



**MEASURING THE EFFECT OF EMPLOYEE SATISFACTION AND
MOTIVATION ON CIVIL SERVANT PERFORMANCE**

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ABSTRACT

Human resource management is considered as the most important factor in development of an organization. Therefore, attention to humanistic moral to satisfy and motivate in each organization are a necessity and priority. Therefore, employees' satisfaction and motivation is one of the most significant issues in each organization especially in civil servant organization. It is directly related to the efficiency and effectiveness of the organization. In addition, job Features By redesigning a job; it affects employees' satisfaction and motivation. This leads to improves employee performance.

This study investigates the effect of satisfaction and motivation on employee performance with empirical evidence from Herat province civil servant organization. A survey was conducted on a sample of 150 respondents from civil servant employees in Herat province, Afghanistan for gathering primary data. Two main findings of this research are firstly the significant positive correlation between satisfaction and motivation, and employee performance in civil servant organization. The second main finding is that have the high level of promotion programs had a significant role in making effective performance.

Also this study provided recommendations to the interested stakeholders on how to include satisfaction and motivation strategy in their development and capacity building plan in civil servant organization in Herat province Afghanistan, and also recommendations on conducting effective promotion programs that can yield desired results in order to improve employee performance.

KEYWORDS: *Satisfaction, Motivation, Performance, Civil Servant*

INTRODUCTION

Realizing the strategic goals of each state is directly related to its administration organizational system. Although, the structure of the administrative-organizational system has important role in the efficiency and effectiveness, fulfillment of goals, transparency, accountability, corruption, destroy unemployment etc. but role of state employee, which is the framework of the administration organizational system create mobility and dynamism.

Nowadays, the discussion of satisfaction and motivation is one of the most important issues of management, and filed of work in organizations. All the time employees' satisfaction and motivation significance is get bigger in companies. Experts define job satisfaction from different perspectives, which includes several of these definitions. Job satisfaction officially studied with (Hanvorn1) in the first of 1930s and after 1930 the employee or job satisfaction studied widely.

we can give conclusion that job satisfaction is a psychological feeling that is also affected by social factors (Raslat Poor, 1995). Motivation is a set of forces that engaged employee in specific activities as external and internal activities of the environment (Landerberg, 2009).

Employee satisfaction, performance and employee motivation are key of Successful on government organizations. It is widely recognized that the motivation of workers in both private and public organizations leads to a higher degree of human resources and optimum performance and also it is growing among the mangers of human resource with significant combined of performance (Raslat Poor, 1995).

The times when an organization needs to fill and improves, performance employee is a good fit to void in that job (Muchinsky & Monahan, 1987). Choosing right employees for the right jobs is an important organization behavior to do the high performance (Kristof-Brown et al., 2005) as well the employee job fit is critical so it determines whether or not the employee is well suited for the job (Zheng et al, 2010). Labor leaders believe that if the employees can earn more, work Less hours with the optimal working conditions, while some experts believe, satisfaction and motivation can be increased by a way for employees to be

accountable and independent to do the performance. Both opinions represent motivational and satisfaction theories (Moghimi, 1385).

In developed countries' the situation is different; bureaucracy in these countries is an imaginary of inefficiency, corruption and lawlessness of the state. Instead of expanding the development path in these countries, the administrative system itself has become a barrier to development. The administrative structure in Afghanistan is old and it is the tool of the owners of force at this time, it leads corruption on administrative organization. Furthermore, the corruption factor is the lack of transparency and accountability in the activities of the administrative system. The administrative organizations are actually the apparent symbol of a state that authorities must study carefully and analyze it according to the country situation proceed to increase or decrease it. In addition, various administrative systems in different periods used in Afghanistan at all levels and it will be used in the future too.

Each of this period has its own advantages and disadvantages, in this research tries to determine the current administration of the Islamic Republic of Afghanistan and with greater attention to the executive branch or government and examine employee satisfaction and motivation on their performance in Afghanistan civil servants.

More than three decades of war in Afghanistan has destroyed major sectors and infrastructures, as well as the administrative system in government organizations and the necessities for its economic performance. Therefore, ineffective administration system, lack of satisfaction and motivation, lack of programs and plans to enhance the satisfaction and motivation and the existence of administrative corruption in Afghanistan organizations Corruption is one of the negative consequences of weak and inefficient administration.

Satisfaction and motivation have significant relationship with organization performance. These important issues made me to do my dissertation on this topic and in order to find a way for developing administrative process in Afghanistan. Although, there are different perspectives on employees' performance which effect on satisfaction and motivation in civil servant organizations unfortunately, satisfaction and motivation in (Herat province) has been less evaluated.

Therefore, considering this gap, since the assessment of employees' satisfaction and motivation its further provision for advancement of goals and high performance ability

of employees as well as creating an appropriate work environment for employees is important. Regarding these important points, this present study is aimed at measuring the satisfaction and motivation of Afghanistan governments with case study Herat province. The general objective of the study is to measure the effect of employees' motivation, satisfaction, and productivity on their performance in Herat province civil servant organizations. The question is whether the employees' satisfaction and motivation effect on performance in Afghanistan. The assumption is that satisfaction and motivation have impact on organization's performances in Afghanistan civil servant.

Literature Review

1. Satisfaction and Motivation Definition

Job satisfaction means liking the duty and its needful with requirement conditions that doing in that work. The reward received for doing it and the activities, affairs, and conditions that work (1998) believes that they form an individual, to what extent and in what way he fulfills his needs depends on his judgment.

Practically, satisfaction and motivation have the direct correlation in many experiential research study cases. Therefore, these two relations are connected in a variety of ways then symmetrical, but the difference between these is unconditional. Satisfaction is reflected to be comparatively tenacious phenomenon that includes attitude toward work environment and job factors.

emotional response to work depended on situation can be described by satisfaction (kinicki& kreitner2003)

satisfaction is associated with common satisfaction in overall life. In addition, there are three types of relationships between job satisfaction and satisfaction in the life which determined by Watanabe (1994). The first one becomes a part of life and presents converting job satisfaction to other aspects of life and another way around.

The next one is division and segmentation that job satisfaction and general satisfaction with everyday life are two distinct things and they do not have an effect on each other. The third one is the offset recompense it means the lack of satisfaction in the daily life able to be salaried with satisfaction at work or another way around. Motivation is an

internal process that makes a person move toward a goal. Instead, motivation can only be inferred by noting a person's behavior. Researchers have proposed theories that try to explain human motivation. These theories include drive reduction theories and Maslow's hierarchy of needs theory.

The term motivation is extracted from the Latin word “Movere” that means to move (Baron, Henley, McGibbon, & McCarthy, 2002). For the past several decades, organizational behavior researches focus on motivation and its causes. Baron (1991) believes that motivation is one of the most basic concerns of modern organizational research. Employees will identify Moorhead and Griffin (1998) states that management attempts should be firstly directed towards increasing of employee motivation so the organizational goals and they will contribute to overall productivity. According to Beach (1980), the willingness to achieve goals or rewards is a definition of motivation.

The set of internal and external forces that initiate work-related behavior and specify its form, direction, intensity and duration, is a definition of work motivation (Pinder, 1998, p. 11). This description only refers to work context, and is influenced by intrinsic and extrinsic effects, which determine work behavior.

2. Satisfaction and Motivation Theories

There are some various opinions about satisfaction which have been raised including the needs theory, ERG theory, reinforcement theory, expectation theory, Theory of Value, equality theory, Social Influence Theory, Herzberg's theories, Theory of Need for Success and Holland's theory. However, there are some various opinions about satisfaction which have been raised including the needs theory, ERG theory, reinforcement theory, expectation theory, Theory of Value, equality theory, Social Influence Theory, Herzberg's theories, Theory of Need for Success and Holland's theory.

The motivation theories start while all human behaviors are motivated. Although human behavior is clearly observable, the motivation, which causes that behavior, is invisible. Hence, the problem that all the motivation theories face is that the certain reason of human behavior is not directly visible. Motivational theories explain that human behavior is specified by unchanging and latent needs, those internal and external

motivators can motivate them. At all, the important differences between motivational theories are in their approaches to the principles or sources of motivation (Petri, 1996).

2.1 Theory of Needs (The Hierarchy of Needs)

Hierarchy of needs that was introduced by Maslow in 1943, is one the most famed motivation theories (Maslow, 1943). This theory indicates that human needs occur in a particular hierarchy, which can be grouped in five categories. This theory says that the higher rated needs cannot be satisfied up to when the lower order needs are satisfied. Those five categories are physiological needs, safety needs, social needs, egotistical needs and self-actualization.

Based on the theory of needs, the job satisfaction of each occupation depends on two factors. First, the amount of needs that will be achieved through the work and achievement of the desired situation, and second is the amount of needs that is not provided through the employment of the desired work. This theory of satisfaction is a function of the degree of comity of narrative and satisfying the needs of the individual, including physical and psychological needs.

2.2 Theory of Expectation

This theory is the expectations theory also can be called theory of probability. This theory believes that job satisfaction is determined by the full alignment of expectations and expectations with individual advancements, while dissatisfaction is a failure to meet expectations (Azkmp; 2006). The theory of expectation is based on the idea that the amount of motivation and effort individuals make to fulfill a given goal depends on expectations. In other words, Possible estimates from work and work results are depend together.

Therefore, after the end of the work, what reward is likely to be given to him or her, or how much they will be prepared for success for the next successes, is one of the most important issues of this theory (Azkmp; 2006).

Theory of Value

This theory states that job satisfaction is determined by the phenomenon of whether a job allows an individual to maintain private and personal values. Therefore, this theory based that if the job is consistent with maintaining private and personal values of the

employee, they are satisfied with their jobs, but if their jobs contradicts their private values, the job satisfaction will not be achieved and they are not satisfying (Azkmp; 2006).

Herzberg and Satisfaction

According to Herzberg approach is to study people's feeling about their work or their attitude, three questions have been answered:

- How can one specify the attitude of any individual toward his or her job?
- What are these attitudes?
- What are the consequences of these attitudes?

These question are experimental methodology and final questions that matter the relationship between attitude and following behaviors is important, so in response to the "incomplete nature" and the previous to the knowledge and a combination of the three question in a unit of study and factors- attitudes (F-A-E) complex. Herzberg (Herzberg, 1959) describes the new approach as idiographic. This approach emphasizes to interaction of a group with a particular variable and contrary to statistical or desolate, the idiographic view based on the hypothesis that complexity of F-A-E should be within the individuals studied.

Needs-Based Theories

Needs-based theories have a long custom of motivational research and its practical concept. Firstly, the focuses of needs-based theories are to identify what people need to have a content life, also on shortages that people try to avoid. Certain actions are required to satisfy the needs. In the main, needs-based theories are studying the role of job in the process of satisfying needs (Šehić & Rahimić, 2009).

3. Relationships between Motivation and Satisfaction on Public Service

Researches show that public service motivation is relevant to employees' attitudes and behaviors like satisfaction, organization commitment, (Rainey, 1982; Naff and Crum, 1999; Taylor, 2007), and organization performance, organization overtones and behaviors such as altruism, trust in government serving civil and public participation and political participation, (Brewer and Selden, 1998, 2000; Brewer et al, 2000). Public

service motivation is effect on all variables and level of public service in variables is higher in civil servant employees than in private sector and public employees are more satisfied with their job more committed to their organizations and more productive with PMS score. Even though, several studies have tested the relationship between public service motivations and analyzed a small number of public service relationship and work outcomes at dimensional level (Taylor, 2007). According to scientists, public service motivation is a multidimensional structure. Once public service motivation dimensions are analyzed simultaneously, many dimensions are affecting dominant role than others in influencing work outcomes. To examine these query questions as Taylor analyzed the relationship between public service motivation dimensions and individual employee performance. In other hand one of the most important attitudes of public servants is satisfaction.

In addition, public sector employees were more satisfied with their jobs than private sector employees because employees are inherently motivating of their work (Schneider and Vaught, 1993).

4. Methods of Assessing Job Satisfaction

Job Satisfaction can be measure with a variety of methods and tools. Various factors effect employees' satisfaction and motivation.

Scales of Personal Report Grading: The usual measurement tool for satisfaction is scales of personal report rating grade and the usual research project in this area, including solidarity plans, and compares satisfaction with the backgrounds or hypothesis implications. Lack concludes that Researchers rely heavily on grading scales and solidarity plans to take advantage of more powerful and diversified approaches.

Interview: Another way to examine employee satisfaction is individual interviews. The interview may be scheduled (where the questions are predefined and standardized) or unplanned (where the questions are free and without the previous plan). The interview has a few points in assessing job satisfaction and job trends:

First, through the interviews a deep examination provided in areas of work that cannot be achieve through scales and other assessment methods.

Secondly, the interview is more useful in surveying the satisfaction and tendency of employees who have less educated or verbal obstacles and difficult to understand the terms used in the printed questionnaire.

Third, the interview provides a better opportunity for an examination of the actual concept of responses and it can be determined how a person feels about different aspects of the job.

Questionnaire method: Before designing a suitable questionnaire for measuring job satisfaction should make the philosophy of methodology of work must be specified. After determining the method and basis of the work, prepare a suitable questionnaire and then implement it (A.H.Bryfield).

5. Performance and Its measuring

Performance is the administrative behavior of employees in organization. So, the administrative behaviors are actions that employee carry out their responsibilities. However, these actions are done with quality that means the employees can be performed in a good or bad quality. These performances of actions reflect to the organization's perspective credibility and reliability in the civilians' perspective. Honesty, integrity, reliability and employee's assurance and employee responsibilities can be determining with employee performance. So, employees' performance is a key to determine these factors. Furthermore, performance can show how employees have done their job, how successful they were and how much people can trust on them. Therefore, by the performance can evaluate that the employees doing their job, in addition employees who appreciation are tend to be prosperous, honest, and independent. The process of is measuring performance and how to measure it have a key role in performance management. Success, failures, of employees' job identifies by measuring performance, it also identifies for further success where the duties are done well to more encouragement, and where the duties are not carried in properly and effectively, in this situation the failures could be corrected (Armstrong, 2006).

Measuring the effectiveness, the effectiveness is quantified by ratio of the actual result to its expected level. Therefore, in this process the measuring of effectiveness faces difficulties concerning the assessment and the quantification of the results, which often

have non-physical form, and can not be directly measurable. The result of the civil servant project can have economic and social nature.

Campbell et al's (1970) proved in his study that individuals' behavior if the weakness is identified and a correct promotion program with training program are provided can increased. Achieve organizational effectiveness by aligning organizational objectives with the objectives of the training programs.

Measuring the effectiveness, the effectiveness is quantified by ratio of the actual result to its expected level. Therefore, in this process the measuring of effectiveness faces difficulties concerning the assessment and the quantification of the results, which often have non-physical form, and can not be directly measurable. The result of the civil servant project can have economic and social nature. Therefore, consideration in performance, it includes employee motivation in order to make them active players in the programs and to make the most of their learning, to open communication channels to facilitate the learning experience and to share the acquired knowledge and skill with other coworkers within the organization. It also contains the presence of employees in the process of decision making especially concern in the content of promotion programs. Fundamentally, the overall the environment and atmosphere of the organization have to considered to maximize the benefits of the promotion provided a list of requirement by Likert (1967).

Afghanistan's government has also demonstrated an ongoing interest in improving employee performance; the government has mainly established different organizations for bringing reform in human resources performance and organizations for enhancing human capital capacity.

RESEARCH METHODOLOGY

The current research is based on a cross-sectional survey; the defined sample is conducted to a sample calculated the survey. This quantitative survey method was selected according to the objective and purpose of the study. The survey has been selected as a well-known method for this research.

Target population is the total number of individuals, members, objects or phenomena that the researcher wants to investigate, and generalize the research findings to them,

Sekaran (2006). The population of this study is government employees (civil servant) in Herat province.

In addition, population frame with contact details exists and due limitation of this research and security limitations in Herat especially in some districts surveying all Human Resource decision is impossible correctly, in this survey was conducted using a reasonable sample that can most accurately represent the population. According the population size of 16000 employees in Herat civil servant CSO (2016-2017) the sample size was calculated with 95% confidence level and with 0.05 risk of sampling error.

In this research, the questionnaire was use to collect the date, which was needed to answer the research questions. Questionnaire questions have two parts. At the first part, there are a number of demographic questions, including age, work experience, gender, and degree of education of sample members. This questionnaire was design in English and translated in to Persian because Persian is one of the official languages in Afghanistan especially in civil servant organizations, since not all of the civil servant employees understand English; the questionnaire also was accompanied with a cover letter that assured the participants of their anonymity and confidentiality of their responses.

FINDINGS AND ANALYSES

Data for this research is collected through distributing questionnaires to respondents. After collecting data, the outcome of the data is analyzed using statistical package for social science (SPSS) and each question is described statistically and is shown by a table. From overall 150 respondents the majority of the employees in Afghanistan civil servant organization are male, out of the 150 respondents 97 of them who make 64.7% of research respondents are male and rest 53were female which is 35.3 %.

Table below shows the reliability coefficient of all items in the instrument, which shows the alpha value of 0.994 which is greater than the acceptable value of 0.7 this classes our 35 item instrument as internally reliable for having the required degree of consistency.

Reliability test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized of Items	Based on
.994	.944	35

1. Research's Correlation and Regression for Testing Hypothesis

Below table illustrates the correlation between variables, which related to satisfaction and motivation. It was observed that a significant correlation exists between the 15 items using Pearson correlation test. and the significant correlation between all items show that all the items are measuring the same thing, and there is no highly correlated item ($r > 9$).

A composite variable is used to construct both satisfaction and motivation (independent variables) and a composite variable for employee performance items (dependent variable) using the mean value. the correlation between satisfaction and motivation is 0.983.

So, correlation means that the change in one amount in one the variable will have 0.983 change to another variable. Correlation test showed that these two variables have a very positive relationship. The correlation coefficient is .983.

Correlations, Mean, and standard deviation of items related to composite variables of satisfaction, motivation and performance

		S M	Performance
Satisfaction & motivation	Pearson Correlation	1	.983**
	Sig. (2-tailed)		.000
	N	150	150
Performance	Pearson Correlation	.983**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

Regression analysis are conducted to determine how satisfaction and motivation relates to employee performance, as described in bellow table (4.50) for model summary suggests, the R square is 0.966, this means that 96.6 % of the variability independent variable which is employee performance is described by all of the independent variables together, which are different elements of satisfaction and motivation.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.983 ^a	.966	.966	.18262

a. Predictors: (Constant), satisfaction and motivation

ANOVA One Way ANOVA a one way ANOVA is used to compare two means from two independent (unrelated) groups using the F-distribution. The null hypothesis for the test is that the two means are equal. Therefore, a significant result means that the two means are unequal. Evie McCrume-Gardner. (2007). Which is the correct statistical test to use” British Journal of oral and Maxillofacial surgery 46 (2008)38-41. So P value less 0.05 ($P < 0.05$) indicate that at least one group is different from another, which reject the null hypotheses. so the model is fit to explain the relationship between variables.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	141.477	1	141.477	4242.007	.000 ^b
	Residual	4.936	148	.033		
	Total	146.413	149			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation

For satisfaction and motivation, regression results show that β value of .983 for satisfaction and motivation was 0.983. The result shows a change of one standard deviation in the predicted variable the satisfaction and motivation will change in.983 time’s standard deviation for dependent variable in employee's performance. Moreover, satisfaction and motivation have shown positive collaboration with employee performance. This relationship is also statistically significant at $P < 0.05$.

Coefficients^a

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.524	.049		10.612	.000
	Motivation	.944	.014	.983	65.131	.000

a. Dependent Variable: Performance

CONCLUSION AND RECOMMENDATIONS

As it was described in introduction employee satisfaction and motivation are key successful on civil servant organization. It is evident that the employees who are satisfied and motivated from the government tend to have better performers in their overall role in the organization. This research shows that satisfaction and motivation are one of the most effective factors on job success, which increases the efficiency and satisfaction of the individual. It is found that the job satisfaction is strongly related to psychological factors and individual characteristics. It is also considered as a kind of adaptation to the job, and employment conditions.

The role of satisfaction and motivation in Afghanistan and other developing countries, which are determined to keep the fast pace with new methods of public management system. Hypotheses analyses approved that there is a strong relationship between satisfaction/motivation and employees' performance in Herat province, Afghanistan. Therefore, more satisfaction and motivation programs lead to better employees' performance in organization.

The results of the research show that the level of satisfaction and motivation of civil servant employees in Herat province is low. Primary, it is recommended that all managers of organization should recognize promotion programs according to the changing environment. They also should strive to strengthen their promotion programs and take advantage of the presence of prominent psychologists and consultants in the organization.

Encouraging employees, who develop and advance the organization, and providing them with the facilities to the extent that they can be used to such employees and their dissatisfaction does not diminish their motivation. Managers for employees, who are

working to improve and have good behavior with the people the government, should value them. Therefore, for having a better employee' performance and quality, on civil servant organization in (Herat province) should have a precise observation and supervision on promotion programs.

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