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TITTLE: MOTIVATION FACTORS: AN IMPACT TOWARDS EMPLOYEE PERFORMANCE AT WORKPLACE

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Abstract. This study purpose is to determine and identify the impact of motivation towards employee's performance in the workplace. This research will be examined into the motivational factors such salary, recognition and career development towards employee performance at workplace. This study is based on the primary data collection by using questionnaire measured by the 5 point Likert scale and interview as a tool to gather data from 200 respondents within Klang Valley. The sampling will be based on the simple random sampling technique which will ease the researcher's movement from time to time and it will be analysed by SPSS version 23. Upon collection, the data will be analysed and interpreted by central tendency, normality, reliability and correlation. The researcher justified in this research that there will be a significant relationship between salary and employee performance; there will be a significant relationship between recognition and employee performance and there will be a significant relationship between career development and employee performance. As to conclude, the researcher will provide recommendation to improvised future studies.

1. INTRODUCTION

1.1 Background to the Study

Human Resource is a fundamental component for an organization to achieve sustainable competitive advantage. Employee considered to be the important asset of any organization therefore, there is necessary to get the effective and efficient result from human resources motivation (Edirisooriya, 2014). Organizational success or failure based on employee performance that contributes to the organization. The organizations provide various types of welfares and rewards in term of attracting, retaining, and motivating employees.
Motivating employees is a general tool adopted by the managers to improve the effectiveness of employee performance. If employees are motivated or satisfied than performance will increase due to the employees will do work with more effort by motivation (Akpoviroro, 2018). To ensure that employees are well satisfied with the working conditions and welfare is a major responsibility for all organizations because it can enhance an employee optimal and positive contribution to attain organizations' goals or missions. The objective of this research to investigate on the motivational factor of salary, recognition and career development in the general workplace in Malaysia.

1.2 Problem Statement

The level of employee motivation enables the organization to identify employee's performances on tasks given in term of speed. But the organization has to recruit the same

amount of people to maintain its strength when employee leaving. A report on employee turnover rate has increased significantly from 7.4% in 2012 become 13.3% in 2013 (Willis Towers Watson, 2013). It also stated that salary increment is projected to drop from 5.5% in 2013 to 5.2% in 2014. In addition, a report of Gallup's State of the American Workplace shows $300 billion is the cost of an unmotivated workforce in lost productivity each year (Sorenson & Garman, 2013). The report proved that the employee motivation impacts on performance and lead to productivity. Motivating is about the organization giving the employee the right ingredients of rewards, resources, direction, and guidance so that the employees are inspired and willing to accomplish the expectation of the organization. Therefore, proper motivation can easily solve the large portion behind these difficulties and issues.

1.3 Research Objectives

There are 3 objectives drawn from this research to determine if:

RO1: Salary has a relationship towards employee performance.
RO2: Recognition has a relationship towards employee performance.
RO3: Career development has a relationship towards employee performance.

1.4 Research Questions

There are 3 questions drawn from this research:

RQ1: Does Salary has a significant relationship towards employee performance?
RQ2: Does recognition has a significant relationship towards employee performance?
RQ3: Does career development has a significant relationship towards employee performance?

1.5 Hypotheses

There are 3 hypotheses drawn from this research:

H1: There is a direct relationship between salary and employee performance.
H2: There is a direct relationship between recognition and employee performance.
H3: There is a direct relationship between career development and employee performance.

1.6 Significance of the Study

This study can be used by other organizations to understand and utilize the information to develop new strategies in the area of employee performance. Every organization want to keep ahead of the competition if enhance in employee performance is one way can make this happens then the organization could take this as a chance to achieve an efficient and effective way (Chong, 2011). Also to the existing body of knowledge on employee performance. It also will be useful for scholars to acquire more knowledge and enhance the understanding of the factors that affect employee performance (Al-Qudah, 2011). This study will insight into the understanding of the factors influencing the employee performance and guide on how to effectively undertake the task for HR practices (Wanjihia, 2016).

2. LITERATURE REVIEW

2.1 Definition of Terms

2.2.1 Motivation

Motivation is defined as a person desired to perform a particular goal by the act with own wishes (Turabik & Baskan, 2015). According to Bhatti et al. (2016), motivation is a process of stimulating people to perform and reaching the desired result. Motivation also is a procedure that stimulates a performance set by an objective which begins through a psychological or physiological need (Dobre, 2013). Extrinsic motivation refers to behaviour that is driven by tangible rewards and external rewards, whereas intrinsic motivation related to the intrinsic value which an individual produce that behaviour driven by internal rewards. Both intrinsic and extrinsic motivation can impact the employee's performance within the organization.

2.2.2 Salary

Salary is one way of management to motivate and improve employee performance, and job performance (Sudiardhita et al., 2018). According to Negash, Zewude & Megersa (2014), Salary refers to all forms of rewards or payments giving to employees and arising from employment. Salary not only paid wages but also includes many other types of wages and benefits such as base pay or base salary, commissions, compensation, overtimes pay, bonuses, merit pay, and benefits including insurance, retirement, medical as well as other noncash benefits (Kappel, 2018). In addition to regular salary, financial rewards are monetary incentives such as salary increases, bonuses, fringe benefits, and other forms that the employee receives a good result in performance (Yousaf et. al., 2014).

2.2.3 Recognition

Recognition is defined as genuine appreciation, approval, and acknowledgement which as a reward for employee performance (Tessema, Ready & Embaye, 2013). Recognition and appreciation have become an essential phenomenon as intrinsic ways of getting employee motivated (Shonubi et al., 2016). According to Alam et al. (2013), employees must be rewarded and recognized for the good performance and contribution to the organization because recognition as the timely, formal or informal acknowledgement or identification of the behaviour of the person or team, employee's effort that supports organizational goals, and which has clearly been beyond normal expectation in organization. Both financial and nonfinancial rewards can apply on employee recognition.

2.2.4 Career Development

Career development is the process of the organization motivate employee in managing learning, leisure, and transitions to move a personally determined that the employee might be interested. It is a lifelong process which the employees through personal efforts in order to realize the goal of career planning aligned to the organization's conditions (Ramasamy & Nithyanandan, 2016). Career development refers to systems of development programs, promotion, counselling, mentoring, coaching, and training that motivate employee leads to better performance and discover the actual capability in accomplishing the organizational goals (Li, Tong & Wong, 2014).

2.2.5 Employee Performance

Employee performance is defined as the way to perform the job tasks to the prescribed job description (Saeed et al., 2013). According to Hameed & Waheed (2011), employee

performance refers to the result of outcomes achieved during a particular period of time and every job function. The level of employees' performance is dependent on the actual skills as well as the level of motivation showed by the individual. The outcome of activity or work of an employee in quantity and quality output in an organization to achieve the goal by carrying out work or task given (Kurniawan, Rivai, & Suharto, 2018).

2.2 Previous Studies and Critical Analysis

2.3.1 Salary and Employee Performance

Salary motivates employees to improve job satisfaction and employee performance. Performance improvement is needed by an organization because good performance is to meet the organizational goals. Providing good Salary can shape on employee performance in the organization. Hameed et al. (2014) agree with this and contend employees are not satisfied with the job when individuals that getting higher education so that organizations design the Salary to overcome the problem and plays more to retain, attract, and motivate employees. Darma & Supriyanto (2017) pointed out that salary in the form of holiday allowance, travel programs, facilities, bonuses, wages, and salaries directly have a positive impact on employee performance. A study carried out by Siddiqi & Tangem (2018), there shows a positive relationship between performance and Salary with the p-value 0.00. This can The result found that salary has a positive impact on employee performance.

2.3.2 Recognition and Employee Performance

Use of recognition to motivate employees could result in important savings for the organization in the struggle for quality with highly restricted financial resources (Kibria, Saha & Howlader, 2016). Also, appreciation impacts in physical well-being and psychological and effective performance within setting goals at work of an employee with producing a definite input. Thus, appreciation important to the success of any organizations due to it can motivate employee and enhance the performance. It is very similar between recognition and other reinforces or rewards like feedback and money. It is significant to implement an equitable balance between the organization receives the contribution from employee and the employee receives the contribution from the organization. Bari, Arif & Shoaib (2013) carried a study about the influence of non-financial rewards on employee attitude and performance in the workplace in business institutes of Karachi. The result showed there is no significant relation found between recognition and appreciation of employees with the performance as well as employee attitude.

2.3.3 Career Development and Employee Performance

Oduma & Were (2014) stated that today's competitive market requires managerial development and continuous development. This is because employee development continuously which to obtain qualified employees that the work can provide the best results and then achieve the goals of the organization. Kakui & Gachunga (2016) revealed that career development significant to the employees and the organization. This is because there is a linkage between the organization for which employee performs and the development of the organization through the employee's career. Another study carried out by Mohamad & Yahya (2017) found that an inefficient performance of the employee directly impacts on effectiveness to accomplish organizational goals. Therefore, develop a proper career development practice impact the employee's ambitions and needs that the employees will be more confident in the organization and effective in performing the tasks. The finding indicated that career development has a significant positive impact on employee performance.

2.4 Related Theories

2.4.1 Expectancy Theory
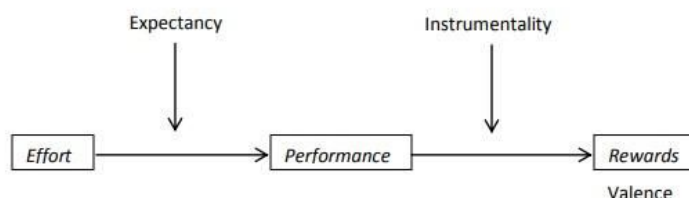
Figure 1: Basic Expectancy Model Source: Lunenburg (2011)

Expectancy theory by Vroom (1964) helps to understand how employees to make the decisions between different behavioural and perceptual in this study. Expectancy theory identifies the importance of various needs of individual and motivations (Koontz & Weihrich 1988). Expectancy theory is a cognitive process theory of motivation and based on the idea it relates to each other. It has driven out the three relationships which are effort leads to performance, performance leads to rewards, and rewards lead to individual's personal goals which will direct one's behaviour. In other words, a motivated employee is believed that effort will lead to better performance and performance will lead to an expected reward.

2.4.2 Maslow's Hierarchy of Needs Theory

Figure 2: Maslow's Hierarchy of Needs and Related Benefits

Source: Laakso (2012)

Self-actualization refers to capable of being to develop an individual's fullest potential. Organizations provide training and development to maximize capacity, develop the skills, and reach the expectation of employees. The basic level of needs has to be satisfied before satisfy the higher level of needs. Ozguner & Ozguner (2014) indicated that increasing the motivation factors and the performance can be accomplished for the upper level when providing the employee to apply who at the first level which gives a satisfactory salary.

2.4.3 Criticism of Theory

Expectancy theory provides a cognitive process variable that reflects individual differences in work motivation and based on that has a direction to investigate how to improve employee performance more efficiency. Siddiqi & Tangem (2018) revealed that

based on an expectancy theory the employees perceive a positive relationship between Salary and performance which to motivate to put better performance. Motivation is certain behaviors among employees which are viewed as the impact on performance. The valence is positive when an employee has a strong preference for attaining a reward. In this study used of expectancy theory of motivation that employees desired to get something such as salary, recognition or career advancement from the organization and those desired rewards motivate the employees to work harder and then perform better.

2.5 Research Framework
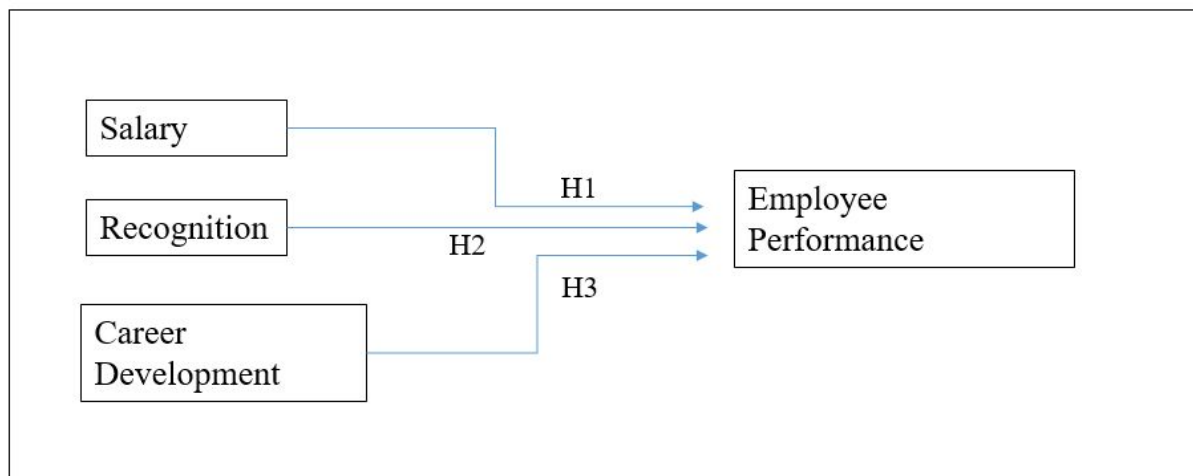
Figure 3: Conceptual Framework

Source: Winda, Nayati & Arik (2017), Amoatemaa & Kyeremeh (2016), Mohamad & Yahya (2017)

3. RESEARCH METHODOLOGY

3.1 Research Strategy

Deductive approach is to develop an assumption based on existing hypotheses or theories and forming a research plan to test the assumption whether the hypotheses supported or not supported (Zalaghi & Khazaei, 2016). The researcher intended to test the hypotheses by collecting the data from respondents and observe the findings by applying different statistical tests. The outcome of the test will be confirming or rejecting the hypothesis.

3.2 Research Design

Quantitative, qualitative, and mixed methods are categorized into research designs. Saunders, Lewis & Thornhill, (2016) also explained that quantitative is numeric data such as questionnaire method and survey method. In contrast, qualitative is non-numeric data such as interview and categorizing data. Mix methods is mixing of quantitative and qualitative. Therefore, mix methods research is adopted in this research which the researcher combines both elements of quantitative and qualitative research approaches.

The researcher used conclusive research design by the quantitative method of testing hypothesis which getting conclusion or decision making. Descriptive research adopted and mainly to describe the type of research that aimed at acquiring information on state of phenomena. The researcher used cross sectional design that data collections compared at one

time. Cross-sectional defines as involve the information collection from given sample of population elements only once (Saunders, Lewis, Thornhill, 2016).

3.3 Population and Sampling

For this research the population are respondents who work in Klang Valley. A total of 200 respondents were chosen in the target population in Klang Valley. A simple random sampling was used for selecting the participants in this research. This technique was employed to ensure freedom from bias that every person has an equal probability of inclusion in sample.

3.4 Instrument and Measurement

This research was based on quantitative research design and employed questionnaire to collect the primary source of data. Self-administered questionnaires are usually answered by the respondents. Such questionnaire distributed to respondents through the delivery and collection questionnaire which is delivered by hand and collected later. Therefore, delivery and collection questionnaire and structured interview were adopted which the researcher face-to-face distribute and collect the questionnaire from the respondents.

Table 1: Constructive Questionnaire

No	Item	Scale	Items	Source
1	Salary	1-5	5	Mwangi (2014)
2	Recognition	1-5	5	Munisamy (2013)
3	Career Development	1-5	5	Shahzadi (2014)
4	Employee Performance	1-5	5	Survey Mule (2011)

The questionnaire has 2 sections and classified into Section A and Section B. Section A consists of the questions of demographic profiles with 2 questions. In contrast, Section B includes 4 categories which are salary, recognition, career development, and employee performance, each item consists of 5 questions and a total of 20 questions. The instrument was structured in the 5-point Likert scale which indicates on 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree.

3.5 Data Collection Method

Method of data collection used is by using survey method through the distribution of questionnaires to the respondents. However, this method helps the researcher save cost, effort, and time. After collecting, the data collected were coded and entered into "Statistical Package for the Social Sciences" (SPSS) sheet with version 23.0 as data processing techniques.

3.6 Data Analysis

3.6.1 Central Tendency

Central tendency measure used to present all other values collected for a variable that is common, middling or average in the research. Central tendency is defined as the value that presents the whole set of data as a single measurement (Kaur, Stoltzfus & Yellapu, 2018).

3.6.2 Normality

Normality is determined if the data fits a standard normal distribution. Normality test based on skewness and kurtosis. Saunders, Lewis, Thornhill (2016), suggested that data is considered to normal if skewness and kurtosis values are between -3 and +3.

3.6.3 Reliability

Table 2: Alpha Cronbach Source: Bhatnagar, Kim & Many (2014)

Cronbach's Alpha	Internal Consistency
$\alpha > 0.9$	Excellent
$0.7 \leq \alpha < 0.9$	Good
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Reliability refers to the degree to which results acquired by measurement and procedure can be replicated. Test the reliability of the instrument used to measure whether or reliable questionnaires. Alpha Cronbach is to measure internal consistency and reliability (Saunders, Lewis, Thornhill, 2016). A rule of thumb of Cronbach's alpha if $\alpha > 0.6$ is acceptable (Table 2).

3.6.4 Correlation

Size of Correlation	Interpretation
.90 to 1.00 (−.90 to −1.00)	Very high positive (negative) correlation
.70 to .90 (−.70 to −.90)	High positive (negative) correlation
.50 to .70 (−.50 to −.70)	Moderate positive (negative) correlation
.30 to .50 (−.30 to −.50)	Low positive (negative) correlation
.00 to .30 (.00 to −.30)	negligible correlation

Table 3: Correlation
Source: Mukaka (2012)

Table 3 refers to a connection, association, or any form of relationship, correspondence or link. The research is to use a significance level of 0.05.

3.7 Ethical Issues

3.7.1 Plagiarism

The researcher gives the proper citation and referencing system to avoid the plagiarism of the work. Plagiarism is one of the common scientific dishonesty. This explains as without giving appropriate credit when using another person's words, results or ideas (Carver et al., 2011). The researcher takes someone's ideas or works including of words and phrases then it is committing plagiarism and this is also considered literary theft.

3.7.2 Fabrication and Falsification

The researcher must be ensured providing accurate data in the research to prevent a "making up" research. A research should not present with a non-existing data or changing of research results as well as manipulating research materials. Fabrication is defined as constructing fictitious data that not involved in either running of experiments or gathering of data, whereas falsification is the manipulation of experimental procedures or data such as changing of research results to avoid an inexplicable or complicating result or produce the desired outcome (Jain, 2010).

3.7.3 Non-Publication of Data

All the data found must be released out by the researcher whether the outcome is good or bad. Non-publication of data refers to the data is excluding because it does not support the desired outcome of the research (Hair et all 2016). This means that the "bad" data will be filtered out. Filtering out the undesired data is a kind of unethical action. This also will lead to the whole research inaccurately and not trustable as well as misleading to other researchers who have wanted further study of the research.

3.7.4 Faulty Data Gathering Procedures

The researcher must be ensured all the data collection from participants are accorded the requirement of the research. Faulty data gathering procedures are defined as recording the data incorrectly (Prajapati, 2017). This will lead to unable to answer the research questions accurately. The responsibility of the researcher in the analysis of data and reporting of findings are important. The researcher is aware of misconduct by collecting and using reliable data to represent it in research. The data collected has checked and corrections made ensure the research report is accurate. This means that establishes the integrity of research.

4. DATA ANALYSIS

4.1 Central Tendency

4.1.1 Gender

Table 4: Central Tendency for Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	108	54.0	54.0	54.0
	FEMALE				

Total	92	46.0	46.0	100.0
	200	100.0	100.0	

Table 4 shows that the mean is at 1.46, median at 1.00, and mode at 1. The gender distribution of the participants for male are 54.0%, while for female at a rate of 46.0%.

4.1.2 Age

Table 5: Central Tendency for Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-27	138	69.0	69.0	69.0
	28-37	48	24.0	24.0	93.0
	38-47	12	6.0	6.0	99.0
	ABOVE 48	2	1.0	1.0	100.0
	Total	200	100.0	100.0	

Table 5 shows the different age range of the participants. The mean is at 1.39, the median is at 1.00, and mode is at 1. The majority of the participants with 69% are at the age of between 18 and 27. Age of 28-37 are 24%, 38-47 are 6%, while for age above 48 are at 1%.

4.2 Normality

Variable	N	Minimum	Maximum	Mean	Std Deviation	Skewness	Kurtosis
Salary	200	1	5	3.77	0.948	-.500	.026
Recognition	200	1	5	3.81	0.920	-.434	-.040
Career Development	200	1	5	3.76	0.769	-.561	-.046
Employee Performance	200	1	5	3.82	0.890	-.552	.288

Descriptive Statistics
Table 6: Salary for Normality

Table 6 explains on the normality of data distribution on salary, recognition, career development and employee performance. For each variable, data has been distributed within

the rule of thumb which is between -3 and 3 therefore it is a normal data for salary data in this research.

4.3 Reliability

Variable	Cronbach's Alpha	N of Items
Salary	.841	5
Recognition	.887	5
Career Development	.864	5
Employee Performance	.873	5

Table 7: Cronbach Alpha for Independent Variables

Table 7 explains on the reliability data of salary, recognition, career development and employee performance. From Table 2, all the independent variables are fall into good category therefore all the variables for this research is accepted.

4.4 Correlation

4.4.1 Salary and Employee Performance

Table 8: Correlation Between Salary and Employee Performance

Correlations

		SALARY	EMPLOYEEPE RFORMANCE
SALARY	Pearson Correlation	1	.678**
	Sig. (2-tailed)		.000
	N	200	200
EMPLOYEEPERFORMANCE	Pearson Correlation	.678**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Table 8 shows the relationship between Salary and employee performance among the employees in the company. The data shows the p-value is at 0.000 which means that is accepted. According to the rule of thumb where p-value less than 0.05 is accepted therefore the relationship is accepted. The relation is at 0.678 that explains a positive moderate relationship according to Table 4. Therefore, H1 is accepted.

4.4.2 Recognition and Employee Performance

Table 9: Correlation Between Recognition and Employee Performance

Correlations

		RECOGNITION	EMPLOYEEPE RFORMANCE
RECOGNITION	Pearson Correlation	1	.645**
	Sig. (2-tailed)		.000
	N	200	200
EMPLOYEE PERFORMANCE	Pearson Correlation	.645**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Table 9 shows the relationship between recognition and employee performance. The data shows the p-value is at 0.000 according to the rule of thumb where p-value less than 0.05 is accepted therefore the relationship is accepted. However, the relation is at 0.645 that explains a positive moderate relationship according to Table 4. This explains that H2 is accepted.

4.4.3 Career Development and Employee Performance

Table 10: Correlation Between Career Development and Employee Performance

Correlations

		CAREER DEVELOPMENT	EMPLOYEE PERFORMANCE
CAREERDEVELOPMENT	Pearson Correlation	1	.634**
	Sig. (2-tailed)		.000
	N	200	200
EMPLOYEEPERFORMANC E	Pearson Correlation	.634**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Table 10 explains the relationship between career development and employee performance among the employees in the company. The data shows the p-value is at 0.000 according to the rule of thumb where p-value less than 0.05 is accepted therefore the

relationship is accepted. However, the relation is at 0.634 that explains a positive moderate relationship according to Table 4. This justifies that H3 accepted.

5. RECOMMENDATION AND CONCLUSION

5.1 Recommendation

According to Willis Towers Watson (2013), the data has shown salary increment is dropped from 5.5% in 2013 to 5.2% in 2014 and the issue of employee turnover rate has been increased from 7.4% in 2012 to 13.3% in 2013. Salary increment is a part of the base salary. Salary can be considered as the outcome of the entire job performed therefore it becomes a prominent part in exchanging employee contribution to the organization and retaining the talented employees.

The findings of salary, recognition, and career development on employee performance are shown there is a moderate positive relationship. If moving to a strong positive relationship that the organization should promote work-life balance such as offering flexible working hours or working at home rather than emphasis on monetary rewards for the employees. Work-life balance that enables the employees to manage work and home life. These forms of rewards can increase the morale of employee to boost the performance to a great extent. In addition, leadership style encourages creativity, innovation, teamwork, and employees are being engaged in tasks that increase productivity, job satisfaction, and performance. Therefore, there is needed for leadership style supervisor in the company to promote all team members to participate and achieve the objectives. Besides that, the organization should build up organizational commitment as a crucial factor in improving employee performance. The employee with high levels of commitment will willing to put more effort into its organization.

From the questionnaire, in answering this question "My company frequently arranges training programs for the employees", some of the respondents answer with "Disagree". This means that the employees are lack of training in the company. If the company has not provided adequate employee training, it can lead to high financial turnover, poor team morale, and loss of potential employees. As a result, the company should regularly invest training in the workplace to foster a culture of excitement in developing new skills to improve the performance.

Conclusion

An overview of employee performance has been detailed in this research. Based on the problem statements that come out with the research objectives, research questions, and hypotheses. Research objectives were to determine if Salary, recognition, and career development has a relationship towards employee performance. From the previous studies show as salary has a positive impact on employee performance; there is no significant relation found between recognition and performance; career development has a significant positive impact on employee performance. Maslow's hierarchy of needs theory and expectancy theory were discussed in this research. According to the findings on correlation, Salary, recognition,

and career development has a significant relationship on employee performance. Therefore, H1, H2, and H3 are accepted.

As the recommendation is given, the problem statements as stated that it can be solved by the motivational factors such as salary, recognition, and career development. In addition, the research suggested other variables such as work-life balance, organizational commitment, and leadership toward employee performance.

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APPENDIX 1: QUESTIONNAIRE

Dear respondent,

My name is Christina Rathy, currently pursuing my Doctorate in Management. Currently I am conducting a research for publication and also will be presenting this research. The tittle of my research is; **Motivational factors: an impact towards employee's performance at workplace.** Appreciate your sincere input and participation to ease my research findings.

Part A:
Gender: ☐ M ☐ F
Age: ☐ 18-27 ☐ 28-37 ☐ 38-47 ☐ Above 48

Part B: Please tick in the appropriate options given where 1= **SD, 2= D, 3= N, 4=A, 5=SA**

I: Salary

No	Descriptions	1	2	3	4	5
4	My salary motivates me to do my work well.					
5	My salary is well balanced compared to the work I do.					
6	I am satisfied with my salary.					
7	I am rewarded for the quality of my efforts.					
8	An increase in my salary will motivate me in improving my performance					

Source: Mwangi (2014)

II: Recognition

No	Descriptions	1	2	3	4	5
9	My manager encourages me at work.					
10	I always receive positive feedback from my manager.					
11	I believe that the recognition has a positive effect on my performance.					
12	I receive praise from my employer or others when I achieve the targets of performance.					
13	I am satisfied with the recognition from the contribution in the organization					

Source: Munisamy (2013)

III: Career Development

No	Descriptions	1	2	3	4	5
14	My job is important for career progression.					
15	I feel that workplace training opportunities encourages me to work better					
16	There are opportunities for career advancement in my company					
17	There is lot of chance to learn new things in this company					
18	My company frequently arranges training programs for the employees					

Source: Shahzadi (2014)

IV: Employee Performance

No	Descriptions	1	2	3	4	5
19	I perform work with accuracy.					
20	I complete my work in a timely manner.					
21	I always achieve my performance targets.					
22	I am satisfied with my performance because it's mostly good					
23	I possess required skills and knowledge to perform job effectively					

Source: Survey Mule

(2011)

Thank You