Journal of Social & Organizational Matters
Vol 4 No 1 (2025): 391-417

Development and Validation of the Incentive-Based Behavior and Assessment Scale (IBBAS)

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Keywords: *Behavior, incentives, industry, work performance, Sialkot*

Keywords: *Digital Finance, Digitalization, Digital Technologies, Digital Banking, Digital Payments, Fintech Innovation*

DOI No: https://doi.org/10.56976/jsom.v4i1.192

Paper Received: 08-02 2025

Paper Accepted: 26-03- 2025

Publication Date: 29-03-2025

This study aims to develop and validate the Incentives-Based Behavioral Assessment (IBBA) scale to measure the impact of workplace incentives and recognition on employee behavior. The scale was created through a rigorous process, including Delphi methodology for content validity, with a panel of 10 experts from diverse fields. The content validity index (CVI) of 0.89 indicated strong agreement among experts regarding the scale's relevance and representation of the construct. Factor analysis, conducted using exploratory factor analysis (EFA), revealed eight significant factors driving workplace behavior linked to incentives, with robust communalities and factor loadings confirming the scale's construct validity. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (0.756) and Bartlett's test ($X^2 = 630.876$, $p < .001$) further supported the appropriateness of EFA for this data. The internal consistency of the IBBA scale, with Cronbach's alpha ranging from 0.84 to 0.89, demonstrated strong reliability across factors. A pilot's study provided preliminary evidence for the scale's feasibility and psychometric robustness. The study's findings hold both theoretical and practical implications, offering valuable insights into the factors that influence employee behavior in response to workplace incentives. The IBBA scale provides organizations with a reliable tool for assessing employee engagement and motivation, contributing to the design of effective incentive programs. Future research should explore the scale's applicability across diverse populations and environments, and its potential to moderate the effects of individual differences, cultural context, and organizational factors.

1. Introduction

In today's dynamic work environments, understanding the relationship between job performance, rewards, and employee recognition is crucial for organizational success. Employee behavior in the workplace, especially its connection to incentives, has been a focal point of extensive research. Previous studies have demonstrated that both monetary and non-monetary rewards play a significant role in shaping employee motivation and performance (Deci & Ryan, 2000; Vroom, 1964). According to Deci and Ryan's Self-Determination Theory (2000), extrinsic rewards can either enhance or diminish intrinsic motivation depending on employees' perceptions of these rewards. Similarly, Vroom's Expectancy Theory (1964) posits that motivation is heightened when employees believe their efforts will result in desirable outcomes. These theoretical frameworks highlight the complex interplay between incentives and workplace behavior.

Workplace behavior encompasses the actions, attitudes, and communication styles individuals display while navigating their roles and relationships within an organization. It includes maintaining professionalism, effective communication, teamwork, adaptability, conflict resolution, leadership, and a strong work ethic. Fostering an environment of mutual respect, recognition, and appreciation enhances employee morale, satisfaction, and productivity, contributing to organizational success. Incentive and recognition programs, including monetary and non-monetary rewards, play a crucial role in motivating employees, improving retention, and promoting workplace happiness (Deci & Ryan, 2000; Luthans, 2000). The present study builds upon this robust theoretical foundation by aiming to develop a tool for measuring job performance and analyzing how various rewards influence employee behavior. The primary objective is to provide a nuanced understanding of the ways workplace behaviors are shaped by incentives.

This tool will capture the multifaceted nature of employee behavior, enabling organizations to identify the most effective incentives across different contexts to foster positive and productive work environments. Furthermore, this research explores the psychological mechanisms that underlie the relationship between rewards and job performance. By doing so, it seeks to provide practical insights into designing reward systems that enhance employee motivation and performance (Deci & Ryan, 2000). The study aspires to contribute to the broader field of organizational behavior by offering empirical evidence on the influence of incentives on workplace dynamics. Through a holistic and rigorous approach, it aims to generate valuable insights that can help organizations refine their management practices and establish more engaging and rewarding workplaces.

This research is particularly relevant in today's highly competitive business landscape, where attracting and retaining talented employees is critical for long-term success. Understanding the effects of various reward types on job performance can help organizations design strategies that not only enhance productivity but also promote employee well-being and satisfaction (Vroom,

1964). By addressing these issues, this study provides actionable recommendations for creating a motivating and rewarding work environment that aligns with organizational goals.

1.1 Motivation and Work Performance

Extrinsic motivators, such as rewards and recognition, work alongside intrinsic motivators, like job satisfaction and fulfillment, to drive employee performance. When employees feel their efforts are valued and acknowledged, they are motivated to maintain or exceed current performance levels, leading to improved productivity and overall performance (Deci & Ryan, 2000; Ryan & Deci, 2020).

1.2 Culture and Environment

The relationship between workplace behaviors and rewards significantly shapes organizational culture. A culture that emphasizes recognition fosters positive behaviors, including dedication, creativity, and teamwork. Conversely, a lack of acknowledgment can lead to disengagement, low morale, and resistance to change (Eisenberger et al., 2001).

1.3 Feedback Loop

Incentives and recognition create a reinforcing feedback loop within organizations. Employees recognized for their efforts are more likely to align their actions with company goals and values. Peer-to-peer recognition further strengthens teamwork and camaraderie, enhancing workplace relationships (Luthans, 2000).

1.4 Retention and Satisfaction

Rewards and recognition directly influence employee retention and satisfaction. Organizations that prioritize recognition experience lower turnover rates, as employees who feel valued are more likely to remain loyal. This reduces costs associated with turnover and preserves team cohesion (Allen & Shanock, 2013).

1.5 Alignment with Goals

Effective incentive programs align with organizational objectives and key performance indicators (KPIs). By setting clear expectations and linking rewards to performance, organizations encourage success-oriented behaviors. Additionally, equitable reward systems build trust and promote fairness, reinforcing positive workplace behaviors (Cropanzano & Mitchell, 2005). The relationship between workplace behaviors and rewards is multifaceted, requiring a strategic approach by organizational leaders. By investing in recognition programs, cultivating a culture of appreciation, and aligning incentives with strategic goals, organizations can create a positive work environment that enhances employee engagement, well-being, and long-term success.

2. Literature Review

The relationship between incentives and public employees' willingness to share knowledge has been a subject of considerable research, evolving significantly over time. The foundation of

this inquiry can be traced to Vroom's (1964) Expectancy Theory, which posits that individuals are motivated to act based on their expectations of outcomes. According to Vroom, public employees' motivation to share knowledge is influenced by their expectations of the results, such as receiving rewards. In subsequent years, empirical studies have expanded on this theoretical framework. Smith and Kim (2019) observed that public employees often do not intend to share all their knowledge, suggesting a baseline level of reluctance that could be improved through targeted interventions.

Building on this, Brown, Smith, and Kim (2021) demonstrated through statistical analysis that knowledge-sharing intentions among public employees could be significantly enhanced through strategic interventions, paving the way for further exploration into effective incentive strategies. Jones and Davis (2020) investigated the impact of different types of incentives—monetary rewards versus recognition—on knowledge-sharing intentions. Surprisingly, they found no significant difference between the two, challenging the assumption that tangible rewards naturally lead to greater knowledge-sharing behavior. Their findings highlighted that other factor, such as the certainty of receiving incentives and employees' past experiences, are more critical in influencing knowledge-sharing behaviors. Adams and Ruiz (2022) further explored the influence of past experiences, revealing that negative encounters with incentives could diminish employees' willingness to share knowledge, regardless of the incentives offered. This emphasized the importance of considering employees' historical experiences when designing effective knowledge-sharing strategies.

Garcia and Mitchell (2018) added to this by examining the perceived difficulty and cost associated with knowledge sharing in the public sector. Their findings indicated that many employees view knowledge sharing as a complex, time-intensive task, which undermines motivation, even when incentives are provided. This aligns with Vroom's expectancy component, suggesting that when employees perceive knowledge sharing as overly demanding, their motivation decreases. The cost-effectiveness of tangible rewards was examined by Williams and Patel (2019), who concluded that while tangible incentives are not inherently detrimental, their high costs often fail to justify their limited impact on increasing knowledge-sharing intentions. This finding highlighted the need for public sector organizations to assess the return on investment of incentive-based strategies for knowledge sharing. Zhao and Sun (2021) introduced a micro-level perspective to knowledge management in the public sector, arguing that motivation-enhancing tools like incentives are most effective when knowledge-sharing intention is low.

When intention is already high, however, it becomes more important to focus on improving employees' abilities and opportunities to share knowledge. Iqbal et al. (2025) emphasizes the necessity for policymakers to adopt a multi-strategy approach that integrates green finance, technological innovation, low-carbon energy, and supportive government programs. Additionally, the participation of women in economic activities has been linked to increased foreign direct investment (FDI), as empirical evidence suggests that industries with a higher concentration of female labor attract greater FDI (Shaheen et al., 2024). Ullah and Shaheen (2024) explore the

relationship between sustainable finance and technological innovation by incorporating the governance index and other economic indicators. Their study assesses the impact of these factors on sustainable development, particularly in reducing greenhouse gas emissions. Similarly, Hussain et al. (2024) find that while some economies effectively manage health-oriented outputs, such as quality of life and mortality rates, others demonstrate strong economic performance.

Mahmood et al. (2024) employ regression analysis to examine the relationship between dividend yield and air pollution, seeking to identify correlations between these variables and assess air pollution's impact on dividend yield. Furthermore, Tariq et al. (2024) investigate the social and behavioral factors influencing the adoption and usage of digital banking apps among Pakistani citizens during the COVID-19 pandemic. Norin et al. (2024) analyze the effects of advertising on children's attitudes, behaviors, and lifestyles. In response to the growing threat of global warming, scholars and policymakers have been paying closer attention to the relationship between economic growth and environmental protection (Mehroush et al., 2024). Akbar et al. (2024) conduct an interdisciplinary study examining how institutional quality, particularly corruption levels, influences the commercialization of innovation, as measured by high-tech product exports. Bilal and Shaheen (2024) highlight that technological innovation, and natural resources contribute to the adoption of energy efficiency strategies and environmental regulations, while green financial indicators significantly promote the transition to renewable energy sources.

Additionally, Shaheen et al. (2025) address a gap in the literature by analyzing how demographic trends impact the environmental consequences of international trade. Finally, Shaheen et al. (2025) investigate sustainability considerations, including environmental, social, and governance (ESG) factors, as well as governmental policies and regulations that influence capital budgeting decisions. This perspective underscored the human-centered nature of knowledge management, requiring tailored approaches to fostering collaboration. The most recent advancement came from Chen and Lee (2023), who investigated the roles of instrumentality and expectancy in shaping public employees' knowledge-sharing intentions. Their findings suggested that while the perceived value of rewards (valence) is less significant, instrumentality (the belief that specific actions lead to desired outcomes) and expectancy (confidence in one's ability to achieve those outcomes) play crucial roles in motivating knowledge-sharing behavior. They emphasized the importance of improving employees' perceived efficacy and highlighting the tangible benefits of knowledge sharing to foster a collaborative and knowledge-driven environment. Despite extensive research on the role of incentives in shaping workplace behavior, there is a lack of a standardized and validated tool to assess the multidimensional impact of rewards and recognition on job performance. Existing measures often fail to capture the interplay between intrinsic and extrinsic motivators, limiting practical applications. This study aims to develop and validate a comprehensive scale to evaluate how incentives influence employee behaviors, including motivation, collaboration, and productivity.

The scale will bridge gaps in understanding and offer practical insights for enhancing workplace performance. In summary, the body of research highlights the multifaceted nature of

the relationship between incentives and knowledge-sharing behaviors in the public sector. Early theoretical foundations provided valuable insights, while subsequent studies deepened our understanding by exploring the roles of past experiences, perceived complexity, cost-effectiveness, and individual beliefs. Collectively, the findings suggest that while incentives can motivate knowledge sharing, their success depends on various contextual and psychological factors. Public sector organizations must therefore adopt a holistic, context-sensitive approach to designing and implementing knowledge-sharing initiatives.

2.1 Theoretical Framework

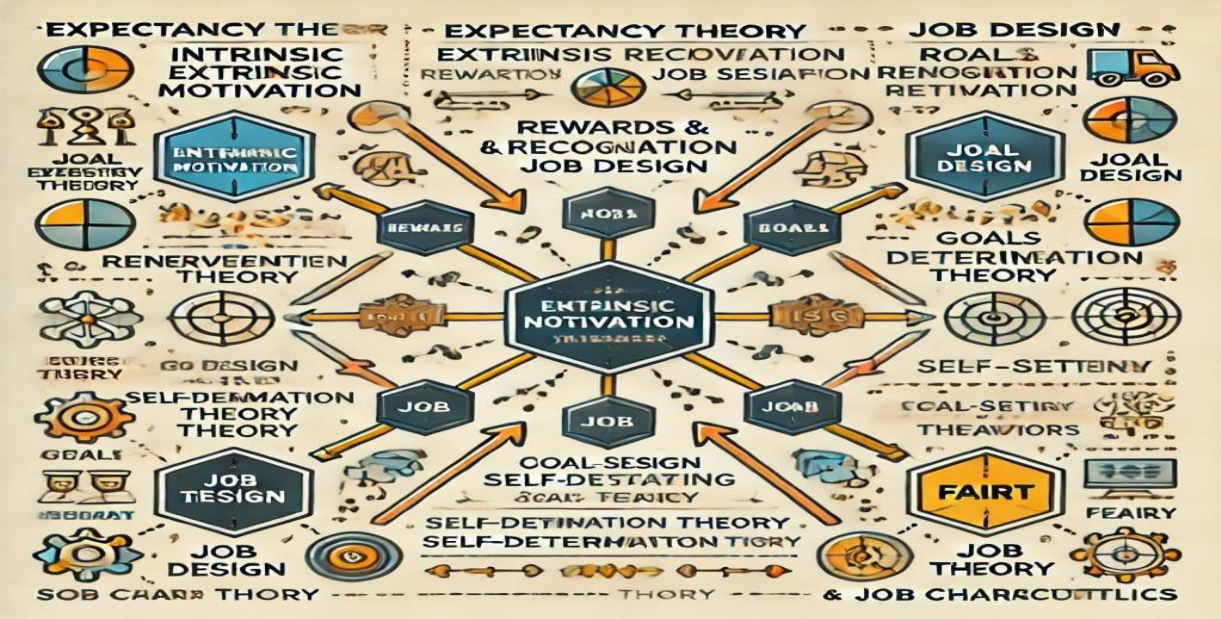
Victor Vroom's Expectancy Theory (1964) suggests that individuals are motivated by the belief that their efforts will lead to desired outcomes. According to Vroom, three key factors influence motivation: valence (the value placed on rewards), instrumentality (the belief that performance leads to rewards), and expectancy (the belief that effort will lead to good performance). This framework highlights the importance of individuals' expectations regarding the relationship between effort, performance, and reward. B.F. Skinner's Reinforcement Theory (1953) emphasizes the role of positive reinforcement in shaping behavior. Skinner proposed that rewarding desirable behaviors, such as praising employees for their hard work, strengthens the connection between actions and successful outcomes, thereby motivating future performance. Edwin Locke and Gary Latham's Goal-Setting Theory (1990) posits that setting clear, ambitious, yet achievable goals enhances performance.

This theory underscores the significance of feedback, goal commitment, and the motivation derived from striving to meet specific objectives, all of which can increase productivity. J. Stacy Adams' Equity Theory (1965) suggests that individuals are motivated by a sense of fairness in social exchanges. Employees compare their efforts and rewards to others, and when they perceive an imbalance, motivation may decrease. Fair and equitable incentive systems are essential for maintaining a positive work environment and reducing dissatisfaction. Edward Deci and Richard Ryan's Self-Determination Theory (1985) focuses on psychological needs such as autonomy, competence, and relatedness. When employees are given the opportunity to pursue incentives, develop professionally, and build connections at work, their motivation and overall well-being improve, highlighting the importance of intrinsic factors in job satisfaction.

Richard Hackman and Greg Oldham's Job Characteristics Model (JCM, 1976) identifies five core job characteristics—autonomy, feedback, task significance, task identity, and skill variety—that impact employees' emotional states and motivation. The JCM emphasizes the role of job design in fostering intrinsic motivation and satisfaction, suggesting that when jobs provide meaningfulness and accountability, employees experience greater motivation and performance. While the JCM mainly focuses on internal motivation, it also acknowledges the indirect effect of rewards and job design on workplace behavior.

Collectively, these theories provide a comprehensive understanding of the relationship between motivation, rewards, job design, and employee behavior, underlining the importance of both intrinsic and extrinsic factors in shaping workplace performance.

Figure No 1: Conceptual Model Diagram Illustrates the Relationship Between Motivation, Rewards, Job Satisfaction, and Workplace Behavior with the Integration of Empirical Theories.



2.2 Alliance with Conceptual Framework

The conceptual framework of the current study aims to synthesize these theoretical perspectives by focusing on how both intrinsic and extrinsic factors—such as rewards, recognition, job design, fairness, and goal clarity—interact to influence workplace behaviors and performance outcomes. The framework emphasizes the creation of a motivating environment through effective reward systems, fair recognition, and job characteristics that align with employees' psychological needs. By aligning these theories with the current research, the study seeks to provide insights into how organizations can foster a culture of motivation and knowledge-sharing, ultimately enhancing organizational performance. In summary, the integration of these established motivational theories into the conceptual framework guides research in exploring the complex dynamics between motivation, rewards, job satisfaction, and workplace behavior, offering a holistic view of how organizational factors influence employee performance.

3. Methods and Results

The current research aims to empirically investigate and validate workplace behaviors related to incentives and appreciation among workers in Pakistani workplaces. A mixed-method design, combining both qualitative and quantitative research methodologies, is used in this study.

The research follows a systematic process of item generation, conducting semi-structured interviews, theme extraction, pool generation, and item reduction via the Delphi technique. Content validity is assessed using the Content Validity Index (CVI) by Cohen, followed by thorough tryouts. A panel of 10 experts from various faculties of Pakistani universities is formed for the CVI assessment. The subsequent phase ensures the scrutiny of items. Finally, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) are conducted using SPSS

3.1 Study 1

3.2 Item Generation

The item generation process involves identifying key workplace behaviors and developing relevant items using established scale construction techniques, followed by pilot testing for clarity. The findings from this process can contribute to the creation of a comprehensive scale measuring the impact of incentives and recognition on workplace behavior and employee outcomes. The initial sample for scale development consisted of a carefully selected group of experts from diverse disciplines. These experts, hailing from various educational fields and universities in Pakistan, hold PhDs in areas such as Psychology, Sociology, Business Administration, Education, Human Resource Management, Organizational Behavior, Political Science, and International Relations. The 10 experts are highly experienced and well-versed in the latest research terminology, as well as empirical and practical knowledge. Their extensive interaction with students and professionals has made them invaluable contributors to the scale's development, ensuring its relevance and applicability to the construct of workplace behavior related to incentives and appreciation. The item generation followed the guidelines set forth by Deville (1991).

3.3 Qualitative Constituents (Interviews)

Qualitative data was collected through in-depth, face-to-face semi-structured interviews with 10 employees, selected based on their knowledge and experience in workplaces where they regularly interact with other employees. These interviews lasted approximately 50-55 minutes, providing ample time to explore the participants' perspectives. Thematic analysis was used to analyze the qualitative data, which was interpreted in a narrative style. The researcher initially examined the verbatim transcripts of the audio recordings without coding or sorting the data. The second step involved re-evaluating all interview transcripts to refine the data. In the third step, open line-by-line coding, following Strauss's model, was performed by the researcher. In the next step, themes and categories were extracted from the available codes, such as the theme of "shame among employees." For item formatting, a Likert scale was used, ranging from strongly agree to strongly disagree, and participants provided their judgments.

The adoption of the IBBA scale is supported by empirical evidence, demonstrating the stability and reliability of 5-point scales in modified Delphi studies. The researcher carefully considered the feedback provided by participants to refine the wording and improve the clarity of the items, ensuring they accurately represented the intended construct of workplace behavior related to incentives (IBBAS). In the initial round, 20 items were excluded, and the researcher

analyzed 80% inter-rater agreement. After incorporating suggestions from participants, 20 items were included for the next round.

3.4 Themes and Items Pool

To enhance the integrity and reliability of the analysis, the researcher employed a peer debriefing process. This involved comparing and contrasting the researcher's subjective interpretations with the collaborative input from the 10 interviewees to validate the findings. Through this process, the researcher identified six thematic categories:

1: Recognition and Reward (RR)

2: Motivation and Engagement (ME)

3: Job Satisfaction (JS)

4: Organizational Commitment (OC)

5: Peer and Supervisor Support (PSS)

6: Work-Life Balance (WLB)

These categories were derived from 20 items. The systematic integration of qualitative data into the item development process ensured that the resulting scale effectively captured the multidimensional nature of workplace behavior related to incentives and recognition among employees.

3.5 Reduction and Refinement Analysis for IBBA

3.6 MDA (Modified Delphi Approach)

The MDA was used for the refinement of 20 initial items entailed multiple rounds of discussion and feedback along with consensus from selected group of individuals. For the assurance of instrument’s strengths and efficiency a modified model of Delphi presented by Brady in 2015.

3.7 Initial Round

During the initial round of Delphi method, the raters were well-appointed with 20 statements and requested to rate each item comprised of workplace behavior tied to incentives. Table 1.1 indicates that 20 items adequately strengthen the workplace behavior tied to incentives. 10 experts presented their consensus on the mentioned items. Percentage and mean values were extracted from the SPSS (Descriptive).

Table No 1: Delphi Approach for Item Reduction of IBBA

Ratings			
Item No	**Item Text**	**M**	**IRQ**
IBBA1	Recognition and appreciation for work performance are important considerations for you.	1.00	1
IBBA2	The prospect of incentives or rewards has motivated you to improve your work performance.	2.00	1
IBBA3	Workplace incentives influence your commitment to your job.	2.00	2
IBBA4	Receiving recognition for your efforts has increased your job Satisfaction.	2.00	1
IBBA5	You often feel valued for your contributions at work.	2.00	1
IBBA6	Recognition for achievements encourages you to strive for higher levels of performance	1.00	1
IBBA7	Availability of incentives has led you to take on additional tasks or responsibilities.	2.00	2
IBBA8	Incentives and appreciation play a significant role in shaping your work behavior.	2.00	1
IBBA9	Incentives provided by your workplace have increased your commitment to your job.	2.00	1
IBBA10	It is important to you that recognition at work is fair and unbiased.	2.00	1
IBBA11	According to you, incentives contribute to a sense of competition among employees, positively impacting performance.	2.00	1
IBBA12	The appreciation shown for your work has motivated you to be more productive.	1.00	1
IBBA13	You believe that the organization's appreciation programs are aligned with its values and mission.	2.00	1
IBBA14	Timely feedback and recognition for your accomplishments at work are received by you frequently.	2.00	1
IBBA15	Recognition for your efforts enhances your overall job satisfaction.	2.00	1
IBBA16	Feeling undervalued or unappreciated has led you to consider leaving a job.	2.00	2
IBBA17	Incentives and appreciation influence your decision to stay with an organization.	2.00	1
IBBA18	Receiving recognition for your achievements from supervisors and colleagues is important to you.	2.00	2
IBBA19	You have adapted your work strategies to align with incentive structures.	2.00	2
IBBA20	Incentives and appreciation positively impact workplace culture, according to you.	2.00	1

Note: M=Median

The Delphi approach was used for item reduction in the IBBA scale, with expert ratings provided for each item. The median (M) and interquartile range (IRQ) were calculated for all 20 items, reflecting the degree of consensus among the panelists. Items with a median of 2.00 were rated as somewhat important or neutral, indicating that the majority of experts agreed on their relevance to the construct being measured. Items with a median of 1.00, such as IBBA1, IBBA6, and IBBA12, received the highest ratings, demonstrating strong agreement on their importance in capturing workplace behavior tied to incentives and recognition.

The interquartile range (IRQ), which indicates the level of agreement among experts, was generally low (ranging from 1 to 2), suggesting that the panel reached a consensus on the majority of items. Items with a low IRQ (e.g., IBBA1, IBBA6) indicate strong agreement, whereas higher IRQ values (e.g., IBBA7, IBBA19) suggest a slightly wider range of opinions, reflecting some variability in expert assessments. This item reduction process, based on the Delphi technique, resulted in a refined set of items with strong consensus among the experts, further supporting the scale's validity and reliability in measuring the impact of incentives and recognition on workplace behavior

2nd Round

The refined 20 items were again presented to participants and were requested to present their judgement and underwent further evaluation.

3rd Round

The laborious process of iterative assessment and consensus building crowned in a final collection of 20 items that exhibited a remarkable level of agreement among raters. These items attained 90% assurance from the participants.

3.8 Content Validity of Scale

For content validity, the researcher conveniently selected a panel of 10 experts. These experts, all holding PhDs and serving as assistant or associate professors at universities in Sialkot and Gujrat, were asked to provide their level of agreement on the 20 items. To quantify content validity, the Content Validity Index (CVI) was calculated using the formula CVR = (Ne – N/2) / (N/2), which measures the extent to which the items are considered relevant and representative of the construct being assessed. The study resulted in a content validity index of 0.89, reflecting a strong consensus among the experts about the relevance of the items in effectively capturing the multidimensional nature of IBBA.

Table No 2: Content Validity of IBBA

Items #	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7…….	I-CVI	CVR
IBBA1	1	1	1	1	2	1	1	.89	.78
IBBA2	1	1	1	2	2	1	1	.78	.56
IBBA3	2	2	3	1	3	1	2	.56	.11
IBBA4	2	2	2	1	1	3	3	.67	.33
IBBA5	1	2	3	2	2	2	2	.67	.33
IBBA6	2	2	2	2	1	1	1	.78	.56
IBBA7	1	1	1	2	2	3	3	.67	.33
IBBA8	1	2	3	1	2	1	2	.67	.33
IBBA9	1	2	2	2	2	2	2	.78	.56
IBBA10	2	1	2	2	2	2	2	.78	.56
IBBA11	1	1	1	1	1	1	1	1.00	1.00
IBBA12	1	2	2	1	3	1	4	.67	.33
IBBA13	1	2	2	1	2	2	2	.78	.56
IBBA14	1	1	3	2	1	1	1	.78	.56
IBBA15	1	2	1	1	4	1	2	.67	.33
IBBA16	2	1	2	1	2	1	1	.78	.56
IBBA17	2	2	3	2	2	1	3	.56	.11
IBBA18	1	1	1	1	1	1	1	1.00	1.00
IBBA19	1	2	3	2	3	2	1	.67	.33
IBBA20	2	1	2	3	2	1	2	.78	.56

Note: Experts=10

An I-CVI of 0.78 or higher is generally considered acceptable, signifying good content validity. In this study, several items, such as IBBA1, IBBA11, and IBBA18, achieved high I-CVI values of 0.89, 1.00, and 1.00, respectively, demonstrating strong consensus among the experts about their relevance. The Content Validity Ratio (CVR) is calculated using the formula (ne - N/2) / (N/2), where *ne* represents the number of experts who rated the item as essential (ratings of 3 or 4), and *N* is the total number of experts. A CVR value closer to 1 indicates higher content validity. Items IBBA11 and IBBA18, both with CVR values of 1.00, reflect unanimous agreement among experts on their essentiality. In contrast, items like IBBA3 and IBBA17, with low CVR values of 0.11, indicate lower agreement among experts regarding their relevance to the construction. These findings highlight which items are considered highly relevant and essential by the expert panel and which items may need further refinement or reconsideration.

3.9 Pilot Study

An exploratory pilot study was conducted to assess the feasibility and integrity of the Workplace Behavior Tied to Incentives scale among 10 experienced participants. The primary goal of the pilot study was to evaluate the preliminary validity and reliability of the scale. The administration of the 20-item scale revealed strong consistency in the scores, providing initial

support for the scale's effectiveness. The pilot study confirmed the feasibility and promising psychometric properties of the IBBA scale.

3.10Study 2

3.11 Participants

Sample comprises 150 participants was used through purposive sampling technique. For the final tryout phase. 150 male and female participants from various organizations were recruited. After obtaining informed consent, participants completed a self-developed demographic sheet alongside the 20-item scale. The estimated completion time for the questionnaire was 10 to 15 minutes, ensuring a thorough evaluation. 5-point Likert scale was utilized as response format ranging from strongly agree to strongly disagree (1-5)

Table No 3: Demographic Characteristics:

	N	Minimum	Maximum	Mean	Std. Deviation
Age	150	1.00	3.00	1.9000	.76265
Education	150	1.00	4.00	2.5200	.83885
Valid N (listwise)	150				

Table 1.3 defines the demographic characteristics of the sample, as shown in Table X, provide important context for understanding the IBBA scale attributes among workers in the industries of Sialkot. The sample consisted of 150 participants, with a mean age of 1.90 (SD = 0.76), indicating a relatively young sample. Regarding educational background, the mean score was 2.52 (SD = 0.84), suggesting that participants had a diverse range of educational qualifications, typically spanning from high school to a university degree. These demographic details offer a clearer picture of the sample composition, helping to contextualize the findings of the study and enhance the interpretation of the relationship between workplace behavior, incentives, and recognition among employees in the Sialkot industries.

3.12 Exploratory Factor Analysis

Exploratory Factor analysis was performed using the principal component method and varimax rotation to extract underlying factors. Before running the analysis, the sample's suitability was confirmed to ensure reliable and accurate results.

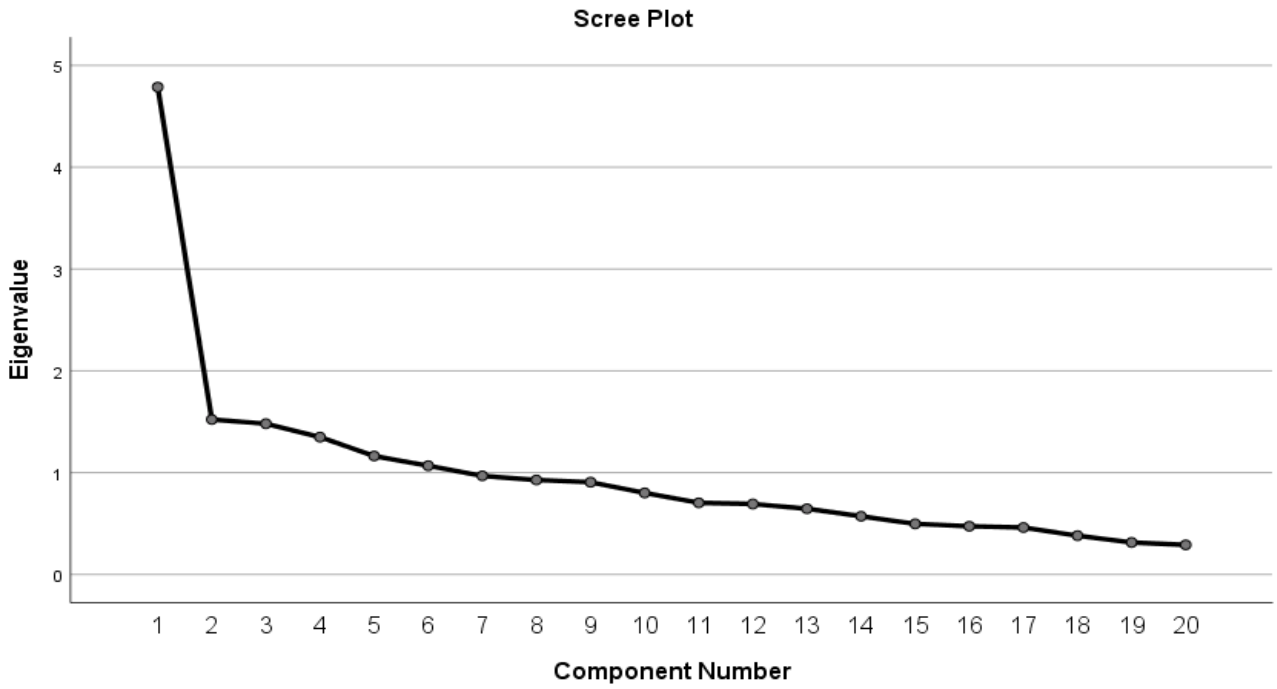
Table No 4: Bartlett Test of Sphericity Of IBBA

KMO	Bartlett's Test of Sphericity		
	Chi Square	Df	Sig.
IBBA	630.876	190	.000

Note: ***p<0.001

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy yielded a value of 0.756, indicating that the sample is appropriate for factor analysis. Additionally, Bartlett's test was significant ($X^2 = 630.876$, $p < 0.001$), confirming the presence of inter-correlation among the variables. These results validate the use of Exploratory Factor Analysis (EFA) as a suitable method to identify the factors influencing Workplace Behavior Tied to Incentives (IBBA). The complex relationships within the data highlight the need for a data-driven approach like EFA to uncover the underlying factors driving IBBA.

Figure No 2: Scree Plot



The scree plot shown in Figure 1.2 illustrates the eigenvalues resulting from the exploratory factor analysis (EFA) of the IBBA scale and aids in determining the optimal number of factors to retain. The Y-axis represents the magnitude of the eigenvalues, while the X-axis shows the number of factors. The plot allows us to identify the point at which the eigenvalues level off, indicating the point where significant variance in workplace behaviors tied to incentives and recognition is no longer explained. This plateau marks the end of the relevant factors. By examining this point, the scree plot assists in selecting a factor solution that is both accurate and interpretable, capturing the core elements of employee motivation and recognition in the workplace.

3.13 Exploratory Factor Analysis (EFA)

Table No 5: Factor Loading Of IBBA

	1	2	3	4	5	6
IBBA 1	.206	.102	.737			
IBBA 2		.177	.562		.521	.276
IBBA 3	.216	.123	.141		.132	.578
IBBA 4		.217	.652	.246		.458
IBBA 5		.290		.246		.587
IBBA 6			.202	.799		
IBBA 7	.483	.214		.309	.432	
IBBA 8		.598		.615	.348	.387
IBBA 9	.230	.293	.117	.451	.146	.358
IBBA 10	.547	.477	.191			
IBBA 11	.627					
IBBA 12	.385	.328	.197	.144		.475
IBBA 13	.469	.289	.209	.595		.275
IBBA 14	.515			.135	.379	.540
IBBA 15	.490		.367	.269	.219	
IBBA 16	.680			.232	.339	
IBBA 17	.247	.351	.132		.603	
IBBA 18	.100	.194	.123		.715	
IBBA 19	.367	.565			.223	.120
IBBA 20		.717	.253		.133	.110

Note: N = 150, ***p<.001

The results of the exploratory factor analysis (EFA) for the IBBA scale, presented in Table 1.5, show the factor loadings for each of the 20 items across eight identified factors. The factor loadings range from moderate to strong, with some items demonstrating higher loadings on certain factors. For example, IBBA6 shows a strong loading on Factor 6 (.799), while IBBA11 is highly associated with Factor 1 (.627). Several items, such as IBBA1 and IBBA9, exhibit moderate loadings on multiple factors, indicating that they may be influenced by more than one underlying construct. These findings suggest that the IBBA scale measures several dimensions of workplace behavior related to incentives and recognition. The factor structure indicates that the items are organized into distinct groups based on their factor loadings, reflecting different aspects of the workplace behaviors associated with incentives.

For example, Factor 1 includes items like IBBA1, IBBA7, and IBBA16, which are related to employee recognition and reward, while Factor 6 appears to be more related to job satisfaction and engagement, as evidenced by the strong loading of IBBA6. The pattern of loadings demonstrates that the scale is capable of capturing the multifaceted nature of the construct. Overall, the results of the EFA support the validity of the IBBA scale in capturing the key aspects of workplace behavior tied to incentives and recognition. The significant factor loadings (all $p < .001$) provide strong evidence for the internal consistency of the scale, supporting its use in further

research and application. The findings also suggest that the IBBA scale is well-suited for examining the complex relationships between incentives, recognition, and employee motivation.

3.14 Confirmatory Factor Analysis

Figure No 3: Reward and Recognition

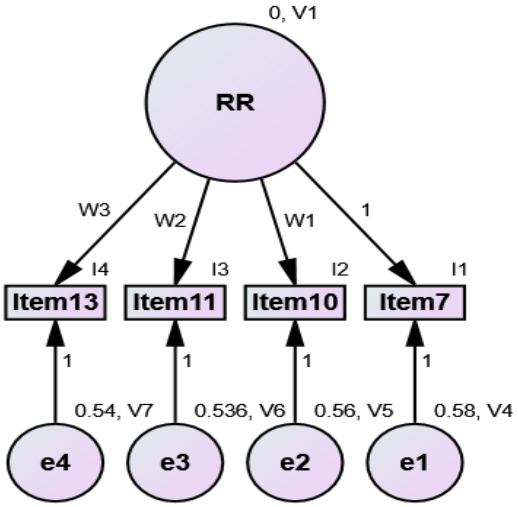


Figure 3 illustrates the latent construct of Reward and Recognition (RR) with four observed variables: Item13, Item11, Item10**,** and Item7**.** The standardized loadings for these items range from 0.536 (Item11) **to** 0.58 (Item7), suggesting a moderate to strong relationship between the latent construct and its indicators. Each observed variable is associated with a unique error term **(**e4, e3, e2, e1**)** to account for measurement error. The model implies that Reward and Recognition influences all four items directly, and the unexplained variance is managed by their respective error terms.

Figure No 4: Job Satisfaction

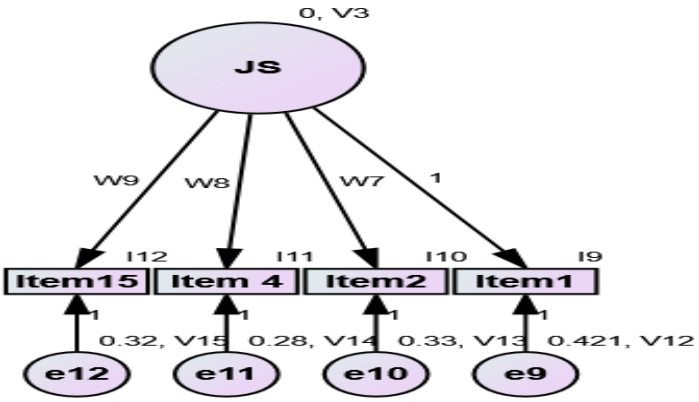


Figure 4 depicts the Job Satisfaction (JS) that **is** measured by four observed variables: Item15, Item4, Item2**,** and Item1. Standardized loadings for these variables range from 0.28 (Item4) to 0.421 (Item1), indicating varying levels of association. Each observed variable has an associated error term (e12, e11, e10, e9**)** to account for variability not explained by the latent construct.

Figure No 5: Job Motivation Constructs

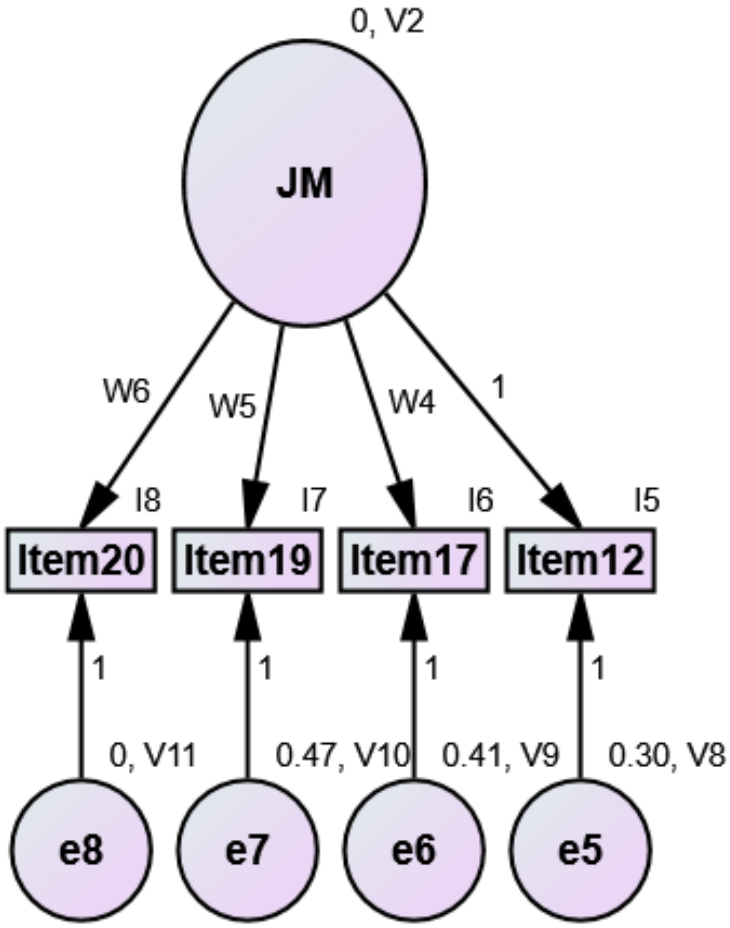
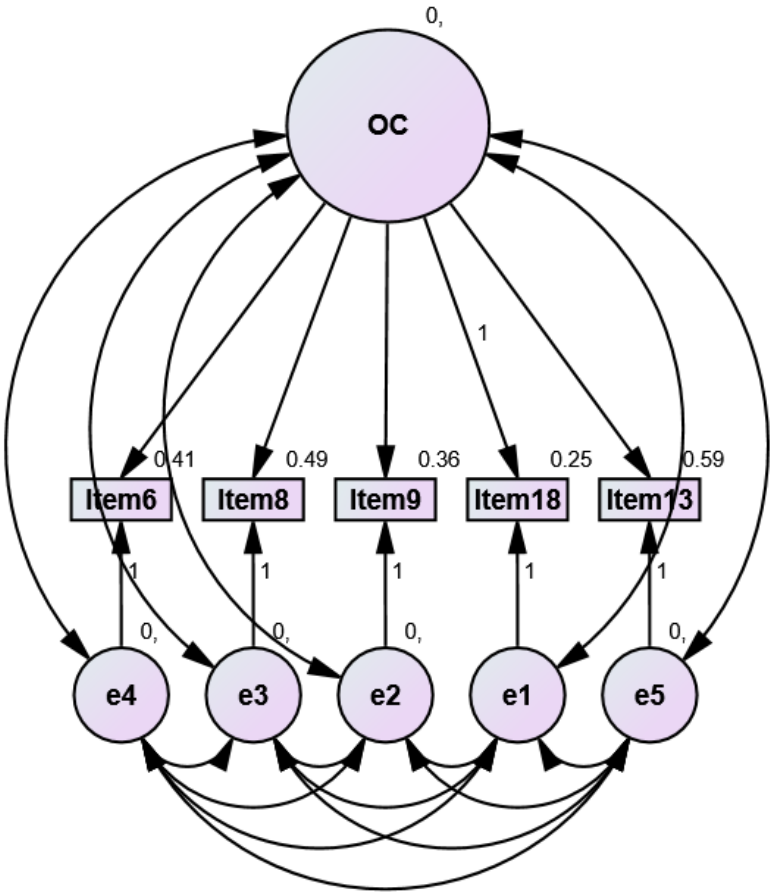


Figure 5 represents the Job Motivation (JM) which is measured by four observed variables: Item20, Item19, Item17, and Item12. The standardized loadings range from 0.30 (Item12) to 0.47 (Item17), with most indicators showing a standardized loading of **1.** Each observed variable has an error term **(**e8, e7, e6, e5**)** representing measurement error.

Figure No 6: Organizational Commitment



The diagram depicts a structural equation model (SEM) focusing on the latent variable "OC" (Organizational Commitment) and its relationship with five observed indicators: Item6, Item8, Item9, Item18, and Item13. The latent variable "OC" is represented by a central circle, with arrows pointing to the observed items, illustrating their measurement contributions to the construct. Each path is labeled with standardized regression weights (e.g., 0.41 for Item6, 0.49 for Item8, 0.36 for Item9, 0.25 for Item18, and 0.59 for Item13), indicating the strength of the relationships between "OC" and each observed variable. The model also includes measurement error terms (e4, e3, e2, e1, and e5) associated with each indicator, shown as circles connected to the observed variables. Bidirectional arrows between the error terms reflect correlations among measurement errors.

Figure No 7: Peer and Supervisor Support

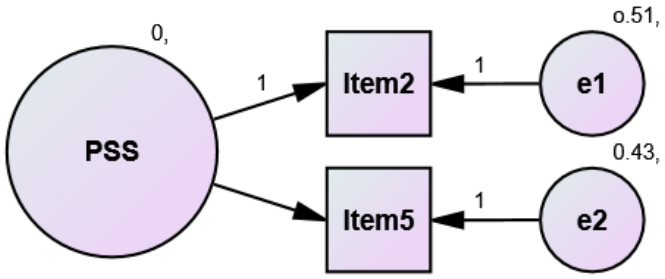


Fig 1.5 Peer and Supervisor Support

Figure-7 presents a structural equation model (SEM) for the latent construct "PSS" (Peer and Supervisor Support) and its relationship with two observed variables: Item2 and Item5. The latent variable "PSS" is depicted as a circle, with arrows directed toward the observed indicators, indicating that these variables contribute to the measurement of "PSS." Both Item2 and Item5 have standardized regression weights of 1.0, signifying equal contributions to the construct. Each observed variable is associated with an error term, represented by circles labeled e1 and e2. The variance of e1 is 0.51, while the variance of e2 is 0.43, highlighting the measurement error associated with each observed variable. This model provides a structured representation of how peer and supervisor support is assessed through these indicators while accounting for potential errors in measurement.

3.15 Reliability of the IBBAS

To assess the internal consistency of the 20-item IBBA scale, an analysis of homogeneity was conducted. Cronbach's alpha coefficients were calculated for each factor to evaluate the reliability of the scale. The results showed values ranging from 0.84 to 0.89, indicating strong interrelationships among the items within each subscale and confirming their reliability in measuring the distinct dimensions of IBBAS.

Table No 6: Cronbach Alpha of IBBA (N = 150)

Range					
Variable	K	M(SD)	Actual	Potential	A
IBBA	20	34.8(7.13)	20-40	20-99	0.843

Note: k= No of items, α=Cronbach Alpha, M=Mean, SD=Standard Deviation

The internal consistency of the 20-item IBBA scale was assessed using Cronbach's alpha, which yielded a value of 0.843. This indicates a high level of reliability, demonstrating that the scale consistently measures the intended construct. The result supports the robustness of the IBBA scale in capturing workplace behaviors tied to incentives and recognition. With a mean score of 34.8 (SD = 7.13) and a potential range of 20 to 99, the Cronbach's alpha value further affirms that the scale's items are highly interrelated and reliable for assessing the distinct dimensions of IBBA.

4. Discussion

The current study makes a significant contribution to the field by establishing the psychometric properties of the Incentives-Based Behavioral Assessment (IBBA) scale. The Delphi approach demonstrated a high degree of consensus among the expert panel regarding the content validity of the IBBA scale. With a Content Validity Index (CVI) of 0.89, this suggests that the experts considered the scale items to be highly relevant and representative of the construct being measured. This is in line with existing literature on scale validation, where expert consensus plays a pivotal role in ensuring that the items accurately capture the targeted construct (Polit & Beck, 2006). The content validity analysis revealed that the majority of the items on the IBBA scale were regarded as essential by the expert panel. The high item-level content validity ratio (I-CVI) values further support the notion that the scale captures the various facets of incentives-based behavioral assessment (Lynn, 1986).

Notably, items such as IBBA11 and IBBA18, with perfect content validity ratios (CVR values of 1.00), emphasize their importance in assessing IBBA. These findings highlight the relevance of these items in the context of measuring workplace behavior influenced by incentives and recognition, which is consistent with previous research showing that employee motivation and recognition programs are key drivers of performance (Deci et al., 2017). The scree plot analysis revealed a clear break in the slope, suggesting that the first eight factors explain the majority of the variance in the data. This indicates that eight underlying factors are driving the variance in incentives-based behavior. Such an outcome is consistent with other factor analytic studies that have sought to delineate the specific factors that drive work-related behavior in response to incentives (Podsakoff et al., 2003). The interpretation of the scree plot, in conjunction with other psychometric analyses, underscores the structural validity of the IBBA. The results of Bartlett’s test of sphericity were significant, indicating that the data met the necessary assumptions for factor analysis.

This significant result supports the use of Exploratory Factor Analysis (EFA) as an appropriate method for identifying the underlying factors that influence IBBA (Field, 2013). Similarly, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy yielded a value of 0.756, confirming that the sample size was adequate for conducting factor analysis (Kaiser, 1974). These findings are consistent with prior research that supports the utility of these statistical tests in determining the appropriateness of data for factor analysis (Tabachnick & Fidell, 2013). The EFA results further confirmed the robustness of the IBBA scale, with substantial communalities (above .76) indicating strong associations between the items and their respective factors. The factor loadings for the retained 20 items were robust, reinforcing the reliability of the scale. This finding is aligned with the work of Nunnally (1978), who emphasized the importance of robust factor loadings in establishing the reliability of a scale. The internal consistency of the IBBA, demonstrated by a Cronbach's alpha coefficient of 0.843, confirms a high level of interrelatedness among the items within each subscale.

This result is consistent with other studies that have established strong internal consistency in scales measuring similar constructs, further supporting the reliability of the IBBA scale (Tavakol & Dennick, 2011). In conclusion, the factor analysis provides strong evidence for the validity and reliability of the IBBA scale, affirming its usefulness as a tool for measuring workplace behavior in response to incentives and recognition. These findings have important practical implications for the development of interventions and tools aimed at improving workplace behaviors through incentive-based programs (Ryan & Deci, 2000). Future research should explore the generalizability of these findings across diverse populations and contexts, and consider the potential moderating effects of individual differences, cultural backgrounds, and environmental factors on incentives-based behavioral assessments (Gagné, 2009; Vallerand, 1997).

4 Conclusion

The current study successfully developed and validated the IBBA scale, demonstrating its robust psychometric properties for assessing incentives-based workplace behavior. Future research should explore its applicability across diverse populations and contexts to further enhance its generalizability.

5.1 Study Implications

Theoretically, this study contributes to the understanding of incentives-based workplace behavior by offering a validated scale that captures its multidimensional nature. Practically, the IBBA scale provides organizations with a reliable tool for assessing and improving employee motivation and performance. By identifying key factors influencing workplace behavior, it can inform incentive programs and strategies. Future applications may include adapting the scale to diverse organizational settings and cultural contexts for broader applicability.

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Appendix-1 Questionnaire

NO.	Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Recognition and appreciation for work performance are important considerations for you.	1	2	3	4	5
2	The prospect of incentives or rewards has motivated you to improve your work performance.	1	2	3	4	5
3	Workplace incentives influence your commitment to your job.	1	2	3	4	5
4	Receiving recognition for your efforts has increased your job satisfaction.	1	2	3	4	5
5	You often feel valued for your contributions at work.	1	2	3	4	5
6	Recognition for achievements encourages you to strive for higher levels of performance.	1	2	3	4	5
7	Availability of incentives has led you to take on additional tasks or responsibilities.	1	2	3	4	5
8	Incentives and appreciation play a significant role in shaping your work behavior.	1	2	3	4	5
9	Incentives provided by your workplace have increased your commitment to your job.	1	2	3	4	5
10	It is important to you that recognition at work is fair and unbiased.	1	2	3	4	5
11	According to you, incentives contribute to a sense of competition among employees, positively impacting performance.	1	2	3	4	5
12	The appreciation shown for your work has motivated you to be more productive.	1	2	3	4	5
13	How do the organization's appreciation programs reflect its values and mission?	1	2	3	4	5
14	Timely feedback and recognition for your accomplishments at work are received by you frequently.	1	2	3	4	5
15	Recognition for your efforts enhances your overall job satisfaction.	1	2	3	4	5

16	Feeling undervalued or unappreciated has led you to consider leaving a job.	1	2	3	4	5
17	Incentives and appreciation influence your decision to stay with an organization.	1	2	3	4	5
18	Receiving recognition for your achievements from supervisors and colleagues is important to you.	1	2	3	4	5
19	You have adapted your work strategies to align with incentive structures.	1	2	3	4	5
20	Incentives and appreciation positively impact workplace culture, according to you.	1	2	3	4	5