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Review Article

Employee Motivation, Job Satisfaction and Productivity: A Review of Selected Literatures

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Abstract: Employee motivation, employee productivity, and job satisfaction are important determinants of organisational effectiveness and employee performance. This review discusses the existing literature on these three dimensions, with particular emphasis on studies conducted at the International, national, and Northeast Indian levels. The review covers studies examining the determinants of employee motivation, factors affecting employee productivity, and determinants and outcomes of employee job satisfaction. The literature indicates that working relationships, career development, training, autonomy, recognition, remuneration, organisational climate, working conditions, performance management, and employee development are important factors influencing employee motivation and productivity. Similarly, job satisfaction is influenced by compensation, leadership, work environment, career development, work-life balance, organisational support, and human resource practices. Studies from Northeast India indicate that organisational climate, work culture, infrastructure, institutional support, work pressure, human resource policies, motivation, and hygiene factors are particularly relevant to employee outcomes in the region. However, the review identifies a relative shortage of integrated empirical studies examining motivation, productivity and job satisfaction together, particularly among employees and service-sector organisations in Northeast India. The review therefore highlights the need for context-specific research that examines the interrelationships among these variables and identifies the motivational and organisational factors that can improve employee productivity and job satisfaction in the Northeast Indian context.

Keywords: Career Development, Employee Motivation, Employee Performance, Employee Productivity, Human Resource Management, Job Satisfaction, Northeast India.

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INTRODUCTION

Employee constitute one of the most important resources of an organisation, and their motivation, productivity and job satisfaction have significant implications for organisational performance and sustainability. In competitive organisational environments, merely providing financial compensation may not be sufficient to encourage employees to perform effectively. Employees' attitudes toward their work, opportunities for development, relationships with colleagues and supervisors, working conditions, recognition, autonomy, and perceptions of organisational support can influence their motivation and satisfaction and consequently their productivity.

Employee motivation refers to the internal and external factors that encourage employees to direct effort toward achieving organisational and personal objectives. Previous studies have identified a wide range of motivational factors. Employee productivity is another important organisational outcome associated with the effective utilisation of human resources. Productivity is influenced not only by employees' skills and abilities but also by organisational systems and the working environment. Job satisfaction represents another important aspect of employee behaviour. Satisfied employees are generally more likely to demonstrate positive attitudes toward their work and organisation. Studies have identified compensation, leadership, working conditions, career development, organisational

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support, communication and work-life balance as important determinants of job satisfaction.

OBJECTIVES

The major objectives of the present review paper are:

1. To review the existing literature on the determinants of employee motivation at the international, national, and Northeast Indian levels.
2. To identify research gaps in the existing literature and suggest areas for future empirical research in the Northeast Indian context.
3. To compare findings from International, national, and Northeast Indian studies relating to employee motivation, productivity and job satisfaction.
4. To analyse the major factors influencing employee productivity identified in previous studies.

RESEARCH METHODOLOGY

The present study adopts a qualitative literature review methodology. Secondary sources were used to analyse previous research relating to employee motivation, employee productivity and employee job satisfaction. The reviewed literature includes journal articles, conference papers, literature reviews and research-based publications. The literature was organised into three major themes, i.e. employee motivation, employee productivity and employee job satisfaction. Within each theme, studies were further classified according to geographical context, namely International, National and Northeast India. The studies were examined with regard to their research objectives, methodology, major findings and implications.

The review primarily focuses on studies that identify determinants of motivation, productivity and job satisfaction or examine relationships between these variables and organisational outcomes. A comparative approach was adopted to identify similarities and differences across geographical and organisational contexts. The research gaps were subsequently identified based on the limited coverage of certain variables, sectors, populations and geographical areas in the existing literature.

LITERATURE REVIEW

A. Determinants of Employee Motivation

International:

Devadass (2011), in the article titled "Employees' Motivation in Organisations: An Integrative Literature Review," reviewed previous research on employee motivation in organisations. The study examined 40 research articles published between 1999 and 2010 and identified four major groups of factors influencing employee motivation: job characteristics, employee characteristics, management practices, and broader environmental factors. The review found that factors such as job design, employee development, participative decision-making, empowerment, management practices, and the organisational environment play important roles in shaping employee motivation. The study concluded that employee motivation is influenced by a combination of individual, organisational, and environmental factors and emphasised that understanding these factors is important for improving employee performance and organisational effectiveness.

Zafar *et al*., (2014), in their study titled "Determinants of Employee Motivation and Its Impact on Knowledge Transfer and Job Satisfaction," examined the factors influencing employee motivation and its relationship with job satisfaction and knowledge transfer among employees from different sectors in Pakistan. The study collected data from 200 respondents using a structured questionnaire and applied regression analysis. The findings showed that training, expectancy, and knowledge transfer had significant relationships with employee motivation, whereas pay and appreciation did not have a direct significant effect. The study also found no direct significant relationship between employee motivation and job satisfaction. The authors concluded that organisations should focus on employee development, training, and creating appropriate expectations to strengthen employee motivation and organisational outcomes.

Zarei *et al*., (2016), in their study titled "Determinants of Job Motivation among Frontline Employees at Hospitals in Tehran," examined the factors influencing employee motivation among 300 frontline hospital employees. The study found that working relationships were the strongest determinant of job motivation, followed by job content, career development, social respect, and autonomy, while recognition and remuneration had comparatively less influence. The study concluded that supportive relationships, career development, employee participation, good working conditions, and autonomy are important for improving employee motivation.

National

Mundhra and Jacob (2011), in their study titled "Intrinsic Motivators in the Indian Manufacturing Sector: An Empirical Study," examined the influence of intrinsic motivation on employee performance in Indian manufacturing organisations. The study considered perceived competence, perceived autonomy, and perceived relatedness as major intrinsic motivators and found a strong relationship between intrinsic motivation and employee performance. The study concluded that intrinsic motivational factors can play an important role in improving employee performance in the Indian manufacturing sector.

Pandey (2014), in the study titled "Employee Motivation and Retention: Key to Organisational Performance in Indian Perspective," examined the importance of employee motivation and retention for improving organisational performance in the Indian context. The study emphasised that motivated employees are more willing to contribute toward organisational objectives and that effective motivational practices can help organisations retain employees and improve performance. The study highlighted the importance of understanding employee needs and developing appropriate motivational practices to strengthen organisational effectiveness.

Rani, Tyagi, and Arora (2021), in their study titled "Employee Motivation: An Indian Perspective," examined the factors influencing employee motivation among employees working in various Indian enterprises. The study used a questionnaire to assess ten motivational factors and examined their relationship with demographic variables using *t*-tests and ANOVA. The findings showed that fair wages, job security, opportunities for advancement and development, appreciation of work, and working conditions were among the important motivating factors. The study also found that gender and type of organisation influenced employees' preferences for motivational factors, while age, income, marital status, and education were not significant.

Northeast India

Sinha (2003), in her study titled "Women Entrepreneurship in the North East India: Motivation, Social Support and Constraints," examined the motivational factors, social support, and constraints influencing women entrepreneurs in Northeast India. The study highlighted financial motivation, social support, and socio-economic constraints as important factors influencing entrepreneurial activities. The findings provide useful insights into the role of motivation and social environment in shaping entrepreneurial participation among women in the Northeast Indian context.

Das (2021), in his study titled "Entrepreneurship Education: A Motivational Approach for Starting the Career as an Entrepreneur among Youth in North East India," examined the role of entrepreneurship education in motivating youth in Northeast India to choose entrepreneurship as a career. The study highlighted that entrepreneurship education can develop motivation, entrepreneurial attitudes, skills, and competencies among young people. It concluded that appropriate entrepreneurship education can create a conducive environment for youth to pursue entrepreneurship and contribute to employment generation and regional economic development.

Paul *et al*., (2021), in their study titled "Discerning Extrinsic Motivational Factors of Performance in Extension Service Delivery to Disadvantageous Locations: A Dimension Reduction Approach," examined the extrinsic motivational factors influencing the performance of Subject Matter Specialists working in Krishi Vigyan Kendras across the Northeastern region of India. Based on 231 respondents from 59 KVKs across eight Northeastern states, the study identified organisational climate and work culture, technology and capacity-building support, infrastructure, safety, institutional support, external contact, remuneration, and basic amenities as important motivational factors. The study particularly identified organisational climate and work culture as the most important factors, highlighting the importance of a supportive work environment in employee motivation and performance.

B. Employee Productivity

International

Ataullah *et al*., (2014), in their study titled "Employee Productivity, Employment Growth, and the Cross-Border Acquisitions by Emerging Market Firms," examined the impact of cross-border acquisitions on employee productivity and employment growth. The study found that cross-border acquisitions reduced employee productivity and had a limited effect on employment growth. The negative effect on productivity was particularly evident when acquisitions involved less-developed and culturally different countries. The authors concluded that cross-border acquisitions do not necessarily improve employee productivity or the effective use of human capital.

Bawa (2017), in the study titled "Employee Motivation and Productivity: A Review of Literature and Implications for Management Practice," reviewed theoretical and empirical literature on the relationship between employee motivation and organisational productivity. The study identified financial factors such as pay and non-financial factors such as recognition and challenging jobs as important motivational factors. The review concluded that appropriate motivational practices can contribute to improved employee productivity and organisational performance.

Wadu Mesthrige and Chiang (2019), in their study titled "The Impact of New Working Practices on Employee Productivity: The First Exploratory Study in Asia," examined the influence of activity-based working and new working practices on employee productivity in Hong Kong. Using interviews and a questionnaire survey, the study found that both physical and behavioural aspects of the working environment influence employee productivity, with behavioural factors having a relatively stronger influence. The study also found that distractions such as interruptions, overcrowding, and noise negatively affected employee performance. The authors concluded that creating an appropriate working environment is important for enhancing employee productivity.

National

Childs (2009), in his article titled "Improving Employee Productivity and Efficiency," examined how quality-management practices could improve employee productivity and efficiency in the Dallas County Tax Office in the United States. The study highlighted the importance of a clear organisational mission, employee empowerment, performance measurement, recognition, and continuous improvement. The findings showed that these practices contributed to greater efficiency, productivity, and improved customer service.

Singh and Mohanty (2010), in their study titled "Impact of Training Practices on Employee Productivity: A Comparative Study," reviewed existing research on the relationship between training practices and employee productivity across different sectors. The study found that training has an important relationship with employee productivity, although the direction and strength of its impact may vary across industries. The authors concluded that effective training practices can contribute to improved employee productivity and organisational effectiveness.

Chaturvedi and Sharma (2012), in their study titled "Employees Productivity Analysis: A Comparative Study of Punjab National Bank and Central Bank of India," examined employee productivity in two Indian public-sector banks using financial data from 2002 to 2011. The study measured productivity through business per employee and profit per employee and found that employee productivity increased in both banks during the study period. However, Punjab National Bank showed greater improvement in productivity compared with Central Bank of India. The study highlighted the importance of employee motivation, commitment, and effective human resource practices in improving organisational productivity.

Northeast India

Dutta *et al.,* (2025), in their study titled "Employee Well-Being Programs and Their Impact on Faculty Job Satisfaction: A Case Study of Educational Institutions in Northeast India," examined the relationship between employee well-being programs and faculty job satisfaction among 52 academicians and staff members in educational institutions across Northeast India. The study found that institutional support, motivation, recognition, work culture, role clarity, and work-life balance were important factors associated with job satisfaction. Although a majority of respondents reported overall job satisfaction and motivation, concerns regarding recognition, internal communication, work culture, and institutional support remained. The study emphasised the need for stronger employee well-being programs to improve faculty satisfaction, engagement, and long-term commitment.

Phukan, Barua, and Phukan (2025), in their study titled "Role of Intrinsic and Extrinsic Rewards in Enhancing Employee Productivity in Assam's Telecom Industry: A Literature Review," examined the role of intrinsic and extrinsic rewards in improving employee productivity in Assam's telecom industry. Drawing on Herzberg's Two-Factor Theory, Vroom's Expectancy Theory, Kahn's engagement framework, and Self-Determination Theory, the study highlighted fair pay, recognition, career development, and employee autonomy as important factors influencing productivity, employee engagement, and retention. The study emphasised that a combination of intrinsic and extrinsic rewards can improve employee productivity and is particularly relevant to frontline and network-operations employees in Assam's telecom sector.

Sudarshan, S., & Xavier, P. (2025). Effect of performance management on employee productivity in the fuel refinery and its beneficial impact on work-life balance and operational excellence. *International Journal of Accounting and Economics Studies, 12*(5), 731–738. https://doi.org/10.14419/thxe0z26. Sudarshan and Xavier (2025), in their study titled "Effect of Performance Management on Employee Productivity in the Fuel Refinery and Its Beneficial Impact on Work-Life Balance and Operational Excellence," examined the effect of performance management on employee productivity among employees of fuel refineries in the northeastern states of India. Using a mixed-method approach, the study found a significant difference in productivity between employees with higher and lower levels of performance management, with a large effect size (Cohen's $d = 1.39$, $p < .001$). The study further found that employees experiencing higher levels of performance management demonstrated enhanced employee productivity and operational excellence, highlighting the importance of performance goals, regular feedback, rewards, and effective performance evaluation practices.

C. Employee Job Satisfaction

International

Agho, Mueller, and Price (1993), in their study titled "Determinants of Employee Job Satisfaction: An Empirical Test of a Causal Model," examined the factors influencing employee job satisfaction using data from 405 employees of a Veterans Administration Medical Centre in the United States. The study found that environmental opportunity, job characteristics such as routinization and distributive justice, positive affectivity, and work motivation significantly influenced job satisfaction. The revised model explained 57% of the variance in employee job satisfaction, demonstrating that satisfaction is influenced by a combination of organisational, job-related, and individual factors.

Saari and Judge (2004), in their study titled "Employee Attitudes and Job Satisfaction," reviewed research on employee attitudes and job satisfaction and identified three major areas of concern: the causes of employee attitudes, the consequences of positive or

negative job satisfaction, and methods for measuring and influencing employee attitudes. The authors highlighted the importance of both individual characteristics and workplace factors in understanding job satisfaction and emphasised that employee attitudes can influence organisational performance. The study also provided recommendations for organisations to improve employee attitudes and job satisfaction through effective human resource practices.

Irabor and Okolie (2019), in their study titled "A Review of Employees' Job Satisfaction and Its Effect on Their Retention," reviewed the factors influencing employee job satisfaction and its relationship with employee retention. The study highlighted working conditions, motivation, organisational environment, employee recognition, and human resource management practices as important factors affecting job satisfaction and retention. The authors emphasised that organisations that create supportive work environments and effective retention strategies are better positioned to attract, motivate, and retain skilled employees.

National

Singh and Jain (2013), in their study titled "A Study of Employees' Job Satisfaction and Its Impact on Their Performance," examined the factors influencing employee job satisfaction and its effect on employee performance. The study highlighted pay and benefits, promotion opportunities, working conditions, leadership, social relationships, and job characteristics as important factors influencing job satisfaction. The authors emphasised that a supportive working environment and higher employee satisfaction can contribute to improved employee motivation, productivity, and organisational performance.

Weaver (1974), in his study titled "Correlates of Job Satisfaction: Some Evidence from the National Surveys," examined the relationship between job satisfaction and various employee characteristics using evidence from national surveys in the United States. The study found a positive relationship between income and job satisfaction, while also considering demographic and occupational factors associated with employees' satisfaction. The study provided early empirical evidence on the determinants of employee job satisfaction and established a basis for subsequent research on employee attitudes and workplace satisfaction.

George and Zakkariya (2015), in their study titled "Job Related Stress and Job Satisfaction: A Comparative Study among Bank Employees," examined differences in job satisfaction and job-related stress among employees working in public-sector, private-sector, and new-generation banks in India. Using questionnaire data from 337 bank employees and one-way ANOVA, the study found significant differences in job satisfaction and job-related stress across the different banking sectors. Public-sector bank employees reported lower job-related stress and higher job satisfaction compared with employees in new-generation banks. The authors suggested that reducing job-related stress and improving job satisfaction could contribute to better service quality and lower employee turnover.

Northeast

Singh and Bhattacharjee (2020), in their study titled "A Study to Measure Job Satisfaction among Academicians Using Herzberg's Theory in the Context of Northeast India," examined job satisfaction among 478 academicians working in Central Universities in Northeast India. Using Herzberg's Two-Factor Theory, the study investigated the influence of motivation and hygiene factors on academicians' job satisfaction. The findings showed that both motivation and hygiene factors were positively and significantly associated with job satisfaction. The study also found differences in satisfaction levels based on the academicians' hometown, with academicians from Northeast India reporting higher satisfaction with motivation and hygiene factors.

Marchang (2021), in the study titled "Job-Seeking Behaviour, Employment, Labour Employability Skills, Dissatisfaction and Job Mobility: A Study of North-East Migrant Workers in Bengaluru," examined the employment experiences, job dissatisfaction, employability skills, and job mobility of migrant workers from Northeast India living in Bengaluru. The study highlighted employment-related challenges faced by North-East migrants and examined factors influencing their job-seeking and mobility behaviour. The findings are useful for understanding employment and job-satisfaction issues among workers from Northeast India, although the study was conducted outside the region.

Dutta *et al*., (2025), in their study titled "Employee Well-Being Programs and Their Impact on Faculty Job Satisfaction: A Case Study of Educational Institutions in Northeast India," examined the relationship between employee well-being programs and faculty job satisfaction among 52 academicians and staff members in educational institutions across Northeast India. The study found that institutional support, motivation, recognition, role clarity, work culture, and work-life balance were important factors associated with employee well-being and job satisfaction. Although most respondents reported overall job satisfaction and motivation, concerns regarding recognition, communication, work culture, mental health support, and institutional support were identified. The study emphasised the need for stronger and context-sensitive employee well-being programs to improve faculty satisfaction, engagement, and long-term commitment.

DISCUSSION

A. Employee Motivation

Employee motivation is widely recognised as a fundamental determinant of employee behaviour and

organisational effectiveness. The literature demonstrates that motivation is influenced by both intrinsic and extrinsic factors.

At the international level, Zarei *et al*., (2016) examined job motivation among 300 frontline employees in hospitals in Tehran. Their findings identified working relationships as the strongest determinant of job motivation, followed by job content, career development, social respect, and autonomy. Interestingly, recognition and remuneration had comparatively lower influence. The findings demonstrate that employees may be strongly motivated by the quality of their relationships, meaningful work, and opportunities for career development rather than financial rewards alone. Zafar *et al*., (2014) investigated employee motivation, knowledge transfer, and job satisfaction among 200 employees in Pakistan. Their findings indicated significant relationships between training, expectancy, knowledge transfer, and employee motivation. However, pay and appreciation did not have a direct significant effect on motivation. The findings reinforce the importance of employee development and appropriate expectations in creating motivational conditions. Devadass (2011) reviewed 40 research articles published between 1999 and 2010 and identified job characteristics, employee characteristics, management practices, and environmental factors as four broad categories influencing employee motivation. The review emphasised job design, employee development, participation in decision-making, empowerment, management practices, and organisational environment as important motivational factors. Thus, motivation can be understood as a multidimensional phenomenon influenced by both individual and organisational characteristics. Indian studies provide further evidence regarding the importance of intrinsic and extrinsic motivational factors. Mundhra and Jacob (2011) found a strong relationship between intrinsic motivation and employee performance in the Indian manufacturing sector. Perceived competence, autonomy, and relatedness were identified as important intrinsic motivators. Pandey (2014) emphasised the relationship between employee motivation, retention, and organisational performance, highlighting the importance of understanding employee needs and adopting appropriate motivational practices. Rani *et al*., (2021) identified fair wages, job security, career advancement, development opportunities, appreciation, and working conditions as important motivational factors among employees in Indian organisations. The literature relating to Northeast India is comparatively limited. Paul *et al*., (2021) examined extrinsic motivational factors among Subject Matter Specialists working in Krishi Vigyan Kendras across the Northeastern region. Based on 231 respondents from 59 KVKs across eight Northeastern states, the study identified organizational climate and work culture, technology and capacity-building support, infrastructure, safety, institutional support, external contact, remuneration, and basic amenities as important motivational factors. Organisational climate and work culture emerged as particularly important. Sinha (2003) examined motivation, social support, and constraints among women entrepreneurs in Northeast India. The study highlighted the role of financial motivation and social support, while also drawing attention to socioeconomic constraints affecting entrepreneurial participation. Das (2021) emphasised the role of entrepreneurship education in developing motivation, attitudes, skills, and competencies among youth in Northeast India. The literature suggests that employee motivation is influenced by a combination of career development, supportive relationships, autonomy, employee development, organisational climate, working conditions, recognition, remuneration, and social support. However, the relative importance of these factors varies according to sector, occupation, and geographical context.

B. Employee Productivity

Employee Productivity refers broadly to the effective contribution of employees toward organisational outputs and objectives. Existing research suggests that productivity is affected by organisational practices, working conditions, human resource practices, motivation and employee development.

Ataullah *et al*., (2014) examined the effects of cross-border acquisitions on employee productivity and employment growth. Their findings indicated that cross-border acquisitions could reduce employee productivity, particularly when acquisitions involved less-developed and culturally different countries. This demonstrates that organisational changes and cultural differences can influence the effective utilisation of human resources. Wadu Mesthrige and Chiang (2019) examined new working practices and employee productivity in Hong Kong. Their findings demonstrated that both physical and behavioural workplace factors influenced productivity, with behavioural factors having a relatively stronger influence. Interruptions, overcrowding, and noise were identified as factors that could negatively affect employee performance. The study highlights the importance of a supportive and appropriately designed working environment. Bawa (2017), through a review of literature, examined the relationship between employee motivation and productivity. The study identified financial factors such as pay as well as non-financial factors such as recognition and challenging jobs as important motivational influences on productivity. The study concluded that appropriate motivational practices can contribute to employee productivity and organisational performance. Indian research also indicates the importance of human resource practices in improving productivity. Chaturvedi and Sharma (2012), in their comparative study of Punjab National Bank and Central Bank of India, examined business per employee and profit per employee as indicators of employee productivity. Both banks experienced increases in productivity, although Punjab National Bank

demonstrated greater improvement. The study highlighted the importance of employee motivation, commitment, and human resource practices. Singh (2010) examined the relationship between training practices and employee productivity and concluded that effective training can contribute to productivity, although the strength of the relationship can differ across industries. Childs (2009) emphasised quality-management practices, employee empowerment, performance measurement, recognition, and continuous improvement as important mechanisms for improving employee productivity and organisational efficiency. In the Northeast Indian context, Sainidis and Kolawole (2019) examined career management and employee productivity among service SMEs in North East England. Although the geographical context is North East England rather than Northeast India, the study is conceptually relevant because it demonstrates how career management practices can influence employee engagement, commitment, satisfaction, and productivity in service SMEs. The study highlights mentoring, career counselling, succession planning, career workshops, and performance appraisal as important career management practices. Phukan *et al.,* examined the role of intrinsic and extrinsic rewards in enhancing employee productivity in Assam's telecom industry.

The review emphasised fair pay, recognition, career development, and employee autonomy as factors that can influence productivity, engagement, and retention. Sudarshan and Xavier (2025) examined performance management and employee productivity in fuel refineries in the northeastern states of India. Their findings indicated a significant difference in productivity between employees experiencing higher and lower levels of performance management. The study highlighted performance goals, feedback, rewards, and performance evaluation as important mechanisms for improving productivity and operational excellence. Taken together, the productivity literature indicates that working environment, training, career management, performance management, recognition, rewards, employee empowerment, and organisational support can influence employee productivity.

C. Employee Job Satisfaction

Job satisfaction is another central dimension of employee behaviour and organisational effectiveness. It reflects employees' positive or negative evaluation of their work and working conditions.

Divya and Veena (2024) examined employee job satisfaction and identified organisational support, work environment, motivation, recognition, communication, and employee-related factors as important influences. The study emphasised that a positive work environment and appropriate recognition can improve employee satisfaction, engagement, and performance. Ariffin *et al*., (2025), through a systematic review, examined determinants of employee job satisfaction and identified compensation, leadership style, workplace environment, work-life balance, and career development as major determinants. The review also demonstrated that the relative importance of these factors may vary according to industry and organisational context. Bhati (2021) examined job satisfaction and its influence on employee performance and emphasised the role of motivation, work environment, employee needs, and work-life balance. The study suggested that satisfied employees are more likely to remain engaged and contribute positively to organisational productivity. Indian literature also establishes a relationship between job satisfaction and employee outcomes. Singh (2021) examined the relationship between job satisfaction and employee engagement across countries and industries and reported a positive relationship between the two constructs. Hatte (2025) theoretically examined the relationship between job satisfaction and employee performance and emphasised the importance of employee well-being, motivation, engagement, and satisfaction in organisational success. Singh and Jain (2013) identified pay and benefits, promotion opportunities, working conditions, leadership, social relationships, job characteristics, communication, training, and career development as important determinants of job satisfaction. The study emphasised that organisations can enhance satisfaction and performance through supportive work environments, fair compensation, career development, effective communication, empowerment, and training. The Northeast Indian literature provides important contextual evidence. Roy (2023) investigated job stress and employee satisfaction in the hospitality and tourism sector of Northeast India using data from 371 frontline hotel employees across the eight Northeastern states. The study found that duration of work, job profile, and management expectations positively influenced job satisfaction, whereas human resource policies and work pressure had negative effects. The study also found a positive relationship between eustress and job satisfaction. Singh and Bhattacharjee (2019) examined job satisfaction among 478 academicians in central universities of Northeast India using Herzberg's Two-Factor Theory. Their findings showed that both motivation and hygiene factors were positively and significantly associated with job satisfaction. The study therefore provides evidence that both intrinsic and extrinsic workplace factors are relevant to employee satisfaction in the Northeast Indian context. The reviewed literature demonstrates that job satisfaction is multidimensional and is influenced by compensation, leadership, working conditions, career development, organisational support, motivation, work pressure, HR policies, communication, and employee relationships.

RESULT AND FINDINGS

The review of the existing literature leads to several important findings and research gaps.

1. **Limited Integrated Studies:** Most previous studies have discussed employee motivation,

productivity or job satisfaction separately. There is a relative shortage of studies examining all three variables within a single conceptual framework. Since motivation can influence satisfaction and both can potentially influence productivity, integrated research could provide a more comprehensive understanding of employees' outcomes.

2. **Limited Research in Northeast India:** Compared with international and national literature, empirical research on employee motivation, productivity and job satisfaction in Northeast India remains relatively limited. Existing studies are often concentrated in specific sectors such as hospitality, education, agriculture, telecom and public-sector organisations. More research covering diverse industries and occupations is required.
3. **Need for State-Specific Studies:** Northeast India consists of eight states with considerable socioeconomic, cultural, geographical and economic diversity. However, several existing studies treat Northeast India as a single geographical unit. There is a need for state-specific comparative studies examining whether motivational and satisfaction factors differ across Assam, Manipur, Meghalaya, Mizoram, Nagaland, Tripura, Arunachal Pradesh and Sikkim.
4. **Insufficient Focus on Service-Sector Employees:** Service-sector employees have substantial interaction with customers and are therefore particularly dependent on motivation, job satisfaction, organisational support and working conditions. However, comparatively few studies have systematically examined the combined effects of these factors on service-sector employee productivity in Northeast India.
5. **Career Development Requires Further Investigation:** The literature identifies career development as an important motivational and satisfaction factor. However, its relationship with employee productivity has not been sufficiently examined in Northeast Indian organisations. Future research could investigate whether opportunities for promotion, training, mentoring, career counselling and skill development directly or indirectly improve productivity.
6. **Need to Examine Demographic Differences:** Previous studies indicate that demographic characteristics may influence employees' preferences for motivational factors and satisfaction. However, there is insufficient evidence from Northeast India regarding whether factors such as age, gender, education, work experience, income, organisational position and marital status influence motivation, productivity and job satisfaction.

CONCLUSION

The overall review suggests that employee motivation, productivity and job satisfaction are closely connected organisational outcomes influenced by multiple individual and organisational factors. Career development, supportive relationships, autonomy, recognition, compensation, training, organisational climate, working conditions, performance management, leadership and organisational support emerge repeatedly across the literature. However, the existing evidence is fragmented, and there is a clear need for integrated, context-specific research in Northeast India. Such research could help organisations develop more effective human resource strategies that simultaneously enhance employee motivation, job satisfaction and productivity.

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