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RESEARCH ARTICLE

Unlocking the Drive: Key Motivational Factors Enhancing Work Performance in Wangwa Subdistrict Municipality, Si Prachan District, Suphan Buri Province

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Abstract

This research article aims to: 1) Determine the level of work motivation and work performance efficiency of personnel in Wangwa Subdistrict Municipality, Si Prachan District, Suphan Buri Province, and 2) Identify the motivational factors affecting the work performance efficiency of personnel in Wangwa Subdistrict Municipality, Si Prachan District, Suphan Buri Province. This study is quantitative research. The tool used for data collection was a questionnaire. The statistics used for data analysis were descriptive statistics, including frequency, percentage, mean, and standard deviation, and inferential statistics, including multiple regression analysis. The research findings revealed that the respondents' overall opinions on work motivation factors were at a high level, and overall work performance efficiency was also at a high level. The hypothesis test results showed that motivational factors, such as career advancement, affect the work performance efficiency of personnel in Wangwa Subdistrict Municipality, Si Prachan District, Suphan Buri Province, with the independent variables collectively predicting the dependent variable by 19%, as indicated by an Adjusted R Square value of 0.19.

Keywords: motivational factors; municipal employees; work performance efficiency

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1. Introduction

Thailand's bureaucratic reform, aimed at transitioning to contemporary public sector management, has resulted in substantial changes in the organizational structures of ministries, departments, and governmental roles. This reform encompasses the enhancement of management practices and the adaptation of public human resource management approaches to more effectively support national development and provide efficient public services. The Office of the Public Sector Development Commission (OPDC) developed the Strategic Plan for Public Sector Development (2013-2018) to provide a framework for the efficient implementation of various policies. A fundamental mechanism for driving this reform is the development of human resources, which facilitates organizational advancement and preparedness to serve the public effectively.

In the current organizational climate, there is a significant emphasis on human resources, with organizations seeking various tools to optimize human resource management. Competency-based management is one such tool that has gained popularity for its efficacy in enhancing personnel performance by promoting appropriate behaviors and supporting the efficient completion of tasks. Modern management theories posit that organizational human resources possess inherent knowledge, abilities, and potential that should be harnessed for organizational benefit. Moreover, optimal work efficiency is achieved when employees experience job satisfaction and recognition from management and peers. Organizations must therefore create conducive work environments by addressing factors such as work quality, quantity, time, costs, and fostering pride in organizational affiliation, which encourages employees to remain long-term and continually develop their skills.

Effective work performance is contingent upon the collaboration and dedication of individuals within the organization, often driven by job satisfaction. Job satisfaction serves as a motivational force, encouraging individuals to work with enthusiasm, willingness, and diligence, thus helping the organization achieve its objectives. Consequently, job satisfaction is crucial for all employees, and managers should consider it in work analysis and human resource management strategies to enhance work efficiency and achieve organizational goals.

Human resource development within organizations extends beyond training to include continuous learning aimed at improving performance, motivation, and fostering a supportive work environment. The overarching goal is to enhance organizational performance. Wangwa Subdistrict Municipality, located in Si Prachan District, Suphan Buri Province, holds responsibilities for enforcing public health and environmental laws, alongside other related regulations. The Municipality engages in research and development of knowledge, enhancement of public health services, dental health services, sanitation, environmental management, occupational health, veterinary

services, health promotion, control of communicable and non-communicable diseases, medical treatment, health behavior development, sanitation, and environmental health to ensure the physical, mental, emotional, and social well-being of the population. Additionally, the Municipality provides healthcare services to targeted groups, disseminates knowledge on health promotion, disease prevention, medical treatment, environmental control, and health behavior to the public and relevant agencies. It strives to maintain environmental quality, manage public health services, focus on pollution control, coordinate resource management, and enhance the utilization of local natural resources and the environment.

Given the aforementioned context and issues, this study investigates the motivational factors influencing the work performance efficiency of personnel in Wangwa Subdistrict Municipality, Si Prachan District, Suphan Buri Province. The aim is to utilize the research findings to improve the efficiency of personnel within the health office, thereby enhancing overall work performance.

2. Objectives

1. To determine the level of work motivation and work performance efficiency of personnel in Wangwa Subdistrict Municipality, Si Prachan District, Suphan Buri Province.

2. To identify the motivational factors affecting the work performance efficiency of personnel in Wangwa Subdistrict Municipality, Si Prachan District, Suphan Buri Province.

3. Literature Review

3.1 Job Performance

Job performance is a multifaceted concept encompassing the effectiveness with which job duties are carried out, the efficiency of task completion, and the overall contribution to organizational goals. Campbell (1990) posits that job performance is a complex activity that incorporates task performance, contextual performance, and adaptive performance. Similarly, Murphy (1989) highlights the importance of distinguishing between task-specific behaviors and broader organizational contributions. Borman and Motowidlo (1993) expand this view by emphasizing the significance of contextual performance, which includes behaviors that support the social and psychological environment of the organization. Additionally, Viswesvaran and Ones (2000) underscore the role of job performance as a predictor of organizational success, suggesting that high performers typically contribute more significantly to organizational outcomes. Therefore, job performance is a critical metric for both

individual and organizational effectiveness, shaped by a variety of factors and behaviors.

Job performance is a critical factor in the success and sustainability of any organization. High levels of job performance contribute to the efficient achievement of organizational goals and objectives, driving productivity and competitiveness in the market (Rotundo & Sackett, 2002). It also plays a significant role in employee development and satisfaction, as well-performing employees are more likely to experience job satisfaction, professional growth, and career advancement opportunities (Judge et al., 2001). Additionally, job performance is directly linked to customer satisfaction and service quality, particularly in service-oriented industries where employee interactions directly influence customer perceptions and loyalty (Schneider et al., 2005). Furthermore, organizations that foster high job performance often see reduced turnover rates, as employees feel valued and are more engaged in their work (Griffeth, Hom, & Gaertner, 2000). Thus, job performance is not only a measure of individual productivity but also a critical determinant of overall organizational health and effectiveness.

Job performance is influenced by a variety of factors that can be broadly categorized into individual, organizational, and environmental factors. At the individual level, intrinsic motivation is critical; employees who find their work inherently satisfying tend to perform better (Deci & Ryan, 2000). Recognition and rewards also significantly impact performance by boosting morale and motivation (Eisenberger, Rhoades, & Cameron, 1999). Job autonomy, which gives employees control over their work processes, enhances job satisfaction and performance by fostering a sense of responsibility and ownership (Hackman & Oldham, 1976). Career advancement opportunities provide a clear path for growth, motivating employees to invest effort in their current roles (Locke & Latham, 2004). Organizational factors include the work environment and culture. A supportive work environment, characterized by positive relationships with colleagues and supervisors, reduces stress and fosters a sense of belonging, which can enhance performance (Chiaburu & Harrison, 2008). Clear and achievable goal-setting within the organization provides direction and motivation, as specific and challenging goals focus attention and effort toward achieving desired outcomes (Latham & Locke, 1991). Additionally, effective leadership and management practices play a crucial role in shaping the work environment and influencing employee performance. Environmental factors such as economic conditions, industry trends, and technological advancements also affect job performance. These factors can influence the resources available to employees, the stability of their job roles, and the overall demand for their work. Organizations need to adapt to these external conditions to maintain high performance levels. By understanding and addressing these individual, organizational, and environmental factors, organizations can create a conducive environment for maximizing employee performance and achieving organizational goals.

3.2 Job Achievement

Job achievement refers to the accomplishment of work-related goals and objectives, demonstrating competence and success in one's professional responsibilities. It encompasses the attainment of specific targets, the completion of tasks efficiently and effectively, and the realization of both short-term and long-term career aspirations. Job achievement is often measured by various performance indicators such as productivity, quality of work, and the ability to meet or exceed expectations (Kanfer & Ackerman, 2005). It is influenced by individual factors like skills, knowledge, and motivation, as well as organizational factors including support systems, resources, and workplace culture (Locke & Latham, 2002). High job achievement not only contributes to personal satisfaction and career growth but also enhances organizational performance and success (Judge et al., 2001). Therefore, job achievement is a critical component of professional development and organizational effectiveness, reflecting both individual and collective accomplishments within the workplace.

Job achievement and job performance are interrelated concepts that collectively contribute to individual and organizational success. Job performance refers to the behaviors and actions taken by employees to fulfill their job duties effectively. It encompasses various dimensions such as task performance, contextual performance, and adaptive performance (Campbell, 1990). Task performance involves the execution of core job responsibilities, while contextual performance includes activities that contribute to the organizational environment, such as helping colleagues and adhering to company policies (Borman & Motowidlo, 1993). Adaptive performance reflects an employee's ability to adjust to changes and new demands in the workplace (Pulakos et al., 2000). Job achievement, on the other hand, is the outcome of high job performance. It is the realization of specific work-related goals and objectives, demonstrating competence and success in professional responsibilities. Job achievement is often measured through performance indicators such as productivity, quality of work, and the attainment of career milestones (Kanfer & Ackerman, 2005). It signifies the accomplishment of tasks efficiently and effectively, leading to personal satisfaction and career progression (Judge et al., 2001). The relationship between job performance and job achievement is cyclical and mutually reinforcing. High job performance leads to job achievement, which in turn, enhances motivation and further improves performance. Organizations benefit from this cycle as it fosters a culture of excellence and continuous improvement, ultimately driving overall organizational success (Locke & Latham, 2002). By understanding and fostering both job performance and job achievement, organizations can create an environment where employees are motivated to excel, leading to sustained organizational growth and success.

H1: Job achievement has an influence on job performance.

3.3 Recognition

Recognition in the workplace refers to the formal and informal acknowledgment of an employee's efforts, accomplishments, and contributions to the organization. It involves praising, rewarding, or giving positive feedback to employees for their performance and behaviors that align with organizational values and goals (Brun & Dugas, 2008). Recognition can take various forms, including verbal praise, written commendations, financial incentives, promotions, and public acknowledgment in meetings or company communications (Nelson, 2005). The primary purpose of recognition is to reinforce desirable behaviors, boost morale, and motivate employees to maintain or improve their performance (Eisenberger, Rhoades, & Cameron, 1999). Effective recognition fosters a positive work environment, enhances job satisfaction, and increases employee engagement and retention (Deci & Ryan, 2000). By valuing and appreciating employees' contributions, organizations can create a culture of recognition that drives both individual and collective success.

Recognition in the workplace significantly enhances job performance by boosting employee morale, motivation, and engagement. Research demonstrates that recognition acts as a powerful motivator, encouraging employees to maintain or improve their performance (Hussain et al., 2019). For instance, a study by Weziak-Bialowolska and Bialowolski (2021) found that employees who received recognition for their work reported higher quality of life and lower risks of hypertension, suggesting a strong link between recognition and overall well-being, which in turn affects job performance. Moreover, formal recognition programs, such as "employee of the month," have been shown to have positive spillover effects on team performance. Li et al. (2016) discovered that recognizing a single team member led to improvements in both individual and team performance, highlighting the broader impact of recognition on organizational productivity. Additionally, the relationship between recognition and job performance is mediated by factors such as perceived organizational support and employee engagement. Hussain et al. (2019) emphasized that perceived organizational support significantly mediates the relationship between recognition and job performance, indicating that recognition fosters a supportive work environment that enhances performance. Another study by Yang, Jiang, and Cheng (2022) explored the emotional mechanisms behind recognition, revealing that authentic pride mediates the positive effects of recognition on task performance and organizational citizenship behaviors (OCBs). This indicates that recognition not only improves direct job performance but also encourages behaviors that contribute to a positive organizational culture. These findings underscore the importance of recognition in enhancing job performance, suggesting that organizations should implement robust recognition programs to leverage these benefits.

H2: Recognition has an influence on job performance.

3.4 Job Autonomy

Job autonomy refers to the degree of freedom and discretion that employees have in carrying out their work tasks. It encompasses several dimensions, including the ability to decide the methods of work (methods autonomy), the timing and scheduling of work (scheduling autonomy), and the location where work is performed (location autonomy) (Spiegelaere et al., 2016). Job autonomy is often seen as a critical job resource that enhances employee motivation, satisfaction, and performance by allowing individuals to take ownership of their work and make decisions that affect their tasks (Malinowska et al., 2018). However, it is important to note that excessive job autonomy can sometimes lead to negative outcomes such as increased stress and unethical behavior, highlighting the need for a balanced approach (Lu et al., 2017). Overall, job autonomy plays a vital role in promoting work engagement and innovative behaviors, contributing significantly to both individual and organizational success (Kubicek et al., 2017).

Job autonomy, the degree to which employees have control over how, when, and where they perform their work, is a critical factor influencing job performance. Studies have consistently shown that higher levels of job autonomy are associated with improved job performance, employee satisfaction, and organizational commitment (Khoshnaw & Alavi, 2020). For instance, job autonomy allows employees to utilize their skills and creativity, leading to enhanced work engagement and performance (Spiegelaere et al., 2016). Furthermore, the mediating role of job autonomy between performance feedback and work performance has been highlighted, suggesting that when employees perceive high levels of autonomy, they respond better to performance feedback, which in turn improves their job performance (Ulrych, 2021). Supervisors' support for autonomy has also been found to positively influence job performance trajectories, as employees feel more motivated and engaged when they perceive their autonomy is supported (Kanat-Maymon & Reizer, 2017). However, the relationship between job autonomy and job performance is not always straightforward. While autonomy generally enhances performance, excessive autonomy can lead to negative outcomes such as stress and unethical behavior. This "too-much-of-a-good-thing" effect indicates that there is an optimal level of autonomy that maximizes performance without causing adverse effects (Zhou, 2020). In summary, job autonomy significantly impacts job performance by fostering a sense of ownership and responsibility among employees. However, it is crucial to balance autonomy levels to prevent potential negative consequences and ensure sustainable performance improvements.

H3: Job autonomy has an influence on job performance.

3.5 Job Responsibility

Responsibility is a multifaceted concept that involves the duty to perform certain tasks and the accountability for the outcomes of these tasks. In the context of professional and social roles, responsibility can be seen as the obligations one has by virtue of their position or role in society (Eshleman, 2017). This includes role responsibility, which refers to duties associated with specific societal roles, such as a sea captain being responsible for the safety of their ship, or parents being responsible for the upbringing of their children. These responsibilities are prospective, focusing on what one should do in the future (Eshleman, 2017). Furthermore, responsibility in a democratic society encompasses active civic involvement and responsible citizenship, highlighting its importance as an educational goal from early childhood through adulthood (Hussain & Gonen, 2017). In legal and philosophical terms, responsibility also includes accountability and liability, where individuals or entities must answer for their actions and bear the consequences as stipulated by law (Pařízková, 2023). Additionally, moral and ethical dimensions of responsibility are crucial in understanding how individuals relate to their actions and their impact on others. This involves the capacity to make moral decisions and being accountable for one's actions in both personal and societal contexts (Goodhart, 2017).

Job responsibility significantly influences job performance, as it encompasses the duties and accountability required to fulfill one's role effectively. Employees who perceive a high level of responsibility tend to exhibit greater commitment and performance due to the sense of ownership and duty towards their tasks (Lin & Tsai, 2020). For instance, research shows that job responsibility mediates the relationship between supervisory support and job performance, indicating that employees who feel responsible are more likely to perform well, especially when supported by their supervisors (Carlo et al., 2016). Moreover, a sense of responsibility towards one's colleagues and the organization can enhance job performance by fostering a collaborative and supportive work environment. This was evidenced in studies where employees' responsibility towards their tasks and coworkers was found to mediate the positive impact of supervisory responsibility on work engagement and performance (Scholten et al., 2022). Additionally, the perceived importance of social responsibility within an organization can enhance employees' job performance by contributing to a supportive and trustworthy work context, thus promoting work meaningfulness and engagement (Shin, Hur, & Kang, 2016). However, the relationship between responsibility and performance is nuanced. While responsibility generally enhances performance, excessive responsibility without adequate support can lead to stress and burnout, potentially diminishing performance. Therefore, it is crucial to balance job responsibility with sufficient resources and support to maintain optimal performance levels (Ye, Luo, & Tobias, 2023). In conclusion, job responsibility plays a vital role in shaping job performance, with positive impacts on commitment, engagement, and productivity. Organizations should aim to foster a sense of responsibility among

employees while providing the necessary support to prevent potential negative outcomes.

H4: Job responsibility has an influence on job performance.

3.6 Job Advancement

Job advancement refers to the progression of an individual's career through promotions, increased responsibilities, and higher levels of pay within an organization. It is characterized by the movement from lower-level to higher-level positions, often requiring the acquisition of new skills and competencies (Rani & Singla, 2015). Job advancement can be driven by various factors, including individual performance, human capital, and organizational opportunities. For instance, human capital theory suggests that individuals who invest in their education and skill development are more likely to advance in their careers (Harris et al., 2015). The concept of job advancement is closely related to career satisfaction and organizational commitment. Research has shown that opportunities for career advancement significantly contribute to job satisfaction, as employees feel more valued and motivated when they see clear pathways for their growth within the organization (Mwiti et al., 2021). Additionally, job advancement often involves a combination of upward mobility within the same organization and inter-organizational mobility, where employees change employers to achieve higher positions (Yang & Bidwell, 2017). Furthermore, job advancement is not only limited to hierarchical promotions but also includes lateral moves that provide new challenges and skill enhancement opportunities. This holistic view of career advancement highlights the importance of continuous professional development and the role of organizational support in facilitating career growth (Malhotra & Singh, 2016).

Job advancement, encompassing promotions and increased responsibilities, plays a crucial role in enhancing job performance. Research indicates that job advancement is significantly influenced by individual performance and human capital. For instance, Harris, Pattie, and McMahan (2015) found that individuals' human capital and performance in the early stages of their careers positively impact their value and advancement in later stages. This relationship highlights the importance of developing skills and competencies to facilitate career growth and improve job performance. The indirect impact of high performers on their subordinates' career advancement also underscores the importance of mentorship and role modeling in enhancing job performance. High performers' job competencies and networking abilities positively influence their subordinates' career advancement, which in turn boosts overall job performance (Malhotra & Singh, 2016). This dynamic shows how job advancement opportunities can cascade through an organization, improving performance at multiple levels. Moreover, the relationship between career advancement and job satisfaction further reinforces the link between job advancement

and job performance. Mwit, Moguche, and Rintari (2021) demonstrated a strong positive correlation between career advancement and job satisfaction among teachers, suggesting that opportunities for career growth contribute to higher job satisfaction and, consequently, better job performance. This finding aligns with the broader understanding that satisfied employees are more likely to be engaged and perform well in their roles. In addition to these factors, job crafting—employees making proactive changes to their job demands and resources—has been shown to enhance job performance by promoting work engagement. Tims, Bakker, and Derks (2015) found that job crafting intentions and behaviors lead to higher levels of work engagement and job performance, indicating that employees who take initiative in shaping their job roles can achieve better performance outcomes. In conclusion, job advancement significantly impacts job performance through various mechanisms, including the development of human capital, mentorship, job satisfaction, and proactive job crafting. Organizations should therefore foster an environment that supports career growth and skill development to enhance overall job performance.

H5: Job advancement has an influence on job performance.

4. Conceptual Framework

Drawing from the literature review, the conceptual framework is depicted in Figure 1, illustrating the foundational concepts, variables, and their anticipated interconnections as identified through the scholarly review.

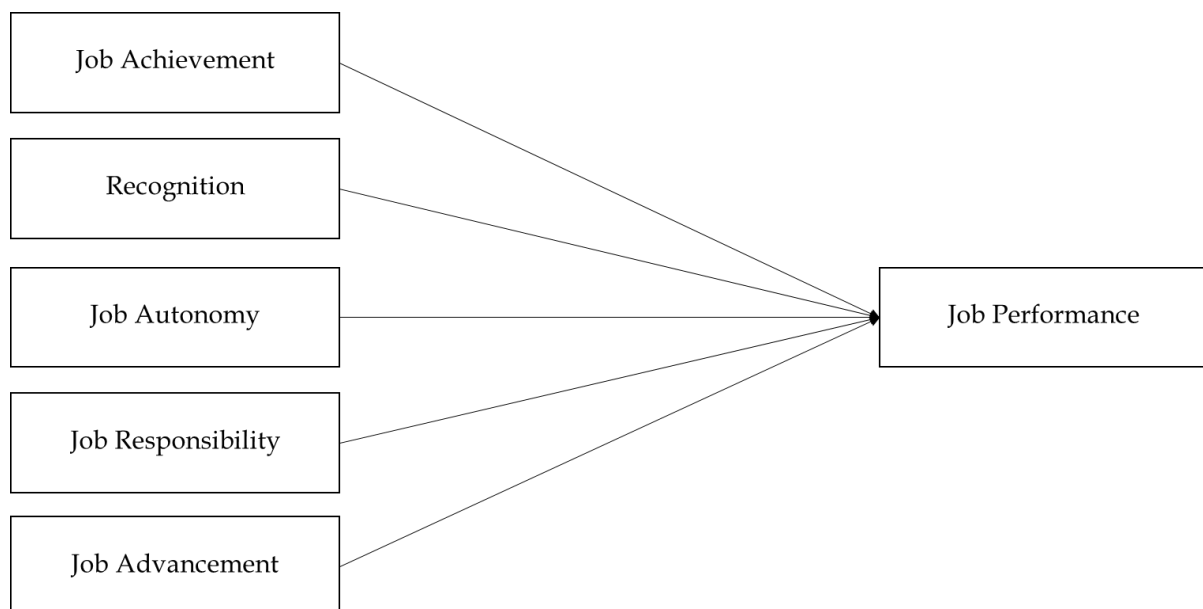


Figure 1. Conceptual framework

5. Methods

This quantitative research was conducted in Wangwa Subdistrict Municipality, Si Prachan District, Suphan Buri Province, involving 22 municipal employees. The study utilized a questionnaire divided into four sections: demographic factors (gender, age, education, department, length of service, income) with 6 checklist items; work motivation (job achievement, recognition, job autonomy, job responsibility, job advancement) with 16 close-ended, 5-point rating scale questions; job performance (work quantity, quality, time, costs) with 5-point rating scale questions; and open-ended questions for additional suggestions. The reliability of the questionnaire was confirmed through a pilot test with 30 participants, yielding a Cronbach's alpha coefficient between 0.78 and 0.87, surpassing the acceptable threshold of 0.70, thus ensuring the tool's reliability for the actual study.

6. Results

The demographic factors questionnaire revealed that the majority of respondents were female (12 people, 54.5%). Most respondents were over 35 years old (8 people, 36.4%) and had a bachelor's degree (19 people, 86.4%). The majority worked in the education department (5 people, 22.7%), had a work tenure of 5-10 years (9 people, 40.9%), and an income of 5,000-10,000 baht (10 people, 45.5%).

The analysis of the work motivation levels among personnel at Wangwa Subdistrict Municipality, Si Prachan District, Suphan Buri Province, showed that the overall perception of work environment factors was high. When considering individual aspects, the highest average score was for the recognition factor, followed by the responsibility factor, both of which were rated highly.

The analysis of the work performance efficiency levels among personnel at Wangwa Subdistrict Municipality revealed that the overall performance efficiency was high. The highest average score was for the time factor, followed by the quality of work factor, both rated highly.

According to hypothesis Testing - The hypothesis tested indicated that job advancement as a motivational factor significantly affects the work performance efficiency of personnel at Wangwa Subdistrict Municipality, Si Prachan District, Suphan Buri Province, with statistical significance at the 0.05 level. However, job achievement, recognition, job responsibility, and job autonomy have no influence on job performance.

7. Discussion

The findings of this study indicate that job advancement significantly affects the work performance efficiency of personnel at Wangwa Subdistrict Municipality, Si

Prachan District, Suphan Buri Province, with statistical significance at the 0.05 level. This suggests that opportunities for career growth and promotion play a crucial role in enhancing employee performance. When employees perceive a clear path for advancement within the organization, they are likely to be more motivated and engaged in their work, leading to higher performance levels. This aligns with existing literature, which highlights the importance of career development opportunities in fostering job satisfaction and performance (Harris et al., 2015; Mwiti et al., 2021). However, contrary to expectations, other motivational factors such as job achievement, recognition, job responsibility, and job autonomy did not show a significant influence on job performance. This finding is intriguing and warrants further exploration. One possible explanation could be that the specific organizational culture and context of Wangwa Subdistrict Municipality place a higher value on career advancement as a primary motivator compared to other factors. In environments where career progression is clearly structured and valued, employees might prioritize advancement opportunities over other motivational aspects. The lack of significant influence of job achievement on performance could be due to the employees already feeling a sense of accomplishment in their roles, making additional achievements less impactful. Similarly, recognition might not have a substantial effect if it is inconsistently applied or if employees feel it does not adequately reflect their efforts. Job responsibility, while important, might be viewed as a given rather than a distinct motivator, particularly if the roles and expectations are well-defined and stable. Job autonomy's lack of significant impact might be attributed to the nature of the municipal work, which may require adherence to strict guidelines and procedures, limiting the perceived benefits of autonomy. Employees in such settings might not experience the full motivational potential of autonomy due to the inherent constraints of their work environment. These findings suggest that municipal administrators should focus on creating clear and attainable career advancement pathways to boost performance. While other factors like recognition and autonomy are important, their impact might be secondary to the more immediate and tangible benefits of career progression in this specific context. Future research could investigate these dynamics further, exploring how different motivational strategies can be tailored to fit various organizational settings and employee needs. Overall, the study highlights the critical role of job advancement in enhancing job performance within Wangwa Subdistrict Municipality and underscores the need for a nuanced understanding of motivational factors in different organizational contexts.

5. Conclusion

This study examined the impact of various motivational factors on the job performance efficiency of personnel at Wangwa Subdistrict Municipality, Si Prachan District, Suphan Buri Province. The findings revealed that job advancement significantly enhances job performance, emphasizing the importance of clear career progression opportunities within the organization. Contrary to expectations, other

motivational factors such as job achievement, recognition, job responsibility, and job autonomy did not show a significant influence on performance. This suggests that in the context of Wangwa Subdistrict Municipality, career advancement is the primary driver of employee motivation and performance. These results highlight the necessity for municipal administrators to prioritize career development pathways to maximize employee performance. While other factors like recognition and autonomy are valuable, their impact may be secondary to the more tangible benefits of career advancement. Understanding the unique motivational dynamics within specific organizational contexts can help tailor strategies that effectively enhance job performance. Overall, this study contributes to the broader understanding of motivational factors in public sector organizations, underscoring the critical role of career advancement in fostering a high-performance work environment. Future research should explore these findings in different settings to generalize the results and further refine motivational strategies for diverse organizational contexts.

6. Recommendations

Based on the findings of this study, it is recommended that Wangwa Subdistrict Municipality focuses on developing clear career advancement pathways to enhance job performance efficiency among its personnel. Establishing and communicating criteria for promotions, providing opportunities for skill development, and ensuring awareness of career growth potential within the organization are essential steps. Additionally, offering regular training and professional development programs tailored to employees' needs can further support career advancement. Enhancing recognition practices, ensuring they are consistent and meaningful, and increasing job autonomy where feasible can also contribute to improved job satisfaction and performance. Creating a supportive work environment that encourages teamwork, provides adequate resources, and promotes open communication is crucial. Implementing regular performance evaluations to identify areas for improvement and linking them to career advancement opportunities, along with addressing work-life balance through flexible work arrangements and adequate leave policies, can help prevent burnout and enhance overall job performance. These strategies should be regularly reviewed and adapted to meet the evolving needs of the organization and its employees.

Author Contributions: RJ contributed to the conceptualization, design, and execution of the study, including data collection and analysis. RJ also played a significant role in drafting the manuscript, interpreting the findings, and revising the manuscript for intellectual content. SW supervised the research process, offered guidance on data analysis and interpretation, and ensured compliance with ethical standards. Additionally, SW reviewed and edited the manuscript for clarity and accuracy, and corresponded with journal editors and reviewers during the submission and review process. Both authors have read and approved the final version of the manuscript.

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