International Review of Management and Marketing

ISSN: 2146-4405

available at http: www.econjournals.com

International Review of Management and Marketing, 2027, 17(1), 220-231.

The Influence of Intrinsic and Extrinsic Rewards on Improving Employee Performance: A Study on Gulf University, Bahrain

Noor Marshad[1], Ali Ateeq[2]*, Siddig Balal Ibrahim[2], Hamad Atiah J Alsulami[3], Bashar Barakat[4], Siham Haider Elderderi[5]

[1]Department of Human Resources, Gulf University, Sanad, Kingdom of Bahrain, [2]Department of Administrative Science, College of Administrative and Financial Science, Gulf University, Sanad, Kingdom of Bahrain, [3]Al-Baha University, Al-Baha City, Saudi Arabia, [4]Faculty of Economics and Management Sciences, Universiti Sultan Zainal Abidin, Kuala Terengganu, Malaysia, [5]College of Business, City University Ajman, Ajman, UAE. *Email: dr.ali.ateeq@gulfuniversity.edu.bh

Received: 28 March 2026 **Accepted:** 16 August 2026 **DOI:** https://doi.org/10.32479/irmm.23710

ABSTRACT

The primary objective of the research study was to investigate the impact of rewards on the performance of Gulf University's administrative staff. The study established two distinct objectives: to assess the effect of intrinsic rewards on employee performance; and to investigate the influence of extrinsic rewards on employee performance. This study provides the administration of Gulf University with insightful recommendations concerning possible improvements to the reward system. The study employed quantitative techniques for data collection. The quantitative data was gathered via a customised online survey, which was successfully completed by 39 members of the administrative staff at Gulf University. The data underwent a meticulous analysis utilizing the SPSS software. In addition to regression analysis, correlation analysis, and frequency analysis, the researcher conducted a number of other statistical analyses. A significant and positive correlation was observed between the dependent and independent variables, according to the study's findings. According to statistical results, 0.784 and 0.847 were in virtually perfect coincidence which is nearly 1. Aside from the contrary, the regression results had shown that both intrinsic and extrinsic motivators had a strong positive impact on employee performance. The results indicate data is highly reliable as well.

Keywords: Intrinsic Rewards, Extrinsic Rewards, Employee Performance, Gulf University, Bahrain
JEL Classifications: M12, J24, M54

1. INTRODUCTION

Organizations rely heavily on their employees' dedication, creativity, and resourcefulness, making excellent performance essential. Enhanced productivity contributes to economic stability, which in turn improves income levels, quality of life, and purchasing power (Vîrjan et al., 2023). Human resource management (HRM) emphasizes the critical role of employees in achieving organizational success. Employees are considered valuable assets due to their contributions to improving corporate operations (Abbas et al., 2022). Historically, success was believed to require a mix of talent, motivation, and resources. Modern management approaches thus focus on promoting employee engagement and exertion to achieve exceptional performance and productivity (Richardson, 2023). Employees' performance varies based on individual motivations. While some perform optimally without external incentives, others require support (Nafisah and Mansyur, 2026). Motivated employees demonstrate greater willingness, enthusiasm, and transparency, which directly enhance their efficiency and output (Yuana, 2025). Reward systems play a pivotal role in motivating and engaging employees across various institutions. Historically, a mix of financial and non-financial incentives has been employed to recognize outstanding contributions (Andreoni et al., 2026). Incentivization, a proven

This Journal is licensed under a Creative Commons Attribution 4.0 International License

method for improving employee engagement and performance, operates by influencing cognitive processes responsible for recognizing rewards (Abara and Wakjira, 2026). This recognition reinforces exceptional performance through compensation, benefits, or recognition.Financial rewards, such as bonuses, salary increments, and allowances, enhance employees' material well-being, while non-financial rewards, such as promotions, public recognition, and expressions of appreciation, boost morale and job satisfaction (Vladimirov, 2026). Mulugeta (2026) found that employees lacking a robust reward structure often lose motivation and engagement. Consequently, organizations risk lower productivity, higher turnover, and diminished morale.

Effective reward systems integrate intrinsic and extrinsic motivators. Intrinsic rewards, such as praise and recognition, enhance employees' self-worth, while extrinsic rewards, including financial incentives, fulfill material needs. Research indicates that intrinsic motivators often have a longer-lasting impact compared to monetary rewards Lee and Rhee (Jiang et al., 2026). Employee satisfaction and motivation are critical for achieving organizational goals. Recognition programs improve morale, reduce turnover, and enhance service quality (Celestin et al., 2024). Conversely, insufficient acknowledgment leads to dissatisfaction, negatively impacting performance, customer experiences, and overall productivity. Disengagement, rooted in inadequate reward systems, remains a persistent challenge. For example, Asif and Rafiq-uz-Zaman (2026) found that TESCO PLC employees exhibited higher performance when provided with fair and consistent rewards. Effective reward systems should balance financial incentives with intrinsic motivators to foster sustained engagement.Organizations must address factors such as working conditions, supervisory support, and compensation to enhance employee performance. Comprehensive reward systems not only acknowledge individual and team contributions but also help organizations reduce financial losses from high turnover and low productivity Bolatito and (Asiimwe et al., 2026). Reward systems are fundamental to HRM strategies, directly influencing employee performance, motivation, and organizational success. By integrating monetary and non-monetary incentives, organizations can create a culture of recognition and engagement. Future research should focus on optimizing reward structures to address evolving workplace dynamics and employee needs, ensuring sustainable growth and productivity.

1.1. Research Question

The main question of the research is whether there is any impact of rewards management on improving employee performance at Gulf University. The following are the sub-questions:

- Question 1: Is there any impact of intrinsic rewards on improving employee performance at Gulf University?
- Question 2: Is there any impact of extrinsic rewards on improving employee performance at Gulf University?

1.2. Objectives

The main objective of the research is to measure the impact of rewards management on improving employee performance at Gulf University. The following are the sub-objectives:

- Objective 1: To examine the impact of intrinsic rewards on improving employee performance at Gulf University.
- Objective 2: To examine the impact of extrinsic rewards on improving employee performance at Gulf University.

1.3. Research Hypothesis

The main hypothesis of this research is that reward management has a positive effect on improving employee performance at Gulf University. The following are the sub-hypotheses:

- H_1: Intrinsic rewards have a positive effect on improving employee performance at Gulf University.
- H_2: Extrinsic rewards have a positive effect on improving employee performance at Gulf University.

2. LITERATURE REVIEW

Rewards management originated during the scientific management era, which witnessed the development of management principles and philosophies that remain pertinent in the contemporary business environment. Effective rewards management was essential for the era in which the philosophy of scientific management was being implemented. Reward management encompasses the examination and regulation of compensation, benefits, and remuneration provided to employees. The objective of reward administration is to establish and manage a system of rewards within an organization in an efficient manner. Pay policy and practices, salary and payroll administration, total reward, minimum wage, executive pay, and team reward are typical components of the reward structure.

Trasciani et al. (2026) explains that reward management encompasses the development, implementation, and maintenance of reward systems with the objective of satisfying the organization's and its stakeholders' requirements in a consistent, fair, and equitable fashion. These systems comprise a multitude of metrics for determining the importance of employment, including job assessment and market pricing. In addition, they oversee the implementation of employee benefits and the development and management of performance management procedures, reward and recognition programs that are contingent on team or individual achievement, and grade and pay structures. In addition to monetary compensation, the emphasis is placed on acknowledgment, opportunities for growth and learning, and increased job responsibilities.

2.1. Theoretical Underpinning

Employees must learn to manage the two distinct forms of rewards in the system to enhance worker performance (Call et al., 2026). Managers should offer employees a clear sense of direction or purpose to enhance employee motivation. Ali et al. (2026) suggests that when employees are striving for a shared objective, they are motivated to perform at their highest due to their awareness of how their contributions will affect their colleagues and contribute to the company's success. This study will expand on the theories related to employee motivation.

2.1.1. Vroom expectancy theory

Victor H. Vroom developed the Expectancy Theory in 1964. Belief in one's ability to attain goals increases the likelihood

of taking actions. The worker believes that achieving these objectives would result in benefits that hold intrinsic worth. As per the theory, an individual's propensity to behave in a certain manner is determined by the strength of their anticipation, the intensity of their expectation, and the desirability of the predicted outcome. Individuals are more inclined to excel in their performance for the organisation, particularly at the district level, if they believe they will receive a reward that aids in achieving a personal objective.The level of anticipation will be influenced by the effectiveness of cash rewards, incentive packages, and praise in enhancing performance. Individuals behave in specific manners based on the belief that it would result in advantages that enhance their drive to work harder and boost their job contentment (Dilmi et al., 2025).

2.1.2. Maslow's hierarchy of needs theory

Abraham Maslow's classification of the five fundamental human needs is referred to as Maslow's hierarchy. Maslow posits that individuals fulfil their needs in a hierarchical manner, starting from the most fundamental to the most advanced. An excellent illustration of this concept in practice is the need order. Meeting the ego's needs for autonomy, achievement, liberty, social standing, and recognition is essential for self-actualization. Physiological demands encompass the requirement for food, drink, and shelter. Your security and protection needs save you against damage and resource scarcity. Pushkar and Hordyeyev (2026) stated that love, affection, friendship, and a sense of belonging are essential social needs."Needs" refer to the emotions that create attractiveness towards specific outcomes. According to Maslow's hierarchy of needs, cash may fulfil people's most fundamental desires while also inspiring them to exert greater effort in order to fulfil their more sophisticated needs. Employees often have challenges in meeting their fundamental requirements such as clothing, food, and shelter. Money can satisfy an individual's need for self-worth and self-esteem. Managers should understand each worker's position in the organisational hierarchy and provide rewards that match or exceed those of workers at that level or above to enhance motivation (Gupta and Panda, 2026).

2.1.3. Total reward model

Table 1 shows the main parts and outcomes in Armstrong's total rewards framework. It sort of points to how transactional rewards and relational rewards mesh together to get those final overall reward results. In Armstrong's view, transactional rewards are the concrete financial advantages you see in compensation, pay, and employee benefits, while relational rewards lean on nonmonetary and more intrinsic aspects, like training possibilities, career growth, recognition, and work experience. These elements support motivation, and they tend to strengthen organizational commitment.Pay and benefits were defined by Tadele et al. (2026) as transactional rewards that originate from external sources and are of a monetary kind. Although crucial for attracting and retaining employees, competitors can readily replicate them. On the other hand, relational advantages are not monetary in nature, but they do add value to the rewards that are obtained through transactions.

Mdhlalose et al. (2026) argues that a complete reward system is advantageous as it utilises several incentives to encourage and retain employees in the long run. When a comprehensive compensation strategy is effectively put into action, it integrates relational and transactional rewards, enhancing its attractiveness to employees. In addition, an all-inclusive incentive plan provides individuals with increased independence, and relationship benefits bolster employee loyalty by catering to the specific requirements of the staff. Relational advantages establish a positive psychological connection that distinguishes you from competitors and cannot be simply replicated by individual compensation methods

2.2. Empirical Literature Review

2.2.1. Rewards

Jones et al. (2026) defines incentive systems as encompassing the various strategies used for recruiting new employees, retaining current ones, maintaining their motivation, and providing them with benefits. Receiving insufficient benefits at work can be frustrating and may impact an employee's performance or lead to their termination. Companies may utilise economic incentives to maintain employee motivation; however, this strategy may not be effective in the long term (Adebiyi et al., 2025). Individuals who receive recognition for their accomplishments and are provided with adequate financial support experience satisfaction (Nazir and Das, 2025). Mabaso (2025) asserts that presenting an employee with a reward is a method of demonstrating appreciation for exceeding expectations or arriving early. The prize could be in the form of money or commodities. An employee could be acknowledged by others within or outside the organisation.

A reward is a compensation received for fulfilling specific responsibilities or duties that enhance one's achievements and the efficiency of the organisation. A compensation system is one where employees' pay is based on their job performance. There are two main types of incentive systems: extrinsic and internal incentives (Aggarwal et al., 2025). Extrinsic rewards refer to financial incentives such as commissions, wages, and better workspace with a private cabin, opportunities for career advancement, and various other benefits provided to employees. The aim is to increase employee engagement by providing external incentives

Table 1: The element of total rewards

Reward type	Components		Intermediate outcome		Final outcome
Transactional rewards	1.Base pay 2.Contingent pay 3.Employee benefits	➜	Total remuneration	➜	Total rewards
Relational rewards	1.The work experience 2.Non-financial Recognition 3.Performance management 4.Learning and development	➜	Non-financial/Intrinsic Rewards	➜	

(Aldabbas et al., 2025). Previous study has demonstrated a connection between low wages and reduced profitability. The wage gap between individuals with high and low incomes negatively affects, isolates, and hinders the efficiency of those with lower incomes An effective system of externally delivered rewards can motivate and enhance worker performance.

Employees could improve their performance by receiving non-monetary benefits together with monetary incentives. These are referred to as "intrinsic benefits." Opportunities for extended vacations, recognition from management, independence, advancements, and commendation are some examples mentioned by Foroozanfar et al. (2025). Employees that are driven, perceive themselves as integral to the organisation, and have a unique commitment to it are more inclined to generate innovative ideas. Matiwane et al. (2025) argue that the efficacy of the compensation system differs among employees due to their various preferences. While certain employees may prefer external rewards, those who report to lower-level managers and those who report to higher-level managers tend to favour internal incentives. It is crucial to differentiate such workers in order to urge them to work more instead of demotivating them. A study by Aldabbas et al. (2025) suggests that executives in an organisation may find intrinsic rewards more motivating than external benefits such as money compensation. HR determines which employees prioritise intrinsic benefits over extrinsic rewards. These preferences must be considered while distributing prizes.

2.2.1.1. Intrinsic rewards

These rewards are achievable just via diligent effort. These are referred to as intrinsic benefits. Examples include achievement, diversity, learning opportunities, freedom, increased responsibility, and personal and professional progress. Factors such as the esteem and standing of one's supervisor and co-workers are important influences (Gachayeva et al., 2025). Individuals with internal advantages have increased happiness and self-confidence. Individuals get satisfaction while engaging in challenging, creative activities that utilise their capabilities and result in positive consequences. When employees significantly value their occupations, perceive a personal investment in the company's success, and are assigned demanding, satisfying, and enjoyable duties, they are more inclined to increase their effort and achieve superior outcomes (Mansour et al., 2026).

2.2.1.2. Extrinsic rewards

Extrinsic incentives refer to rewards that are not naturally part of the work being performed. Examples encompass work environment, career advancement, individual workspace, salary, perks, and job security. Examples of indirect methods of compensation include paid time off, equitable compensation, salary increases, and prizes for exceptional performance (Girma, 2026). External incentive programmes demonstrate to employees that the company values their commitment to high performance. To accomplish the research goals, specific elements of employee reward systems will be extensively analysed. These include training courses for employees, recognition, financial rewards, and a supportive work environment.

2.2.1.2.1. Pay reward

A monetary payment acts as an external motivator that compels an individual to do a specific task. This is primarily due to the business's susceptibility to external financial influences. The benefits and incentives have been examined concerning the staff's inspiration and motivation. Alshammari and Alrashidi (2026) argue that "extrinsic motivation" and case accomplishment are distinct concepts. External motivation often leads individuals to exert substantial effort in pursuing their objectives. In certain situations, individuals are more motivated to obtain greater rewards. One individual stated that the organization's primary strategic objective is to recruit competent, motivated, and dedicated personnel to assist in accomplishing its goals. The fundamental premise is that individuals should be rewarded for their virtuous actions. The goal is to provide individuals with advantages that are valuable and for which they are willing to pay. There is an ongoing debate on the extent to which money serves as a motivator for individuals.

2.2.1.2.2. Employee recognition

Showing diligent employees recognition is a genuine method to express gratitude for their efforts. Social acceptance can serve as an alternative form of compensation, distinct from monetary rewards. Fehr and Falk (2002) argues that money incentives usually motivate individuals to increase their effort, However, Emmanuel et al. (2026) argues that the non-financial rewards received by workers have a greater impact than their productivity. Emmanuel et al. (2026) receive various non-monetary tributes, including gifts, awards, donations, and other tangible or equivalent items. Professional development opportunities, flexibility, independence, and acknowledgment at work are intangible rewards. Non-monetary incentives should be utilised solely for certain purposes, such as promoting employee collaboration or increasing overall efficiency in the workplace.

2.2.1.2.3. Conducive work environment

Oyetola (2026) suggests that a positive work environment has a more significant effect on employees' motivation and satisfaction. This perspective is supported by(Peluso, Innocenti, & Pilati, 2017) whose empirical analysis of 1,092 employees demonstrates the importance of both monetary and non-monetary components of total reward systems in shaping positive employee attitudes and behaviors. The Hay Group's study results corroborated his claims. The primary discovery of the study was that numerous employees resigned due to their bosses' lack of concern for factors such as career advancement, acknowledgment, and other non-monetary incentives. Mogboh (2025) states that employees have an influence in the workplace. This suggests that individuals under a figure of authority are expected to completely adhere to the regulations established by the more influential individual, highlighting the evident power dynamics at work. He suggested that contemplating the factors that contribute to the quality of a piece of work could lead to a fresh perspective. Engaging in conversation with them and assessing their level of happiness would be the most prudent course of action. Inadequate workplace management can lead to employee unhappiness. If the organisation is disorganised, if employees are not receiving adequate training, if a senior officer performs the responsibilities of a subordinate officer, if

compensation is irregular or inadequate, and so forth, an employee may not perform well.

2.2.1.2.4. Staff development

People development is a crucial factor in aiding a firm in achieving its objectives and aspirations. Organisations must enhance their employees' contribution to achieving their objectives in order to sustain their operations and generate profits (Zaidi et al., 2025). (Ahmed et al., 2025) emphasises that providing opportunities for professional development and training is crucial for retaining employees, enhancing job satisfaction, and fostering higher levels of employee engagement. Both the organisation and its employees are at risk of failure without a strategic approach to human resource development. Employers must ensure that each employee has a comprehensive professional development plan that considers their current job performance and dedication. Employers should ensure that each employee comprehends their career objectives and is provided opportunities for professional development that are in line with their aspirations.

2.2.2. Employee performance

Welbeck and Thelma (2026) found that employee motivation is the primary factor affecting job effectiveness. When individuals feel that their diligence and commitment are appreciated and that their top performances are acknowledged and praised, they are more inclined to excel. Organisations can opt to terminate underperforming personnel and recruit those who demonstrate higher levels of performance (Orellana Leon, 2025). The high performance expectations and the threat of termination for unsatisfactory work may lead to fatigue in this environment. Ultimately, the organisation will lose a substantial amount of skilled specialists and employees because of such politics. Managers must devise strategies that enhance productivity while also fostering employee motivation and retention. Managers can enhance employee performance while also preventing employee turnover, absenteeism, and burnout.

2.2.3. Relationship between reward and employees performance

Mohammed and Jetrine (2025) examined how awards affect the performance of employees in chemical-based companies in Malaysia. A study model was developed to illustrate the impact of both intrinsic and extrinsic rewards on job performance, based on their core concepts. This quantitative survey collected the opinions of 127 Malaysian workers in chemical-based industries. There was no established procedure for selecting the viewpoints. The proposed ideas were found to align with both inherent and external advantages. Conversely, the most crucial sort of incentive for motivating employees to enhance their performance is an evaluation of their job. The data indicated that the quality of work of is significantly and positively influenced by their remuneration. Workers' compensation is a significant element affecting them. Providing them with a decent wage will motivate them to fulfil their duties more effectively. The quality of their performance was not influenced by either the promotion process or the evaluation of work. The majority of the regulations governing promotions and performance evaluations are ambiguous, leading to challenges in compliance. Each employee's performance impacts the company's overall success. An organisation can enhance employee performance and motivate people to strive for excellence through the implementation of a reward system. A business implements a reward system to motivate its staff to excel. Assigning tasks and responsibilities to individuals aids the company in reaching its goals and objectives. The efficiency and competence of each individual in fulfilling their position directly impact the effectiveness and value of the entire company. From this, we may infer a positive association between employee success and awards.

Yee and Yumei (2025) studies emphasise the significance of a robust reward system in maintaining motivation among all employees, regardless of their performance. Benefits motivate underperforming individuals to improve and enhance the performance of satisfied employees. Due to the diverse histories and preferences of its employees, each organisation may employ a unique strategy. All benefit programmes aim to incentivize employees to continue growing personally and professionally. Mabaso (2025) conducted a study that further supports the notion that the design of a payment system should be influenced by the demands and preferences of the workforce. For instance, some individuals may find monetary rewards satisfactory, whereas others may prioritise accountability, gratitude, training, advancement, or acknowledgment. An effective incentive plan should be adaptable and provide a combination of financial and non-financial benefits to enable every employee to reach their objectives.

Litynska et al. (2025) conducted a study in California in which they examined the impact of training on employees' motivation in business and charity organisations. The survey indicates that non-profit organisations offer lower base salaries compared to for-profit firms but provide more frequent training sessions. According to a study by Zehra (2025) employees' perception of intrinsic benefits significantly impacts job satisfaction, retention, and career advancement. Sharma (2025) examined methods to enhance intrinsic rewards to improve employee satisfaction and reduce turnover in substantial change efforts led by consultants. The study revealed a correlation between intrinsic rewards and employees' commitment to the company and their satisfaction levels. Employee retention in the business improved due to activities that promoted innovation among staff members during the transition process.A study conducted by Akin and Adnan (2026) examined the self-reward satisfaction component in the top three Portuguese real estate organisations. The study's findings indicated that intrinsic incentives significantly and positively influence a worker's satisfaction with their work. Ohanyere et al. (2025) suggest that workers experience greater happiness when they feel appreciated and motivated by their work, rather than solely relying on money rewards or incentives. (Yu et al., 2025) examined the performance and outcomes of each participant in his study and concluded that it is not feasible to ascertain each individual's performance. However, he mentioned that corporations can motivate employees by offering direct incentives or relational contracts as long as the quality of their work is clear.

Jayeoba et al. (2025) stated that salaries and compensation are utilised by companies to ensure fair payment among workers, but they are not effective in motivating workers to enhance

their performance. Sudha et al. (2025) argues that compensation and wages have a restricted ability to improve workers' job performance. Salary and remuneration are not regarded incentives after an employee reaches the minimum wage and are not effective in motivating performance. Selenko et al. (2025) argues that wages can enhance productivity only when workers still require security and financial stability. This aligns with previous remarks made by others regarding inadequate compensation and income.An employee's remuneration ceases to motivate or increase their level of dedication or production after they attain financial stability and security. Shokran et al. (2025) highlighted that providing higher wages and salaries than competitors can enhance a business's competitive advantage. Chen (2025) states that firms must offer competitive salaries and wages to attract and retain highly trained personnel who can enhance the company's performance. Businesses have long utilised compensation to acknowledge employees' talents, expertise, and knowledge, alongside their job performance. In the conceptual framework of the current study, there are three main constructs and their dimensions. The independent variables are intrinsic rewards and extrinsic rewards, while employee performance represents the dependent variable. The framework proposes that both intrinsic and extrinsic rewards have a direct influence on employee performance through the hypothesized relationships illustrated in Figure 1.

3. METHODOLOGY

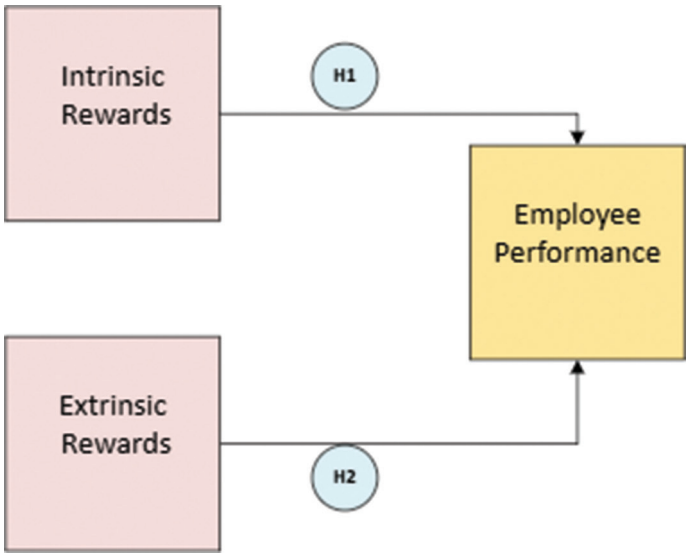
3.1. Population

The term "population" refers to the total number of cases that are collected for the purpose of drawing a sample. The participant population for this study consists of 39 administrative staff members from Gulf University.

3.2. Sample

Due to the fact that it contains all of the crucial elements that are required to successfully represent the entire population, the sample that was chosen is an excellent choice for answering the research questions. This research was conducted with the entire administrative staff of Gulf University as its target group.

Figure 1: Author's conceptual framework and hypothesized model



3.3. Sampling

Sampling is the process of selecting a subset of the target population to serve as a representative of the entire population. The convenience sampling method was implemented to ensure the effective collection of data while addressing potential obstacles. Random sampling was implemented.

3.4. Data Collection

In order to gather primary data for this quantitative study, we used a Google Forms survey. The literature review was backed up by secondary data, such as journal articles.

3.5. Data Analysis Techniques

Primary and secondary data were processed manually, employing coding, filtering, and structuring. SPSS 23 was utilized for statistical analysis, including regression and Pearson's correlation, with findings presented in tables, graphs, and pie charts.

3.6. Ethical Considerations

Ethical criteria were adhered to as specified by Plemons and Spiros (2025) Participants granted informed consent, with anonymity and confidentiality maintained. Data was safely stored and managed to prevent harm.

3.7. Conclusion

The study adopts a positivist philosophy with a quantitative and deductive approach. Convenience sampling selected 39 participants. A five-point Likert scale was used in the survey, with SPSS 23 for data analysis.

4. RESULTS

4.1. Demographic Analysis

As presented in Table 2 and Figure 2, the gender distribution of the respondents was fairly balanced, with males making up 51.3% (n = 20) and females 48.7% (n = 19) of the total sample. This kind of steadiness improves the representativeness of the study and also lowers the risk of gender bias within the analysis. Overall, the results suggest that both male and female perspectives were sufficiently captured when looking at how intrinsic rewards and extrinsic rewards influence employee performance.

The data related to age of the respondent was also collected. Different age groups were created. According to the results of the study, there are 10.3% respondents having age limit between 20 and 24 years. Similarly, there are 38.5% respondents who have age range of 25-28 years. The graph clearly show that these age group respondents are in majority. There are 25.6% respondents

Table 2: Gender

	Frequency	Percent	Valid percent	Cumulative percent
Male	20	51.3	51.3	**51.3**
Female	19	48.7	48.7	**100.0**
Total	**39**	**100.0**	**100.0**	

who have age range of 29-32 years. There are 20.5% respondents who have age range of 32-36 years. Table 3 illustrates show that the rest of the respondents who are also in minority in this study have age 37 years or above.

As shown in Table 4, the study looked at the educational qualifications of the administrative staff who answered. What came out was that most of the respondents had a master's degree, and that group made up 41% of the whole sample, then came those with qualifications beyond what was listed in the questionnaire, at 28.2%. Also, 25.6% of the respondents had a bachelor's degree, while the PhD category was the least represented portion of the sample. Altogether, these results suggest that the respondents generally had a fairly high level of education, which can strengthen the trustworthiness and overall quality of the responses used in this study.

The study also collected data related to salary of the respondents. The results of the study show that there are 17.9% respondents who have salary range of BD 200 to BD 500. Similarly, there are 43.6% respondents who have salary range of BD 600 to BD 700. According to the pie chart, the maximum respondents have salary range of BD 600 to BD 700. There are 33.3% respondents who have salary range of BD 800 to BD 900 and the rest of the respondents have salary of BD 1000 or above. As shown in Table 5.

4.2. Descriptive Statistics

As presented in Table 6, the descriptive statistics provide important insights into the study variables, including the minimum and maximum values, mean scores, standard deviations, and skewness values, which assist in understanding the distribution and characteristics of the collected data. For intrinsic rewards, the minimum value is 1.00, indicating the lowest response received, such as selecting the "strongly disagree" option. The value of 5 indicates a strong agreement with this variable, reflecting the maximum response. Based on the average value of 4, it appears that the respondents generally agree with the statements. The standard deviation is a measure of the statistical variance and is an indication that the data tend to lay near the mean. Another, the negative skewness value signifies that the data is negatively skewed. For incentive rewards, the lower value is 1.00, meaning that the minimal reactivity is received, for instance, people that disagree strongly. The top value in this scale is 5, meaning that this variable has a strong relation with it. Across the board, the total average value of 3.92 implies the respondents have agreed actively to the statements. The fact that the standard deviation is indicating that the data is holding close to the mean could be taken as an indicator that the data is already with a mean. Besides the negative skewness value, the statistical distribution of the data is skewed towards the left side. When it comes to employee performance, the minimum value is 1.00. This indicates that the lowest response given was 1, such as the strongly disagree option. The value of 5 indicates that the response for this variable is strongly agree, reflecting a high level of agreement. The average value of 4.029 indicates that, on the whole, the respondents have expressed agreement with the statements. The standard deviation indicates that the data is relatively close to its mean position. In addition, the negative skewness value indicates that the data is negatively skewed.

4.3. Reliability Analysis

The reliability of measuring instruments is an essential component. This refers to the existence of variable error, wherein the degree of error may differ between observations or fluctuate when identical units are measured using the same instrument. Noting that the inconsistencies of a measurement instrument have a direct bearing on its reliability is essential. Inversely, a greater number of inconsistencies corresponds to greater reliability, while a reduced number of inconsistencies corresponds to greater reliability. Reliability, as defined by Alordiah (2025) pertains to the instrument's capacity to consistently and dependably measure the objective attribute with accuracy and precision. It is anticipated

Figure 2: Gender

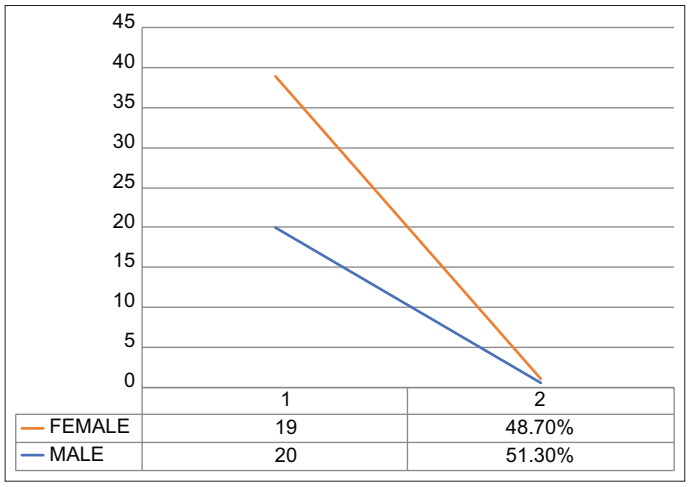


Table 3: Age

Year	Frequency	%	Valid percent	Cumulative percent
20-24 years	4	10.3	10.3	10.3
25-28 years	15	38.5	38.5	48.7
29-32 years	10	25.6	25.6	74.4
32-36 years	8	20.5	20.5	94.9
37 years or above	2	5.1	5.1	100.0
Total	39	100.0	100.0	

Table 4: Qualification

Qualification	Frequency	Percent	Valid Percent	Cumulative percent
Graduation	10	25.6	25.6	**25.6**
Masters	16	41.0	41.0	**66.7**
PhD	2	5.1	5.1	**71.8**
Others	11	28.2	28.2	**100.0**
Total	**39**	**100.0**	**100.0**	

Table 5: Salary

Salary	Frequency	Percent	Valid percent	Cumulative percent
BD 200-500	7	17.9	17.9	**17.9**
BD 600-700	17	43.6	43.6	**61.5**
BD 800-900	13	33.3	33.3	**94.9**
BD 1000 or above	2	5.1	5.1	**100.0**
Total	**39**	**100.0**	**100.0**	

Table 6: Descriptive statistics

Variable	N	Minimum	Maximum	Mean	Standard deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Standard error
IR	39	1.00	5.00	4.0154	0.68577	−2.864	0.378
ER	39	1.00	5.00	3.9231	0.79550	−2.110	0.378
P	39	1.00	5.00	4.0299	0.70490	−2.769	0.378
Valid N (listwise)	39						

IR: Intrinsic rewards, ER: Extrinsic rewards, P: Performance. Mean and Standard deviation summarize data; acceptable skewness is within−**1** to+1 for normal distribution

that the application of an instrument to an analogous group of participants in a familiar environment will yield consistent results. Utilizing Cronbach's alpha, a widely employed method for determining the internal consistency of items, the present study evaluated the dependability of various items comprising the instrument. The analysis was performed utilizing the SPSS software application. A frequently employed reliability index, Cronbach's alpha evaluates the internal consistency of a multiple-component measure. It accomplishes this by comparing every item in the scale to the others; it is also referred to as coefficient alpha. With this, there will be more relationship coherence. Determining whether each of the following measures shows sufficient reliability is the purpose of this paper. Specifically, a Cronbach alpha value of 0.5 was considered as a starting point as showing presented in Table 7. The reliability value of intrinsic rewards is 0.817. The reliability value for extrinsic reward is 0.854. The reliability value for performance is 0.852. It is clear that all the reliability values are above 0.8, therefore, data is very reliable.

Table 7: Reliability statistics

Construct	Cronbach's alpha	Items
Intrinsic reward	0.817	**5**
Extrinsic reward	0.854	**6**
Performance	**0.852**	**6**

Cronbach's Alpha is acceptable at ≥0.7, with >0.8 indicating good reliability and >0.9 excellent reliability

Table 8: Correlations

Variable	IR	ER	P
Intrinsic rewards			
Pearson correlation	**1**	0.784**	**0.847****
Sig. (2-tailed)		0.000	**0.000**
N	39	39	**39**
Extrinsic rewards			
Pearson correlation	0.784**	**1**	**0.791****
Sig. (2-tailed)	0.000		**0.000**
N	39	39	**39**
Performance			
Pearson correlation	0.847**	0.791**	**1**
Sig. (2-tailed)	0.000	0.000	
N	39	39	**39**

IR: Intrinsic rewards, ER: Extrinsic rewards, P: Performance. Correlation strength: $|r| \geq 0.7$ strong, $0.3 \leq |r| < 0.7$ moderate, $|r| < 0.3$ weak [60]

4.4. Correlation Analysis

The correlation coefficient is a statistical measure used to determine the strength and direction of the relationship between two variables, as presented in Table 8. One of the specific objectives of the research was to find the goal of the study with the use of Pearson's correlation (r), which is a popular procedure for determining the degree of association between two variables. Correlation analysis means you find out the connection between 2 or more variables in order to know the amount of their correlation (Alford and Teater, 2025). The direction and strength (or contra-direction and contra-intensity) of relationships are labelled by the coefficient that ranges from negative to positive and weak to strong. The correspondents'' value will indicate the intensity to a certain degree; the greater the value, the stronger the relationship and the less its value, the weaker the relationship. When it comes to the exactness of the magnitude of association between two sets of variables, the common method of use is correlation coefficient. This index helps to measure the magnitude of the relationship. This index gives the degree to which shifts in one variable and another keep in step with each other, and thereby measure the extent of the relation between the two. The possible values are in the range − to 1 without being dependent on the units, where −1 denotes a strong negative correlation and +1 a strong positive correlation. The results indicate a strong and statistically significant positive correlation among intrinsic rewards, extrinsic rewards, and employee performance, therefore, show the following relationships:

- Intrinsic rewards are positively and significantly correlated with employee performance i.e. r = 0.847
- Extrinsic rewards are positively and significantly correlated with employee performance i.e. r = 0.791
- Intrinsic rewards are positively and significantly correlated with extrinsic rewards i.e. r = 0.784.

4.5. Regression Analysis

Regression analysis which is a strong statistical tool, used to build mathematical model for revealing the causality and comprehension of the interactions among the variables. As presented in Tables 9 and 10, the regression analysis was used to assess the influence of the independent variable (extrinsic and intrinsic rewards) on the dependent variable (employee performance) in order to do this. With the help of regression analysis, regression analysis is achieved by determining the values of the dependent variable and conditional dependence between variables. The dependent variable in this model was employee output, while the independent variables were incentives and rewards, the intrinsic and extrinsic types, whose influence was examined.The described this below table illustrates R-squared value is 0.759, but the adjusted R-squared value is 0.746. This indicates that 75.9% of the variance in the dependent variable, employee performance, can be accounted for by the independent variables as a whole. The effects of each independent variable on the dependent variable are depicted in the table below. The standardized Beta coefficient provides an explanation for the relative significance of the independent variable in relation to the variance of the dependent variable, which is the performance of employees. The intrinsic and extrinsic beta values for the

independent variables, respectively, are 0.588 and 0.330. The statistical analysis yielded results that suggest the presence of a significant outcome. The t value of intrinsic rewards and extrinsic rewards is 4.464 and 2.502 respectively. The cut-off point of t value is ±1.96 above which show that results are significant as presented in Tables 9 and 10 as well as Table 11.

5. DISCUSSION

This study evaluates the impact of intrinsic and extrinsic rewards on employee performance within Gulf University, aligning with established frameworks like the Total Reward Model. The results affirm the significant role that reward systems play in enhancing employee motivation, performance, and satisfaction, offering comparative insights consistent with prior studies.

5.1. Transactional Rewards and Employee Performance

The findings highlight the critical importance of transactional rewards, such as salary increments and performance-based bonuses, in driving employee motivation and enhancing productivity. This aligns with Mwinuka et al. (2025) who identified that financial incentives directly inspire skill enhancement and organizational output. Similarly, Akuffo-Aduamah (2025) emphasize that fair and significant bonuses tied to performance metrics serve as strong motivators. However, the perception of fairness, as noted by Duru et al. (2026) remains critical in ensuring the effectiveness of these rewards. At Gulf University, competitive compensation strategies, including performance-linked bonuses, demonstrate their alignment with Vroom's Expectancy Theory (1964), which posits that individuals are motivated by desirable and attainable outcomes (Adedipe and Adegoke, 2025). This finding underscores the relevance of financial rewards in sustaining employee engagement, especially in the context of inflationary pressures, as observed by (Shatila et al., 2025).

Table 9: Model summary

Model	R	R-square	Adjusted R-square	Standard error of the estimate
1	0.871[a]	0.759	0.746	**0.31927**

[a]Predictors: (Constant), ER, IR. IR: Intrinsic rewards, ER: Extrinsic rewards, P: Performance. Acceptable: >0.5 (exploratory) or>0.7 (predictive accuracy)

Table 10: Regression analysis

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Standard error	Beta		
1					
(Constant)	0.380	0.350		1.087	**0.284**
Intrinsic reward	0.619	0.139	0.588	4.464	**0.000**
Extrinsic reward	0.295	0.118	0.330	2.505	**0.017**

[a]Dependent variable: Employee performance. Accept regression models if R^2>0.5, P<0.05, F-statistic P<0.05

Table 11: Hypothesis decision

Hypothesis	Decision
Intrinsic rewards have a positive effect on improving employee performance at Gulf University	Accepted
Extrinsic rewards have a positive effect on improving employee performance at Gulf University	Accepted

5.2. Relational Rewards and Employee Engagement

Beyond financial incentives, the study underscores the importance of relational rewards, such as recognition, appreciation, and constructive feedback. These non-monetary incentives are pivotal in enhancing morale and fostering a sense of belonging among employees. Consistent with Alshamary (2025) the study reaffirms the notion that acknowledgment of contributions significantly improves job satisfaction and workplace harmony. The integration of relational rewards at Gulf University resonates with the findings of Aldabbas et al. (2025) who established a strong link between intrinsic rewards and employee performance. Moreover, the study by Shahbaz (2025) highlights the efficacy of non-financial rewards in retaining and attracting talent. These findings underscore the need for a balanced approach that combines monetary and non-monetary incentives to achieve sustained engagement.

5.3. Total Rewards and Organizational Equity

The study further emphasizes the importance of equity and fairness in the implementation of reward systems. Gulf University's consistent application of rewards reflects best practices outlined by who Davis (2025) argues that perceptions of equity are critical in fostering trust and alignment with organizational objectives. Similarly Adesina and Egbuta (2025) highlight that equitable reward systems enhance employee dedication and overall performance. Additionally, the findings corroborate Mabaso and Mathebula (2025) argument that rewards address immediate employee needs, contributing to long-term job satisfaction. By adopting a holistic reward strategy, Gulf University effectively integrates both transactional and relational rewards, reflecting the interconnectedness of these approaches in influencing performance.

5.4. Comparative Insights and Implications

The results align with prior studies emphasizing the dual impact of intrinsic and extrinsic rewards on employee performance. For instance, Francies et al.(2025) found that a combination of financial and non-financial rewards enhances motivation and engagement. This comparative consistency validates the applicability of the Total Reward Model in diverse organizational settings, including higher education institutions. However, the study's scope limits its generalizability. While the findings provide robust evidence of the positive correlation between reward systems and performance, the cross-sectional design restricts causal inferences. Future research employing longitudinal methods could offer deeper insights into the temporal dynamics of these relationships.

6. CONCLUSION

6.1. Limitations of the Study

1. The study was only limited to the Gulf University, therefore, the generalizability of the assertions may be challenged in relation to other institutions or sectors of administration
2. The situation taken on by the study had to do with the adoption of the cross-sectional research design in the execution phase

where data were sifted at a single point in time
3. The study leaned on self-reported questionnaire responses, which may have been genuinely laden with sympathies of reporting bias or social desirability effect
4. The statistical data have undergone analysis for results by only utilizing the SPSS, which has restricted the use of advanced statistical research concepts like SEM.

6.2. Suggestions for Future Research

Future research is encouraged to encompass more generalized samples and effectively offset barriers assigned by a single stance through practices of maintaining balance across domain of universities and industries in Bahrain and the larger GCC region:

1. To explore deeper on the structural relationships between the variables, researchers can make use of very advanced statistical software such as AMOS or SmartPLS
2. Future research should study various other variables that can affect employee performance, such as the leadership style, organizational culture, and job satisfaction
3. Longitudinal research should now explore the long-term effects of intrinsic and extrinsic rewards on the performance of employees.

In conclusion this research substantiates the significant influence of intrinsic and extrinsic rewards on employee performance at Gulf University. By integrating financial incentives with relational rewards, the university fosters a supportive and motivating work environment. The findings highlight the importance of equity, acknowledgment, and strategic reward design in achieving organizational success. These insights contribute to a growing body of evidence advocating for comprehensive reward systems as a cornerstone of effective human resource management.

REFERENCES

Abara, G., Wakjira, G.T. (2026), Effect of transformational leadership on employee performance: The case of east Wallaga zone public Sectors. Journal of Social and Community Development, 3(1), 38-49.

Abbas, M., Raza, S.H., Al-Ghazali, B.M., Alaghbari, M.A. (2022), Consumer innovativeness, innovation characteristics, and consumer resistance to innovation: A communication perspective from the public sector universities. Journal of Public Affairs, 22(4), e2668.

Adebiyi, O., Adeoti, M., Mupa, M.N. (2025), The use of employee ownership structures as strategies for the resilience of smaller entities in the US. International Journal of Science and Research Archive, 14, 1002-1018.

Adedipe, E.O., Adegoke, O.O. (2025), Strategic reward system: A tool to invigorate employee performance. Electronic Journal of Business and Management, 10(1), 77-87.

Adesina, I.A., Egbuta, O.U. (2025), Strategic reward and recognition systems: Driving employee engagement and retention in talent management practices. Journal of Economics, Finance and Management Studies, 8(5), 2715-2724.

Aggarwal, M., Hutchison, B., Kokorelias, K.M., Bilgic, S., Glazier, R.H. (2025), The impact of remuneration, extrinsic and intrinsic incentives on interprofessional primary care teams: Results from a rapid scoping review. BMC Primary Care, 26(1), 25.

Ahmed, S., Ashrafi, D.M., Ahmed, R., Ahmed, E., Azim, M. (2025), How employee engagement mediates the training and development and work–life balance towards job performance of the private banks? The TQM Journal, 37(7), 2015-2040.

Akin, A.Ç., Adnan, A. (2026), NFT-based luxury gastronomy experiences: A phenomenological analysis of digital ownership, economic value and status perceptions in tourism. International Journal of Gastronomy and Food Science, 44, 101512.

Akuffo-Aduamah, C.C.N. (2025), The impact of compensation on employees performance in organizations. International Journal of Multidisciplinary Studies and Innovative Research, 13(1), 57-69.

Aldabbas, H., Pinnington, A., Lahrech, A., Blaique, L. (2025), Extrinsic rewards for employee creativity? The role of perceived organisational support, work engagement and intrinsic motivation. International Journal of Innovation Science, 17(2), 237-260.

Alford, S., Teater, B. (2025), Quantitative Research Handbook of Research Methods in Social Work. Massachusetts: Edward Elgar Publishing. p156-171.

Ali, I., Badghish, S., Korayim, D., Galgotia, A., D'Agostino, M.T., Palladino, R. (2026), Understanding the impact of peers' knowledge hiding on employees knowledge manipulation and creative performance: The buffering role of emotional intelligence. Journal of Knowledge Management, 30, 1770-1789.

Alordiah, C.O. (2025), Revisiting the concept of reliability: Theoretical framework for understanding measurement precision in Educational Psychology Research. African Journal of Social and Behavioural Sciences, 15(2), 1053-1071.

Alshamary, M.H. (2025), The impact of functional harmony on job happiness: An analytical study on employees at the University of Tikrit. Asian Journal of Management and Commerce, 6(1), 605-615.

Alshammari, S.H., Alrashidi, O. (2026), The effects of informal digital learning, intrinsic motivation, and grit on online learning effort regulation and English achievement. Scientific Reports, 16, 13828.

Andreoni, A., Robb, N., Van Huellen, S. (2026), Financialization of non-financial corporations: A new framework with cases from South Africa. Development and Change, 57(2), 339-376.

Asif, M., Rafiq-uz-Zaman, M. (2026), The silent disengagement: A quantitative analysis of leadership, recognition, and workload as predictors of quiet quitting among knowledge workers. Al-Aasar Journal, 3(1), 271-303.

Asiimwe, A., Nyamboga, T.O., Asuma, C.N. (2026), Re-engineering local government performance in Uganda: Evidence from change management strategies and employee performance in Kasese and Kabarole districts-a convergent parallel mixed methods design. F1000Research, 15, 230.

Call, M.L., Jiang, K., Idso, C. (2026), Star advantage: Employee value creation and capture in the age of artificial intelligence. Human Resource Management, 65(1), 151-167.

Celestin, M., Vasuki, M., Sujatha, S., Kumar, A.D. (2024), Enhancing employee satisfaction and engagement to boost productivity: The role of leadership, culture, and recognition programs. International Journal of Computational Research and Development, 9(2), 67-74.

Chen, L. (2025), Does companies' investment in ASEAN countries raise the wages of their employees? Journal of Multidisciplinary in Humanities and Social Sciences, 8(1-2), 691-709.

Davis, J.A. (2025), Internal Branding for Equity: Creating a Sense of Belonging in Public Sector Organizations Making Sense of Identity and Equity in Public Sector Workplaces. London: Routledge. p156-170.

Duru, U.I., Eze, A.M., Uzoma, K.P., Ojo, T.F., Ihekoromadu, C.H., Ukamaka, E.V. (2026), Role of employee perceptions of equity in reward distribution in moderating the influence of reward management systems on employee performance at the University of Abuja. Asian Journal of Social Sciences and Management Studies, 13(1), 8-21.

Emmanuel, A.O., Ayobami, A.N., Victoria, I., Amos, A.O., Adenike, A.S. (2026), Non financial incentive and employee performance of private secondary schools in Lagos state, Nigeria. FULafia Journal

of Management Sciences, 1(1), 171-189.
Fehr, E., Falk, A. (2002), Psychological foundations of incentives. European Economic Review, 46(4-5), 687-724.
Foroozanfar, M.H., Wang, W., Ur Rehman, S., Zaidi, S.H.A. (2025), Investigating strategic control, independence of managers, organizational policies and subjective career advancement in tourism organizations. Industrial and Commercial Training, 57(3), 259-273.
Francies, S., Arumugam, T., Basri, M. (2025). Analyzing the influence of monetary and nonmonetary rewards on employees' engagement: A study among employees of private servicebased companies in Malaysia. International Journal of Emerging Issues in Management, Accounting and Technology, 1(1), 33-44.
Gachayeva, S., Murphy, S., Aldossari, M. (2025), Through the lens of fairness: A qualitative investigation into Co-workers' perceptions of I-deals. Journal of Management Studies, 62(7), 3005-3043.
Girma, B.G. (2026), Company benefits, perks, and their advantages for employees: A PRISMA review. Financial Metrics in Business, 6(1), 1-11.
Gupta, S., Panda, S. (2026), Foundations of Retention: Influencing Organizational Factors for Employee Commitment Employee Retention and Loyalty in the Modern Workplace. United States: IGI Global Scientific Publishing. p1-28.
Jayeoba, F.I., Genty, K.I., Adeoye, A.O. (2025), Ethical Compensation and Employee Productivity Advances in Ethical Work Climate and Employee Well-Being. United States: IGI Global Scientific Publishing. p171-190.
Jiang, Z., Yeo, S., Herremans, D., Tangi Perrault, S. (2026), Scaffolded Vulnerability: Chatbot-Mediated Reciprocal Self-Disclosure and Need-Supportive Interaction in Couples. In: Paper Presented at the Proceedings of the 2026 CHI Conference on Human Factors in Computing Systems.
Jones, T.K., Tapp, K., Schafer, J.A., Huebner, B.M., Portillo, S. (2026), Beyond compensation: Evolving law-enforcement recruitment and retention strategies. Policing: An International Journal, 49(2), 245-260.
Litynska, V., Soroka, O., Kalaur, S., Romanovska, L., Kravchyna, T., Voloshenko, M. (2025), Evaluation of charitable organization staff within the framework of career advancement. Revista Romaneasca pentru Educatie Multidimensionala, 17(2), 500-523.
Mabaso, C. (2025), Reward preferences to attract and retain Generation Z. Acta Commercii-Independent Research Journal in the Management Sciences, 25(1), 1345.
Mabaso, C.M., Mathebula, S. (2025), Total rewards for attracting and retaining Millennials in the workplace post-COVID-19. SA Journal of Human Resource Management, 23, 2855.
Mansour, S., Mohanna, D., Tremblay, D.G., Vandenberghe, C., Nogues, S. (2026), Does perceived organizational support for strength use enhance employee well-being and task performance? The role of investment in job crafting. Journal of organizational effectiveness: People and Performance, 13(3), 513-530.
Matiwane, B.P., Rispel, L.C., Blaauw, D. (2025), Preferences of public sector medical doctors, professional nurses and rehabilitation therapists for multiple job holding regulation: A discrete choice experiment. PLoS One, 20(4), e0320854.
Mdhlalose, D., Hlungwana, J., Mtshali, T. (2026), Employee engagement as a bridge between non-financial rewards and innovation: A cross-cultural perspective. Veredas do Direito, 23(2), 1-37.
Mogboh, V.E. (2025), Beyond salary: Educational management and the role of non-monetary incentives in sustaining teacher commitment and pedagogical innovation. Global Research Journal of Business Management, 5(1), 68-86.
Mohammed, U., Jetrine, N.A. (2025), The effect of extrinsic and intrinsic rewards on employee performance with mediator of distributive justice at full-fledged Islamic banks in Malaysia. e-Academia Journal, 14(1), 117-132.
Mwinuka, T., Matimbwa, H., Kamala, M. (2025), Enhancing organizational performance through human resource incentives: Insights from TANESCO Dodoma, Tanzania. Must Journal of Research and Development, 6(1), 12.
Nafisah, Y.Z., Mansyur, A. (2026), The effects of transformational leadership and individual motivation on employee performance: A case study of Maen Kain in the creative industry. Golden Ratio of Mapping Idea and Literature Format, 6(1), 427-441.
Nazir, J., Das, P.K. (2025), A systematic literature review on factors of perception impacting entrepreneurial success based on PRISMA framework. Journal of Innovation and Entrepreneurship, 14(1), 49.
Ohanyere, C.P., Eboh, O.S., Theresa, E.E. (2025), Impact of motivation and job satisfaction on employees' performance at Central Bank of Nigeria, Awka Branch. Ecobankers: Journal of Economy and Banking, 6(2), 65-85.
Orellana Leon, L.G. (2025), Effective Recruitment and Retention Strategies for High-Performing Talent. Dublin: National College of Ireland.
Plemons, A.M., Spiros, M.C. (2025), Toward ethical digital practices: Guidelines for consent, accountability, and transparency in anthropology. American Journal of Biological Anthropology, 186(4), e70044.
Pushkar, O., Hordyeyev, A. (2026), Methodology and Organization of Scientific Research. Guidelines for Independent Work of Postgraduate (Third) Educational and Scientific Level Students.
Richardson, B. (2023), Strategies for Promoting Inclusion and Employee Engagement to Improve Remote Teams' Performance. United States: Walden University.
Selenko, E., Klug, K., Gerlitz, J.Y. (2025), Providing financial security to workers pays off: On the risks of employee financial insecurity for organisations and how to control them. Organizational Dynamics, 54(2), 101111.
Shahbaz, M. (2025), The Impact of Financial and Non-Financial Rewards on Employee Turnover in the Telecom Industry of Pakistan: The Moderating Role of Training and Development. United Kingdom: University of Wales Trinity Saint David.
Sharma, K. (2025), Navigating the Great Resignation: Understanding Contemporary Reward Preferences to Mitigate Employee Turnover in the Indian IT Industry. Dublin: National College of Ireland.
Shatila, K., Martínez-Climent, C., Enri-Peiró, S. (2025), The mediating roles of corporate reputation, employee engagement, and innovation in the CSR—Performance relationship: Insights from the middle eastern banking sector. Journal of Risk and Financial Management, 18(10), 534.
Shokran, M., Md Saiful, I., Jannatul, F. (2025), Harnessing ai adoption in the workforce a pathway to sustainable competitive advantage through intelligent decision-making and skill transformation. American Journal of Economics and Business Management, 8(3), 954-976.
Sudha, A., Azam, S.F., Tham, J. (2025), The effectiveness of financial reward on improving the job performance of public sector employees through organisational commitment: the case of Maldives civil service employees. International Journal of Productivity and Performance Management, 74(4), 1180-1200.
Tadele, H., Haileslassie, A., Mekuria, W. (2026), Perception of communities on benefit-sharing mechanisms in Bale Mountains National Park, Ethiopia. Environmental Management, 76(3), 107.
Trasciani, G., Tropeano, T., Bellazzecca, E. (2026), Fostering sustainable urbanization: an exploration of Milan '15-minute city' policy and its social impact. International Review of Administrative Sciences, 92, 00208523261429253.
Vîrjan, D., Manole, A., Stanef-Puică, M., Chenic, A., Papuc, C.,

Huru, D., Bănacu, C. (2023), Competitiveness—the engine that boosts economic growth and revives the economy. Frontiers in Environmental Science, 11, 1130173.

Vladimirov, B. (2026), Monetary vs Non-Monetary Rewards: How Different Rewards Influence Employee Motivation in the Manufacturing Sector in the UK. London: University of Wales Trinity Saint David.

Welbeck, B.A., Thelma, C.C. (2026), Employee motivation and job performance in the public sector: A case study of the greater Accra region, Ghana. World Journal of Advanced Research and Reviews, 29(1), 1646-1659.

Yee, C.M., Yumei, M. (2025), Teacher job performance across primary, secondary, and tertiary education: A systematic review of determinants and mechanisms. International Journal of Research and Innovation in Social Science, 9(10), 2343-2353.

Yu, C.L., Cheng, M.Y., An, X., Chueh, T.Y., Wu, J.H., Wang, K.P., Hung, T.M. (2025), The effect of EEG neurofeedback training on sport performance: A systematic review and meta-analysis. Scandinavian Journal of Medicine and Science in Sports, 35(5), e70055.

Yuana, I., Sabilalo, M.A., Fauzih, F., Halim, A.I.M. (2025), Leadership, governance, and organizational environment as determinants of employee motivation and performance in a public sector institution. Society, 13(1), 520-537.

Zaidi, S.Y.A., Aslam, M.F., Mahmood, F., Ahmad, B., Tasaddque, S. (2025), Accomplishing the SDGs through green HRM practices: Insights from industrial sustainability experts. Global Business and Organizational Excellence, 44(5), 19-45.

Zehra, F. (2025), Impact of Employee Benefits on Work Productivity and Retention: BoD–Books on Demand. Katherine Meltzoff, Education and Human Development Series Editor. London: Intechopen.