



The Management Review

Volume (1), Issue (1), 2025

The Journal of Central Department of Management

Far Western University, Nepal

ISSN (Online): 3059-9997, ISSN (Print): 3059-9989

The Influence of Non-Monetary Rewards on Enhancing Employees' Performance

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Abstract

Non-Monetary rewards are prizes or perks given to workers that do not include direct money remuneration. These incentives inspire workers, increase job satisfaction, and boost performance. As a result, nonmonetary incentives play an important role in improving employee performance. The study's objectives are to examine the impact of non-monetary rewards on employee performance in commercial banks in Karnali Province, specifically how flexible work arrangements, employee recognition, career development opportunities, and job promotions affect employee performance. This study used a structured survey to obtain primary data from 335 workers at several commercial banks in Karnali Province. Participants were selected using convenience sampling, and the data were analyzed using descriptive and inferential statistical techniques to uncover patterns and correlations between non-monetary incentives and employee performance. The results show a favorable and substantial association between employee performance and aspects including flexible work arrangements, career development chances, and job promotions. On the other hand, employee recognition was shown to have a modest influence on performance, demonstrating that the efficiency of various non-monetary incentives differs. The research shows that non-monetary incentives, notably flexible work arrangements, career development opportunities, and job promotions, majorly impact employee performance in the commercial banking industry. Employee recognition, although beneficial, has a less noticeable impact. These results have practical implications for bank managers and HR experts, emphasizing the necessity of developing reward systems that prioritize meaningful nonmonetary incentives. Commercial banks may promote employee engagement, increase productivity, minimize attrition, and support long-term organizational success by emphasizing flexibility, professional development, and progression possibilities.

Keywords: *Flexible working arrangements, employee appreciation, career development possibilities, job advancement, and employee performance.*

Introduction

Rewards inspire individuals to put their best efforts into developing creative ideas. These concepts not only improve corporate processes but also help companies perform

better, both financially and non-financially. While cash pay is a typical incentive, various nonmonetary methods exist to recognize and motivate personnel. These include earning praise from supervisors, being assigned big projects or duties, and obtaining direct attention or acknowledgment from leaders. Such benefits generate a feeling of worth and recognition, which boosts employee engagement and creativity (Aktar et al., 2012).

Similarly, a reward system is an important tool for management in channeling employee motivation in the appropriate direction. In summary, incentive systems seek to recruit personnel to the business, keep them engaged in their positions, and encourage them to perform at high levels nonmonetary awards influence workers' impressions of the workplace reward environment (Khan et al., 2013). Employees may see a business as helpful and caring when focusing on nonmonetary instruments such as more extended vacations and family perks. Rewards are vital for describing many employment factors that significantly influence the business, such as job satisfaction. These incentives include all the business's financial advantages, such as compensation, promotions, verbal recognition, and responsibilities (Depedri et al., 2010). In a similar vein, Employee performance, which is particularly impacted by the incentive structure used in a business, is also a critical element that promotes organizational development and sustainability (Odhiambo & Iravo, 2019). In the same manner, it is a valuable tool for paying workers and attracting, motivating, and retaining talent (Abdullah & Wan, 2013). Employees contribute significantly to the success of companies and organizations. When workers are treated properly, it improves the company's overall performance. Their performance is intimately related to their jobs and responsibilities in the company. As a result, sound personnel management as valuable human resources is critical to any company's success (Arifuddin et al., 2021). Similarly, staff effectiveness significantly affects organizational performance. This effectiveness represents the degree of productivity, efficiency, and competence with which people carry out their duties and accomplish their goals (Porwal, 2023).

According to Hashim and Ullah (2017), flexible work arrangements are critical to improving employee performance inside a business. They assist in minimizing absenteeism while also increasing employee productivity, dedication, and loyalty. Flexible schedules empower employees to take greater responsibility, ownership, and control of their work-life balance. Furthermore, when managers help people balance

their professional and home life, it increases loyalty and dedication. Consequently, personnel may focus more successfully on their responsibilities and actively seek professional growth. Employee recognition refers to the formalized practice of acknowledging exceptional workplace performance or conduct, as defined by David et al. (2015). This practice encompasses diverse modalities, including nonmonetary rewards (e.g., service awards such as "Employee of the Year" or verbal commendations) and monetary incentives (e.g., spot bonuses, quarterly rewards, or annual performance-based bonuses). The primary objective of such recognition is to reinforce desired behaviors, foster employee engagement, and drive sustained performance improvements. Employee performance is critical to a company's success since the organization's results directly result from its workers' efforts. According to Robbins (2017), a person's performance is determined not just by internal elements such as motivation and competence but also by the possibilities for professional growth the business provides. These possibilities encourage individuals to develop their abilities, increasing their effectiveness in the workplace. Promoting employees significantly enhances performance by reinforcing accountability, ambition, and engagement. It implies a promotion in rank, usually coupled with additional duties. Promotions encourage workers to improve their performance and use their abilities more effectively to achieve sustained development. This study looks at the complicated implications of significant elements such as flexible work arrangements, employee appreciation, career development, and job advancement on employee performance. However, there is a significant vacuum in knowing how these factors influence employee performance, particularly in the Karnali province. As a result, the research aims to explore the impact of these variables on employee performance in this location.

Review of Literature

Flexible Work Arrangements and Employee Performance

Altindag and Siller (2014) studied the impact of flexible working techniques on employee performance and concluded that flexible work models help increase and sustain staff productivity. Similarly, Hashim and Ullah (2017) asserted that flexible working arrangements significantly enhance employee performance by fostering autonomy and alignment with organizational goals. By this, Obisi (2017) stressed the beneficial impact of flexible work arrangements on employee performance, with data revealing a substantial and favorable effect. Stella (2020) supported these results by

proving a favorable and substantial link between flexible work options and employee productivity. Likewise, Bett et al. (2022) investigated the impacts of flexible work arrangements and discovered that they considerably impacted employee performance.

Furthermore, Eshak et al. (2021) found that flexible work arrangements help to boost employee performance. Giovanis (2017) backed up this viewpoint, demonstrating that flexible employment arrangements significantly influence workplace performance. The aforementioned scholars empirically demonstrated that flexible work arrangements significantly impact employee performance outcomes. Based on this data, the current researcher hypothesized the following:

H_{A1}: Flexible work arrangements have a significant impact on employee performance.

Employee Recognition and Employee Performance

Kariuki and Kiiru (2021) investigated the link between employee recognition and performance in public hospitals in Nyeri County, Kenya. Their research discovered that employee appreciation has a favorable and statistically significant effect on employee performance. Similarly, Chantal et al. (2022) examined the impact of employee recognition programs on performance in the Shyogwe Diocese and concluded that such programs significantly increased employee performance. Likewise, Maharjan and Lamichhane (2022) also underlined that acknowledgment is a powerful incentive that improves labor performance. In line with these results, Maket and Odenyo (2023) identified a statistically significant positive correlation between employee recognition practices and enhanced workplace performance. Based on the experts' insights about the significant influence of employee recognition on employee performance, the researcher proposes the following hypothesis:

H_{A2}: Employee recognition has a substantial impact on employee performance.

Career Development Opportunities and Employee Performance

Scholarly research has consistently identified career development and organizational culture as key factors influencing employee performance. Nami Nasution et al. (2018) empirically confirmed that both elements significantly improved employee performance, with statistical analysis validating their positive impact. Supporting this, Arifuddin et al. (2021) found that career development substantially influenced employee performance. Similarly, Manggis et al. (2018) found that employee performance is favorably and substantially impacted by career development. Yusuf Iis et al. (2022)

underlined that career development is critical for boosting employee performance. Similarly, Firman (2021) investigated how career growth influences employee performance. The results of this research show that career development has a favorable and substantial impact on employee performance. Winda et al. (2017) observed that career development has a significant effect on employee performance, which is similar with the findings of Gibran and Ramadani (2021). Finally, Febrianti et al. (2020) found a favorable and substantial link between career advancement and employee performance. These research all support the premise that career development is important in improving employee performance. The experts mentioned above noted that professional development opportunities substantially influence employee performance. Based on this finding, the researcher presents the following hypothesis.

H_{A3}: Career development opportunities have a substantial impact on employee performance.

Job Promotion and Employee Performance

Duru et al. (2023) examined the association between promotion and employee performance. The findings suggest that the promotion has a good and considerable impact on employee performance. Similarly, Nasar et al. (2023) discovered that job promotions significantly improve employee performance. Nyaga and Omuya (2024) investigated the influence of promotion policies on employee performance at the National Bank of Kenya. Their empirical analysis revealed that structured promotion procedures significantly enhanced staff performance outcomes, with statistical validation supporting this relationship. Furthermore, Rinny et al. (2020) said that staff are the most valuable resource for an organization's success. Because human resources drive organizational success, implementing effective human resource management techniques is crucial for improving employee performance. Their findings demonstrated that job promotions had a significant impact on employee performance.

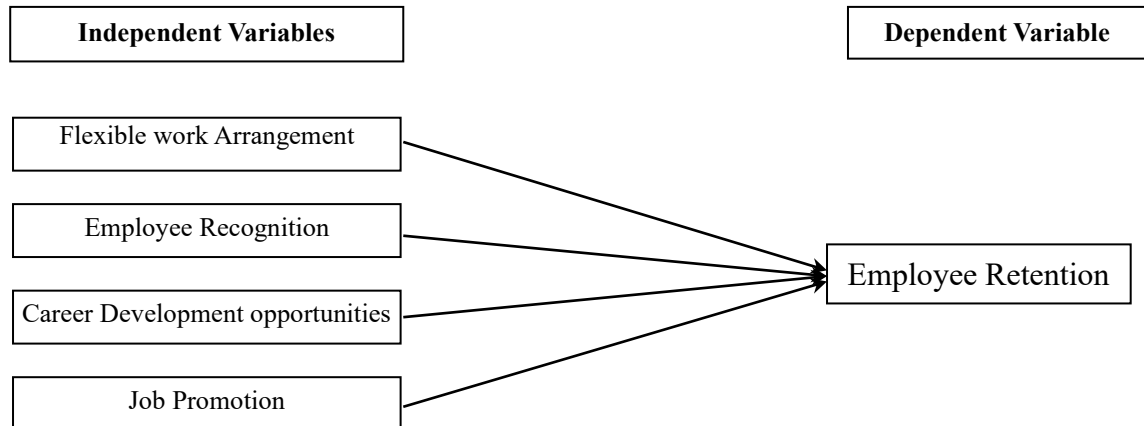
Yuliza et al. (2021) highlighted the crucial role of human resources in managing and utilizing employees to achieve business objectives. The study concluded that job promotions significantly influenced employee performance. Yamin et al. (2020) discovered that job promotions considerably impacted employee performance. Building on expert confirmation that job promotion significantly impacts employee performance, the current researcher suggests the following hypothesis.

H_{A4}: Job promotions have a significant impact on employee performance.

Conceptual Framework

Figure 1

Conceptual Framework of the Study



Methodology

This study employed a causal-comparative research design to investigate the influence of non-monetary rewards on employee performance within the banking sector of Karnali Province. The independent variables examined included flexible work arrangements, employee recognition, career development opportunities, and job promotion, while the dependent variable focused on employee performance (revised for consistency with the analysis and study title). Structured questionnaires were developed to collect data, incorporating inputs from subject-matter experts and a review of existing literature. The instrument comprised two sections: (1) closed-ended multiple-choice questions to capture demographic information and (2) a five-point Likert scale to measure perceptions of non-monetary rewards and their association with performance outcomes.

Prior to distribution, respondents were briefed on the purpose of the study and requested to allocate time for completion. A total of 355 questionnaires were distributed across bank branches in Karnali Province, yielding 335 valid responses (94.4% response rate). Data reliability was assessed using Cronbach's Alpha, demonstrating internal consistency. Both descriptive statistics (e.g., frequencies, means) and inferential analyses were conducted. Pearson's correlation coefficient was applied to evaluate relationships between variables, while linear regression analysis tested the predictive effect of non-monetary rewards on employee performance. All analyses were performed using SPSS version 25.

Results and Discussion

The respondents' demographic information, i.e., age, gender, cast, and education, is presented below.

Table 1

Demographic Profile of the Respondents

Categories		Frequency	Percent
Age	Up to 20	61	18.20
	21-30	163	48.70
	31-40	60	17.90
	Above 41	51	15.20
Gender	Male	241	71.90
	Female	94	28.10
Cast	Brahmin	118	35.20
	Chhetri	136	40.60
	Janajati	42	12.50
	Others	379	11.60
Educational Status	Upto + 2	111	33.10
	Bachelor	148	44.20
	Master	67	20.00
	Above master	9	2.70

Table 1 summarizes demographic information for 335 individuals across various categories. Regarding age, the largest group (48.7 percent) is between 21 and 30 years old, followed by individuals aged 20 or younger (18.2 percent), those aged 31 to 40 (17.9 percent), and individuals over 41 years (15.2 percent). Gender distribution reveals a predominance of males (71.9 percent), with females comprising 28.1 percent of the sample. In terms of caste, Chhetri accounts for the largest share (40.6 percent), followed by Brahmin (35.2 percent), Janajati (12.5 percent), and others (11.6 percent). Educational qualifications show that the majority hold a bachelor's degree (44.2

percent), with 33.1 percent having education up to the +2 level, 20 percent holding a master's degree, and 2.7 percent attaining education above the master's level.

Overall, the data reflects a predominantly young, male-dominated sample with diverse caste representation and varied levels of educational attainment.

Inferential Statistics

As described in the research methodology, correlation analysis was conducted to explore the relationships among the variables. In contrast, regression analysis was utilized to evaluate the influence of the independent variables—flexible work arrangements, employee recognition, career development, and job promotion—on the dependent variable, employee performance.

Table 2

Correlations Analysis of Independent and Dependent Variable

	FW	ER	CD	JP	EP
FW	1				
ER	.764**	1			
CD	.643**	.638**	1		
JP	0.714**	.537**	.638**	1	
EP	.601**	.557**	.641**	0.767**	1

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

Presents the results of the correlation analysis conducted to examine the relationships among the variables. The analysis revealed a strong positive correlation between flexible work arrangements, employee recognition, career development, job promotion, and employee performance. Notably, all correlations are statistically significant at the 0.01 level, indicating a strong relationship, as the p-value is less than the alpha level ($P < 0.05$) for all correlations.

Reliability Test

A reliability test was conducted to assess the validity and consistency of the questionnaire items.

Table 3*Reliability Statistics*

Variables	No. of Items	Cronbach's Alpha
Flexible Work Arrangement	10	0.866
Employee Recognition	10	0.845
Career Development Opportunities	10	0.868
Job Promotion	10	0.724
Employee Performance	10	0.852

Table 3 displays the Cronbach's alpha values calculated for the five variables analyzed in this study. The results indicate that flexible work arrangements had a Cronbach's Alpha of 0.866, employee recognition 0.845, career development 0.868, and job promotion 0.724. Employee performance showed a Cronbach's Alpha of 0.852. Significantly, all values exceeded the commonly accepted threshold of 0.7, demonstrating a high level of internal consistency in the data. The threshold of 0.7 is widely regarded as a standard benchmark for Cronbach's alpha and reliability testing (Christmann & Van Aelst, 2006).

Table 4*Model Summary of Multivariate Regression Analysis*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.910 ^a	0.828	0.826	1.40202	2.267

a. Predictors: (Constant), FW, ER, CD, JP

Table 4 reveals that flexible work arrangements, career development opportunities, employee recognition, and job promotion collectively account for a significant portion of the variance in employee performance. Specifically, these factors explain 82% of the variance in employees performance, as reflected by an adjusted R² value of 0.826. This indicates that other factors not examined in this study influenced the remaining 18% of the variation in employee performance.

Additionally, the Durbin-Watson statistic of 2.267 assesses the presence of autocorrelation in the residuals of the regression model. This value falls close to the ideal benchmark of 2.0, which indicates no significant autocorrelation. Since the

statistic ranges between 0 and 4, values near 2 suggest that the residuals are independent and uncorrelated. A result of 2.267 lies within the generally accepted range (1.5–2.5) for assuming independence of errors, implying minimal risk of positive or negative autocorrelation affecting the model's validity.

Table 5

ANOVA of Independent Variable and Dependent Variable

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3114.676	4	778.669	396.136	.000 ^b
	Residual	648.668	330	1.966		
	Total	3763.343	334			

a. *Dependent Variable: EP*

b. *Predictors: (Constant), FW, ER, CD, JP*

The ANOVA results (Table 5) reveal a significant statistical relationship between employee performance and the studied predictors flexible schedules, recognition, career growth, and job progression in Karnali's banking sector. The F-test value of 396.136 and a p-value of 0.000 indicate that the regression model is statistically significant. At a 5% significance level, these findings validate the model and support the hypothesis that workplace factors influence employee performance.

Table 6

Coefficient of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-4.696	3.18		-1.477	0.141		
FW	0.74	0.043	0.815	17.043	0.000	0.228	4.380
ER	0.006	0.042	0.008	0.154	0.878	0.213	4.695
CD	0.114	0.029	0.126	3.983	0.000	0.525	1.903
JP	0.228	0.059	0.095	3.853	0.000	0.856	1.168

a. *Dependent Variable: EP*

The results of a multivariate regression research with employee performance as the dependent variable and flexible work schedules, career advancement, employee recognition, and job promotion as independent variables are shown in Table 6. The analysis reveals that the p-value for flexible work arrangements is 0.000, below the 5% significance threshold (0.05). This confirms that flexible work arrangements have a significant impact on employee performance. Furthermore, the results indicate a positive relationship between employee performance and flexible work arrangement practices.

Similarly, the research indicates that employee recognition does not significantly influence employee performance at the 5% significance level, as its p-value of 0.878 exceeds the threshold of 0.05. Therefore, employee recognition has minimal impact on employee performance.

On the other hand, the study reveals that the p-value for career development is 0.000, which is below the 5% significance threshold (0.05). This demonstrates that career development has a significant impact on employee performance. Moreover, a positive relationship was identified between career development and employee retention.

Finally, the research determined that the p-value for job promotion is 0.000, less than the 5% significance threshold (0.05). This shows that job promotions have a statistically significant effect on employee performance. Furthermore, there was a favorable correlation between employee performance and the application of job promotion techniques.

Additionally, the collinearity statistics (Tolerance and VIF) assess multicollinearity among predictors. The first two predictors show moderate collinearity (Tolerance \approx 0.21–0.23, VIF \approx 4.38–4.69), but remain within acceptable thresholds (VIF $<$ 5). The latter two exhibit minimal collinearity (Tolerance \approx 0.53–0.86, VIF \approx 1.16–1.90), aligning with ideal ranges. With all VIFs below 5 and Tolerance values above 0.1, the model demonstrates stability and reliability, confirming no severe multicollinearity issues per standard guidelines.

Table 7*Summary of Hypothesis Testing*

Hypothesis No.	Hypothesis Result	Accept or Reject Decision
H _{A1}	Flexible work arrangement significantly impacts employee performance.	Accepted
H _{A2}	Employee recognition significantly impacts employee performance.	Rejected
H _{A3}	Career development opportunities significantly impact employee performance.	Accepted
H _{A4}	Job promotion significantly impacts employee performance.	Accepted

The research evaluated four hypotheses about variables impacting employee performance. The first hypothesis (HA1) stated that "flexible work arrangements significantly impact employee performance." The findings validated this assumption, demonstrating a significant effect with a significance value of 0.000. The research results support the assumption, which is comparable to the study done by (Altindag and Siller, 2014; Hashim and Ullah, 2017; Stella, 2020; Eshak et al., 2021; and Bett et al., 2022).

Likewise, according to the second hypothesis (HA2), "employee recognition significantly impacts employee performance." With a significance score of 0.878, which indicates no meaningful connection, this hypothesis was not supported. Since the study's results deviate from those of previous studies, they run counter to the initial hypothesis (Kariuki& Kiiru, 2021; Chantal et al., 2022; Maharjan and Lamichhane 2022; and Maket and Odenyo, 2023).

The third hypothesis (HA3) proposed, "Career development opportunities significantly impact employee performance." This was likewise validated since effective communication significantly influenced employee retention with a p-value of 0.00. The research results back up the hypothesis and are compatible with findings from a comparable study done by (Arifuddin et al., 2021; Nami Nasution et al., 2018; Manggis et al., 2018; Yusuf Iis et al., 2022; Firman 2021 and Febrianti et al. 2020).

Finally, the fourth hypothesis (HA4) indicated that "job promotion significantly impacts employee performance." The findings confirmed this, with a significance value of 0.000. The research findings support the assumption and are consistent with those of a comparable study done by (Duru et al., 2023 Nasar et al., Nyaga and Omuya 2024; Rinny et al., 2020; and Yamin et al. 2020).

Conclusion

The study examined factors influencing employee performance in Karnali Province, emphasizing flexible work arrangements, employee recognition, career development, and job promotion. Utilizing multivariate regression analysis, the research explored the relationship between these variables and employee performance. Findings indicated that flexible work arrangements, career development opportunities, and job promotions significantly improved employee performance. However, employee recognition showed no statistically significant effect on performance outcomes.

By emphasizing the value of flexible work arrangements, career development opportunities, and job promotion in enhancing employee performance in Karnali province, the study advances our understanding of employee performance. Using multivariate regression analysis, it presents actual data on the relative relevance of these components while also questioning traditional beliefs by finding that employee recognition has no meaningful impact on performance. This study provides valuable insights for companies and policymakers, highlighting the need to focus on influential aspects such as flexibility, development opportunities, and work satisfaction to enhance employee outcomes and retention.

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