

Impact of Motivation on the Job Performance of the Clinical Employees of a Private Hospital in Sri Lanka

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Abstract: This study was carried out based on a private hospital in Sri Lanka and the major goal was to identify the impact of clinical employees' motivation and job performance and thereby make recommendations to take suitable measures to implement required procedures in order to boost motivation and work performance. Four independent variables such as salary, training, career promotion, and working environment and job performance as dependent variable were used to create the conceptual framework. Past evidence that related to the model variables were discovered through literature review. Survey questionnaire was used to collect the primary data. The correlation and regression approaches were used in the data analysis by using SPSS software package. All four analytical theories have been approved and it is evident that there is a positive relationship among motivation and job performance in this research study.

Keywords: *Job performance, Clinical Employees, Motivation*

Introduction

Human resources are very important to the success of a health care system. They make up a huge portion of the health budget in most countries. Motivated individuals are willing to utilize their efforts to achieve organizational goals. This is linked to job satisfaction, which can keep workers at their jobs for a long time. Health care systems that are focused on keeping workers happy and motivated can save a huge sum of money as well as the quality service. The lack of motivation and enthusiasm of health workers can have a negative effect on the facilities and the entire health system. Many of these individuals leave their jobs to work in larger cities or migrate to other countries, specially who are in developing countries. Having limited professional development opportunities is another major concern for health workers in Sri Lanka. This issue also contributes to the quality of services provided. Inadequate supplies and resources at hospitals and clinics can also

lead to the frustration of health workers. This issue can also contribute to the eventual attrition of healthcare workers. Having a positive relationship with the management and motivation is important, as many health workers complain about the lack of supervision or regular supervision. This issue is especially problematic in many areas. Research problem refers to A study of Motivational Requirement on the job performance of the Clinical Employees of private hospital. When it comes to the health sector, quality of the service is the most important thing, therefore hospital needs to remain their qualified health care professionals within the hospital. As per the discussion, the researcher had with head of HR in a private hospital and inspection of internal management reports, following key issues were identified.

Considerable delays in completion of tasks assign to certain segment of employees

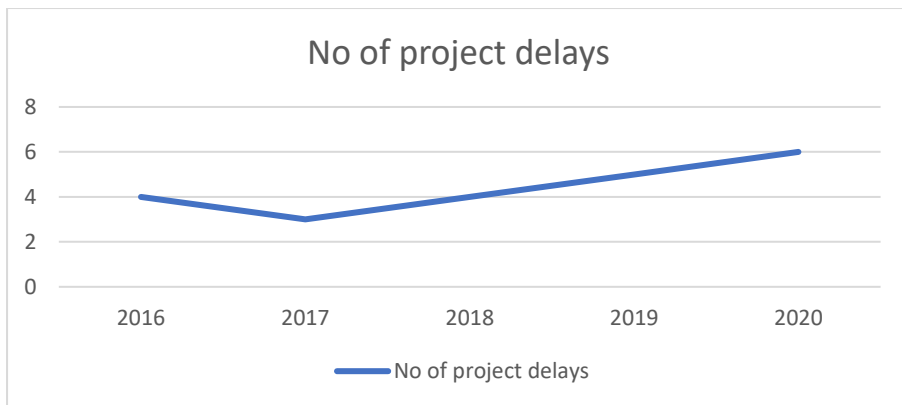


Figure 1: No of Project Delays

Source: Author, 2022

Considerable no of Absenteeism

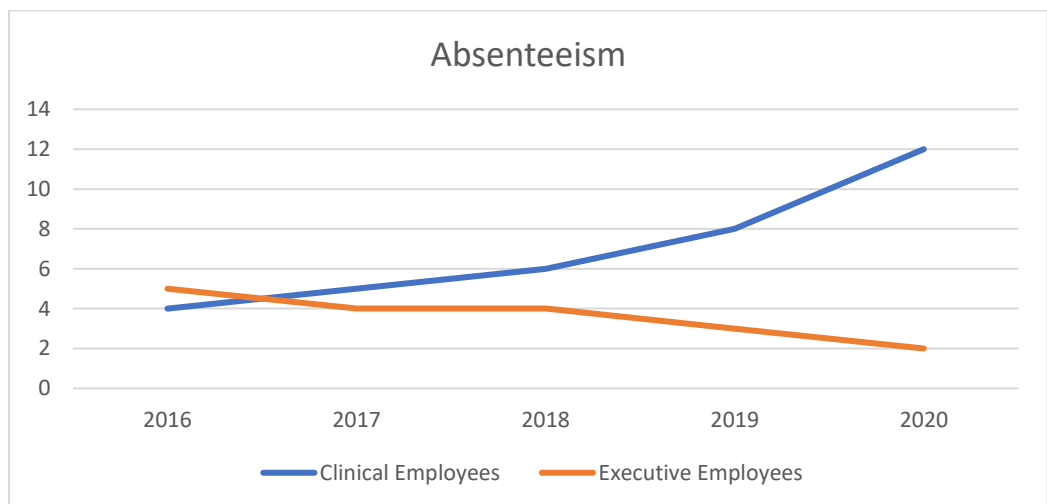


Figure 2: Considerable No of Absenteeism

Source: Author, 2022

Considerable amount in turnover of clinical employees

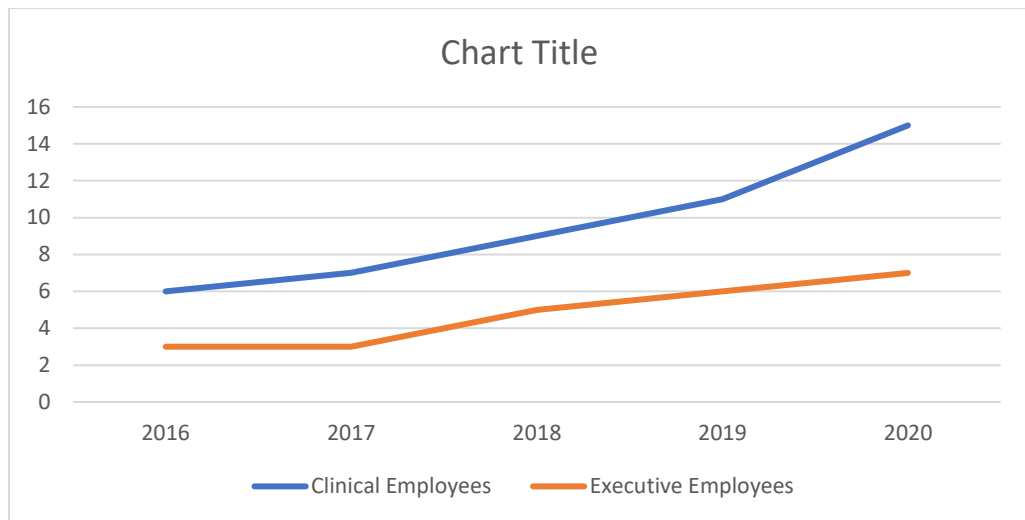


Figure 3: Turnover of Clinical Employees

Source: Author, 2022

As per the above findings it appears to be there is a problem in the private hospital with regards to the performance of clinical employees. Therefore, the problem cannot be overlooked, and the researcher decided to carryout investigation to find out reasons for the before mentioned issues. As the first step with the permission of private hospital, researcher had few preliminary discussions with some of clinical heads. During the discussion, most of the clinical employees mentioned that absence of motivational environment within the hospital has been a key factor for the existing low performance. To give superior quality services to patients, the hospital's whole clinical personnel must be motivated and content with their jobs.

During the researching process, the researcher noted that most of the studies relation to the motivational factors and job performance have been conducted in relation to the foreign context. Although there was few research that have been conducted locally, these have been done in non-healthcare sectors (E.g.: Banking,

Finance). Therefore, it is a significant literature gap with regards to the research topic, therefore the researcher expects this study is able to reduce the mentioned gap in certain into some to extent. It will be a benefited to study this subject area for students, lecturers, and new scholars. As per the findings review through this research, the researcher expects to make some recommendations to private hospital to improve their existing low performance of the clinical employees. The study aims to analyze the effectiveness of motivational impacts on an organization's performance. It provides useful information to inform organizational strategy makers and decision makers about the most favorable effects of motivational approaches on organization performance. The study was especially useful for organizations that deal with human resource management, as it required linking some of their practices to a healthcare setting. The failure of private hospital's leaders to motivate their staff members has a negative effect on the organization's effectiveness. This issue

usually affects the performance of the hospital's clinical employees. The study has contributed to the knowledge base around policy-practice interchange. It also provided insight into the motivational impact of various organizational activities.

The Research questions posed by this research are based on the literature review that was conducted regarding the job performance of private health sector employees in the last decade. The research questions posed by this study are related to an independent variable that influences the job performance of private health sector workers in Sri Lanka. Therefore, the objectives can be identified as: to identify the impact of motivational requirement on the job performance of the Clinical Employees of private hospital, and to identify the relationship between the motivational requirement on the job performance of the Clinical Employees of private hospital.

Literature Review

Impact of Motivation to the Job Performance

Beck (1983, as cited in Pushpanathan. & Ithrees, 2017) showed, happy employees tend to be more motivated and will be faithful to a company. They will conduct themselves and work on the assignments assigned to them more enthusiastically and passionately and consequently yielding higher quality output. Grant (2008, as cited in Abubakr & Al-Sabri, 2009); motivation imposes employee outcomes for instance performance and productivity. Thus, it is hypothesized: **H1** - There is a relationship between in motivation and the job performance of the clinical employees.

Impact of Salary to the Job Performance

According to marketbusinessnews.com (2021); A salary is a payment made by the employer to an employee for services provided, which can be expressed monthly or annually, but is most commonly paid monthly, especially to white collar workers, managers, directors, and professionals. These rewards are usually linked to the amount of work they perform and the skills they develop. They can also motivate workers. Bullock at el. (2015) cited in International Journal of Business and Management (2019); the private and public sectors, salaries play an important role in ensuring employees are motivated, thorough, loyal, and sincere to their work. Thus, it is hypothesized: **H1a** - There is a relationship between in salary and the job performance of the clinical employees.

Impact of Training to the Job Performance

After hiring and training the right people, the next step is developing the Human Resources department. This is a vital part of any employee's training and development. According to Jack Halloran, "Training is the process of transmitting and receiving information related to problem-solving." Training is a learning process whereby people learn skills, concept, attitudes, and knowledge to aid in the achievement of goals (Mathis & Jackson). Thus, it is hypothesized: **H1b** - There is a relationship between in training and the job performance of the clinical employees.

Impact of Career Promotion to the Job Performance

According to the Paul Pigors and Charles Myers, Promotion is an advancement of an employee to a better job, better in terms of greater responsibilities, more prestige or status, greater skill, and specially

increased rate of pay or salary. Many people believe that promotion means the increase in pay. However, this concept is not true since, in most cases, promotion is linked to the salary hike or the change in the pay scale. Means an appointment from a given position to a more difficult type of work and greater responsibility accompanied by change of title and usually an increase in pay (White). Thus, it is hypothesized: **H1c** - There is a relationship between in career promotion and the job performance of the clinical employees.

Impact of Working Environment to the Job Performance

The environment of a workplace can affect an employee's performance. According to the Sedarmayanti (2003), a decent working environment is a condition where individuals can do their jobs in an ideal, secure, healthy, and comfort way. The physical environment of a workplace is often linked to employee performance. It is known that the conditions of office buildings and the overall design of the workplace are important factors that influence employee performance. Nitisemito (2017, as cited in ripublication.com); that working environment is both an external and an internal condition that can influence working spirit and result in instantly finished jobs. Thus, it is hypothesized: **H1d** - There is a relationship between in working environment and the job performance of the clinical employees.

Current Knowledge

There were many research articles which is done under the employee motivation and the job performances. In here, Author provides some of past research findings to related employee motivation and job performance. According to the Dieleman (2006); Higher efficiency and quality of health-care services require a motivated and qualified workforce. This research

had shown that the workers and their managers often perceive motivation differently. The research aim was to identify opportunities for improvement of HR activities implemented by managers within the facilities, and the study was focused on the managerial activities of the facility's managers to identify areas of improvement. The main study question of this research was "What motivation and what demotivate health workers" and this was a qualitative research study which is conducted among managers and health workers. This research used interviews, group discussions and open questions as the data collection method and manager of the health facilities and national level two managers were interviewed. Twenty-eight individual interviews were conducted with twelve health workers (12), thirteen managers (13) and three village committee members (3). In here, compilation matrices used as the manual method and SPSS software as the automatic for data analyzing. This research used cross sectional and descriptive survey as the design. This survey used interviews using a questionnaire with two components and used three step sampling method to recruit respondents. It was done by under limited budget and time frame. In this qualitative study, 72 people were interviewed; 51 men and 21 women and they were on average between 45- and 52-years age. Finally, the research conclude that the Salaries and performance are important factors that should be considered when it comes to improving the performance of health workers and Herzberg two factor theory could be useful for the managers.

Research Gap

The intention of the study was to bridge the gap in knowledge of the connection between Motivational Requirement on the job performance of the Clinical Employees of private hospital. This study conceptualized the job performance through identifying a number of key

determinants related to motivation. Theoretical concern of the thesis is that it both creates and builds on existent efforts to enhance job performance by using different motivational methods. There was gap between motivational requirement and job performance of the clinical employees of the private hospital, this question/gap has not been answered by any of the existing studies or research within the private health care industry in Sri Lanka. This is a new concept to the Sri Lankan private health care sector that hasn't been studied at all. When it comes to the Sri Lankan private health care sector, job performance of the clinical staff is the major issue. By the identify a research gap, researcher can identify a direction for potentially new research.

Methodology

As the research approach, this article followed deductive approach. Researcher

used Salary, Training, Promotion and Working environment as key variables of the article. The researcher has used quantitative approach as methodological choice of this research. Furthermore, researcher has used qualitative approach also for the specific factors of the research, but mainly focus to the quantitative approach. According to the above research topic, Researcher used quantitative approach to do the research in proper way. As the research strategy, researcher used quantitative survey strategy. Researcher conducted survey – open ended questionnaire for clinical employees and unstructured interviews for the managerial employees of a private hospital in Sri Lanka. This research has quantitative and qualitative characteristics, because of researcher used different data collection methods, therefore this research methodology can be identified as mix method.

Conceptual Framework

Independent Variables

Dependent Variable

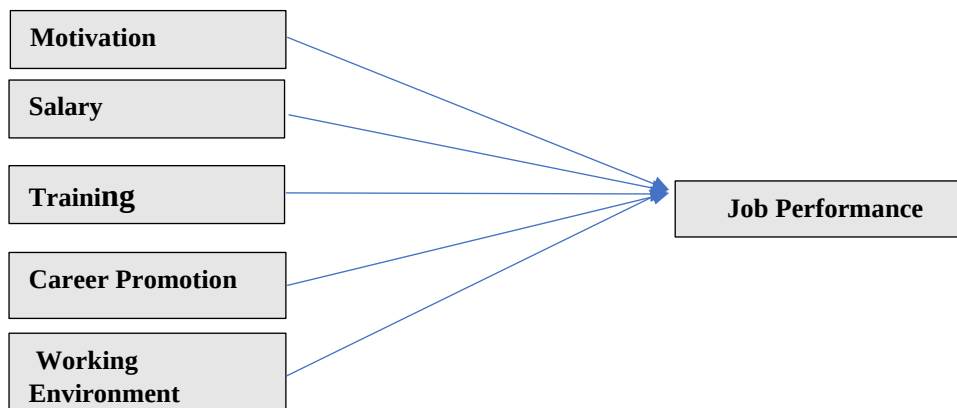


Figure 4: Conceptual Framework

Source: Author, 2022)

Hypotheses

H1 - There is a relationship between in motivation and the job performance of the clinical employees,

H1a - There is a relationship between in salary and the job performance of the clinical employees,

H1b - There is a relationship between in training and the job performance of the clinical employees.

H1c - There is a relationship between in career promotion and the job performance of the clinical employees.

H1d - There is a relationship between in working environment and the job performance of the clinical employees.

Population and Sample

In this research study, it was used 100 clinical employees in private hospital as population and used 80 employees as the sample from the population by using simple random sampling method.

Data Collection and Analysis

Table 1: Data collection, Analysis, and Presentation

Objectives	Data collection	Data analysis technique	References
Impact of IV on DV	Questionnaire	Regression Analysis	Anyam (2020)
Relationship between IV and DV	Questionnaire	Correlation Analysis	Anyam (2020)

Source: (Author developed,2022)

Analysis and Results

Reliability Analysis

In order to carry out the study, feedback was received from 80 clinical employees at A private hospital through the providing questionnaires among the clinical employees. Using 35 objects, the data was collected to test the conceptual model. A questionnaire is a research instrument consisting of a series of questions for the

purpose of gathering information from respondents. Questionnaires can be thought of as a kind of written interview. The basic objective of a questionnaire in research is to collect important data in the most accurate and valid way possible. Reliability refers to how consistently a method measures something. If the same result can be consistently achieved by using the same methods under the same circumstances, the measurement is considered reliable.

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.859	30

Source: Analyzed data, 2022

Cronbach's alpha values are used to determine the scale's dependability. According to the statistical methods and data analytics (2021), Cronbach's alpha is

a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. The internal correctness

of the objects used to construct the model's variables is calculated using the Cronbach's alpha value. This shows how closely a group of things are related. Cronbach's alpha values greater than 0.70 are regarded as dependable variables. The result of Cronbach's Alpha, using the SPSS Reliability Analysis is 0.859, and it is greater than 0.7. Therefore, it can be considered the internal consistency of these questions used to measure this dependent variable is trustworthy and acceptable.

Gender Category Analysis

The questionnaires were distributed among the eighty (80) clinical employees of private hospital, and fifty-five (55) people responded positively. Twenty-five (25) people who took part in the survey did not respond to the questionnaires. 62% of the 55 participants were female (34) and 38% of the 55 participants were male (21).

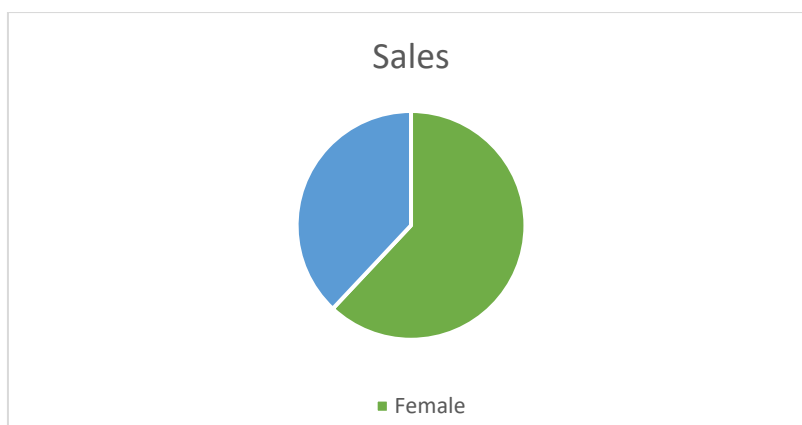


Figure 5: Gender Category Analysis

Source: (Author developed, 2022)

Salary Category Analysis

The questionnaires were delivered to eighty (80) clinical employees of the private hospital, and fifty-five (55)

individuals responded positively. 60% of the 55 participants got salaries ranging from Rs. 30,000 to Rs. 60,000 per month, while 30% earned Rs. 60,000 - 100,000 per month and 10% employees get more than 100,000 rupees.

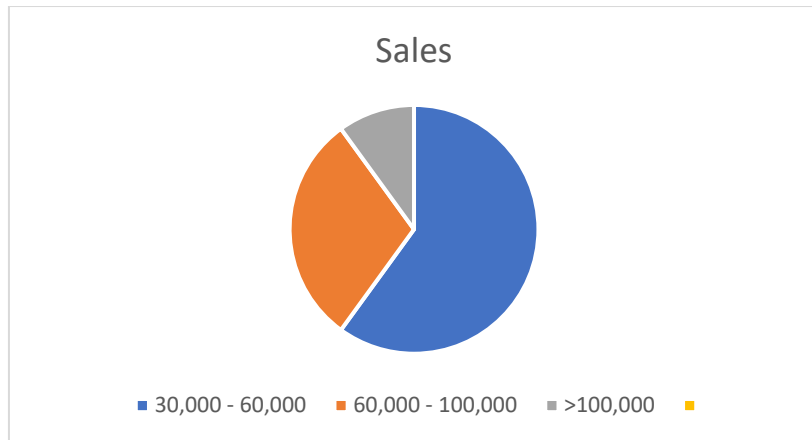


Figure 6: Salary Category Analysis

Source: (Author developed, 2022)

Working Position Analysis

The majority of respondents (45%) to the private hospital were hospital nurses, 33% are hospital nursing assistants, 22% are hospital doctors (medical managers,

directors, chief medical officers, and ward in charge), and the majority of respondents have worked for a private hospital for more than 5 years.

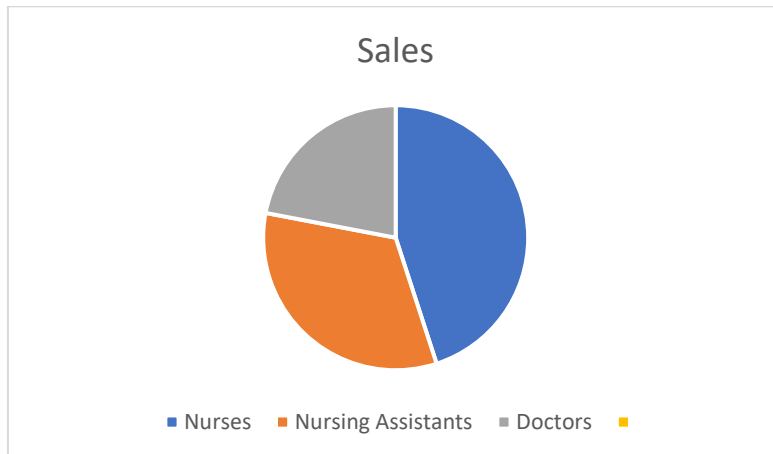


Figure 7: Working Position Analysis

Source: (Author developed, 2022)

Hypothesis Testing

According to the SPSS output Table 03, Pearson's correlation coefficient value for motivation and the job performance of the

clinical employees at private hospital is 0.804. And it means there is a positive correlation between motivation and the job performance of the clinical employees.

The significance value of the correlation is 0.000, due to that the correlation coefficient for this factor is statistically significant (≤ 0.05).

According to the SPSS output Table 04, Pearson's correlation coefficient value for salary range and job performance of A private hospital is 0.806. And it means there is a very strong positive correlation between salary and job performance. The significance value of the correlation is 0.000, due to that the correlation coefficient for this factor is statistically significant because any correlation of equal or lower than 0.05 (≤ 0.05) is consider as significant.

Pearson's correlation coefficient value for training and job performance of A private hospital is 0.718 (SPSS table no 05) And it means there is a strong positive correlation between training and job performance of private hospital. The significance value of the correlation is 0.000, due to that the correlation coefficient for this factor is statistically significant (≤ 0.05).

According to the SPSS output Table 06, Pearson's correlation coefficient value for

career promotion and the job performance of the clinical employees at private hospital is 0.656. And it means there is a positive correlation between career promotion and the job performance of the clinical employees. The significance value of the correlation is 0.000, due to that the correlation coefficient for this factor is statistically significant (≤ 0.05).

Pearson's correlation coefficient value for working environment and job performance is 0.717 (SPSS table no 07). And it means there is a strong positive correlation between working environment and job performance of the clinical employees at private hospital. The significance value of the correlation is 0.000, due to that the correlation coefficient for this factor is statistically significant (≤ 0.05).

Relationship between Motivation and the Job Performance

H1 - There is a relationship between in motivation and the job performance of the clinical employees.

Table 3: Correlation Analysis for Motivation

		Motivation	Job Performance
Motivation	Pearson Correlation	1	.804**
	Sig. (2-tailed)		.000
	N	36	36
Job Performance	Pearson Correlation	.804**	1
	Sig. (2-tailed)	.000	
	N	36	36

Source: (Author developed, 2022) based on SPSS Software

The fact that the correlation coefficient is greater than zero >0 indicates that both variables are travelling in the same direction. The correlation coefficient is 0.804. This indicates that the two variables are related in a good way. It implies that a raise in motivation frequently improves job performance. The relationship's strength is rated as "very strong." As a result, the Pearson correlation coefficient value indicates that motivation and job

performance factors have a positive linear association.

Relationship between Salary and the Job Performance

H1a - There is a relationship between in salary and the job performance of the clinical employees.

Table 4: Correlation Analysis for Salary

		Salary	Job Performance
Salary	Pearson Correlation	1	.806**
	Sig. (2-tailed)		.000
	N	36	36
Job Performance	Pearson Correlation	.806**	1
	Sig. (2-tailed)	.000	
	N	36	36

The fact that the correlation coefficient is greater than zero >0 indicates that both variables are travelling in the same direction. The correlation coefficient is 0.806. This indicates that the two variables are related in a good way. It implies that a raise in salary frequently improves job performance. The relationship's strength is rated as "very strong." As a result, the Pearson correlation coefficient value

indicates that salary and job performance factors have a positive linear association.

Relationship between Training and the Job Performance

H1b - There is a relationship between in training and the job performance of the clinical employees.

Table 5: Correlation Analysis for Training

		Training	Job Performance
Training	Pearson Correlation	1	.718**
	Sig. (2-tailed)		.000
	N	36	36
Job Performance	Pearson Correlation	.718**	1
	Sig. (2-tailed)	.000	
	N	36	36

Source: (Author developed, 2022) based on SPSS software

Both variables have a correlation coefficient of 0 and 0.50, indicating that they are related. Both variables have a correlation of .718. This indicates that the two variables have a positive association. This implies that increased training improves the job performance of clinical employees at private hospital. The relationship's strength is "very strong" to some extent. As a result, the Pearson correlation coefficient value indicates that

training and job performance factors have a positive linear association.

Relationship between Career Promotion and the Job Performance

H1c - There is a relationship between in career promotion and the job performance of the clinical employees.

Table 6: Correlation Analysis for Career Promotion

		Career Promotion	Job Performance
Career Promotion	Pearson Correlation	1	.656**
	Sig. (2-tailed)		.000
	N	35	35
Job Performance	Pearson Correlation	.656**	1
	Sig. (2-tailed)	.000	
	N	35	36

Source: (Author developed, 2022) based on SPSS software

According to the person, the correlation analysis correlation is larger than zero and

less than 0.50. Both variables have a correlation of 0.656. This indicates that

the two variables are related in a positive way. This suggests that enhancing career promotion benefits clinical workers' job performance at private hospital. The intensity of the relationship is "moderate." As a result, the Pearson correlation coefficient value for the job performance factors demonstrates career promotion and a positive linear link between them.

Relationship between Working Environment and the Job Performance

H1d - There is a relationship between in working environment and the job performance of the clinical employees.

Table 7: Correlation Analysis for Working Environment

		Working Environment	Job Performance
Working Environment	Pearson Correlation	1	.717**
	Sig. (2-tailed)		.000
	N	36	36
Job Performance	Pearson Correlation	.717**	1
	Sig. (2-tailed)	.000	
	N	36	36

Source: (Author developed, 2022) based on SPSS software

Both variables have a link, as evidenced by the correlation coefficients of 0 and 0.50. The correlation between the two variables is 717. This indicates that the two variables are related in a good way. This suggests that improving the working environment also improves the job performance of clinical workers at PRIVATE Hospital PLC. The strength of the relationship is "strong." As a result, the Pearson correlation coefficient value for work performance factors reveals that recognition is required and that there is a positive linear link between them.

Regression Analysis

Regression Analysis has been used to find the impact of Motivational Requirement on the job performance of the Clinical Employees of private hospital. The association between the independent variable (motivation factors) and the dependent variable was assessed using the simple regression approach in order to test the study hypothesis (job performance).

Table 8: Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 ^a	.710	.672	.17421
a. Predictors: (Constant), AM, AS, AWE, ACP, AT				

Source: (Author developed, 2022) based on SPSS software

The Regression Analysis model summary table reports the strength of the relationship between the independent variables and the dependent variable. R value of the table is the multiple correlation coefficient, and it is the linear correlation between the observed and model-predicted values of the dependent variable. According to the Table 12: R value is 84.3% and it indicates a strong

relationship. And R Square shows the total variation for the dependent variable. The table shows that 71.0% of the variation in time is explained by the model. Adjusted R Square is a "corrected" R Square statistic that penalizes models with large numbers of parameters, which is 67.2 %. Therefore, the model summary table is satisfactory to proceed with the next steps of the regression analysis.

Table 9: Regression Analysis – ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.232	4	.558	18.390	.000 ^b
	Residual	.910	30	.030		
	Total	3.143	34			
a. Dependent Variable: AJP						
b. Predictors: (Constant), AM, AS, AWE, ACP, AT						

Source: (Author developed, 2022) based on SPSS software

To determine whether the model is significant enough to decide the outcome, an ANOVA table from SPSS output (Table 13) was employed. According to Table 13, the table's p-value (Sig. value) is 0.000, which is less than 0.05. As a result, the outcome is substantial. For the F-ratio yield efficient model, the value is greater

than 1. The figure in the table above is 18390, which is satisfactory. And these findings explain why, because the ANOVA table's p-value is less than the tolerable significance threshold (0.05), the null hypothesis may be rejected in subsequent research.

Table 10: Regression Analysis – Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.312	.557		.560	.039
	AM	.566	.198	.522	2.875	.004
	AWE	.270	.153	.257	1.762	.038
	ACP	.265	.260	.229	-1.021	.025
	AT	.329	.220	.336	1.492	.046
	AS	.584	.195	.538	2.999	.005

a. Dependent Variable: AJP

Source: (Author developed, 2022) based on SPSS software

According to the Table 14: The B coefficients is, how much dependent variable impact on (job performance of the clinical employees at private hospital) increases for a single unit increase in each predictor (salary, training, career promotion and working environment).

$$\text{JP} = 0.312 + 0.566 \text{ AM} + 0.584 \text{ AS} + 0.329 \text{ AT} + 0.265 \text{ ACP} + 0.270 \text{ AWE} + \text{SE}$$

The B coefficients motivation, salary, training, career promotion and working environment were 0.566 AM, 0.584 AS, 0.329 AT, 0.265 ACP, and 0.270 AWE respectively, according to the Multiple Regression Result. Therefore, this analysis can consider one, two, three, four and five hypotheses. Therefore, it would result in a change in job performance by 0.566, 0.584, 0.329, 0.265, and 0.265 respectively when adjusting of the motivation, salary, training, career promotion, and working environment. As per the finding study, salary, training, career promotion, and working environment are significantly impacted on job performance of clinical employees at

A private hospital through multiple regression.

Conclusion and Recommendations

Introduce new Attendance allowance; In here, private hospital can introduce new attendance allowance policy to their employees, because of existing attendance bonus policy had prejudicial matters. It will be conducted with minimal effort and financial investment in the hospital. In existing attendance bonus policy, every employee not entitled to the attendance bonus and they indirectly demotivated with this discrimination. Through the introducing new attendance bonus policy to the hospital, they can keep equality among the employees.

Introducing new performance evaluation criteria; By introducing new performance evaluation criteria to the employees with high transparency, management can take their maximum contribution. To create a performance evaluation system in private hospital, they have to follow these five steps: 01. Develop an evaluation form, 02. Identify performance measures, 03. Set guidelines for feedback, 04. Create

disciplinary and termination procedures,05.Set an evaluation schedule. Private hospital's structure should include a good performance evaluation mechanism. It provides fairness and accountability, promotes growth and development, and promotes pride in the employees' contributions to the practice when executed properly.

Improving fringe benefits;To enhance job performance of the clinical employees,fringe benefits should be increased. Fringe benefits are a type of compensation that employers sometimes provide to their employees with regards to their salaries. The salary, allowance, and benefits system for clinical employees should be modified in order to improve their job performance.

Future Research Directions

This research is exclusive to private hospital's clinical staff. This study can be conducted with other types of personnel, such as junior clinical staff, senior clinical employees, clinical leaders, and etc. Furthermore, the author only considers about 80 clinical employees, regardless of the fact that this research could be conducted by the complete clinical staff. The study's findings may be more generalizable.In this study, the author only focused on four variables. However, there are other factors that influence job performance. Other factors that may be more generalized as a consequence of the

research can be used to do analysis.Furthermore, this study could be performed in order to obtain different results, taking into consideration all private hospitals as well as all government hospitals.

Limitations of the Study

One of the major challenges faced were the temporary operation shutdowns/lockdowns and curfews that prevailed due to the corona virus pandemic. Visits could not be made to the company to meet and discuss with the management about the research content. And the operations were on temporary shut down for a while, due to the curfews and other security guidelines prevailed with Covid-19 spread. So, the management and the relevant authorities were contacted over the phone and through emails. This research focus only about the clinical employees of the private hospital, therefore findings of the research cannot be directly applicable to other segment of employees to private hospital. As well as other organizations due to difference in their socio-economic factors. This study was completed my 03 months; therefore, time and resources were restricted. Due to time and resources, researcher select only four factors which may not been sufficient to fully describe employee performance of the segment of employees.

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