



The Influence of Organization's Culture, Career Development, and Rewards on Job Satisfaction with Work Motivation as an Intervening Variable – A Conceptual Exploration

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Abstract. Objective of the Study : The present study conceptually develops the construct called Work Motivation as a mediator in between Organization's Culture, Career Development, Rewards and Job Satisfaction is based on Social Exchange Theory (SET). The method is based on the integrative review of previous research to develop a conceptual model that links macro factors from the organization with micro psychological antecedents of job satisfaction. From the results, Organization's Culture, Career Development and Rewards are direct contributors to Job Satisfaction although conceptual gaps and inconsistencies in past studies suggest the potential presence on indirect pathway through work motivation. Work motivation is the psychological process that changes supportive norms, developmental possibilities, and equitable reward into favourable attitudes and job satisfaction. What is most novel about this study is the fact that three major constructs of the organization are integrated in a single framework mediated by work motivation an area that has not been comprehensively explored. From a practical standpoint, the model conceptually highlights the importance of creating supportive environment, offering structured career development, and ensuring fairer reward systems to keep motivation level high at the workplace where employees are satisfied with job.

Keywords: Organization's Culture, Career Development, Rewards, Work Motivation, Job Satisfaction, Conceptual Framework

1 Introduction

Today, in a competitive work environment, the quality of human resources plays a key role in determining organizational success. As the world of work grows increasingly competitive and complex, organizations must manage employees effectively to remain adaptive and innovative amid rapid technological change. One of the key elements that support success is employee job satisfaction [1], [2], [3]. It is not just lower productivity and the fact that happy workers are more creative and loyal, but also high job satisfaction as proven to be a cornerstone of maintaining performance and organizational success. Job Satisfaction is a person's emotional response to their job based on an evaluation of the actual characteristics of the job itself [4]. Satisfaction at work is an essential factor in the creation of a peaceful and effective working place [5]. Greater job satisfaction will increase employee quality

(in terms of your ability to find the right person for a position), decrease absenteeism, and decrease turnover [6]. On the other side, dissatisfaction can interfere with organizational performance, reduce service quality, and non-sustainable [7]. From some research job satisfaction may be affected in many factors like organization culture [8], [9], [10], [11], [12], career development [13], [14], [15], [16] and rewards as well as work motivation [17], [18], [19], [20] [21], [22], [23].

Organization's Culture is one of the variables that plays a major role in shaping employee job satisfaction. An Organization's Culture that promotes openness, inclusivity, and effective communication fosters a positive work climate [24], [25]. Productive and positive culture drives employee engagement, productivity, as well as satisfaction just like a career development gives employees a purpose and direction. Individuals are more likely to feel satisfied and valued when they see opportunities for development [26]. In contrast, vague or tenuous career paths may result in frustration and dissatisfaction [27]. Moreover, fair and timely rewards are essential in maintaining employee satisfaction, where employees who believe they are rewarded for their work tend to be satisfied and more committed [18], [20].

Most previous studies have explored these factors separately, focusing only on Organization's Culture, career development, or rewards, without integrating all three into a single analytical framework [28]. This piecemeal approach does not take into account the holistic view of how these variables are interconnected, and together influence job satisfaction [29]. A broader approach to the study that considers these three dimensions—the job satisfaction space—will be necessary to allow for a deeper insight of job satisfaction. In addition, previous research results have been inconclusive. Some literature says that Organization's Culture has a positive significant impact on job satisfaction [30], [31], [32] and the others one show no significant relationship [33], [34]. Inconsistencies are also found in research on career development and rewards [35], [36], [37]. These inconsistencies emphasize the context of these variables and a potential also be considered while investigated. To fill these gaps, this study will integrate Organization's Culture, career development and rewards with work motivation as mediating variables. Motivation is internal power that inspires the employees to work properly and with devotion for achievement of the organizational objectives [38].

Employee who feel motivated usually connect more strongly with their organization's culture, take an active role for developing their career, and respond more positively to recognition [39]. Other side, when motivation is lacking, even the best designed system for culture, career growth, and rewards may not be enough to boost the job satisfaction. To address this, the present study examines how organization's culture and rewards can influence the job satisfaction with work motivation as a mediator. Based on Social Exchange Theory [40], [41], this research explores how these variables interact within the organizational context. Therefore, this study aims to understand how Organization's Culture, career development, and rewards contribute to job satisfaction, and how work motivation mediates these relationships. To support this aim, this paper adopts a conceptual review approach from previous studies to build an integrated theoretical model. This approach is highlighted to reaffirm that the study doesn't present new empirical data, but a conceptual foundation that can guide and enrich future empirical research.

2 Literature Review

2.1 Social Exchange Theory

This research based on Social Exchange Theory, which highlights the reciprocal relationship between employees and their organizations. According to this theory, workers are more likely to be productive if they believe that their employer is providing them with fair and equitable benefits in exchange. In this context, Supportive Culture of the Organization, fair Remuneration and transparent Career Path contribute in Trust and Commitment leading to Job Satisfaction. It has been shown that a good and open corporate culture can create positive ties between employees and the organization which promotes motivation or satisfaction [42]. According to this theory, workers are more likely to be productive if they believe that their employer is providing them with fair and equitable benefits in exchange. In this context, Supportive Culture of the Organization, fair Remuneration and transparent Career Path contribute in Trust and Commitment leading to Job Satisfaction. It has been shown that a good and open corporate culture can create positive ties between employees and the organization which promotes motivation or satisfaction [43].

2.2 Job Satisfaction

Affective commitment A positive feeling about work that is doing. This emotion was determined by various aspects including tasks themselves, co-workers and working environment This reveals the extent which individuals feel appreciated and energized at work thus affecting their job performance and devotion to the company [44]. The major dimensions of job satisfaction include a good pay, supportive management, clear supervision & communication, and having meaningful work And great teamwork by the colleagues[45]. Organization's Culture, career development, Rewards and Motivation moulds the Job satisfaction. Positive culture creates an environment of openness, cooperation, and career development 42 [46], fair rewards enhance loyalty and strong incentives motivate employees to contribute well in the workplace.[42] [46] [44].

2.3. Organization's Culture

Culture of the Organization It can be defined as "moderately stable, deeply embedded patterns of organi-zational beliefs and norms that influence how employees perform and interact at work [13], [42]). When you have a positive culture, it promotes teamwork, open communication and innovative ideas which leads to supportive environment vibes that increase motivation and job satisfaction. On the other hand, a weak cultural abundance can result in low morale, discontentment and high staff turnover. Organization's Culture dimensions are masculinity, femininity, paternalism, power distance, uncertainty avoidance and individualism collectivism [47]. These dimensions distinguish between competition and cooperation, centralized control and shared decision-making, stability and flexibility. They shape the way employees collaborate, take decisions and purpose in their jobs. Strong and

comprehensive culture affects positively on the determinants such as motivation, commitment and service quality [48]. When people have the freedom to be supported, recognized and trusted, that's when they are engaged and aligned towards organizations. Not only it boosts productivity but also improves an emotional attachment of employees towards the workplace.

2.4 Career Development

Career development refers to the systematic planning of a person's professional growth by adding value to skills, knowledge and experience in order to achieve career goals [13], [42]. In organizations, A pushes for offering employees formalized possibilities – like training, educational courses and work assignments – that allows them to develop in their profession path [49]. Good career development will not only improve technical skills but it will develop the managerial, social, and communicative abilities to accomplish organizational objectives. According to [50] he relevant dimensions of career development are vocational identity and job self efficacy. Vocational identity is a clear self-image that gives an individual confidence in career choice, and job self-efficacy is the belief to be capable of executing tasks and having success in the career. These dimensions contribute to personal and professional well-being through the creation of a sense of purpose and fulfilment in their work. Career advancement is essential for enhancing job satisfaction and motivation. If employees are offered purposeful opportunities to develop and advance, they are more likely to feel appreciated for their work [51]. Companies who spend money on career development have motivated and engaged employees that work smarter, not just harder: CareerDevelopCreate a workforce that's more loyal and raises productivity.

2.5 Reward

Rewards refer to the honours presented to individuals or groups in recognition of their accomplishments, contributions, or performance [52]. Reinforcement can be tangible (money, promotions) or intangible (positive feedback, public acknowledgment). When employees are fairly and promptly compensated, this consolidates their perception of being valued, it motivates them; in addition to building job satisfaction [53]. Reward dimensions also include immediacy, duration, personality characteristics, source, tangibility and fairness [54]. Those rewards that are immediate, personal and meaningfully related to the user's experience on a platform will be more motivating and engaging than those that are distant or impersonal. Intrinsic rewards (i.e., intellectual fulfillment) and extrinsic rewards (i.e., pay incentives) both matter, however, intrinsic motivation tends to lead to deeper psychological support and longer-term commitment. In general, appropriately administered incentives have a positive effect on employees' motivation, satisfaction and commitment towards the organization. Fairness in reward as part of work recognition and appreciation motivates employees to go extra miles, stay loyal and involve actively towards organisational goals [43].

2.6 Work Motivation

Work motivation refers to the internal and external factor that inspire individuals to carry out their task with full energy, enthusiasm, and efficiency [52]. It represents the process that initiates, directs, and maintains behaviour toward achieving organizational goals [55]. Motivation in the workplace is shaped not only by tangible rewards like a salary, but also by psychological factor like recognition, appreciation, personal growth opportunities and supportive relationship within a positive work environment [48]. According to [56], work motivation consists of four main dimensions. They are intrinsic motivation, extrinsic regulation, external regulation, and amotivation. Self-determined motivation stems from authentic interest and intrinsic fulfillment and results in higher levels of engagement, performance. Introjected and external regulations are motivated by internal demand or external rewards, therefore it can temporarily improve the performance but negatively affects at one's intrinsic motivation. Amotivation on the other hand, is described as a lack of interest or purpose in work and is generally associated with poor performance and low satisfaction. In general, work motivation depends on some factors including Organization's Culture, career Development and reward equitability [42]. A positive culture, development opportunities and fair recognition lead to greater motivation which leads to job satisfaction, commitment and productivity [57]. Motivated workers tend to be more creative, committed and loyal; therefore, motivation is a key mediating process in the relationship between an organisation's practices and their employees' well-being.

3 Methodology

The research is based on a conceptual type of investigation dedicated to elucidating theoretical constructs and extracting new knowledge from specific sources starting from earlier works[58]. According to previous literature, concept-mapping is a research gap identifying and theoretical framework for empirical evidence in the future [59]. In this study, the conceptual approach is emphasized by analyzing and synthesizing findings from prior research rather than collecting or testing empirical data. By integrating the existing literature, this paper seeks to provide a cohesive understanding about the relationships between Organization's Culture, Career Development, Rewards, Work Motivation & Job Satisfaction. The ultimate goal of this approach is to construct a conceptual framework that serves as a foundation for future empirical studies. Specifically, the framework seeks to address the following research questions : (1) Do Organization's Culture, Career Development, and Rewards positively influence Job Satisfaction?, (2) Do Organization's Culture, Career Development, and Rewards enhance Work Motivation?, and (3) Does Work Motivation affect Job Satisfaction and mediate the relationships among Organization's Culture, Career Development, Rewards, and Job Satisfaction?. These question are examined through a literature-based conceptual synthesis.

4. Results & Discussion

4.1 The Influence of Organization's Culture on Job Satisfaction

Organization's Culture plays a vital role in improving employee job satisfaction by promoting fairness, shared values, and supportive work practices. A strong culture will build harmony, trust, and a sense of belonging, making employees feel appreciated and committed to their workplace. According to Social Exchange Theory [60], when employees feel the fair treatment and support, they tend to respond with positive attitudes. Empirical studies also show that a positive and consistent Organization's Culture promotes comfort, engagement, and overall well-being to increase a job satisfaction [42] [44] [51] [48] [27].

4.2 The Influence of Career Development on Job Satisfaction

Career growth It ' s additionally about a profession path. And a profession path is also essential to boosting job satisfaction because it offers employees clear steps for expansion and accomplishment. When the organization invests in their employees they feel valued, loyal, and satisfied. On the other hand stagnation and frustration often arises from lack of career opportunities. Underlying Social Exchange Theory [60], is the idea that career development constitutes an organizational "benefit," which engenders a sense of justice and support. Employees with perceived support for career development are found to reciprocate by exhibiting favorable attitudes of higher attachment, gratitude and a greater level of job satisfaction. This association is also consistent with empirical evidence. Well-designed career development has been demonstrated to have a strong positive impact on job satisfaction and employee allegiance [61].

4.3 The Influence of Rewards on Job Satisfaction

One of the factors in increasing job satisfaction has to do with rewarding employees and making them feel like their efforts are being recognized. When rewards are properly aligned it creates perceived value, professional pride and positive organization attachment. Employees feel less stressed when rewards are consistent and measured, positively perceive their work, have higher levels of comfort and develop a sense of loyalty. Following Social Exchange Theory [60], the working relationship functions as an interchange when an organization provides fair rewards for employee performance and in return employees reciprocate with favorable attitudes, such as high job satisfaction. Rewards were used as a symbol of organizational support and just treatment, reinforcing employees' sense of mutual trust with emotional satisfaction. This is in fact, empirically supported, as it was found that fair and just rewards have a strong positive influence on job satisfaction [43], [46], [62]. Moreover, pay has also been reported to be a significant and the most direct factor in job satisfaction [48].

4.4 The Influence of Organization's Culture on Work Motivation

Corporation Culture The organization culture consists of a set of habits and beliefs that play an essential role in determining the employee's motivation to work. A

positive culture fosters a values-based environment to build active participation and dedication towards work. When employees are treated in open, fair and recognition-based ways based on the values, they feel valued that leads to intrinsic motivation. It's a setting that not only nurtures, but motivates; it encourages employees to do their best. This relationshipal—nature is one of reciprocity, according to the Social Exchange Theory [60], When a supportive culture is established, an employee considers the interaction with the organization as something valuable. They, in turn, offer it back with the best instincts of motivation and effort and loyalty. Therefore, a favorable Organization's Culture is an important enabler of employee motivation. Empirical studies support this connection [42], found that Organization's Culture has a positive and significant impact on work motivation by creating a sense of safety and comfort. Similarly, [63] confirmed that a strong culture enhances motivation through shared values and collective engagement. Moreover, [51] emphasized that a healthy and supportive work culture boosts employee enthusiasm and engagement, while [44] and [27] further validated that a conducive culture encourages employees to stay motivated in achieving organizational goals.

4.5 The Influence of Career Development on Work Motivation

How well employees do both professionally is an important contributing factor in their enthusiasm for work. When companies really get behind individuals growing and advancing in their careers, that's a sign of enthusiasm as well as skills development but also to a deeper degree of loyalty. Workers who think they have an opportunity to make a career are likely to be far more motivated and engaged with their role. According to Social Exchange Theory [60] motivation stems from mutual relationships between employees and the organization. The moment the employees can witness that, navigating their career path within the organization is valued – they will perceive it as a type of trust and recognition. These in turn bear fruit through greater motivation, commitment and contribution to the organizational bottomline. Therefore, career development not only improves individual ability but also fosters sustainable motivation within the job. Empirical studies support this point. Analysis from [64], indicates that career development has a direct and positive influence on work motivation as well substantially increasing job satisfaction. Similarly [61] also highlight that when supportive career development is provided by their RS they experience motivation in terms of feelings of a prospect for growth within the organization. Furthermore [42] established that effective career development programmes create a more enthusiastic and motivated staff, which continues to concentrate on the results of the organization.

4.6 The Influence of Rewards on Work Motivation

Rewards are an important influence in enhancing employees' work motivation. When the recognition of employees contributions is fair and commensurate, they are likely to feel more valued, satisfied, and motivated to expend increasing effort at work in pursuit of organizational objectives. An effective reward system serves to increase morale as well as their employees' identification and commitment to the organization they work for. According to Social Exchange Theory [60] rewards can be understood

as a mutual exchange between employees and the organization. An employee who knows that their work is valued and appropriately rewarded will be more motivated and productive in return. This reciprocal dynamic makes rewards an important variable in maintaining an individual's motivation over time within the organization. This hypothesis has been verified by a number of empirical studies. [65] noted that award has significant positive influence on employee motivation in the public sector. [66] highlighted that an effective reward system enhances motivation among private company employees. Furthermore, [43] and [62] revealed that well-designed reward strategies, including non-financial aspects such as emotional salary, play an important role in increasing motivation levels.

4.7 The Influence of Work Motivation on Job Satisfaction

Work motivation plays a fundamental role in determining employees' level of job satisfaction. Employees with high motivation tend to be more enthusiastic, persistent, and committed to their responsibilities. This positive attitude fosters a sense of achievement and personal fulfillment, ultimately leading to greater job satisfaction. From the perspective of Social Exchange Theory [60], the relationship between work motivation and job satisfaction can be explained through mutual exchange. Motivated employees expect rewards (psychological or material) for their effort. Conversely, when organizations provide a supportive environment that encourages motivation, employees experience higher satisfaction and a stronger sense of belonging. Thus, work motivation acts as a driving force that directly influences job satisfaction. Empirical studies have consistently supported this relationship. [67] found that work motivation positively correlates with job satisfaction among healthcare workers in China. Similarly, [57] demonstrated that work motivation significantly enhances job satisfaction in the education sector. Sarita and [38] and [68] also confirmed that motivation is a key factor in improving job satisfaction across various organizational contexts. These findings indicate that the higher the employee's motivation, the greater their job satisfaction.

4.8 The Influence of Organization's Culture on Job Satisfaction through Work Motivation a Mediating Variable

Work motivation serves as an important link between Organization's Culture and job satisfaction. A positive Organization's Culture, built on shared values and supportive practices, creates a comfortable and engaging work environment. When employees feel supported and appreciated within such a culture, they become more motivated to perform well. This increased motivation then leads to higher job satisfaction, as employees feel more connected and fulfilled in their work. According to Social Exchange Theory [60], when organizations provide a positive and fair work culture, employees tend to reciprocate with greater motivation and commitment. This motivation strengthens their sense of satisfaction, reflecting a mutual exchange between employees and the organization. Empirical studies support this idea. [69] found that work motivation mediates the relationship between Organization's Culture and job satisfaction. Likewise, [70], [44] and [51] confirmed that a supportive Organization's Culture increases motivation, which in turn enhances job satisfaction.

4.9 The Influence of Career Development on Job Satisfaction through Work Motivation a Mediating Variable

Work motivation plays a crucial role as a mediator in the relationship between career development and employee job satisfaction. Career development refers to the organization's systematic efforts to provide opportunities for skill enhancement, career advancement, and the achievement of employees' professional goals. When an organization offers a clear career path and supports personal growth, employees feel valued, more confident about their career prospects, and more committed to their work. In this context, work motivation functions as a psychological mechanism that drives employees to make the most of career development opportunities, ultimately leading to higher job satisfaction. From the perspective of Social Exchange Theory [60], organizational support for career development creates a reciprocal relationship in which employees feel obliged to return the organization's investment by increasing their motivation and performance. Consequently, higher work motivation enhances employees' feelings of satisfaction with their jobs. Thus, work motivation acts as a bridge linking career development experiences with greater job satisfaction. Empirical studies provide strong support for this mediating role. [64] found that work motivation significantly mediates the effect of career development on job satisfaction. Similarly, [42] stated that career development positively contributes to job satisfaction through work motivation. Furthermore, [61] demonstrated that career development, when supported by high work motivation, improves both job satisfaction and employee performance. These findings confirm that work motivation not only strengthens the influence of career development on job satisfaction but also serves as a key factor ensuring a positive relationship between the two.

4.10 The Influence of Rewards on Job Satisfaction through Work Motivation a Mediating Variable

Work motivation plays an essential role in mediating the relationship between rewards and job satisfaction. Rewards (financial or non-financial) serve as the organization's way of recognizing and appreciating employee's contributions. When employees perceive that these rewards are fair and appropriate, their internal drive to perform improves. This increased motivation becomes the pathway through which rewards influence job satisfaction, motivated employees tend to show more positive attitudes, stronger commitment, and greater satisfaction with their work. From the perspective of Social Exchange Theory [60], this relationship reflects a reciprocal exchange between employees and the organization. When employees receive fair and consistent rewards, they feel a moral obligation to reciprocate through higher motivation and improved performance. This process explains how rewards strengthen work motivation, which in turn leads to higher job satisfaction [71]. Motivation thus functions as a psychological mechanism that transforms external rewards into internal satisfaction. Empirical findings further support this mediating role. Study of [65], found that rewards significantly enhance employee motivation. Similarly, study of [66] confirmed that effective reward and punishment systems boost work motivation. Additionally, [43] and [62] reported that rewards not only increase motivation but

also improve job satisfaction.

This synthesis highlights a consistent empirical pattern in which organizational support to enhances job satisfaction primarily through work motivation. These integrated insights further justify the proposed conceptual framework presented in Figure 1. The conceptual framework was developed through the synthesis of previous studies and theoretical integration. This model proposes that Organizational Culture (X1), Career Development (X2), and Rewards (X3) positively influence Job Satisfaction (Y2), both directly and indirectly through the mediation of Work Motivation (Y1). Based on Social Exchange Theory, this framework highlights that a supportive and fair Organization's Culture, structured career development opportunities, and equitable reward systems foster employees' intrinsic motivation to perform better. In turn, this increased work motivation enhances their sense of fulfillment and satisfaction with their jobs. Thus, Work Motivation serves as a psychological bridge that translates positive organizational practices, such as cultural support, career growth, and fair rewards, into higher levels of Job Satisfaction.

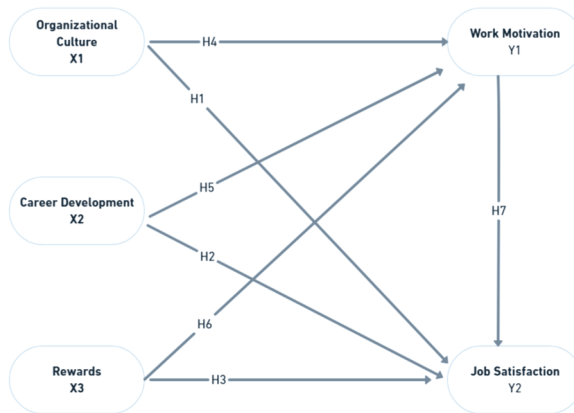


Fig. 1. Conceptual framework

5 Conclusion

This conceptual research offers a clear and integrated picture of relationship between Organization's Culture, Career Development, Rewards, Work Motivation, and Job Satisfaction. Based on the Social Exchange Theory (SET), this framework highlights work motivation as a mediating mechanism that connects organizational practices to employee satisfaction. The Conceptual insights indicate that a supportive Organization's Culture, well-structured career development opportunities, and fair reward systems, can strengthen employees' motivation, which leading to higher job satisfaction and greater organizational commitment. Theoretically, this model contributes by integrating motivational and exchange perspectives to explain how organizational support encourages positive employee outcomes through psychological reciprocity. Practically, it offers insights for organizations to cultivate a strong culture, provide clear career pathways, and implement fair reward systems to sustain employee motivation and satisfaction. Future research are recommended to empirically

examine this model using quantitative approaches such as PLS-SEM, so that its theoretical contributions and practical implications can be more validated and expanded.

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