

REVIEWER'S REPORT

Manuscript No.: JNBMS-065

Title: EMPLOYEE MOTIVATION AND ORGANIZATIONAL PRODUCTIVITY: THE ROLE OF LEADERSHIP, WORKPLACE ENVIRONMENT, AND EMPLOYEE ENGAGEMENT.

Recommendation:

Accept as it is

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality		✓		
Clarity			✓	
Significance		✓		

Reviewer Id: JPR-224

Reviewer's Comment for Publication.

The manuscript provides a clear and well-organized review of employee motivation and its relationship with organizational productivity, with appropriate emphasis on leadership, workplace environment, employee engagement, compensation, recognition, professional development, communication, and employee well-being. The integration of established theoretical perspectives, including Maslow's hierarchy of needs, Herzberg's two-factor theory, self-determination theory, goal-setting theory, and the job demands-resources model, provides a useful conceptual foundation for understanding workplace motivation. The discussion appropriately recognizes that sustainable productivity depends not only on employee effort but also on supportive leadership, adequate resources, fair management practices, realistic workloads, and opportunities for growth. However, the review methodology should be strengthened by specifying the literature-search databases, search terms, publication period, and inclusion and exclusion criteria, and the manuscript would benefit from incorporating a broader range of recent empirical studies to critically compare the effects of different motivation strategies across industries and organizational contexts. Overall, the manuscript is relevant, practically useful, and suitable for publication after minor revision.