available and this sampling methods

place primary emphasis on generalizability i.e., ensuring that the knowledge gained is representative of the population from which the sample was drawn" (Etikan, 2016)

The objective of using convenience sampling was to access the easily available participants for collecting the information for example the recruitment person attending some staff meeting for studying the participants (Palinkas, 2015. In different researches, it would be not easy to collect the data form the whole population, it is not easy and possible approch to include every unit as the population is finite. This is the main purpose to use the convenience sampling (Alzubi, 2020).

3.4 SCALE USED

The Likert scale is used having questions to be rated from strongly agree to strongly disagree. The questions were taken from already developed scales by researchers.

	Variable	Scale	Questions	Reference
1	**Employee Recognition**	Likert scale	4 Q's	(De Beer,1987)
2	**Employee Empowerment**	Likert Scale	6 Q's	(Melhem,2004)
3	**Job Motivation**	Likert Scale	9 Q's	(Mott az (1985)
4	**Job Satisfaction**	Likert Scale	10 Q's	(Macintvr e,1997)

3.3.1 QUESTIONNAIRE DESIGN

The questionnaire had two parts:

- Demographic information

- Information regarding variables of the study (questions taken from already developed scales of researchers)

For the demographic part, options were provide to choose from for factors like age, gender and place of work. Questionnaire consist of closed ended questions which was based on the likert scale (strongly agree to strongly disagree.

3.5 DATA COLLECTION

The objective of research is to measure the impact of employee recognition, employee empowerment on job satisfaction with the impact of motivation in telecom industry. So data was collected from employees as they are the unit of analysis. First the questionnaire was developed on google forms from adopting already developed scaled for the variables of the study. Link was generated that directed to the questionnaire directly.

Questionnaire developed was shared with employees, virtually by sharing the link via direct message and WhatsApp. Questionnaire was not developed on paper as it cost more money and time and people are hesitant due to COVID-19. People find it easy to respond through link as nearly everyone have a smartphone and internet connection.

3.6 DATA ANALYSIS PROCEDURES

Data collected is analyzed on SPSS to find the relation between the selected variables. Firstly, the data collected was copied to excel giving it proper format and shape. Then it was transferred to SPSS to run regression and other methods to develop the relationship between variable. Sample descriptions have been given descriptive statistics. The use of descriptive statistics can highlight any data issues, such as incorrect entry, etc. Finding inter correlations between study variables has been accomplished through correlation analysis. The mediation-regression analysis is done by Barron and Kenny (1986) proposed model. Multiple linear regression analysis was performed to test the hypothesis. The statistical tool SPSS (statistical

program for social sciences) was used to examine all of the study's data. This software has been used to undertake reliability tests, regression analyses, and correlation analyses to determine the study's empirical findings. A mediation study has been conducted to determine how the variable Job Motivation affects Job Satisfaction

CHAPTER –4

RESULTS

4.1 SAMPLING CHARACTERISTICS:

DEMOGRAPHICS	TYPE	PERCENTAGE %
Gender	Male	44.7 %
	Female	55.3 %
Age group	20– 25	48.9 %
	26 – 35	35.8 %
	36 – 45	6.3 %
	46 – 55	4.7 %
	55 above	4,2 %
Educational Level	Graduate	41.6 %
	Postgraduate	23.7 %
Telecom Companies Employees	Ufone	21.8 %
	Mobilink	48.9 %
	Zong	15.8 %
	Telenor	13.5 %

As mentioned in the table above, out of the 208 responses, 44.7 % were male and 55.3 were female. The demographics show that maximum responses were received from the age group 20- 25 i.e. 48.9 %. 35. 8 % respondents belonged to age group 26-35, 6.3 % came from age group 36-45, 4.7 % people were from age group 46-55 and lastly only 4.2 % respondents were above age 55. Talking about the educational level of respondents, 41.6 % were graduates and postgraduates were 23.7 %. The data received from the responses show that Mobilink

employees respond the most among other networks employees as it has the highest percentage of 48.9 %. The next is Ufone employees with 21.8 % responses and Zong with 15.8 % responses. Telenor has 13.5% responses.

4.2 CORRELATION AND REGRESSION ANALYSIS:

The regression we analyzed our data Through SPSS software. Correlation and regression analysis were performed to teste the fitness of theoretical model and variables and to calculate the empirical findings of the study.Table 1 below is showing the descriptive statistics (Means and Standard Deviation) and the inter-correlation between the variables. The total number of Responses was 208.

Reliability Analysis was conducted To ensure stability or consistency of the items we conducted a Reliability analysis. For analyzing the reliability of the items Cronbachs alpha test was used. The values of Cronbach Alpha for all the variables were above the standard i.e. 0.7. Reliabilities for Employee recognition has the value of .980, for Employee Empowerment it was .932, for motivation and for Job satisfaction, the value was .929 and .948. These results prove that there is a significant correlation between dependent and independent variables. Positive relationship is found between Employee Recognition and Job satisfaction with correlation (r= .399**), Employee Empowerment and Job satisfaction are also showing a significant relationship with correlation (r= .361**). There is positive relationship between Motivation and Job satisfaction with correlation (r= .564**) and the following table shows all the values.

Table 1: Means, Standard Deviations, Correlations, and Reliabilities

	Mean	S.D	1	2	3	4
Employee Recognition	3.7855	1.04260	(.980)			
Employee Empowerment	3.5522	.98501	.399**	(.932)		
Job Motivation	3.8643	.74394	.361**	.491**	(.929)	
Job Satisfaction	3.7039	.98577	.564**	.689**	549*	(.948)

Cronbach's alphas presented in parenthesis, **p < 0.01 (2-tailed)

4.21 REGRESSION RESULTS

To observed the impact of all independent variables i.e. Employee Recognition, Employee Empowerment and Motivation on Job satisfaction which is dependent variable we conducted linear regression.

Table 2 is showing the Multiple regression results of Employee Recognition, Employee Empowerment, Job Motivation and Job Satisfaction. This β explains how strongly there is connection between the an independent variable and the dependent variable. R square is the percentage of variance and the accuracy of the results is shown by Significance and the sign use for showing accuracy is (***). It shows that Employee Recognition has a positive impact on Job satisfaction with (β=.403***) and p<0.001*** respectively and R square is .345. Thus, proving first hypothesis is correct. Employee Recognition has a positive impact on Job satisfaction.

The result showed (β=.513***) and p<0.001*** respectively and the value for R square is .167, hence proving second hypothesis is correct. Employee Empowerment has a positive impact on Job Satisfaction The Third result. with (β=.607) and p<0.001***, R square is .497, proving third hypothesis correct is also correct. Motivation has a positive impact on Job satisfaction.

4.2.2 MEDIATED REGRESSION ANALYSIS

For testing of mediation hypothesis, the mediated multiple regression model which is designed by Barron and Kenny (1986) has been used. This method of mediation multiple regression has the main conditions, which prove the role of the variable as a mediator. (1) "The Path between independent variable and mediator should be significant.(2) Path (b) between mediator and outcomes should also be significant (3) When path (a) and (b) both are controlled then already significant main effect between independent and dependant variable should be about zero for full mediation and it should be weaker for partial mediation" (Barron and Kenny, 1986).

- **Motivation as a Mediator for Employee Recognition and Job Satisfaction**

In the mediation impact of Job Motivation for Employee recognition on Job Satisfaction has been tested by Barron and Kenny's (1986) model approach by putting Job satisfaction as the dependent variable and Employee recognition as the independent variable. The result values show partial mediation of motivation between employee recognition and job satisfaction, It means job Motivation mediates the relationship between Employee Recognition and Job satisfaction hence proving hypothesis 6.

- **Motivation as a Mediator for Employee Empowerment and Job Satisfaction**
The mediation impact of Job Motivation for Employee Empowerment on Job Satisfaction has been tested by Barron and Kenny's (1986) model approach by putting Job satisfaction as the dependent variable and Employee Empowerment as the independent variable. The result values show partial mediation of motivation between employee empowerment and job satisfaction, It's means Motivation mediates the relationship between Employee Empowerment and Job satisfaction hence proving hypothesis 7 and the following table explains the values we get after running.

Table 2: Multiple Regression Results of Employee Recognition, Employee Empowerment and Job Motivation

	Job Satisfaction		
Variables	*B*	R²	Adjusted R²
Employee Recognition	0.403***	0.345	0.225
Employee Empowerment	0.513***	0.167	0.137
Job Motivation	0.607***	0.408	0.497

*** p < 0.001 ** p < 0.01 *p < .05 †p < 0.1

	Hypothesis	Results
H1	"Employee Recognition has a positive effect on job satisfaction"	Confirmed/Significant
H2	"Employee Empowerment has a positive effect on job satisfaction"	Confirmed/Significant
H3	"Employee Recognition is positively impact by Job Motivation"	Confirmed/Significant
H4	"Employee Empowerment is positively impact by Job Motivation"	Confirmed/Significant

Table 3: Results of Mediated Regression Analysis of this particular research.

Table 3: Results of Mediated regression Analysis				
Job Satisfaction				
Variables (main affects)	*B*	R²	ΔR²	Significance
Employee Recognition	0.403***	0.345		S*
Employee Empowerment	0.513***	0.167		S*
Job Motivation	0.607***	0.408		S*
Mediation analysis				
Step 1 (Employee Recognition)				
Employee Recognition (Independent variable)	0.137***	0.492	0.013*	S
Step 2 (Employee Empowerment)				
Employee Empowerment (Independent variable)	0.176**	0.521	0.015*	S

CHAPTER – 5

Discussion and Conclusion

5.1 DISCUSSION AND CONCLUSION

The Telecom industry of Pakistan has many players that capture all of the markets and the industry is still emerging as they are central points for customer access. These players are working on different national and international projects. Employees will only work better if they are satisfied with their work and their needs are being fulfilled. So in order to ensure maximum satisfaction, this research is being conducted to examine the impact of the selected variables on the job satisfaction of these employees.

The experts and scholastics have been worried about recognizing factors that clarify why the telecom industry of Pakistan is facing a high turnover rate. Research has generally depended on attitudinal and stress hypotheses to clarify workers' turnover goal (Bhuian, Menguc, and Borsboom 2005). These investigations have shown that representatives foster turnover expectations when they are disappointed with their occupations, uncertain about the association, and secure their positions excessively upsetting. Scientists have more as of late perceived that organization chiefs extraordinarily who have a place with the Learning and Development office can assume a crucial part in worker's assessments of their occupation through persistent training. Across an assortment of settings, L&D is viewed as a focal power for making a positive culture among the telecom companies' employees, prompting more prominent maintenance and more downstream effect on clients, and customers (Alexandrov, Babakus, and Yavas 2007). Various investigations summed up in Gerstner and Day's (1997) meta-examination have shown that administration assumes a basic part in clarifying turnover expectations.

Employee recognition that perceives the significance of the human elemis are particularly valuable to the organization since they assist establish a positive work climate with lower levels of pressure, higher work fulfillment, and expanded hierarchical responsibility. Employee recognition assists with establishing a good work environment where organizations feel a more grounded feeling of shared hierarchical qualities become more dedicated to the firm, and in this manner express a more profound longing to remain.

For instance, Deeter-Schmelz, Goebel, and Kennedy (2008) concentrated on the characteristics of Employee Empowerment. They observed that representatives feel that compelling employees are the individuals who construct a workplace with qualities of open correspondence, worker spirit, certainty, trust, and expert development. To put it plainly, employees should have the power and potential to impact the general work environment, and work practices. The current review gives proof that the worker initiative can add knowledge to the work-related issues, and build job motivation which could result in the achievement of the lower turnover goal.

It is very important for the organizations to value their employees by remembering them (Ali, 2021). When the organizations appreciate their employees it increases the morale of employees, which ultimately enhance the organization efficiency. Employee recognition is one of the important factor for the motivation of employees. Now a days increasing motivation and commitment among the employees are the key task for the organizations. The employees' motivation process usually starts when organization starts recognizing the unsatisfied need of their employees. Different studies stated that it is more preferable to recognize, honor and value employees rather than just give them compensation (Rosalia, 2020). Employee commitment is the employee mental commitment and connection to the organization. Now days in this competitive world every organization is catering the different difficulties in order to maintain the efficiency and to create the committed employees team. (Mahmood, 2021).In

this competitive business world it is impossible for the organization to achieve its goal and objectives if their employees are not motivated recognized and satisfied from their jobs and organization.

One basic advantage of Job Motivation is in aiding the firm form a moral hierarchical environment. A Motivational thought in work with "great morals" is "great business" (Grisaffe and JSchwepker 2001). Specialists have called for employee empowerment that keeps up job satisfaction as their main concern (Pettijohn, Pettijohn, and Taylor 2008). This review gives one solution to this call by showing that employees who work with empowerment and get recognized for work are bound to accept that their firm works at more significant levels of morals. Under employee recognition and employee empowerment initiative, employees even report that the firm will forfeit benefits for morals and will work out in a good way past normatively expected guidelines of moral direct Such sure discernments about the association's morals assist employees to foster more grounded associations with clients (Román and Ruiz 2005), and in the end influences individual satisfaction level about his job(Grisaffe and Jaramillo 2007).

The telecom industry in Pakistan are turning out to be more worried about low motivation that and non-use of employees abilities and capacities, that are significant, and that assist them with developing personally and an expert (Scroggins 2008). One major contrast between worker motivation and other inabilities at the work place is the readiness of worker pioneers to put their subordinate's objectives as a first concern (Ehrhart 2004). Telecom industry tried of, lifting the significance of worker through various trainings by Learning and Development Department which they think can prompt positive work mentalities and lower the turnover rate. But they have not tried the other main aspect of enhancing employees motivation like by empowering them related to their job tasks and recognize them for extra ordinary efforts which could raise their level of satisfaction.

From this research it can be concluded Job satisfaction has been studied by many people as it affects the performance of an employee and hence the productivity especially in telecom sector. Another way to define job satisfaction is how a person feels and his attitudes towards his job role and the organization for which he performs that job. It means enjoying while performance of work. There are factors that have a positive and negative impact on job satisfaction. Research have shown that both monetary and non- monetary rewards determine the satisfaction of an employee from his organization so recognition is one of the non-monetary reward. Recognitions the acknowledging, appreciating and approving of the positive achievements, accomplishments and actions of an employee or a team. Special acknowledgment and praise are important for every employee on his achievements. Employee empowerment involves the power employees have in their job which motivates them to put all their effort into achieving goals with desire to do more achievement in the future also. And it is studied that empowerment in job have an impact on job satisfaction. Lastly, Maintaining motivation among the employees is a very important factor that encourages the employees to act efficiently and do things, employees with less motivation will not do things effectively at the workplace.

The studied variables, namely motivation, job satisfaction, employee recognition, and employee empowerment closely interact and are connected. It has been proven from the results that the concept that job satisfaction has something to do with the motivation needed for the organization to succeed and to engage the employees, whether they are working in an individual capacity or working as a group.

The goal of the study was to determine how employee empowerment and employee recognition affect employee satisfaction and motivation. The outcomes are very consistent with our hypotheses. Employee recognition, employee empowerment in operational procedures and in decision-making related to their work tasks have so much impact on the job satisfaction level of the employees

because it in increases their motivation among them . This demonstrates that employees are less motivated due to the nature of their work, the challenges of following operational processes, and the disregard of components of appreciation.

On the other hand, when people have ample advancement chances, nice working relationships, pay for the work they do, a secure employment, cooperative managers, and a sense that they can advance their lives inside the companies, their level of motivation is very high.

Studied theories have explored the relationships between job satisfaction and job motivation. They have also clarified the differences between the two. While motivation is a behavioural action that may result in a positive emotional response, job satisfaction is also an emotional response that will result in positive behaviors at the workplace.

Therefore, it may be said that motivation is the behaviour toward identified objectives, but job satisfaction is an attitude from experienced items. It is further established that overall comprehension of motivation and job satisfaction and motivation satisfaction are not the same thing. Additional easing is provided by clarifications of the concepts' differences.

5.2 PRACTICAL IMPLICATIONS

 According to the review study's findings, there is a strong correlation between employee work satisfaction and rewards and recognition. Employee job satisfaction through reward and recognition is emphasized in one way or another by all four motivation theories examined in this study. For instance, Maslow's theory fervently contends that gratifying lower-order wants results in gratifying higher-order requirements.

Because employees experience pleasure and happiness when they fully commit to their work, the study advises that job satisfaction must be linked to rewards and recognition. Only a motivating environment and supporting environment could make this happen. Additionally, this aspect is crucial for keeping personnel in

firms. This study further found that in organizations leaders are the primary source of inspiration for workers to achieve more aims of the organization and effectiveness. Organizations may accomplish the use of motivated staff to further their objectives. The effectiveness of employees can be increased by a variety of measures as well as actual rewards and commendation mechanisms like pay, promotions, financial rewards, expressions of gratitude, and letters of accomplish.

This study demonstrates that empowering people increases their degree of job satisfaction. Since a few years ago, Pakistan's service sector has been struggling with a number of issues, including an increase in new competitors and entries, poor economic conditions, political unrest, and energy challenges. The corporate sector generally and the service sector, in particular, have been impacted by these issues. Employers in the service industries in the public and private sectors can benefit from the study's findings.

This study helps to resolve the issues with employee empowerment in the service sector and provides a reasonable understanding of how empowerment can lead to increased employee happiness. The current study will contribute to enhancing the process of employee empowerment in Pakistan's service industry. It is advised that more research be conducted at a higher level with a larger sample size than this study, more demographic factors must be added in the study, and the study should be expanded to include all service industries nationwide because we have found that employee empowerment is an important factor that improves employee job satisfaction.

Empowering employees is now a smart strategy to improve their soft skills. However, not every business is prepared to take risky to delegate the how and when to perform to their Jobs and these practice enhance their level of motivation while performing the Job tasks.

This research finds out the relationship that, there would be a comparable change in employee motivation and satisfaction if rewards or recognition were to be changed. Recognition (appreciation) is the expression of gratitude by superiors for the work of their subordinates by way of rewards or compliments. Work it yourself, wherein employees favor occupations that provide them the chance to put their skills to use, the freedom to complete the work, and the prospect of receiving feedback on how well they perform. Employee satisfaction will result from challenging jobs when they are effectively completed. Responsibilities, the delegation of authority to employees to carry out their work, and the imposition of severe penalties in the event that the work is not done. Opportunity for advancement (development), including fair promotion, while working. Motivation is defined as a system that explains a person's power, purpose, and perseverance in attaining a target. It is clear from that definition that motivation is a crucial component of someone's ability to achieve something or accomplish a specific goal forces typically focus on gaining what they want from the organization and consider what the organization has to offer them.

Based on a review of the four motivation theories, this study supported the researcher's conviction that employees' job happiness is a function of their motivation. The majority of research contend that incentives and recognition, such as pay, promotions, and other forms of appreciation, help to increase employee job satisfaction for this reason. Effective reward and recognition programs, for instance, create a positive work environment that eventually encourages employee engagement and job satisfaction. This study suggests that additional empirical investigations be carried out to gain a deeper understanding of the significance of the reward and recognition idea and its various features. This is because the four theories of motivation have been thoroughly analyzed and discussed in this study.

The investigation's findings are very helpful to managers and decision-makers. By engaging in casual conversation with them, hosting a group meal, or engaging in other activities like learning about their families and other important details about

their personal lives, managers may show appreciation to their staff. Second, operational rules should be applied equitably, as procedural justice is crucial for programs that motivate employees. Thirdly, managers should encourage employee participation in decision-making to give workers a sense that their opinions matter for the progress of the company.

Fourth, to keep employees motivated, employers should offer raises in pay, bonuses, compensation, and other perks on a regular basis as well as on special occasions. Fifth, human resources managers should make work material engaging so that employees won't find it dull, meaningless, or tedious.

Furthermore, the top management needs to take specific inputs into account for groups to function well and achieve the aim. The task's nature is the first factor to take into account, and management should take into account how challenging it will be to attain group effectiveness when the task is more complicated. Therefore, a higher level of satisfaction is likewise achieved the more exposure a group has to extremely complicated work. Recognition and Motivation are also important, is the second input of the study.

The organization's long-term demands will be met, as well as future successes, by establishing goals that are acceptable, a great rewards system, and adequate resources. Required for the success of the organization and the participants, whether acting individually or collectively. The degree to which motivation, performance, and work satisfaction are influenced by one another varies across theories, as was previously mentioned.

5.3 LIMITATIONS AND FUTURE RESEARCH

There are some limitations in this research work. This research is a longitudinal study and this is the one potential limitation. In future research purposes, a cross-sectional data collection approach can be used for understanding how different Pakistani telecom companies are striving to achieve motivation and satisfaction among their employees. The rate of the responses was low as the time constraints

to finish the research was limited. The other problem was the research showed big gap showed among male and female responses and no response from any transgender because surveys was conducted online and it was uncontrollable for us to specify the number of males, females and transgender respondents

One other limitation is that other variables should be studied to find the link between employee Job satisfaction and Job Motivation Because solely recognition and empowerment dimensions are not enough to induce the Motivation and Job satisfaction relation, similarly, there are many other factors as work-life balance, Compensation or health and safety etc. that work along with recognition and empowerment to inculcate satisfaction in employee and may increase his marginal performance.

Future directions for this study should be addressed as well. In order to accurately measure what motivates employees at various managerial levels, the next study must concentrate on gathering data from the top, middle, and low levels of management. At various managerial levels, needs and requirements may be very diverse.

Employees, those working in telecom organizations, and people in particular marketing professions all require various levels of motivation. It's possible that one person is driven and willing to give their lives for recognition while the other prefers to live for the money and is motivated solely by job income and benefits. When making generalizations about the study's findings, economic factors like the unemployment rate and inflation rate must also be taken into account. For the study to be broadly generalized, it must be duplicated in many cultural contexts.

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7 APPENDIXES

7.1 APPENDIX A: COVERING LETTER AND QUESTIONNAIRES

Dear Respondent,

I am a student of MBA studying in Bahria University, Islamabad. This questionnaire is designed to find out the Impact of Employee Recognition and Employee Empowerment on Job Satisfaction with the mediating effect of Job Motivation.

Your honest views will help to find out this impact. This is not a test and there are no right and wrong answers. This study is for research purpose only. Your response will be kept strictly confidential.

Therefore, kindly answer ALL questions as honestly and accurately as possible. I once again thank you for your help and cooperation in this research endeavor.

Thanking you,

Rabia Firdous

Bahria University Islamabad.

QUESTIONNAIRE

For each item of the statements below, please indicate the extent of your agreement and disagreement byticking (√) the appropriate number

1= Strongly Disagree 2= Disagree 3= Neither Agree nor Disagree 4= Agree 5= Strongly Agree

	Questions	Strongly disagreed	Disagree	Neutral	Agree		Strongly Agree
			2	3	4		
	Employee Recognition	1					5
1	I am praised regularly for my work.						
2	I receive constructive criticismabout my work.						
3	I get credit for what I do.						
4	I am told that I am making progress						
	Employee Empowerment						
1	I have the authority to correctproblems when they occur.						
2	I am allowed to be creative when Ideal with problems at work.						
3	I have a lot of control over how Isolve problems at work.						
4	I have access to information aboutwhat customers are looking for						
5	I have the necessary skills to bestserve my customer.						

6	I have access to information aboutthe products/ services offered by organizationtion.					
	Job Motivation					
1	My colleagues appreciate me forwhat I did for my work					
2	I believe that the work which I'vedone is a respectable job					
3	I see myself as an important employee of the organization.					
4	I have the right to decide in asubject related to my work					
5	I get extra pay for highperformance					
6	My managers help me to solve disagreements with my colleague					
7	I have responsibilities related towork					
8	There is an opportunity to promotein my work					
	Job Satisfaction					
1	I receive recognition for a job welldone					
2	I feel close to the people at work.					
3	I feel good about working at thiscompany.					
4	I feel secure about my job.					
5	I believe management is concernedabout me.					

6	Overall, I believe work is good for my physical health.					
7	My wages are good.					
8	All my talents and skills are used at work					
9	I get along with my supervisors.					
10	I feel good about my job.					

Impact of Employee Recognition and Employee Empowerment on Job Satisfaction with the Mediating effect of Motivation.A study of Telecom Industry of Pakistan

69