



## The Relationship between Motivation and Staff Retention

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### Article History

Received: 13.12.2025

Accepted: 11.02.2026

Published: 26.06.2026

**Abstract:** This review paper explores the intricate relationship between job satisfaction and employee performance, aiming to provide a comprehensive understanding of its multifaceted dimensions and implications for organisational success. By synthesising a diverse array of literature, the review paper examines the factors influencing job satisfaction, its impact on employee behaviour, and the strategies organisations can employ to enhance workplace satisfaction. Additionally, it examines the challenges organisations face in fostering job satisfaction and identifies gaps in the research that warrant further exploration. Through this exploration, the review paper seeks to equip organisational leaders with actionable insights to cultivate a culture of satisfaction that drives employee engagement, motivation, and, ultimately, organisational performance. The review paper concludes with a case study and additional questions for readers to explore.

**Keywords:** Motivation, Staff Retention, Job Satisfaction, Organisational Success.

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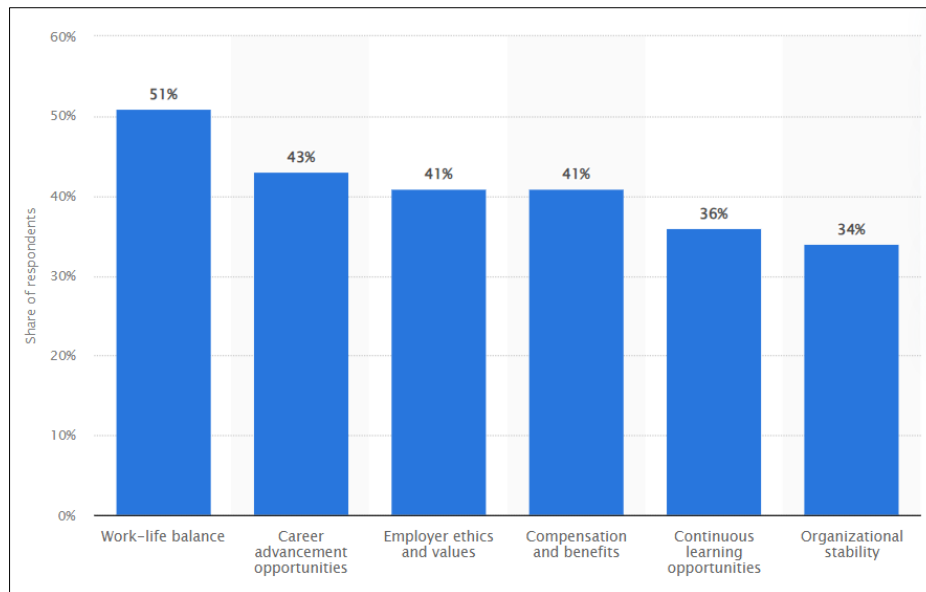
## INTRODUCTION

The pivotal aim of this review paper is to provide an understanding of the influences of job satisfaction on the performance of workers, as well as the role of job satisfaction on the performance of workers. Along with this, it also aims to discuss the strategies that can be implemented to provide job satisfaction to the employees and to improve the overall productivity of the organisation. In addition to this, the literature review further aims to illustrate the issues faced by the organisation at the time of delivering satisfaction in the job role of the employees and its effect on the overall performance of the organisation in a holistic way.

Job satisfaction is the extent of contentment an employee feels towards their job (Judge *et al.*, 2020). It defines the amount of satisfaction an

employee feels while working for an organisation in response to the working culture, ethics, level of pressure, working environment, bond with superiors and colleagues, organisational structure and most importantly, the payment of the deserved amount of wages against their labour that employees put into fulfilling organisational goals (Ali and Anwar, 2021). It is thus an unquantifiable metric of emotion and is entirely based on the work experience of an employee. Job satisfaction can be received by an employee in both positive and negative perspectives, depending on the nature of the work and the amount of pressure related to it. Also, the behaviour they receive at work can determine the job satisfaction level. One of the direct effects of employee job satisfaction can be observed in the employee performance of an organisation (Da Cruz Carvalho *et al.*, 2020).

**Citation:** Nozrul Islam & Husam Alharahsheh (2026). The Relationship between Motivation and Staff Retention; *Glob Acad J Econ Buss*, 8(3), 531-542.



**Figure 1: Factors that affect employee job satisfaction levels**

Source: Statista, 2022

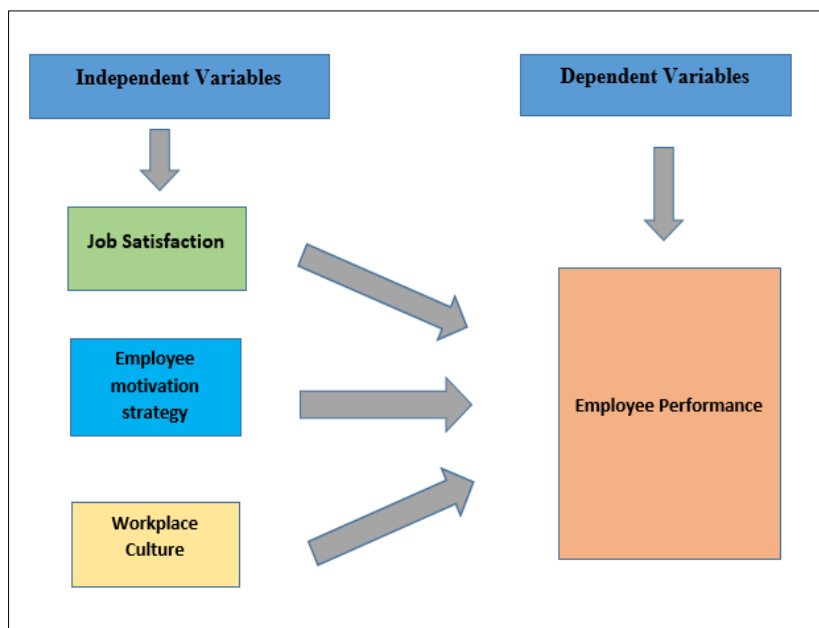
Employee performance can be defined as how efficiently and effectively a person is able to execute the job duties and responsibilities being given to them. Employee performance is mainly assessed by several organisations to maintain a workforce of efficient employees and ensure that the productivity level of the organisation can be maintained with an adequate supply of capable staff members. The performance level is determined through the quality of work output, amount of time taken to complete the task, skill and level of efficiency to understand the job requirements and communication skills of the employee being maintained with others at work. Employee performance level through individual productive output and efficiency has always been the prime focus of an organisation (Diamantidis and Chatzoglou, 2019). In order to maintain that, a satisfied workforce becomes an absolute necessity. It has been observed that a satisfied employee puts more effort into improving their job performance and works harder to strive for better achievement, thereby contributing towards the fulfilment of organisational goals as well as the organisational commitment they have. It thus becomes an important duty of any organisation to try to create a satisfied workforce for the sake of organisational well-being (Peccei and Van De Voorde, 2019). The interrelation between job satisfaction and employee performance is thus very much evident to affect the organisational performance of any organisation operating its business in the market space (Ali and Anwar, 2021). An organisation can ensure job satisfaction to increase employee performance by figuring out what can motivate them

to work better. In fact, an organisation can offer job security, a good working environment that would be free of biases and discrimination, rewards and payment benefits, clear and transparent communication of information and instructions, recognition of job efforts, guidance for skill development, reduced gender pay gap, employee well-being programme so they can be encouraged to maintain a work life and personal life balance, and respecting employee's background in terms of their ethnicity, race and religion, to increase overall satisfaction at the workplace.

Job satisfaction is not merely a measure of employee contentment but a pivotal determinant of organisational success and employee performance. This review paper delves into the multifaceted relationship between job satisfaction and performance, aiming to unravel its intricacies and provide actionable insights for organisational leaders. By examining a wealth of literature, we aim to explore the various dimensions of job satisfaction, its impact on employee behaviour, and the strategies organisations can employ to foster a culture of satisfaction in the workplace.

In the modern business landscape, where talent retention and productivity are paramount, understanding the nuances of job satisfaction is crucial. This review paper endeavours to unravel the complexities surrounding this critical aspect of organisational psychology, shedding light on its profound implications for employee engagement, motivation, and overall performance.

**Literature Review Based on the Following Conceptual Framework**



**Figure 2: Conceptual Framework**  
 Source: Author developed

**Definition of the Variables**  
**Independent Variables**

It is defined as the variables that are not dependent on any of the components. In this literature review, job satisfaction is regarded as an independent variable as it is not dependent on any component, while, conversely, it affects the productivity of the employees greatly (Ali and Anwar, 2021).

The employee motivation strategy refers to the strategic move of the organisation to encourage its employees and to enhance their performance (Al-Suraihi *et al.*, 2021). It is an independent variable. However, it has deep effects on the performance of the workers.

The workplace culture refers to the overall work environment and culture of the workplace, which greatly affects the individual performance of the employees in both positive and negative ways (Padavic *et al.*, 2020).

**Dependent Variable**

The Dependent variable can be defined as the component which is dependent on other factors. Here, employee performance is dependent on work culture, employee motivation and job satisfaction, both positively and negatively (Davidescu *et al.*, 2020).

**Analysis of the Effect of Job Satisfaction on the Performance of the Employees**

Job satisfaction can be defined as the positive expressive reaction to the job experience of an individual while they are at work. According to Judge *et al.*, (2020), it is an unquantifiable metric. Different factors lead to job satisfaction among employees. According to Riyanto *et al.*, (2021), if a company communicates their care for the workers regularly with informal recognition as well as paid incentives, reward and many more that is more likely to lead to high employee satisfaction in the company. Moreover, if the organisation allows the employees to pursue their hobbies or interests at the workplace, that is more likely to influence the employees' job satisfaction too. According to Badrianto and Ekhsan (2020), job satisfaction has a very close connection with employee performance. When the workers have a sense of satisfaction with their job role, then intrinsic motivation is recorded between them, and that leads to better performance at work. Moreover, if a company cares about their employees and if the employees are satisfied, then they are more prone to stick with the company and also try to contribute more to it. In addition, job satisfaction allows employees to reduce the thought of changing or leaving the job, and that leads to a better retention rate in the company. Pancasila *et al.*, (2020) stated that when an organisation provides appraisal to the employees, it is more likely to create a pleasurable or positive emotional state among the employees.

The incentives, as well as recognition, good work culture and many more can increase the satisfaction and desire of the workers to stay in an organisation. Adams' Equity Theory gives a clearer view of the job satisfaction of the employees and their performance. According to Kollmann *et al.*, (2020), while working for a company, the employees give first as well as loyalty and many more to the organisation, and these are considered as inputs. While giving those inputs, the employees expect some output from the organisation in the form of reputation, recognition, praise and many more. For instance, while working for a company, an individual gives their effort as well as hard work, loyalty, skill, determination, trust and many more to the company. In addition, they also give their time to the organisation. In many cases, it has been seen that employees do not change their workplace as they consider it as loyalty towards the company. In return for these inputs, the employees expect some output from the organisation in the form of resignation, praise, job security, better salary, better responsibility and many more. At the same time, if there is a proper balance between these two, the employees have a higher chance of being satisfied at the workplace, leading to longer stay. Moreover, it also impacts their effort at work and productivity positively. Sapta *et al.*, (2021) stated that in some scenarios, the workplace culture is also very fundamental when it comes to keeping the workers satisfied. Chanana and Sangeeta (2021), if the employees see that the workplace is offering them a positive environment to grow in the professional world, they are more likely to perform well in the organisation. In addition, lack of office politics, zero tolerance for discrimination and many more can lead to improved job satisfaction among the employees.

As mentioned by Nisar and Rasheed (2020), job satisfaction is quite foundational in improving the performance and capabilities of employees in a holistic way. Work-based satisfaction for the employees not only provides them with mental peace but also contributes actively to improving the overall productivity of employees. In addition to this, job satisfaction is attained only when there is a balance between career and private life. In other words, work-life balance plays an active role in delivering job pleasure to the workers, which can enrich the performance of the employees. Furthermore, as said by Sigahi *et al.*, (2021), satisfaction with work contributes effectively to reducing stress and anxiety, whose effects are reflected in the performance and productivity of the employee. Moreover, it also plays an influential role in maintaining health conditions, which greatly influences the performance and productivity of an individual. A healthy body and a

healthy mind largely influence the performance of an individual in a positive manner and thus prove advantageous in terms of productivity. Along with this, if an employee gets job satisfaction at the workplace, then it is evident that their productivity will increase and their tendency to quit the job greatly disappears. Thus, with the attainment of professional satisfaction, the performance and productivity of the employees greatly increase in a positive manner.

In addition to that, as stated by Riyanto *et al.*, (2021), job happiness at the workplace proves highly advantageous from the perspective of the retail industry. The retail sector employees directly serve the customers, and thus, it is essential from the perspective of the employees to handle the guests efficiently, as a depressed salesperson or employee in the retail sector will not be able to meet or satisfy the necessities and demands of the customers in an effective manner. In addition to that, the attitude of the employees also gets affected due to the work environment and job satisfaction that they attain at the workplace, which reflects in their overall performance and thus proves beneficial for their individual productivity also. Thus, it results in the customer acquisition process, which immensely affects the productivity of the retail sector in an effective manner. Thus, as said by Davidescu *et al.*, (2020), it can also be said that job satisfaction plays a vital role in enhancing the overall productivity of retail organisations in terms of their sales. Furthermore, satisfied employees tend to work more dedicatedly which can improve their productivity as a whole. Moreover, dedicated employees often execute their work under pressure, which improves their overall productivity and thus has a positive impact on the performance of the employees. Along with this, as said by Sigahi *et al.*, (2021), work-based satisfaction also includes the overall development of the talents of the employees, which also improves the widespread performance of the employees and thus enhances productivity as a whole. Furthermore, job satisfaction provides mental relief to the employees, which positively affects the overall performance of the employee and thus improves the overall productivity of the organisation. The performance of the employees is greatly affected by the satisfaction an employee receives from their work.

Thus, as discussed by Irabor and Okolie (2019), proper planning for delivering job satisfaction to the employees is essential to improve the performance, outputs and results of the organisation. In addition to this, satisfaction in the job role also greatly improves the working conditions and positively influences the performance of the employees. Thus, from the perspective of the retail

sector, the performance and approach of the employees greatly affect the customers and contribute actively to building relationships with the customers, which proves beneficial for the sales of the organisation and thus brings out profit for the organisation in a broad view. As said by Alzoubi *et al.*, (2022), building relationships with customers is essential from the perspective of the retail sector, as enhanced customer service positively attracts the target customers and thus affects the sales rate in a positive manner. It also serves greatly in retaining customers and also serves greatly in maintaining their loyalty, and thus helps in generating revenue and also in maintaining goodwill with the customers. Along with this, as discussed by Irabor and Okolie (2019), job satisfaction contributes largely to maintaining the overall environment of the workplace. For instance, job satisfaction serves greatly in maintaining peace, and thus it often discourages unionisation in the company and thus proves advantageous for the overall productivity of the organisation.

Thus, as discussed above, often the adoption of fair and transparent policies serves immensely in providing job satisfaction to the employees, which in turn affects the overall performance and productivity of the employees in a positive manner. In addition to this, as discussed above and as said by Kumari *et al.*, (2021), rewards and appraisal programs serve greatly in providing job satisfaction to employees. It becomes essential from the perspective of the organisations operating in the retail sector to adopt appropriate measures that can motivate the employees and positively influence their performance. Thus, as said by Kumari *et al.*, (2021), job satisfaction affects the performance and productivity of the employees in a positive manner and provides them with a wholesome experience that can not only improve their productivity but also greatly enhances their overall experience at the workplace and thus affects their individual performance greatly. In addition to this, policies like motivating employees and recognising their efforts can contribute effectively to improving the performance of the employees, as they offer them satisfaction at the workplace and thus raise their enthusiasm to improve their overall performance.

It is for this reason that providing job satisfaction to the employee impacts individual productivity. On the contrary, as said by Ali and Anwar (2021), if an organisation does not recognise the efforts and contributions of its employees, then it greatly demotivates the employees, and they are devoid of job satisfaction, which hampers their individual performance and affects their productivity

as a whole, which also affects the organisation in a negative manner. Thus, as discussed by Irabor and Okolie (2019), job satisfaction greatly affects the performance of the employees, as only financial rewards cannot provide all-around satisfaction to the employees. It is for this reason that, from the perspective of the retail sector, it is very important for operating organisations to formulate appropriate strategies that can provide job satisfaction to the employees to improve their work abilities and performance.

### **Strategies That Can be implemented to Enhance Job Satisfaction among the Employees**

Employee job satisfaction plays a significant role in workplace productivity. According to Inegbedion *et al.*, (2020), while most organisations think that employee job satisfaction is about keeping the employees happy at work, it is really about keeping them engaged as well as insured at the workplace. Satisfied employees are more engaged, as well as committed and motivated at work. Therefore, they are more likely to work better in a company. There is Maslow's Hierarchy of Needs model to understand the factors that lead to employee job satisfaction at the workplace. According to Hopper (2020), it is a five-tier model which comprises human needs. It is also depicted as a hierarchical pyramid. The lower part of this pyramid is physiological needs. The physiological needs include the need for water, food, shelter and many more. These can be afforded by the salary a company provides to the employees. Therefore, if these necessities are met now, the employees of the company look to fulfil the safety needs. According to Ștefan *et al.*, (2020), the safety needs include personal security, as well as job security, resources, good health, property and many more, that can be afforded using the salary an employee gets at the workplace. In addition to keeping the employees satisfied and healthy, the companies can provide a flexible work culture to the employees. In addition, if the organisation takes steps to improve the health of the employees that will improve their job satisfaction too. In addition, job security is also important for employees to stay satisfied at work.

The next step of the hierarchy model is love and belonging needs. This need includes friendship, family, a sense of connection and many more. According to Onyeador *et al.*, (2021), in a workplace where there is no organisational conflict and no biases or discrimination, the employees are more likely to have good relations with each other. In that case, the employees of the company are more likely to feel a sense of belonging at the workplace. This sense of belonging, as well as friendship with colleagues

and many more, makes the employees feel at home and improves their job satisfaction. The next stage of the hierarchy model is esteem. It includes respect as well as recognition, freedom and many more. According to Ali and Anwar (2021), if a company treats its employees with respect at work and shows tolerance for their culture, it is more likely to increase job satisfaction among the employees. The last stage of this hierarchy model is self-actualisation. In this part, the employees look to grow and develop their skills. In that scenario, to keep the employees satisfied at work, the organisations can provide them with training so that they can develop skills.

There are different strategies that a company can take to improve job satisfaction in the company. According to Irabor and Okolie (2019), while an organisation is looking to increase employee retention and job satisfaction, it should start with the money first. It is easy for employees to research and see that the competitors are paying for doing the same work at the company. Therefore, the companies must ensure that they do not switch jobs and stay in the organisation. Therefore, companies can provide better salaries to employees to keep them happy at work. In addition, keeping a clear system for promotion can also help in this too. The employees need to ensure that there is an unbiased system of promotion in the company, as it will allow the employees to grow based on their skills alone. Employee engagement is another important factor to increase job satisfaction among employees. According to Shanock *et al.*, (2019), asking the employees to give suggestions or opinions can go a long way and make the employees feel that the company cares about their opinion and values their work. If a company asks for employee suggestions to make positive changes that will keep the employees satisfied at work. Transparency can also lead to better employee engagement and satisfaction. While implementing the ideas of the employees, the companies need to keep the employees in the loop so that they get to see that their ideas are put in place. This will increase the sense of belonging among them and can lead to better satisfaction at the workplace. According to Ali and Anwar (2021), to improve employee job satisfaction, companies need to listen to employee concerns. If a company listens to the employee concerns that will allow them to understand the problems that the employees are facing in the organisation. This step will help the organisation improve those areas of flaws and increase employee satisfaction at the workplace.

According to Kabat-Farr *et al.*, (2020), to increase employee satisfaction, organisations need to create a workplace where there is no kind of bias or

discrimination. Moreover, it also needs to offer better growth opportunities to every member of the team. This step will allow employees from diverse sets of cultures to feel safe at the workplace, and that will lead to better employee job satisfaction. In addition, organisations can also celebrate every success of the employees, however small they are. They might informally appreciate the employees. This step will make employees feel that the company values their work and will lead to greater job satisfaction.

According to Basalamah and As'ad (2021), work culture plays a significant role in employee job satisfaction in an organisation. While working, the employees need an environment that is healthy and safe. If the workplace is clean and healthy, that person will find it easier to do the job. On the other hand, if the work condition is poor, that will make it difficult for the employee to do their job. In addition, if there is discrimination, it is more likely to affect the morale of the employees. In a biased environment, the employees will not be able to get the proper outcomes of their work, and that will affect their job satisfaction. In addition, office politics also creates unnecessary trouble for the employees and affects their productivity at the workplace. Policies and practices can also affect the job satisfaction of the employees at a workplace. If the employee perceives that the promotion and appraisal decisions are made unbiased and only based on performance, they are more likely to stay satisfied at work.

According to Seo and Kim (2023), some companies have no flexible work policy, and the workplace is full of biases, which is more likely to demotivate employees at work. It leads to poor job satisfaction among the employees. Thus, companies need to have a fair and equal system regarding policy and practice at work. Feelings of belonging are also an important part of employee job satisfaction, and many organisations do not. Organisations can show a little bit of concern for the employees and try to communicate with them by sending birthday wishes, communicating during a crisis and many more. According to Salas-Vallina *et al.*, (2021), employees are more likely to feel satisfied at work when both their physical and mental well-being are fully taken care of. Therefore, organisations can provide employees with more flexible work timings or give them a life outside of work. This step will make the employees feel that the company cares about them, and they are more likely to stay satisfied at work. Investing in employee growth is another important step that can be taken to improve job satisfaction among employees. According to Leitão *et al.*, (2019), some employees look for better job opportunities as they are not sure how to advance their careers in their

current organisation. Therefore, building a career path for employees and making it transparent can help a company reduce churn among employees. Moreover, companies can also talk to the employees one-on-one about their future goals and what is expected of them. Companies can offer opportunities to employees to increase their current skills and get better career growth opportunities in the organisation. According to Savić (2020), after the pandemic, the work-from-home concept has increased in organisations. It is recommended that the company not forget the employees who are working remotely and offer them one-to-one feedback, as well as host virtual team games and many more activities for them. These steps will allow them to stay satisfied at work, although they are not attending the office physically.

### **Challenges Faced by the Organisations While Providing Job Satisfaction to the Employees**

The primary factors that can provide job satisfaction to the employees include the development of a proper work culture, providing rewards and appraisal to the employees, allowing flexibility at the workplace and many more. However, as stated by Martela (2019), while providing these benefits to the employees, organisations often face certain difficulties which negatively affect the organisation from various aspects. As providing job satisfaction is very important for improving the performance of the employees, often organisations accept certain difficulties and deal with the situations. For instance, to improve the work environment, it is very crucial from the perspective of the organisation to formulate appropriate policies that can facilitate enhancing the overall performance and productivity of the organisation as a whole. Thus, as discussed by McWha-Hermann *et al.*, (2022), an organisation must increase expenses to hire skilful HR professionals who are capable of framing appropriate measures to make fair and attractive policies that can facilitate enhancing the performance of the employees.

For instance, as mentioned by Saxena *et al.*, (2023), adopting a zero-tolerance policy against discrimination can greatly motivate employees and form an inclusive culture, which can prove highly beneficial for the organisation in a holistic manner. Thus, from the perspective of the organisation, it often becomes difficult for them to make suitable policies that can contribute effectively to providing job satisfaction to the employees. In addition to this, often it becomes difficult for the organisation to invest time in framing such policies, which in turn creates a distraction from the original work and thus hampers the administrative functionalities. In

addition to this, as said by Arias (2019), improving the hiring process also affects the organisation financially, which often becomes highly challenging for the organisation from a broader view. Furthermore, from the perspective of small business organisations operating in the retail sector, it often becomes difficult for them to provide high-quality facilities to the employees, which may demotivate them and thus may affect the overall productivity of the organisation in a negative manner.

In addition to this, as said by Bernstein *et al.*, (2020), often it becomes difficult for organisations to improve their work culture and promote inclusivity at the workplace, which in turn, creates pressure on the managers in the team building process and thus may divert them and may affect their productivity, which can negatively affect the organisation in terms of productivity. Along with this, another major source of providing job satisfaction to the employees is arranging awards and recognition programs for them, which can motivate them greatly and can improve their individual performance. As noted by Irabor and Okolie (2019), financial rewards play an active role in motivating and encouraging employees and in providing job satisfaction. Thus, it often becomes challenging for organisations to provide financial benefits to the employees as it decreases the share of their profits and may also affect the expansion of the business in diverse ways. Thus, as said by Ali and Anwar (2021), it often results in a loss for the organisation and creates hurdles for the organisation in terms of development and growth of the business. Furthermore, training and developmental sessions also provide job satisfaction to the employees as they get the opportunity to learn new skills and upgrade themselves.

However, often it becomes difficult for organisations to arrange for training and developmental programs, as it results in loss of finances and also affects the working period. For instance, as said by Ali and Anwar (2021), the training and developmental sessions require heavy investment from the perspective of the organisation, as it requires the engagement of professional individuals and many other things. Moreover, providing training to the employees further compels the manager to rotate the available workforce tactfully, which often creates pressure on them and simultaneously drops the productivity of the organisation as a whole. Thus, as said by Kumari *et al.*, (2021), providing training sessions often forces organisations to drop their profit level and it also negatively affects their productivity in a holistic manner. Along with this, in the retail sector, there is limited scope for diversification of activities, which

negatively affects the minds of the employees, and they tend to get bored with the same kind of work, which adversely affects their workability and drops their performance.

Thus, in this type of case, it becomes challenging for retail organisations to motivate their employees and encourage them properly to provide them with job satisfaction. Along with this, as discussed by Behl *et al.*, (2021), often companies offer lucrative policies and benefits to gain the loyalty of the employees and to offer them work-based satisfaction; however, on the back end, it becomes quite difficult for the organisation to provide these benefits to their employees from every aspect. For instance, companies spend a lot on developing attractive policies, which often results in a loss of valuable time and also results in financial loss. However, as it is highly necessary to provide job satisfaction to the employees to enhance their performance, organisations readily accept these challenges. In addition to this, it often becomes difficult for the organisations of the retail sector to manage productivity with a shortage of labour. As said by Akinwale and George (2020), the shortage of labour creates pressure on the employees, which deprives them of job satisfaction. Thus, in these cases, it becomes difficult for the organisations operating in the retail sector to encourage the employees in an effective manner and to motivate them, which can provide them with job satisfaction.

In addition to this, as mentioned by Itri *et al.*, (2019), often employees get motivated when they get hikes in their salaries however, it becomes difficult for the organisation to provide a hike when the organisations run into a loss thus, it becomes challenging for the organisation to retain its profit for further development in future and simultaneously for maintaining the operations effectively. Along with this, the appraisal programs also motivate employees, as on the basis of the appraisal programs, the employees are promoted or awarded with incentives, which immensely satisfy them in terms of their professional careers. However, as mentioned by Itri *et al.*, (2019), organisations face difficulties or challenges regarding choosing the appropriate candidates for promotion. In addition to this, it often becomes challenging from the perspective of the management to adopt appropriate fair policies to evaluate its employees for providing them with awards or promotions. Moreover, as said by Hunaid *et al.*, (2022), often it becomes tough for organisations to manage the process in an efficient manner. To conduct the evaluation process in an effective way, management must arrange for the examinations or interviews based on which the performance of the

employees can be distinguished, and their appraisal programs can be designed. Thus, the framing of these policies requires a lot of time as well as expenses, which becomes difficult for the organisation to attain.

Thus, as said by Hunaid *et al.*, (2022), from this viewpoint, it can be said that organisations face difficulties while providing job satisfaction to the employees, and sometimes it even creates pressure on them and may also affect their productivity in a negative manner. Furthermore, as said by Mahmoud *et al.*, (2021), often employees get satisfaction from their profession when they feel secure with their job, and organisations offer job security to them. However, in the present era of enhanced competition, it has become difficult for organisations to offer job security to employees to manage the overall productivity rate. Furthermore, with the rising competition among companies, formulating an effective and appropriate plan for motivating employees and providing them with job satisfaction has become a big challenge for organisations in the retail sector. For instance, as said by Mahmoud *et al.*, (2021), if the rival organisation provides a better plan, then there is a risk of losing employees. Thus, the management of the organisations operating in the retail sector is engaged in an invisible struggle of providing a competitive advantage to its employees in such a way that neither demotivates its employees nor results in a loss for the company itself. Thus, it is a big challenge for the organisation to make proper strategies that can provide job satisfaction to the employees.

In addition to this, as discussed by Nani and Safitri (2021), it often becomes difficult for the organisation to adopt appropriate leadership policies that can prove beneficial for the organisation as well as facilitate the development of the employees. The adoption of an appropriate leadership style significantly affects employee performance and, in turn, the organisation's overall productivity. According to Nani and Safitri (2021), there are several types of leadership. Some help the company expand, while others help workers flourish. Thus, the company must adopt the best leadership style for growth and employee happiness. These variables make work satisfaction difficult for retail companies.

### Case Study

Employee job satisfaction is important for a company to stay competitive in the market. According to Loan (2020), if employees are satisfied in the organisation, they are more likely to perform well. Moreover, employee motivation also allows the employees of an organisation to stay competitive in the market while increasing productivity.

Furthermore, Inegbedion *et al.*, (2020) said that if the employees are satisfied with their jobs they are more likely to stay in the organisation and that leads to high employee job retention. Loan (2020) stated that employees contribute a lot to creating a brand image of an organisation. If the employees are satisfied with their job role, they are more likely to develop a positive brand image for the organisation. ASDA is a retail company in the UK. The organisation is one of the big superstore chains in the UK. It has a large number of employees. Although in recent years, it has been seen that the company is facing challenges regarding employee job satisfaction.

ASDA Plc. is one of the British supermarket chain which is operating from its headquarters situated in Leeds, UK. The company was founded in the 1960s in Yorkshire and since then it has built up at least 600 stores thereby becoming one of the largest as well as leading retailers in the UK market (ASDA, 2023). The retail chain has a network of stores as well as online services across the UK. ASDA claims to serve around 18 million people and above 95% of the total UK population (ASDA, 2023).

The retailing industry in which ASDA operates is entirely dependent on customer service, and thus it hugely relies on the human resources available, which thereby becomes the biggest asset. Providing the utmost job satisfaction becomes crucial for the company to retain its employees as well as its market reputation. It also ensures a competitive advantage for the company over its competitors in the market and can heavily affect the profit margin (Mira *et al.*, 2019). The recent pandemic situation has caused a significant loss in profit revenue as well as employee resignations. Being frontline workers on behalf of the supermarket chain, employees were the most susceptible to coronavirus infection due to the frequency of their interaction with customers. In order to gain a more competitive advantage in terms of human resources, ASDA Plc has to consider different strategies, including the ones provided in this review paper. It would be worth considering and investigating.

#### **Activities Based on a Case Study:**

**Activity 1:** Review a company's website and recent annual publications to indicate how Asda aims to increase its employee satisfaction.

Start by visiting their website. Make notes and be prepared to consider them when answering the questions for activity 2.

**Activity 2:** Group discussion – Pick 3 questions of your choice and present your findings to the rest of the group.

#### **Questions:**

1. What are the potential consequences for a company of facing challenges regarding employee job satisfaction?
2. How might the recent pandemic situation have exacerbated the issues a company is facing with employee job satisfaction?
3. What specific strategies could a company implement to improve employee job satisfaction and retention in the wake of the pandemic?
4. How important is employee job satisfaction for a company's brand image and overall market competitiveness?
5. What role does employee motivation play in a company's ability to stay competitive in the retail market?
6. How might a company leverage its large network of stores and online services to enhance employee job satisfaction?
7. What measures can a company take to address the concerns of frontline workers regarding their safety and well-being during the pandemic?
8. How can a company balance the need to improve employee job satisfaction while also maintaining profitability and competitiveness in the market?
9. What lessons can a company learn from other companies in the retail industry that have successfully tackled challenges related to employee job satisfaction?
10. How might a company's sales growth trajectory be impacted by its ability to address employee job satisfaction issues effectively?

#### **Gaps in Research That Can Be Further Explored**

For this particular review paper, the strategies to meet the challenges faced by the organisation while providing job satisfaction to the employees are an important aspect which could not be covered in this particular research due to a shortage of time and also due to a lack of appropriate necessary details, as the review paper is mainly based on secondary research. Researchers and managers can take this topic further by applying it to their own context, providing meaningful outcomes that benefit their case, and identifying potential challenges that they might encounter. It is an important aspect as it can provide appropriate evidence to the organisation to enhance their policies to provide job satisfaction to the employees that can improve their performance.

## CONCLUSION

In conclusion, the exploration of job satisfaction and its impact on employee performance reveals a nuanced interplay between organisational dynamics and individual well-being. By delving into the strategies and challenges inherent in cultivating job satisfaction, organisations can unlock the potential for enhanced productivity and sustained success.

Moving forward, organisations must prioritise creating a work environment conducive to job satisfaction. Addressing research gaps and implementing evidence-based policies will be essential for navigating the ever-evolving landscape of employee engagement and organisational performance. As organisations strive to thrive in an increasingly competitive market, investing in the satisfaction and well-being of their workforce emerges as a strategic imperative, paving the way for enduring success and prosperity.

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