

Internship Report On

**Impact of Non-Financial Rewards on Employee Psychological Engagement:
A Study on Tiger New Energy Co., Ltd.**

By

Name: Raisa Zerín
ID: 22104015

An internship report submitted to the BRAC Business School in partial fulfillment
of the requirements for the degree of Bachelor of Business Administration

BRAC Business School
BRAC University
Spring 2026

Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

Raisa Zerín
Student ID: 22104015

Supervisor's Full Name & Signature:

Dr. Tarnima Warda Andalib
Associate Professor
BRAC Business School
BRAC University

Letter of Transmittal

Dr. Tarnima Warda
Andalib Associate
Professor
BRAC Business School
BRAC University
Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka-1212

Subject: Submission of Internship Report on “Impact of Non-Financial Rewards on Employee Psychological Engagement: A Study on Tiger New Energy Co., Ltd.”

Dear Mam,

Respectfully, I want to present to you my Internship Report on the title “Impact of Non-Financial Rewards on Employee Psychological Engagement: A Study on Tiger New Energy Co., Ltd.” as a fulfillment of the required internship for the completion of Bachelor of Business Administration (BBA) program in Business, BRAC Business School, BRAC University.

This report is based on my practical experience and learning that I collected during my period of internship at Tiger New Energy Co.,LTD. An effort has been made to include all related and necessary information, analysis, findings and recommendations in a brief and comprehensive form in preparing this report.

I appreciate you giving me much advice, support and encouragement during the preparation of this report. All the information contained in this report has been carefully prepared, but I have taken my best efforts to ensure the accuracy and authenticity of the information given in this report.

I Hope this report will come up to your expectations and will be useful in the years to come in the subject.

Sincerely yours,

Raisa Zerín

Student ID: 22104015
BRAC Business
School BRAC
University Date: June
29, 2026

Non-Disclosure Agreement:

Tiger New Energy Co., Ltd. and the student at BRAC University who signed this agreement are responsible for protecting the company's confidential data safe and preventing it from being disclosed.

Raisa Zerin

ID :

22104015

BRAC Business School

BRAC University

Acknowledgement

I would like to express my heartfelt gratitude to my academic supervisor Tarnima Warda Andalib mam for her valuable guidance, constant support and valuable suggestions while preparing this internship report "Impact of non-financial rewards on employee psychology at Tiger New Energy Company Limited". Her advice and encouragement was very much helpful in the completion of this paper.

I would also like to pass my heartfelt gratitude towards my onsite supervisor and the HR team of Tiger New Energy Company Limited for their continuous support and direction during my whole internship period. Through their experience, working together and willingness to share vital information, I have gained much valuable real life experience and finished this report to the best of my ability.

Moreover, I would like to express my appreciation to the staff at Tiger New Energy Company Limited, who agreed to take part in the survey and supplied the vital perception for this study. Their support and promptness were very much appreciated in the successful completion of this research.

Therefore, this report would not have been completed without the support and assistance of these people.

Executive Summary

The psychological engagement of employees has emerged as a significant issue to those organizations who strive in achieving sustainable performance and employee retention in the current competitive business world. Even though the financial compensation continues to play a significant role in motivating employees, non-financial rewards became equally important in shaping the sense of belongingness, motivation, and commitment of the employees. Nevertheless, past research has predominantly concentrated on the general employee satisfaction and organization performance while little attention has been given to the psychological engagement aspect especially in the emerging manufacturing and clean energy industry of Bangladesh. To fill this gap, this study explores the effects of the non-financial rewards on employee psychological engagement in Tiger New Energy Co., Ltd. The research design is qualitative and descriptive research design with primary sources of data which was gathered using a structured questionnaire of organization employees. The five key non-financial rewards dimensions presented in the analysis are recognition and appreciation, work-life balance, career development opportunities, job autonomy, and organizational culture. The results indicate that employee motivation and engagement positively depend on recognition, ethical workplace culture, teamwork, and opportunities to develop skills. The study, however, also reveals serious issues in the areas of work-life balance, emotional attachment, autonomy, and long-term organizational commitment, with the number of employees expressing neutral or negative perceptions in some specific sections which became quite significant. The results also indicate that when non-financial rewards are not consistently implemented, the psychological effectiveness of such rewards is restricted even if a positive organizational climate exists. This paper is valuable because it offers both practical and theoretical insights into how non-financial rewards can be used to influence the psychological engagement of employees in the context of the growing clean energy sector in Bangladesh and why the structured, meaningful and employee-centered engagement practices should be adopted to guarantee sustainable organizational development.

Table of Contents

Declaration:	2
Student's Full Name & Signature:	2
Supervisor's Full Name & Signature:	2
Letter of Transmittal	3
Non-Disclosure Agreement:	4
Acknowledgement:	5
Executive Summary:	6
List of Tables & Figures	10
List of Acronyms	11
Chapter 01	
Overview of Internship	
1.1 Student Information	12
1.2 Internship Information	12
1.2.1 Company Information	12
1.2.2 Company Supervisor Information	12
1.2.3 Job Responsibilities	12
1.3 Internship Outcome	
1.3.1 Students' Contribution to the Company	12
1.3.2. Benefits to the Student's	13
1.3.3 Challenges	13
1.3.4 Recommendations	14
Chapter 02	
Organization Part	
2.1 Introduction	14
2.1.1 Objective	15
2.1.2 Scope of the study	15
2.1.3 Methodology	15
2.1.4 Significance of the study	15
2.1.5 Limitations	16
2.2 Company Overview	
2.2.1 Background and History	16
2.2.2 Vision, Mission, and Values	16
2.2.3 Products and Service	17
2.2.4 Geographic Presence and Expansion	17
2.3 Management Practice	
2.3.1 Leadership Style	17
2.3.2 Human Resource Planning	17

2.3.3 Recruitment and Selection Process	18
2.3.4 Compensation System	18
2.3.5 Training and Development	18
2.3.6 Performance Appraisal System	18
2.4 Marketing Practices	
2.4.1 Marketing Strategy	18
2.4.2 Target Customer and Positioning Strategy	19
2.4.3 Marketing Channels	19
2.4.4 Product and Competitive Practices	19
2.4.5 Critical Marketing Problems and Gaps	19
2.5 Financial Performance and Accounting Practices	20
2.5.1 Funding and Capital Structure	20
2.5.2 Financial Sustainability and Revenue Model	20
2.5.3 Financial Performance Indicators	20
2.5.4 Accounting Practices	21
2.6 Operation Management and Information System	
2.6.1 Operation Management	21
2.6.2 Information System	22
2.7 Competitive Analysis and Industry	
2.7.1 Porters Five Forces Analysis	22
2.7.2 Swot Analysis	23
2.8 Summary and Conclusions	25
2.9 Recommendations and Implications	25
Chapter 03	
Project	
Part	
3.1 Introduction	26
3.1.1 Background and Problem Statement	27
3.1.2 Research Objective	28
3.1.3 Significance of the study	29
3.1.4 Expected outcome of the study	29
3.2 Literature Review	29
3.3 Methodology	37
3.4 Findings and Analysis	41
3.4.1 Recognition and Appreciation	41
3.4.2 Work Life Balance	41
3.4.3 Career Development	42
3.4.4 Autonomy and Empowerment	42
3.4.5 Culture and Trust	43

3.4.6 Engagement and Commitment	43
3.4.7 Summary of Findings	43
3.5 Summary and Conclusions:	
3.5.1 Summary of Key Findings	44
3.5.2 Conclusions	45
3.6 Recommendations and Implications	
3.6.1 Develop a consistent and structured recognition system	45
3.6.2 Genuinely make Work-Life Balance Support accessible	45
3.6.3 Make meaningful conversations about career development	46
3.6.4 Reinforce autonomy to meaningful ownership	46
3.6.5 Develop sense of belongingness based on purpose and meaningful conversation	46
3.6.6 Implications	46
Reference	48
Appendix	52

List of Tables & Figures

Table 1: Literature synthesis of different financial and non-financial rewards impact on employee's psychological engagement

Table 2: Demographic profile of the survey respondent

Table 3: Non-financial rewards and their relevance on psychological engagement

Figure 1: Porter's Five Forces of Tiger New Energy Co., Ltd.

Figure 2: SWOT Analysis of Tiger New Energy Co., Ltd.

Figure 3: Conceptual Framework: Non financial rewards and psychological engagement

Figure 4: Research design & Methodology Flowchart

List Of Acronyms

BAAS	Battery as a Service
BFRS	Bangladesh Financial Reporting Standards
BPKT	Bangladesh Police Kollyan Trust
E3W	Electric Three Wheeler
ESG	Environmental, Social, and Governance
JD-R	Job Demand-Resource (Theory)
NFR	Non-Financial Rewards
SET	Social Exchange Theory
SDT	Self Determination Theory
SME	Small Medium Enterprise
TADA	Travel and Daily Allowance
WLB	Work Life Balance

Chapter 1: Overview of Internship

1.1 Student Information:

Name: Raisa Zerin

ID: 22104015

Program: Bachelor of Business Administration (BBA)

Major/Specialization: Human Resource Management

1.2 Internship Information:

1.2.1 Company Information

Period: 3 months (January18, 2026-April18, 2026)

Company Name: Tiger New Energy Co., Ltd,

Department/Division: HR & Admin

Address: 20F, Suvastu Muskan Tower, Plot 56, Gulshan 1, Dhaka-1212.

1.2.2 Internship Company Supervisor's Information:

Name: Maisha Hasan Tuba

Position: Senior Executive, HR & Admin

1.2.3 Job Responsibilities

- Support in onboarding and orientation of new hires.
- Maintain and update employee records and databases.
- Assist in organizing training and development sessions.
- Support in preparing HR-related reports and documents.
- Participate in employee engagement and welfare activities.
- Assist in day-to-day office operations.
- Support in drafting letters, memos, and internal communications.
- Assist with coordination of meetings, events, and office logistics.

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company

During my internship period at Tiger New Energy Co., Ltd., I supported the Human Resources department, specifically the recruitment and selection team. I have contributed in the end-to-end recruitment process for multiple roles like Brand Promoter, Business Development Executive, Territory Sales Officer, and Internship roles.

In the recruitment part I have contributed in sourcing and scanning the large number of CVs from bdjobs and other social media platforms, among which I have shortlisted candidates,

coordinated the interview schedules via calls, sms, and mail. Moreover, I have been involved in conducting interviews and preparing structured Interview Assessment Forms for the effective evaluation.

Besides, I have created required HR files such as appointment letters, recruitment reports and assisted in the induction of new employees and ensured accuracy of the monthly recruitment report. Moreover, I have advertised in social media and provided assistance in payroll functions.

These contributions have helped me guarantee the efficiency and effectiveness of the employing process and support smooth operations of HR functions within the organization.

1.3.2 Benefits to the student

This internship journey offered me necessary practical exposure to real-life HR functions, especially in the recruitment related functions where now I am capable of implementing my theoretical knowledge into the professional setting.

I have gained skills in CV scanning from the large talent pool, candidate shortlisting according to the requirement, interview coordination, and professional communication with stakeholders. I have also developed practical experience in preparing important HR documents like appointment letters, approval forms, and recruitment reports. Besides this, I have learned HRIS (Odoo) to increase my technical skill in this field.

This internship journey also helped me in boosting my interpersonal skills such as time management, pressure handling, and understanding task priority. So, overall, it actually shaped me towards a better career prospect in the Human Resource Management field by professional development and training.

1.3.3 Challenges

During my internship, I came across a few challenges that required adaptability and problem-solving. One of the main challenges was sourcing accurate and quality CVs that match the job requirement because sometimes there were not enough CVs from which efficient candidates can be selected. As a result, the hiring process was delayed and the recruitment target increased and added with the next month's target but over the time I found out the solution to this challenge which is sourcing CVs from multiple places even though I have contacted with some

universities career office and sourced the CVs from them according to our requirement.

Initially in my internship journey I was not clear about some roles of some departments which created confusion in the screening stage and eventually in the selection process. After some period I realized cross functional department communication can solve this problem because from the specific department I can get a clear and in-depth idea regarding their requirement.

Lastly, I faced difficulties in understanding the task priority which resulted in piled up work because I had to simultaneously maintain recruitment, report, administration which was overwhelming for me sometimes but over the time I realized every work is not important at the same time. When I understood the priority of the job I overcame this challenge and developed my time management skill under the pressure.

1.3.4 Recommendations

During my internship journey, I have followed some areas in the company which can be improved to gain both organizational and learning outcomes. The first day orientation and training session should be more clear with the roles and responsibilities. This would create a meaningful direction for the interns for their future role where they would know their duties and prepare themselves accordingly. Besides this orientation and guidance, welcome gifts should be present for the intern which would enhance the branding of the company.

Weekly feedback sessions should be introduced to motivate and boost the energy of the interns so that they can figure out their flaws and improvement areas. Besides this organizational perspective the supervisors of the intern should give a career guidance and opportunity for their future prospect which would enlighten the intern with the corporate world and potential.

Finally, Tiger New Energy company can introduce different HR function exposure for their interns. For example, a recruitment team intern must also work in other functions of HR such as payroll, training & development, employee welfare etc. This opportunity will enable the intern to skill up themselves in all the functions and prepare themselves for any future role in the HR field.

Chapter 2: Organization Part

2.1. Introduction

The energy and transport sector in Bangladesh is changing drastically. The country has a young and tech-savvy population, a population of more than three million electric three-wheelers, increasing fuel prices and an increase in environmental awareness, which all makes the country ready to adopt sustainable energy solutions. One of the most promising clean energy startups in

Bangladesh is Tiger New Energy Company Limited, which is first to introduce a Battery as a Service (BaaS) business model that is changing the way operators of electric vehicles are accessing energy. This chapter gives an integrated analysis of the organisation, including the firm's history, management, marketing, financial performance, accounting, operations, information systems and competitive position. The internship observations, unofficial discussions with the management and employees, investor reports, and press releases influence the analysis.

2.1.1 Objective

This section is a comprehensive organisational analysis of Tiger New Energy Company Limited, including its history, internal management group, marketing approach, financial status, operational framework and competitive advantage in the Bangladesh clean energy and EV industry. It relates the study of business concepts to the practices seen during the internships and analyses the leadership style, HR practices, the SME marketing strategies, the financial and accounting system, the operational and information system, and the competitive positioning of the company through the use of Porter's Five Forces and SWOT analysis.

2.1.2 Scope of Study

This section is dedicated to organisational practices that were experienced at Tiger New Energy as part of the internship in its Head Office. These inputs will be direct observation, interviews with management and senior staff, and internal documents when they are available and secondary sources (ADB Ventures reports and press releases). The financial analysis is restricted because the company is a young SME, which does not release its multi-year audited statements. The chapter does not go further to international battery production or international comparisons of markets.

2.1.3 Methodology

The approach is mostly qualitative with secondary data to complement it. The primary data were collected by observing daily operations and informal interviewing colleagues, supervisors, and management to see the insights into the leadership, HR, and operations. The secondary data were obtained through press releases, documents of ADB Ventures investment in the company, LinkedIn, the company website (tigernewenergy.com), and news articles on the history of the company, its financing, strategy, and positioning in the market.

2.1.4 Significance of Study

The study is valuable for several fronts. Academically, it also translates business and management concepts into the actual organisational setting and it is a transition between learning in the classroom and in the workplace. It also provides an understanding of how clean energy companies at the initial stage work in emerging economies such as Bangladesh. The innovative BaaS concept by Tiger New Energy in South Asia is a lesson to entrepreneurs, investors and

policy makers who are concerned with sustainable mobility. Also, the intern-observed perception offers an outsider-informed perception of the organisational strengths and weaknesses of the company that could be of benefit to the company itself.

2.1.5 Limitations

Confidentiality constraints: Interns were not allowed to access any sensitive information including financial reports, HR policies and strategic plans. A significant part of the analysis is based on observation and external data instead of internal records, which have been verified.

Short Internship Period: The internship time might have prevented a thorough knowledge of all the organisational processes, especially the long-term processes including performance appraisal cycles or annual financial reviews.

Absence of Audited Financial Statements: Tiger New Energy is a private start up-stage SME that does not report audited financials, which restricts the thoroughness of financial ratio analysis and accounting commentary to a degree.

2.2 Company overview

2.2.1 Background and History

Tiger New Energy Company Limited is a Bangladesh based renewable energy company based at Suvastu Space Rahman Galleria, Plot 46, Gulshan Avenue, Floor 20, Gulshan 1, Dhaka 1212. Nicole Mao and Yiwei Zhu, two alumni of Harvard Business School MBA, started the company in 2021 to solve the problem of carbon emissions and energy wastefulness in the urban transportation sector of Bangladesh. Tiger intends to develop the most successful transport electrification platform in Bangladesh consisting of a countrywide battery swapping station network, backed by a local management team with battery manufacturing and distribution experience. A total of USD 3.5 million has been raised by the company in two rounds: USD 2.5 million in the seed round by Wavemaker Partners (November 2023) and USD 1 million by ADB Ventures (June 2024).

2.2.2 Vision, Mission and Values

The mission of the company is to provide eco-friendly energy to everyone in emergent markets as stated by one of the co-founders and the CEO, Nicole Mao. The company hopes to be the number one transport electrification platform in Bangladesh by having a nationwide lithium-ion battery swapping network. Established and managed by women, Tiger is a strong advocate of gender equality - 30% of its staff are women - in a male-dominated business. The company has four core values, which include sustainability, innovation, inclusion, and socioeconomic empowerment. Its network has proven to assist local people to earn more by 36 percent, better livelihoods and support their families.

2.2.3 Products and Services

Tiger New Energy has two business lines and delivers two major business products based on the Battery as a Service (BaaS) model. Its flagship product is a Lithium-Ion Battery Swapping Service where electric three wheeler vehicle drivers are able to replace worn batteries with fully charged batteries within a minute - contrasted with long hours of traditional charging - and increase driver income by up to 60%. Li-ion batteries in Tiger have a lifespan of over five times more than the traditional counterparts, and are also 70 percent cheaper per use. Moreover Tiger manufactures and sells traditional Lead-Acid Batteries in its MightyMax and MotoMax brands to serve the motorcycle and automotive markets.

2.2.4 Geographic Presence and Expansion

Tiger New Energy has initiated battery swapping in Dhaka, Chittagong, Cox's Bazar, Noakhali, Gazipur, Sylhet, Mymensingh, Jamalpur, Dinajpur and Rajshahi with an expansive nationwide plan. The next round of investment will see the company establish more than 100 battery swapping stations and empower more than 10,000 rickshaw drivers. ADB has investment forecasts of 8,000 stations that will serve more than 100,000 operators of electric three wheelers by the year 2027.

2.3 Management Practices

2.3.1 Leadership Style

The leadership style of Tiger New Energy is participative-democratic and visionary; it was formed because of the academic and professional background of the two co-founders. Both Harvard MBA graduates, CEO Nicole Mao and COO Yiwei Zhu, have a collaborative, mission-driven style. Yiwei Zhu has an extra knowledge of Electrical and Industrial Engineering to add to the efficiency of operations and advancement of technology. Participative leadership engages employees in the decision-making process, promotes the sharing of ideas and creates a sense of ownership and responsibility throughout the team. This is seen in the emphasis on gender inclusion, community and employee empowerment in Tiger and in the proactive participation of local management gurus in the company strategy. As the startup is sensitive to agility, the leadership also assumes a visionary and directive role where necessary.

The participative type of leadership can be considered to be very suitable to the mission of Tiger, which is basically social and community based. It enhances a variety of ideas and leverages local knowledge in a rapidly developing technology sector. Although the participative leadership style may delay decision-making, Tiger can effectively deal with it through a lean structure in which its co-founders are in charge of strategic decision-making and team leaders are in charge of operational decision-making.

2.3.2 Human Resource Planning

The HR planning of Tiger New Energy is motivated by the goals of operational performance and social impact. The workforce requirements are constantly adjusted to the expansion of the

station, technological advancements, and gender equality objectives. Since the company is experiencing a high growth rate, then HR planning is not periodical, but continuous.

2.3.3 Recruitment and Selection Process

Tiger has a pragmatic and mission-oriented recruitment strategy. Active recruiting focuses on operations jobs (service executives, business development executives), sales and partnership jobs, and manufacturing and inventory specialists. The postings of vacancies are made on LinkedIn and other electronic mediums. The process is competency-based, which emphasizes the applicant having the relevant skills, compatibility with the sustainability mission of the company and the cultural fit. As part of its gender equality policy, the company recruits women in most positions.

2.3.4 Compensation System

The compensation system of Tiger New Energy is progressive. The interns start with the levels of BDT 10,000/month, which increases to BDT 20,000 after three months and qualifies to get KPI-based rewards after six months. Brand Promoters, Business Development Executives and Service Executives will receive BDT 10,000-12,000 plus TADA and performance based bonuses. Top and specialised positions are paid at the market standard rates. The building is cost-efficient with performance incentives that are well defined to encourage the staff of all levels.

2.3.5 Training and Development

Tiger New Energy has realised that its people, especially field operators and station partners who deal directly with customers are key to organisational success. The training videos are available on the mobile app of the company to enhance the level of operational standards among stakeholders of the network. The company provides its employees with a weekly training process, which is based on the technological and commercial development goals of the company.

2.3.6 Performance Appraisal System

Being a new company, the appraisal system at Tiger is based on the results and not on annual reviews. The performance is measured by key operational indicators such as active swapping stations, daily swap volume, battery uptime, customer satisfaction, and revenue earned by the stations. Company employees are evaluated against departmental objectives based on the growth of the company. As the organisation matures, formal appraisal processes are likely to evolve.

2.4 Marketing Practices

2.4.1 Marketing Strategy

The mission-oriented, community-oriented marketing strategy embraced in Tiger New Energy is aimed at addressing a practical issue with Bangladeshi E3W operators. The company does not have to do mass marketing, but it shows tangible economic and environmental benefits to its

target customers, which leads to word-of-mouth, community trust, and organic growth. The BaaS model does away with the expensive initial cost of buying the battery which the drivers used to incur thus a good market differentiator. Tiger uses subscription pricing to provide a cheap and high-quality alternative to traditional lead-acid batteries.

2.4.2 Target customers and Positioning strategy

The main target market of Tiger is the 3 million or so operators of electric three-wheelers in Bangladesh. These drivers have to pay twice the price of low-quality lead-acid batteries which take over 67 hours to charge and have to be changed every 68 months, limiting their daily operating time to about 6 hours due to a 110% tariff on imported batteries. One of the secondary segments is owners of garages who will be able to invest in swapping stations to charge a maximum of 10 batteries at once and earn an income, minimizing the time of vehicle unavailability.

The positioning of Tiger relies on the three components: economic empowerment (drivers earn more), environmental responsibility (carbon emissions are reduced), and technological excellence (lithium-ion battery is superior to lead-acid). The daily subscription pricing makes the service affordable without drivers having to invest much capital start-up.

2.4.3 Marketing Channels

Tiger uses the multi-channel strategy. Its Direct Channel provides services in battery swapping stations in various cities. Its Digital Channel is a mobile application that enables the customers to find stations, to control their account, to add funds, and to join a referral reward programme. Partnerships with BPKT (Bangladesh Police Kollyan Trust) to develop grassroots awareness and trust at the community level will be part of Community and Local Channels.

2.4.4 Product and Competitive Practices

Tiger does not have direct competitors in the lithium-ion battery swapping segment in Bangladesh and is currently market leader and pioneer. This first-mover advantage can enable the company to develop brand loyalty, station infrastructure, and community relationships prior to competitors coming in. In the lead-acid market, Tiger will be competing with established industry players, such as Rahimafrooz Ltd, Saif Powertec Limited, Navana Batteries Limited, and Panna Group, that have better brand names and distribution systems. Tiger positions its MightyMax and MotoMax products based on differentiation through quality and already existing distribution relationships. The long-term product development will be geared towards the growth of lithium-ion products to electric two-wheelers.

2.4.5 Critical Marketing Problems and gaps

Awareness Gap: A good number of potential customers, especially the semi-urban and rural regions outside Dhaka are not aware of the services offered by Tiger. Formal mass media or community outreach might hasten adoption.

Trust and Education Gap: Drivers need to change the existing habits to adopt the lithium-ion technology. The marketing content of educational marketing should be improved in order to dispel scepticism and create trust in the new technology.

Branding Consistency: With two product lines, Tiger needs to come up with a more consistent brand story that rings with the same level of consistency with both segments of consumers.

2.5 Financial performance and accounting practices

Financial position: An overview of the company's financial status is provided below.

Tiger New Energy is a privately-owned, early-stage company, which does not issue audited annual financial reports. The entire quantitative financial ratio analysis cannot be done in the context of this internship report. Nonetheless, through the provision of data on available funding, business model analysis, and industry background, one can make a commentary on the financial profile of the company and accounting practices.

2.5.1 Funding and Capital Structure

Tiger has so far raised USD 3.5 million - USD 2.5 million seed round in November 2023, led by Wavemaker Partners and an additional USD 1 million in June 2024, by ADB Ventures - and is further supported by 500 Global, Humble Capital, and Orvel Ventures. This low-debt/equity capital structure is suitable to a business at the stage of infrastructure-building. The main financial priorities involve allocating capital to increase the swapping network, get customers, and show unit economics before a Series A raise, which was actively being prepared as of mid-2024.

2.5.2 Financial Sustainability and Revenue Model

Tiger has three sources of revenue: daily subscriptions by operators of E3W, direct sales of batteries as MightyMax and MotoMax, and B2B deals like its Edotco tower BaaS contract. The BaaS subscription model provides a predictable recurring revenue - very important to investors. Marginal costs become decreasing with the scale of the network, which is an indication of high unit-level profitability. Having a target of 8,000 stations and serving 100,000+ E3W operators by 2027, the possibility of a substantial revenue with favorable margins is justified.

2.5.3 Financial Performance Indicators

Liquidity: USD 3.5 million raised and continuing to spend on its operation, Tiger will need to manage its cash burn effectively to achieve its next round of fundraising.

Profitability: Tiger is probably currently operating at a loss, as is typical in infrastructure intensive businesses during network expansion. With an increase in the rate of utilisation in the station, the BaaS gross margins will increase two to three times.

Leverage: Equity financing minimizes the risk of financial leverage— wise in the face of uncertainty in the initial stages. The sources of future financing may be Series A equity and concessional debt by green-mandate development finance institutions.

Efficiency: Batteries-swapped-per-station-per-day and revenue-per-station are the most applicable operational indicators. The enhanced location of stations, density of routes, and customer retention will be the major drivers of profitability.

2.5.4 Accounting Practices

Basis of Accounting: Tiger definitely adheres to accrual basis of accounting which is in line with Companies Act 1994 and Bangladesh Financial Reporting Standards (BFRS).

Principles of core accounting: The company complies with the principle of going concern, principle of consistency, principle of matching, and principle of full disclosure as per investor reporting requirements.

Accounting Cycle: Tiger will have a full accounting cycle supported by institutional investors, which includes journal entries, ledger postings, preparation of a trial balance, and compilation of financial statements, on a periodic basis.

Accounting Disclosures: Since Tiger is not a public company, there is no requirement to make public financial disclosures but it discloses to the investors and, in case of both, to the Registrar of Joint Stock Companies and Firms (RJSC) in Bangladesh.

2.6 Operations Management and Information Systems Practices

2.6.1 Operations Management

The operations of Tiger New Energy focus on the efficient implementation, maintenance and scaling of its battery swapping station network. The main areas of operation involve station location placement, battery pack distribution, customer acquisition, and quality control which have been resolved with a mix of technology and local joint ventures.

Scheduling and Resource Allocation: The battery charging will be timed such that fully charged batteries are available during peak times in the mornings and evenings when the drivers start and end their shifts. The allocation of resources is informed by the real-time utilisation data on the digital platform.

Supply Chain Operations: Tiger acquires lithium-ion cells mainly in China and puts together packs domestically. Local assembly is also involved in the lead-acid line. There is a preexisting lead-acid manufacturing network that has been used to develop the lithium-ion supply chain.

2.6.2 Information Systems

Tiger is based on two main platforms. Odoo is the ERP system, which manages inventory, sales, accounting, financial records, purchase orders, and operational reporting and allows tracking of battery packs end-to-end through production to end-of-life recycling. Lark is the main collaborative tool, combining a chat and video conferencing, document sharing, task management, and calendar scheduling among geographically distributed teams.

Odoo and Lark are complementary to each other, Odoo processes organized business data, whereas Lark is concerned with people and business communication. This is a lightweight two-platform model that provides strong functionality, but not entails enterprise-level overhead, and is appropriate to the current level of development of Tiger.

2.7 Competitive Analysis and Industry

2.7.1. Porters Five Forces Analysis

1. Threat of New Entrants- Moderate to High: Tiger has been a first-mover with significant station infrastructure, investor support, and community relations. Nevertheless, with business feasibility becoming more evident, Chinese battery giants or well-invested Indian EV companies might come in. The barriers to entry in lead-acid are much less.

2. Supplier Power- Moderate to High: The dependency of the suppliers of lithium-ion cells imported to Bangladesh provides foreign suppliers with high bargaining power. The lithium price fluctuations and supply chain interruptions around the world increase the risk. Tiger alleviates this partially with LFP chemistry (iron and phosphate instead of cobalt) and local assembly.

3. Bargaining Power of Buyers - Low to Moderate: Here, buyer bargaining power is low since Rickshaw drivers have no significant bargaining power considering the strong economic benefits of swapping. The lock-in is caused by the earnings effects of the service. The lead-acid segment has a greater buyer power due to the increased alternatives.

4. Threat of Substitute Products — Moderate: The major substitutes include buying, or charging a lead-acid battery. The disadvantage of lithium-ion is its higher upfront cost, which is offset by Tiger subscription pricing. The new technologies such as solid-state batteries are still commercially out of reach. The level of threat is moderate and decreasing with the improving lithium-ion economic

PORTER'S FIVE FORCES



Figure 1: Porter's Five Forces of Tiger New Energy Co., Ltd.

5. Competitive Rivalry- Low (Lithium Segment) / High (Lead-Acid Segment): There are no direct competitors of Tiger in lithium-ion battery swapping in Bangladesh. In the lead-acid sector, the market leaders Rahimafrooz Ltd., Saif Powertec Limited, Navana Batteries Limited, Panna Group, Okaya Power and Amara Raja Batteries are bigger, older and more popular and distributed brands.

2.7.2 SWOT Analysis

Strengths: Tiger has the greatest strength of being a first-mover in the Bangladesh lithium-ion swapping market, which is unexplored. The co-founders of this company have Harvard credentials that are credible and strategic. The BaaS subscription will lead to recurring revenue

and customer loyalty. Finance and reputational weight are given by institutional support through ADB ventures, wavemaker and 500 global. The social impact story of the company, which is empowerment of drivers, gender equality, and emission reduction, is an important issue to the ESG-oriented investors.

Weaknesses: Tiger needs outside funding to do infrastructure. It lacks brand recognition and distribution network of the already established lead-acid players. Risks associated with supply chain/forex issues of lithium-ion cells used. It may limit access to institutional debt financing due to lack of public financial track record.



Figure 2: SWOT Analysis of Tiger New Energy Co., Ltd.

Opportunities: The market of lithium-ion batteries in Bangladesh was estimated at USD 321.05 million in 2025 and is expected to increase by 7.87% per year until 2033. Favorable government policy, such as a goal to electrify 30-percent of government vehicles by 2030, fits Tiger mission.

There is also strong long term growth potential in the expansion of the South and Southeast Asian emerging markets.

Threats: Tiger New Energy is also facing external challenges such as the potential entry of big Chinese battery companies into the Bangladesh market and Indian EV companies. The company is also reliant on lithium-ion cells, which are used to make batteries, and are sensitive to the price of lithium and the global supply chain. Moreover, there are strong brand recognition and distribution channels of established players like Rahimafrooz, Navana Batteries, and Panna Group. Also, the reluctance of consumers to accept new battery-swapping technology can hinder market acceptance and expansion.

2.8 Summary and Conclusions

This section gives a comprehensive analysis on Tiger New Energy Company Limited. Tiger, as a pioneer in renewable energy, is developing a lithium-ion battery and running the only formal lithium-ion battery swapping network in Bangladesh to directly solve the challenges of the urban transportation market (long charging times, high batteries costs, and lead-acid pollution), with institutional support to the tune of USD 3.5 million.

The participatory and visionary leadership of the co-founders who are an educated Harvard graduate has led to the development of an innovative, inclusive, and mission-driven organisation. Although the HR processes are still in their infancy, they are dynamic and outcome-focused. Community-first marketing by Tiger fits the low-budget SME having a powerful social proof narrative. Its information system and operational systems, such as the IoT-enabled battery tracking, a rich mobile application, and the data-centric network optimisation are more advanced than its size. Being a pre-profit company, Tiger is using equity financing to grow its network within the regulatory and investor reporting requirements in Bangladesh. The industry analysis supports the fact that Tiger is the leader in lithium-ion swapping and it is the highly competitive segment of lead-acid.

2.9 Recommendations and Implications

The analysis that was conducted in this section presents the below suggestions to Tiger New Energy Company Limited:

Increase Station Network Rapidly by Franchising and Community Partnering: Tiger can look to a franchise model when it comes to owning stations in second-tier cities, with local business owners investing in station infrastructure and Tiger supplying batteries, technology and branding. This more light-touch strategy will enable achieving the 8,000-station target by 2027 without a proportional increase in capital burn.

Establish a Formal HR Framework: To retain talent and deal with a rising workforce and geographically spread workforce, Tiger needs to formalise its HR functions, such as formal onboarding, documented performance appraisal system, and an established career development framework.

Enhance Digital Marketing and Content Strategy: Tiger needs to allocate a bigger budget to social media marketing (especially Facebook (dominating in Bangladesh), YouTube (separate driver testimonial videos), and WhatsApp (referral marketing in the community)). Word of mouth by happy drivers can be highly effective in increasing the marketing at no high cost.

Diversify Supply Chain to Lithium-Ion Cells: Tiger needs to have more than one cell supplier and to consider the export policy incentives in Bangladesh to produce batteries locally and do research which will lessen dependence on a single offshore supplier, and foreign exchange and logistics risk.

Chapter 3 Project Part

3.1. Introduction

In today's business world employee engagement plays a key impact on organizational success. Organizations have started identifying the fact that employees are productive, focused, and committed toward achieving their organizational goal when they are engaged fully. While financial rewards (salary & bonuses) are required, non-financial rewards like recognition, career development opportunities, flexible work environments, and supportive leadership contribute crucially in employee inspiration.

Non-financial rewards contribute significantly in building employees' psychological engagement because it shapes the sense of belongingness and ownership for their work and toward the organization. When employees get appreciation and feel prioritized through non-monetary incentives, they are more focused to enhance their performance, build stronger commitment, and improve job satisfaction.

Tiger New Energy is a new rapidly growing company who give battery swapping solutions to three wheeler vehicles in Bangladesh. In the battery industry intense competition and rapid technological change is a very usual thing. Although competition and technological change must be maintained at any cost, a motivated workforce is necessary for companies like Tiger New Energy to sustain their existence and growth.

During my internship journey at Tiger New Energy company I have experienced how non financial rewards can change the dynamic of the employee's motivation, satisfaction, dedication and commitment towards their work. One particular incident reflected this impact before me. An employee who was responsible for convincing the customer to take the battery swapping service, once got the recognition for his work in the monthly meeting. That employee did not get any financial rewards from the management, the supervisor just highlighted his contribution publicly and set his performance as an example for others. After that, in the following months this acknowledgment not only brought noticeable change in that employee but also among his peers.

They all became more dedicated, focused and committed towards their work to achieve the same public recognition. This incident reflects that non-financial rewards can bring exemplary psychological change among employees which eventually creates the belongingness towards the organization, enhancing their morale with improved performance without the financial rewards.

In these circumstances it is important to perceive how much non-financial rewards impact employees' psychology and their engagement which eventually shape their satisfaction and productivity toward the organization. Therefore, this paper targets to assess the thorough impact of non-financial rewards on psychological engagement of employees at Tiger New Energy Co. Ltd.

3.1.1. Background and Problem Statement

Background of the Study

In the modern business era, organizations are realizing the fact that employee engagement is the influential factor for organizational growth and success. Engaged employees are likely to be more focused, creative, and loyal towards fulfilling their targets. In a traditional setting organizations fully depend on their financial rewards (salary, bonus, incentive) to push their employees in achieving their goals. However, recent trends indicate that non-financial rewards also contribute equally as like the monetary rewards in inspiring employees and shaping their outcome.

Non-financial rewards involve recognition, career development opportunities, flexible work arrangements, supportive leadership, and a positive work environment. These factors help in establishing employees' positive psychology towards the company. If employees feel prioritized and valued by their management they tend to demonstrate more dedication to their commitment and goal.

In the manufacturing industry growth and competition must be present and that is why a motivated and dedicated workforce is required to handle the circumstances as needed. So, companies in this sector must be aware of technological progress with potential competition as well as employee satisfaction to uphold their performance and growth.

Tiger New Energy Co. Ltd., as an emerging company facing increasing competition from the market which reinforces the necessity of technological advancement and employee satisfaction. In these circumstances, depending solely on financial rewards may not be appropriate for generating employee satisfaction. As a result, perceiving the contribution of non-monetary rewards in escalating employees' psychological engagement becomes necessary for organizational effectiveness.

Problem Statement

Despite the increasing acknowledgement of employee engagement as an influential component for organizational growth, many organizations still prioritize monetary rewards as the main factor to inspire employees. Financial rewards obviously have a great impact in meeting employee expectations but they can not fulfill employees psychological needs which are recognition, belongingness, and personal growth. As a result, day by day employees may go through dissatisfaction, detachment, and decreased productivity towards their goal.

In the context of Tiger New Energy Co. Ltd., employees are being functioned in a fast-paced and performance-driven environment, where the absence or limited use of non-monetary reward systems may put a negative impact on employees' psychological engagement with the organization. Although some informal practices like verbal recognition and supportive work culture may exist, still there is an absence of other non-financial rewards and proper understanding of how these rewards bring out employee engagement and performance.

Furthermore, there is insufficient empirical focus on the non-financial reward and employee motivation related matter within the emerging manufacturing sector in Bangladesh which creates a gap regarding the actual impact of rewards on engagement. Without proper assessment, organizations would be unable to implement these cost-effective motivational drivers.

Therefore, this study aims to highlight this gap by assessing to what extent non-financial rewards contributed in generating the psychological engagement of employees at Tiger New Energy Co. Ltd. The findings of this study would help in providing insights for other organizations regarding the strategic use of non-financial rewards to escalate employee productivity, inspiration, satisfaction, and total outcome.

3.1.2 Research Objectives

General Objective

To examine the impact of non-financial rewards on the psychological engagement of employees at Tiger New Energy Co. Ltd.

Specific Objectives

1. To explore different types of non-financial rewards offered by the company.
2. To analyze the psychological engagement level of employees.
3. To assess how recognition, career development, and work environment impact employee engagement.

4. To evaluate the success rate of these rewards in escalating employee motivation and overall performance.
5. To suggest some recommendations to enhance employee engagement through effective non-monetary reward systems.

3.1.3. Significance of the Study

This report depicted notable value from both academic and practical perspective. Firstly, this study will help organizations to understand how non-financial rewards impact on employees and their psychological engagement that is overlooked by many organizations. Many companies prioritize only financial compensation where they ignore the necessity of acknowledgement, appreciation, and career development opportunity. By emphasizing these elements this study would highlight a more holistic approach in employee engagement.

Secondly, the findings of the study will facilitate the management of Tiger New Energy Co., Ltd. in revising their engagement strategy. For example, which types of non-financial rewards are actually preferable to employees and which types enhance their inspiration and productivity.

Thirdly, this paper enhances academic knowledge by offering insights regarding employee engagement practices through non-monetary rewards in the battery industry which is a growing sector and relatively unexplored in Bangladesh.

Lastly, this study would facilitate other organizations within the same industry (battery) in Bangladesh for practical cost-effective solutions to enhance employee engagement and workplace satisfaction.

3.1.4. Expected Outcome of the Study

1. Identification of the most effective non-financial rewards that easily engage employees.
2. Understanding the connection between recognition, career development opportunities, and work culture with psychological engagement from an employee perspective.
3. Evidence of how non-financial incentives enhance employee motivation and their loyalty towards the organization.

3.2. Literature Review

Employee psychological engagement has become an important factor in modern organizational research because companies are now shifting their concern from sole financial based rewards to

the non-financial one. Scholars have increasingly emphasized the fact that financial rewards are important to enhance employee satisfaction but it is not enough to uphold their long term engagement and loyalty. Hence, gradually focus has been converted towards the non-financial rewards which highlight employees psychological, emotional, and development needs.

A significant amount of literature below illustrates different dimensions of rewards and their impact on employee behavior. Early studies mostly emphasize financial rewards such as compensation, increment, health allowance and so on for employee motivation and satisfaction but recent studies highlight non-financial rewards such as recognition and appreciation, career development opportunities, work-life balance, job autonomy, organizational culture, performance feedback, and job enrichment also contribute equally to employees' overall work experience.

Moreover, below different theoretical frameworks have been used by different scholars to explain the relationship of the two variables (non-financial rewards & psychological engagement). For example, **Maslow's Hierarchy of Needs** recommends that once basic financial needs such as salary, increment etc are fulfilled, individuals look for higher-level psychological accomplishment like esteem and self-actualization. Likewise, **Herzberg's Two-Factor Theory** differentiate between hygiene factors (salary) and motivators (recognition and achievement), reinforcing the fact that hygiene factors (financial rewards) just exempt employees from dissatisfaction while the motivator (recognition and achievement) bring actual long term satisfaction among employees. Furthermore, **Self-Determination Theory** prioritizes intrinsic motivation, directing how autonomy, competence, and relatedness contribute to promote deeper psychological engagement among employees. In addition, **Social Exchange Theory (SET)** illustrates that when organizations provide sufficient non-financial rewards, in return employees feel obliged to reciprocate through positive behavior and loyalty toward the organization. Lastly, the **Job Demands-Resources (JD-R) Theory** suggests that organizational resources such as supportive culture, feedback, autonomy, and work-life balance positively impact on employees' psychology and help them to annihilate stress and enhance motivation, engagement, and job satisfaction.

Factors	Findings	Authors
Compensation	Attractive packages (salary, house rent, transport, health insurance, bonus) boost the motivation while the incompetent ones in the market and unfair pay policy create dissatisfaction. Moreover, compensation fulfills the basic needs (food, shelter, security) and reinforces the achievement of higher needs (esteem, self actualization).	Zayed et al. (2022); Amiruddin & Rodzalan (2024); Rahman & Singh (2019)
Promotion	Employees feel valued, secured, and satisfied	Johnston & Lee

	through a fair promotion plan otherwise they feel stressed because of the probable conflict in the workplace for biased decisions. Over time promotion may bring dissatisfaction because of increased tasks and commitments.	(2013); Kitole & Mwita (2025); Udayar et al. (2024)
Increment & Bonus	Bonus & increment satisfies employees and contributes to their retention intention. Compared to just bonus, team based performance bonus and combined reward system like bonus + profit sharing create a greater impact on employees.	Talal & Alzoubi (2020); Anik et al. (2013); Clemens (2025)
Health Insurance & Medical Allowance	Both employer and employee get advantages through health related benefits such as discounts, insurance. Even though this is costly to employers they consider it as an investment for their branding, employee satisfaction and retention strategy.	Cook (2015); Li et al., (2025); Reshmi & Mulla (2023)
Recognition & Appreciation	Recognition and appreciation generate satisfied and committed workforce through extrinsic and intrinsic motivation. After a certain age people thrive for this type of non financial reward more because that time it became a psychological resource to sustain.	Imran et al. (2024); Navarro et al. (2022); Wahl et al. (2026)
Career Development Opportunities	Career development opportunities (training, mentoring, guidance) generate positive attitude and emotional attachment with the company for both Millennial and Gen Z groups. Essentially, this opportunity works as an extrinsic and intrinsic motivator because it gives personal growth as well as professional growth (promotion, increment and so on).	Hollar et al. (2022); Jannah (2025); Anabelle (2025); Junejo et al. (2025)
Work Life Balance	Good work-life balance drives up energy, creativity, satisfaction and commitment; whereas poor work-life balance can lead to stress and turnover. Flexibility and workload management are key in manufacturing industries for satisfaction.	Fields (2024); Zhang et al. (2026); Litt et al. (2019)
Job Autonomy	Job autonomy generates innovation, satisfaction, and motivation among employees because when they get freedom they feel capable and connected to bring the best outcome. Also, job autonomy works as a mediator between psychological capital (confidence, hope, resilience, optimism) and job	Jang & Kim (2025); McAnally & Hagger (2024); Liu et al. (2024)

	performance.	
Organizational Culture	Organizational culture such as fairness, ethical practice, innovation, and shared values work as a resource and contribute to generating employee satisfaction and retention while different types of perks such as gaming zone and snacks corner boost employees' attitude positively toward the organization. Also, the hectic workplace can be a fun place through good team spirit and rhythm.	Julius et al. (2025); Vasumathi et al. (2025); Tenney (n.d.)
Performance Feedback	Providing constructive regular feedback encourages high employee morale, satisfaction, growth mindset and confidence, and the effective appraisal program will provide a sense of valuable existence and skill modification	Roberts & Reed (1996); Amyot (2025); Safari et al. (2025)
Job Enrichment	Job enrichment eliminates boredom, creates a meaningful identity and satisfied workforce which turn into high productivity and motivation.	Vulpen & Verlinden (n.d.); Scherer (2025); Kittur & Ramesh (2024)

Table 1: Literature synthesis of different financial and non-financial rewards impact on employee's psychological engagement

Compensation is a vital factor in escalating employee satisfaction. Many studies found a connection between compensation and employee satisfaction. For example, a study highlighted the fact in an insurance company that motivation work as a mediator between compensation and employee satisfaction where an attractive package (salary, house rent, transport, health insurance, bonus) boost the motivation and escalate their satisfaction and commitment toward the work but if the package are not up to the mark or competitive in the market then employee lost his motivation which result in dissatisfaction (Zayed et al.,2022). Another study by Amiruddin & Rodzalan (2024) used **Maslow's Hierarchy of Needs** theory to prove the connection between compensation and satisfaction. According to them, compensation meets the basic needs (food, shelter and security) and makes people satisfied which later reinforces them to achieve higher levels of needs (esteem, self actualization needs). In addition, one study illustrates that employees are not just satisfied by the compensation only, they are concerned with transparent and fair pay policy otherwise dissatisfaction arises among the employees (Rahman & Singh, 2019).

Promotion is another influential factor in generating employee satisfaction. Many scholars prove that promotion brings instant satisfaction among employees. For instance, a study by Johnston &

Lee (2013) described that promotions make employees feel valued, secured, and eventually satisfied with their new status and pay structure. Furthermore, a study revealed that employees prefer merit based unbiased promotion where they will be able to show their potential and are capable of earning the position otherwise employees feel dissatisfied and stressed because of increased workplace conflict (Kitole & Mwita, 2025). Although promotion brings instant satisfaction and joy among employees, over time it actually creates stress and pressure because of enhanced responsibilities which eventually generate dissatisfaction among employees (Udayar et al., 2024).

Increment and bonuses are other strategic tools for employee satisfaction and their retention. Talal & Alzoubi (2020) found through a survey that bonus & increment are contributing factors for retention because this financial reward makes employees more motivated and focused towards their organization and work. Moreover, a study created distinction among bonuses and highlighted prosocial bonus effects on employees where it is mentioned if bonus is allocated for the team, based on the performance that time employees become more socially and psychologically connected to the organization (Anik et al., 2013). So, it indicates that bonuses can create belongingness among employees which eventually make them happy and satisfied. Furthermore, another study emphasized a mixture of financial rewards (bonus+profit sharing) instead of just giving bonuses. According to Clemens (2025) a combination of reward systems should exist like unconditional bonus and profit sharing to increase employee satisfaction at a greater level than usual.

Health insurance and medical allowances are two essential components of the compensation package for some positive outcome along with the employee satisfaction. From the theoretical perspective, these components can be explained through **Social Exchange Theory** where employees receive health related benefits, discounts from employers and in return employers get employee satisfaction, loyalty and improved performance (Cook, 2015; Li et al., 2025). Although health insurance is a financial burden, employers consider it as a sensible investment to enhance the branding, acquire the best talent, and sustain this talented employee's satisfaction (Reshmi & Mulla, 2023).

Recognition & appreciation are the non-financial rewards employers can provide to their employees for their satisfaction, productivity, and retention. A study describes these two factors through **Herzberg Two Factor theory** and **Self Determination theory** where recognition is the external validation which creates a sense of achievement in employees and appreciation builds the intrinsic motivation which lead to emotional attachment and long term commitment with the organization (Imran et al., 2024). According to them this combination does not provide any financial satisfaction, it gives the psychological one. Also, one study supports this dimension that after a certain age (>40) financial satisfaction can not alone satisfy the employee; rather they demand different types of non-financial rewards such as recognition, work life balance, training

& development opportunities (Navarro et al., 2022). Furthermore, a study considered appreciation as the psychological and emotional resources in the organization where the absence of it leads to employee dissatisfaction, stress, and burnout (Wahl et al., 2026). They also noted that 66% of the workforce would likely leave their job if they do not get the appreciation from the management.

Career development opportunities are directly linked to the job satisfaction for employees. Many scholars proved this connection through their research. For instance, a study mentioned that career development opportunities such as training, mentoring, career related guidance create positive attitude and emotional attachment among employees because through these programs they get a chance to build themselves by leveling up their skills (Hollar et al., 2022). Also, they highlight that this program is not only for employee benefits; rather employers can consider it as a strategy for the retention plan. Likewise, other studies bring up the generational perspective toward this career development opportunities where both Millennial and Gen Z prioritize this opportunity besides their monetary rewards for their personal growth, engagement, and satisfaction with the company which eventually reinforce their retention (Jannah, 2025; Anabelle, 2025). Moreover, career development opportunities function as both intrinsic and extrinsic motivators because on one side employees feel accomplished with the chance of personal growth and self improvement where on the other side through this growth the chances of promotion, increments, and responsibilities get increased for the employees (Junejo et al., 2025).

Work Life Balance is one of the crucial non-financial rewards in shaping employee satisfaction and engagement. Fields (2024) illustrate the fact that Google, Microsoft have implemented this balance through flexible working hours and wellness programs which give the employees a chance to manage their personal life besides the work life and it positively impacts their energy, creativity, and commitment to their roles. However, if the balance is not maintained properly employees feel overloaded and stressed which automatically decreases the motivation to work and plan for retention (Zhang et al., 2026). Furthermore, a study on the manufacturing industry depicts that employees in this industry face long working hours, repetitive tasks, strict production targets, and physical exhaustion which eventually hamper their personal life (Litt et al., 2019). Hence, they suggested some practice such as shift flexibility, leave policies, and workload management to bring balance, satisfaction, and retention.

Job autonomy refers to the individual freedom to make decisions regarding a work procedure and time. In today's generation this component plays a significant role in generating motivation and satisfaction. A study found that job autonomy positively influences employees to show their creativity and engagement towards their work but excessive expectation may decrease this impact (Jang & Kim, 2025). Another study by McAnally & Hagger (2024) used **Self Determination Theory** to explain autonomous motivation brings the best outcome from an

employee compared to the forced motivation because in this autonomous motivation employees get the autonomy, feel the capability, and belongingness with others which turns into the increased work engagement, satisfaction, and performance. In addition, using the same theory a study highlight that job autonomy play as the mediator role between psychological capital (hope, confidence, resilience, optimism) and job performance where higher job autonomy leads to better performance utilizing psychological capital and restricted job autonomy contributed in unsatisfactory performance because that time the use of psychological capital became limited (Liu et al., 2024).

Nowadays organizational culture is the most important factor for the employer as well as employee perspective. A study using the **JD-R theory** highlights the fact that organizational culture such as fairness, ethical practice, innovation, and shared values work as a resource and contribute in enhancing employee satisfaction and intention to stay (Julius et al.,2025). A study on the IT sector revealed that intense pressure, rapid change, and strict deadlines can also turn into a positive and joyful culture through team spirit and rhythm, established mutual trust, and highlighting collective accomplishment (Vasumathi et al., 2025). According to a report by Tenney (n.d.) different kinds of office perks such as volleyball, ping-pong tables, and snacks in the breakroom increase employee positive attitude towards the organization which eventually turn into productivity, performance, and retention.

Performance feedback is another important driver for employee satisfaction in the present era. If this feedback is inclusive, given regularly, and a constructive one then the effects are noteworthy. For instance, a study highlights the importance of constructive feedback instead of mistakes for boosting up employee morale, confidence, growth mindset, and satisfaction (Roberts & Reed,1996; Amyot, 2025). Moreover, another study showcases the effective appraisal program outcome through correlation where it is found that effective appraisal motivates and satisfies employees because that time they think their efforts are being understood as well as they can escalate their skills and correct their mistakes (Safari et al., 2025).

Job enrichment refers to adding new responsibilities for changing the work dimension and preparing employees for the future role. For instance, due to rapid technological change many jobs convert into boredom which can be annihilated by adding responsibilities or enrichment and eventually will give employees a sense of valuable existence within the company (Vulpen & Verlinden, n.d.). According to Scherer (2025) job enrichment is not just adding tasks rather it adds the new responsibilities and autonomy to enhance meaningfulness of the job, reduce absenteeism, and create a more satisfied workforce. Also, compared to the past, job enrichment is now more effective for knowledge-based jobs and has become a priority to get satisfaction, retention, and motivation (Kittur & Ramesh, 2024).

Proposed Hypotheses

H1:

A positive correlation exists between Non-financial rewards (recognition and appreciation) and psychological engagement of the employees.

H2:

Work-life balance practices have a significant impact on employees' psychological engagement.

H3:

Providing employees with career development opportunities positively affects their psychological commitment through personal development and emotional bonding.

H4:

Job autonomy has a positive relationship with an employee's psychological engagement that increases the employee's intrinsic motivation and sense of ownership.

H5:

Supportive culture is a key factor in increasing employees' psychological engagement level.

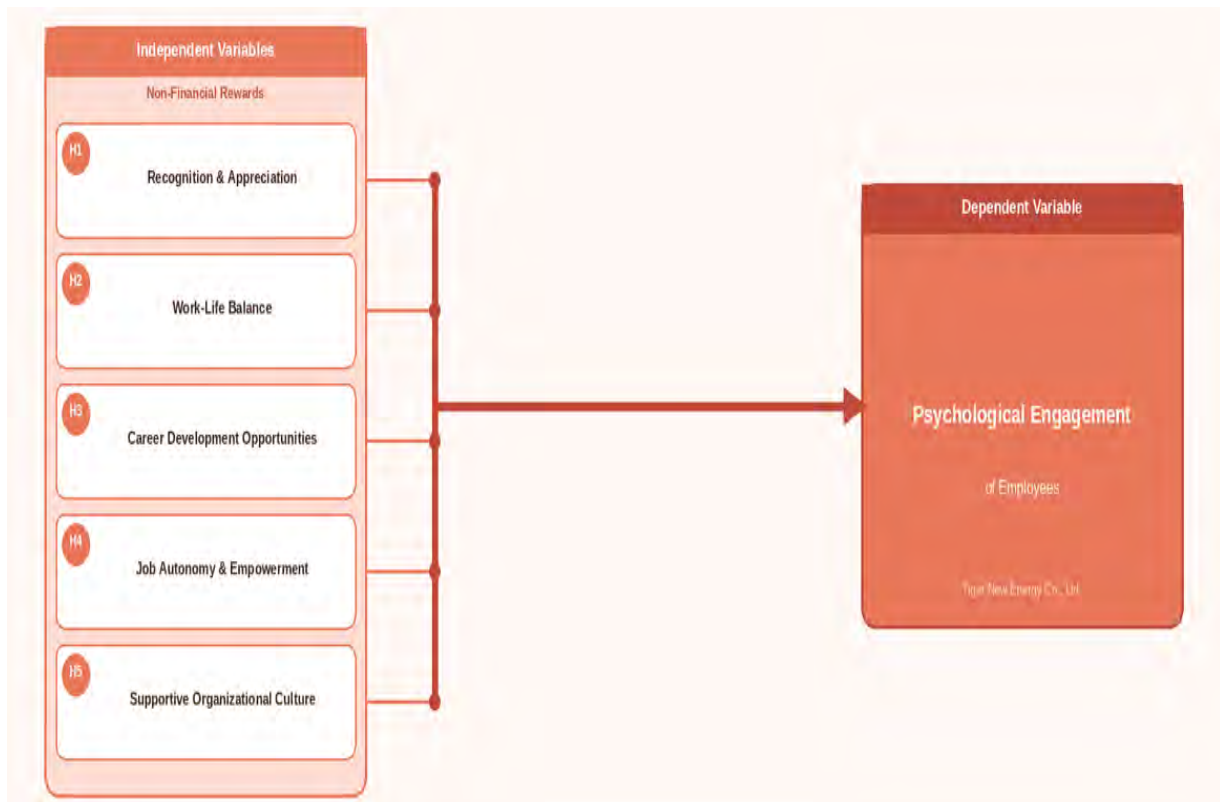


Figure 3: Conceptual Framework: Non financial rewards and psychological engagement

3.3. Methodology Research Design

This study adopts a quantitative research design, as it aims to scrutinize the relationship between non-financial rewards and employees' psychological engagement using measurable data. Quantitative research is suitable for those studies that require identification of pattern, trend, and relationship from the response of multiple participants. Quantitative research is historically associated with the philosophy of Positivism, which was developed by Auguste Comte, who is mostly considered as the father of positivism and quantitative social research. Positivism prioritizes objective measurement, observation, and statistical analysis to understand societal trends.

More specifically, this study follows a descriptive research style, which concentrates on defining the attributes, perspectives, and behaviors of a particular group without influencing any variables. Descriptive research is closely affiliated with the works of Adolphe Quetelet, who presented the application of statistical methods in social research and population studies. The descriptive design is suitable for this study because it aims to understand how employees of Tiger New Energy Co., Ltd. sense non-financial rewards and the impact on their psychological engagement.

Population of the Study

Employees of Tiger New Energy Co., Ltd. are the population of this study. These employees are suitable for the examination as they have real experience regarding work culture and reward policy at Tiger New Energy Co., Ltd.

Sampling Technique and Size

For this study, a non-probability convenience sampling technique is utilized, which means that the participants are selected based on their availability and their willingness to give the survey.

The number of samples used in this study is 114 Tiger New Energy Co., Ltd employees that are sufficient for the small-scale descriptive study. The sample size is small but it is enough to identify the pattern and point of view of the employees.

Data Collection Method

The study depends on primary data which are collected through a survey. The survey questions are given on the Google Form platform to fill in by the employees of Tiger New Energy Co., Ltd.

Gender	Frequency	Percentage
Male	80	70.2%
Female	34	29.8%
Total	114	100%
Department	Frequency	Percentage
HR & Admin	10	8.77%
Sales & Business Development	40	35.09%
Swap Service	30	26.31%
Supply chain	24	21.05%
Accounts & Finance	10	8.77%
Total	114	100%
Employment Type	Frequency	Percentage
Full Time	44	38.60%
Contractual	70	61.40%
Total	114	100%
Work Location	Frequency	Percentage
Dhaka (Head Office)	27	23.68%
Outside Dhaka (Factory & Operations)	87	76.31%
Total	114	100%

Table 2: Demographic profile of the survey respondent

Questionnaire Design and Development

The survey questions were formulated based on the main constructs as identified in other studies related to non-financial rewards and psychological engagement and to respond to the hypotheses of this study. Specifically, attention was given to the aspects of recognition and appreciation,

work-life balance, career development opportunities, job autonomy, organizational culture, and psychological engagement.

The questionnaire will be divided into six parts. The former section will gather demographic data and gradually the next parts include the statements pertaining to the study variables. The respondents' perceptions were measured on a five-point Likert scale.

The questionnaire items were modified based on the findings and concepts that had been found to be relevant in the literature review in order to be clear and relevant. The language of the statements was maintained simple and short to ensure that the respondents comprehended it and also to ensure minimal response bias. The questionnaire was structured to elicit the perception of the employees on the availability and effectiveness of non-financial rewards and their impact on psychological engagement to Tiger New Energy Co., Ltd.

Measurement Instrument

The questionnaire is designed based on existing literature and consists of close-ended statements to measure the hypothesis using a likert scale.

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

The instrument includes items related to the following variables:

- Recognition and Appreciation
- Work-Life Balance
- Career Development Opportunities
- Job Autonomy
- Organizational Culture
- Psychological Engagement

Variables of the Study

- Independent Variables:
 - Non-financial rewards, including:
 - Recognition and Appreciation
 - Work-Life Balance
 - Career Development
 - Job Autonomy
 - Organizational Culture
- Dependent Variable:
 - Psychological Engagement

Data Analysis Techniques

The collected data will be analyzed through descriptive statistical techniques mainly percentage based which facilitate in summarizing employees response and understand the trends regarding their perception towards management provided non financial reward and psychological engagement.



Figure 4: Research design & Methodology Flowchart

Reliability and Validity

The questionnaire items are based on previous research to make them reliable and are designed in a uniform way. Validity is ensured by having questions that are in line with the research objectives and variables such that the instrument measures what it is supposed to measure.

Ethical Considerations

Participants were aware of the purpose of the survey and they participated voluntarily in this survey. The data is solely for the academic purpose. Though the employees participate voluntarily their confidentiality and anonymity are strictly maintained.

3.4 Findings and Analysis

The questionnaire consisted of 25 questions which collected the response of 114 employees of Tiger New Energy Co., Ltd. It deals with five key areas, which directly relate to this research on the impact of non-financial rewards to the psychology of employees: recognition and appreciation, work-life balance, training and career development, autonomy and empowerment, and organizational culture and commitment. Non-financial rewards are things like being appreciated, flexible working hours, learning opportunities, being trusted to make decisions, working in a positive environment. These rewards are said to be very influential on the level of motivation, satisfaction and emotional attachment that employees have. Although the general reactions of employees at Tiger New Energy Co., Ltd. appear to be mostly positive in the face of it, there is more to it when one looks deeper enough to see that most of the employees are rather uncertain or simply dissatisfied in a number of critical areas.

3.4.1 Recognition and Appreciation

Recognition is one of the most direct and most studied forms of non-financial reward. Employees feel inspired and involved when their contribution is recognized and appreciated. The results of this dimension at Tiger New Energy are fairly positive where around 70% of the staff report that good performance is recognized and that their supervisors value their work. Notably, 77.2% of respondents indicated they are motivated to go the extra when they feel appreciated by management, which is evidence that non-financial awards facilitate the psychological impact on employees' performance.

However, the information also shows that not everyone at the workplace is personally recognised for their individual contribution. About 18% of those who responded were indifferent, and another 8.8% disagreed, indicating that recognition tends to be inconsistent at Tiger New Energy Co., Ltd. which means it depends on the manager, rather than the practice of the company. This can make the recognition less motivating as staff who are not recognized can still feel undervalued in the organization with a culture of recognizing others.

3.4.2 Work-Life Balance

Another important non-financial reward which has a direct impact on employee well-being and psychological health is work-life balance (WLB). The survey results for Tiger New Energy Co., Ltd. on this dimension are the lowest in all 5 areas. A slightly higher proportion of employees (60.6%) believe they have a reasonable work-life balance, but there is greater dissatisfaction with flexible work arrangements than any other aspects. One in four employees (25.4%) disagreed

with the question on support for flexible working.

This is an important finding in this study. Non-financial rewards associated with WLB, including flexible working hours, flexible working options, and respect for personal time, have been proven to decrease stress, strengthen loyalty and boost general psychological well-being. Employees who reported that they feel there is no flexibility at Tiger New Energy Co., Ltd. may feel more stressed which negatively impacts their motivation and commitment. The percentage of neutral responses is relatively high on this dimension (around 19% on average) and also indicates that many employees are not clear on whether the organisation truly helps their personal needs, a form of psychological ambiguity that stops employees from being supported by the employer.

3.4.3 Career Development

Career development opportunities are one of the influential non-financial rewards as they demonstrate that the organisation sees its staff as an asset to be invested in over the long term, rather than used as a resource for the short term. The results of the survey were mixed. Most employees (71.9%) think they have chances to acquire new skills and about 68.4% believe that job development programmes boost their loyalty to the company, both of which are positive signs that non-financial rewards in this area are working to strengthen psychological attachment and loyalty.

Meanwhile, a significant number of respondents (21%) felt that the formal training by the organisation was not adequate. There is a mismatch between what employees want to develop and what training is currently available. Career guidance and structured career paths are not just tools for career, they are also tools of non-financial rewards, and they tell the employees that the organization cares about him/her. If this signal is weak or inconsistent, employees might believe that their growth is not a priority, and that is a problem for their psychological investment in the company.

3.4.4 Autonomy and Empowerment

Freedom to make choices in the ways of work, or autonomy, has been recognized as an intrinsic motivator and a meaningful non-financial incentive. 65.8% of Tiger New Energy workers report that they are trusted to perform their job without being over supervised, and the majority have some level of freedom on how they do their job. The findings are positive and indicate a relatively open and trusting work environment.

The data also indicates that 59.7% of the workforce feel a strong sense of ownership of their task and that they are authorized to implement their ideas and creativity when operating their task. From the perspective of this study, this is significant because psychological ownership creates the sense of belongingness which is an important psychological outcome of non-financial

rewards. The motivational value of autonomy is fully realised when workers are trusted and really empowered to impact on results or contribute creatively.

3.4.5 Culture and Trust

The results project that most of the employees see the organization as fair and ethical (72.8% positive) and that the collaborative work culture is encouraged and appreciated (73.7% positive). Positive psychology of employees is built on these important cultural non-financial factors such as a sense of justice, inclusion and collaborative spirit which all play a crucial part. Other perceptions of the overall work environment and trust in fellow workers are slightly lower (at 62.3% for both), however, where dissatisfaction is noted, it is noticeable. This indicates that although the organisation's values are respected, they are not always upheld in the culture of the organisation in the daily interactions between people.

3.4.6 Engagement and Commitment

The most significant results of this study are actually the findings on the engagement, which are the ultimate psychological outcomes that non-financial rewards are supposed to bring. While a majority of Tiger New Energy Co., Ltd. employees feel enthusiastic about their work (64%) and feel able to share ideas (70.2%), the information regarding sense of belonging and commitment is more reserved. The lowest score in the survey is on sense of belongingness to the organization where almost half of the employees are not being actively proactive in expressing their sense of belonging with the organization because only 51.7% of the workforce responded positively on this dimension. One in five workers (21.1%) was also uncertain about their long-term commitment to the company.

This result is important in the context of the central theme of the paper because non-financial rewards are most effective when they develop a psychological link between the employee and the organization; a feeling of being valued, included, and thought of as more than a job function. Evidence of low levels of belongingness seen in Tiger New Energy Co., Ltd. indicate that individual non-financial rewards including recognition and career development are present but have not come together to create a more meaningful psychological bond.

3.4.7 Summary of Findings

The table below summarises the key findings across all five dimensions and their direct connection to non-financial rewards at Tiger New Energy Co., Ltd.

Dimension	Positive %	Neutral %	Negative %	NFR Relevance
Recognition & Appreciation	~71.5%	~15%	~11%	Direct — recognition is a core NFR

Work-Life Balance	~59.7%	~19%	~21%	NFR — WLB policies & flexible work
Career Development	~65.4%	~18%	~15%	NFR — training, coaching, advancement
Autonomy & Empowerment	~63.6%	~18%	~11%	NFR — trust, ownership, creative freedom
Org. Culture & Engagement	~65.3%	~20%	~15%	NFR — teamwork, belonging, commitment

Table 3: Non-financial rewards and their relevance on psychological engagement

[Note: Positive % = Agree + Strongly Agree; Negative % = Disagree + Strongly Disagree. All figures are approximate averages across items within each dimension]

3.5 Summary and Conclusions

3.5.1 Summary of Key Findings

This survey on the Tiger New Energy Co., Ltd. provides a broad range perception of the experience of non-financial rewards from the employees' view point on the five dimensions. These overall results indicate that non-financial incentives put a crucial impact on employee psychology and motivation, although this is not the case for everyone and is not equally effective along all dimensions.

The best areas are recognition and organizational ethics where most employees feel that they are recognized for their performance and that the organization works ethically. These create a positive base of trust with employees. Development potential is also promising where staff are keen to develop and 68.4% believe that development programmes contribute to staff loyalty. The positive reaction of idea sharing and teamwork segments are good signs of a fairly open and collaborative environment.

However, there is a notable lack of support for work-life balance, with a considerable proportion of employees (25.4%) stating that the organisation was not good at supporting flexible working. This is concerning because work life balance is one of the most affecting components of the non-financial rewards; if it is absent, then the other positive rewards might be affected. The most

crucial part is that the level of psychological engagement or sense of belongingness is relatively low (51.7%) and a large number of employees (21.1%) are planning to leave the organisation, which shows that the implementation of Tiger New Energy's non-financial rewards is still not effective because it has not yet succeeded in fostering the deep attachment of employees towards the company.

3.5.2 Conclusions

The results of this study project that the non-financial rewards that exist at Tiger New Energy are effective, but are not as fruitful as they can be. This research showcases that recognition affects motivation and psychology positively, because employees are responsive to it, and also they value their career development opportunities. However, the organisation has not established the atmosphere for complete psychological involvement because of the difference between what the company gets when they apply the non-financial rewards and what employees experience, particularly in terms of flexibility, autonomy and belongingness which indicates that the delivery and consistency of the rewards are as important as the rewards themselves.

This paper's main theme is substantiated that non-financial rewards are actually impactful on employee psychology but it is only then when done correctly, that time it fosters motivation, commitment and belonging. The problem is not that Tiger New Energy Co., Ltd. does not have non-financial rewards structures, rather that they are delivered inconsistently and generally. Improving the consistency, quality, and individuality of the delivery of non-financial reward will play a significant role in securing improved psychological outcomes and retention.

3.6 Recommendations and Implications

From the results, the bellow recommendations were given to Tiger New Energy Co., Ltd. to establish their non-financial rewards more effectively which would strengthen the employee's psychology.

3.6.1 Develop a consistent and structured recognition system

One of the greatest non-financial rewards is recognition and Tiger New Energy should expand beyond manager-driven to create a company-wide recognition system. This might involve frequent recognition from peers and managers, team events to celebrate success and feedback based on specific contributions that are given in a timely manner. Structured and consistent recognition is motivational for all employees, not just those who have appreciation by managers. This directly addresses the gap identified between the motivating value of recognition and the uneven delivery of recognition in practice.

3.6.2 Genuinely make Work-Life Balance Support accessible

The results for work-life balance in the survey are the least robust and are the most concerning. Tiger New Energy should reflect on whether its flexible working policies are in place, or merely

on the surface. Managers should be encouraged, not discouraged, to provide flexible arrangements and the organization should consider moving to outcome-based performance measurement, giving employees feedback on outcomes not the amount of time spent at their desk. Improving work-life balance support would directly help to decrease stress and increase psychological well-being, two key outcomes of this segment.

3.6.3 Make meaningful conversations about career development

There is limited career development provision, but not everyone feels that formal training is their need. Tiger New Energy should create a system for regular career discussions between managers and employees and personalise them, rather than focusing on the company's needs. The training should be tailored based on the identified skill gaps, not based on generic training programmes. Those who perceive that there is a clear path for personal growth and advancement in the organization are more likely to remain and be psychologically attached.

3.6.4 Reinforce autonomy to meaningful ownership

Employees of Tiger New Energy Co., Ltd. expressed that they are trusted by the management but not to the extent where they could exercise the ownership of the work and creativity. The organization should consider how to design roles and options to enable employees to bring outcomes, not just tasks, under their control. Employee engagement in decision-making, solicitation of ideas, their implementation, and the recognition of initiative can all have a big impact on psychological ownership.

3.6.5 Develop sense of belongingness based on purpose and meaningful conversation

This is the most significant result from this research: the low belongingness score of the employees at Tiger New Energy indicates that the employees' psychological sense of belongingness towards the organization is not well developed. Tiger New Energy could concentrate on articulating a clear organizational purpose that staff can relate to their everyday work, provide opportunities for staff to connect and build relationships between teams and implement informal conversations with staff about their aspirations, concerns and needs, to demonstrate the organization's concern with individual employees as well as performance. A sense of belongingness is not created by salary or bonuses, but by regular, respectful and meaningful relationships with the employee and the organization that are not financial in nature.

3.6.6 Implications

The findings and recommendations hold implications for other organizations in similar sectors of the energy and manufacturing industry. With fewer differences in financial rewards being able to distinguish employers in competitive labour markets, the quality of non-financial reward systems will become the most important criterion for deciding which organization to stay in with motivated, committed and psychologically healthy employees. Providing consistency and depth

to its non-financial rewards delivery is a people management priority for Tiger New Energy Co., Ltd. and it is a business imperative too.

Reference:

1. Zayed, N. M., Rashid, M. M., Darwish, S., Faisal-E-Alam, M., Nitsenko, V., & Islam, K. A. (2022). The power of compensation system (CS) on employee satisfaction (ES): The mediating role of employee motivation (EM). *Economies*, 10(11), 290.
2. Amiruddin, N. Z. M., & Rodzalan, S. A. (2024). The relationship between compensation and job satisfaction. *Research in Management of Technology and Business*, 5(1), 145-154.
3. Rahman, S., & Singh, T. (2019). Dimensions of employee satisfaction with compensation: Scale development and validation. *International Journal of Business Excellence*, 19(2), 223-242.
4. Johnston, D. W., & Lee, W. S. (2013). Extra status and extra stress: are promotions good for us?. *ILR Review*, 66(1), 32-54.
5. Udayar, S., Urbanaviciute, I., Maggiori, C., & Rossier, J. (2024). Does promotion foster career sustainability? A comparative three-wave study on the role of promotion in work stress, job satisfaction, and career-related performance. *International Journal for Educational and Vocational Guidance*, 1-27.
6. Kitole, F. A., & Mwita, K. M. (2025). Assessing the impacts of organizational promotion policies on job satisfaction across public and private institutions in Tanzania. *Discover Psychology*, 5(1), 63.
7. Anik, L., Aknin, L. B., Norton, M. I., Dunn, E. W., & Quoidbach, J. (2013). Prosocial bonuses increase employee satisfaction and team performance. *PloS one*, 8(9), e75509.
8. Talal, N., & Alzoubi, H. M. (2020). The Impact Of Bonuses And Increments On Employees Retention. *Human Resources Information Systems*, 4(1), 15-30.
9. Clemens, M. (2025). Bonuses, Profit Sharing, and Job Satisfaction: The More, the Merrier?. *ILR Review*, 78(5), 832-858.

10. Cook, K. S., Cheshire, C., Rice, E. R., & Nakagawa, S. (2013). Social exchange theory. In *Handbook of social psychology* (pp. 61-88). Dordrecht: Springer Netherlands.
11. Li, X., Mitchell, J. P., Decker, P. J., & Park, J. M. (2025). Job Satisfaction, Health Insurance Benefits, and On-the-Clock Health Insurance Administrative Tasks/Burdens: A Moderated Mediation Model. *Societies*, 15(10), 292.
12. Reshmi, & Mulla, Z. R. (2023). Role of employer-sponsored health insurance benefits in employer attractiveness: literature review and emerging issues. *NHRD Network Journal*, 16(3), 233-247.
13. Navarro, F. G., Olid, C. S., & Torrents, A. S. (2021). The influence of total compensation on job satisfaction. *Universitas psychologica*, 20(1), 7.
14. Imran, U. D., Ghazwan, M. F., & Firmansyah, F. (2025). The effect of recognition and appreciation on employee motivation and performance. *Economics and Digital Business Review*, 6(1), 1-18.
15. Wahl, I., Stranzl, J., Ruppel, C., & Einwiller, S. A. (2026). Employee appreciation: A systematic review and research recommendations. *Annals of the International Communication Association*, 50(1), 30-47.
16. Hollar, N., Kuchinka, D. G., & Feinberg, J. (2022). Professional development opportunities and job satisfaction: A systematic review of research. *Journal of International Management Studies*, 22(1).
17. Junejo, S. A., Jiskani, A. A., & Lashari, S. A. (2025). The effect of career development, work motivation, and job satisfaction on employee performance. *Journal of Social & Organizational Matters*, 4(2), 229-239.
18. Jannah, N. M. (2025). A SYSTEMATIC LITERATURE REVIEW ON CAREER DEVELOPMENT AND MILLENNIAL RETENTION: EXPLORING THE ROLES OF JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, AND EMPLOYEE EMPOWERMENT. *Journal of Idealistic Human Resources*, 1(1), 56-72.
19. Anabelle, M., & Aryati, A. S. (2025). Gen Z at Work: The Impact of Culture, Career Growth, and Well-being on Engagement. *Jurnal Kewirausahaan dan Inovasi*, 4(4).
20. Fields, J. (2024, August 16). *Work-life balance & engagement: A path to an engaged workforce*. Assembly

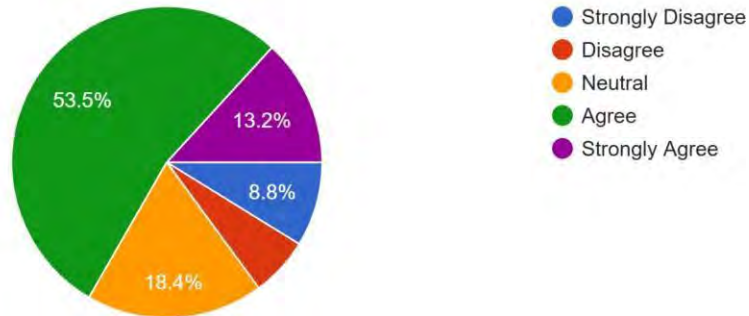
21. Zhang, J., Wang, T., Zhang, Y., & Yao, Y. (2026). Work-life balance and work engagement: the mediating role of work frustration. *BMC psychology*.
22. Satpathy, D. I., Litt, D., Patnaik, B. C. M., & Mohapatra, M. D. (2019). Work-life balance as a parameter of job satisfaction in the manufacturing sector. *International Journal of Mechanical Engineering and Technology (IJMET)*, 10(2), 97-104.
23. Jang, E., & Kim, Y. C. (2025). Autonomy constrained: the dynamic interplay among job autonomy, work engagement, and innovative behavior under performance pressure. *Administrative Sciences*, 15(3), 97.
24. McAnally, K., & Hagger, M. S. (2024). Self-determination theory and workplace outcomes: A conceptual review and future research directions. *Behavioral sciences*, 14(6), 428.
25. Liu, J., Xu, R., & Wang, Z. (2024). The effects of psychological capital, work engagement and job autonomy on job performance in platform flexible employees. *Scientific Reports*, 14(1), 18434.
26. Gbenga-Julius, O., Oyekunle, O. B., Fagbemide, T. M., & Dauda, S. O. (2025). Organizational culture and employee job satisfaction: Strategic implications for service-based organizations in Ibadan. *International Journal of Research and Innovation in Social Science*, 9(6), 2422-2439.
27. Vasumathi, A., Vasudevan, A., Razak, A., & Mohammad, S. I. S. (2025). An empirical study on the impact of organizational culture dimensions on employees' performance through organizational support in the IT industry. *Social Sciences & Humanities Open*, 12, 102054.
28. Tenney, M. (2025, February 14). *14 employee engagement strategies for a winning culture*. PeopleThriver.
29. Roberts, G. E., & Reed, T. (1996). Performance appraisal participation, goal setting and feedback: The influence of supervisory style. *Review of Public Personnel Administration*, 16(4), 29-60.
30. Amyot, C. (2025, November 10). *Why positive feedback in the workplace matters for performance reviews*. EnformHR.

31. Safari, A. Q., Khadim, H., Kakar, M. N., Safari, N., & Amini, M. (2025). The Impact of Performance Appraisal on Employee Motivation and Satisfaction. *Futurity of Social Sciences*, 3(3), 99-116.
32. Business Management Daily. (2024). *Job enrichment: The key to unlocking employee motivation*.
33. Van Vulpen, E., & Verlinden, N. (2024). *Job enrichment: A practical guide + 13 examples*. AIHR.
34. Kittur, D., & Ramesh, M. (2024). *Systematic review of the impact of job enrichment on employee motivation, job satisfaction, employee performance and turnover intentions*. *Revista Electrónica de Veterinaria*, 25(1S), 314–319. .

Appendix

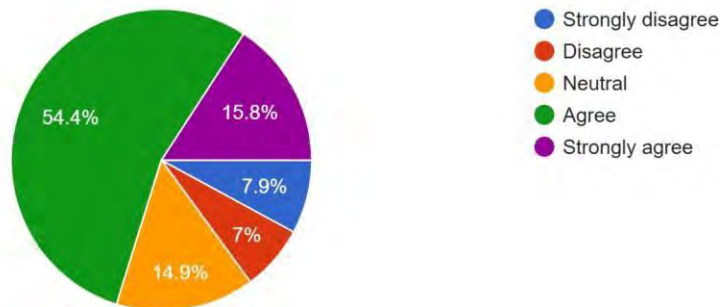
1. I receive recognition when I perform well at work.

114 responses



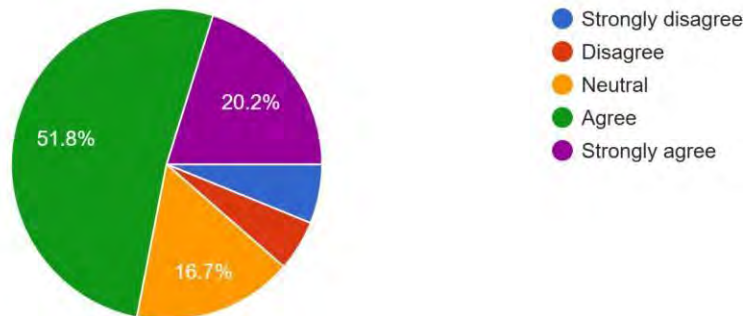
2. My supervisor appreciates my contributions.

114 responses



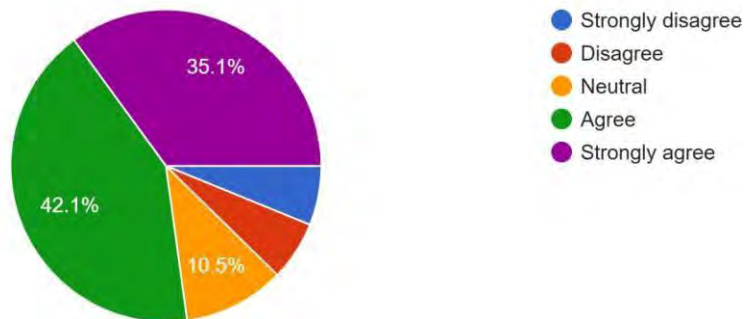
3. Good performance is acknowledged in my workplace.

114 responses



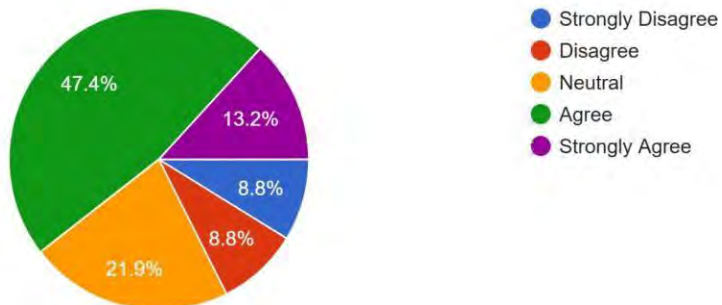
4. Appreciation from management motivates me to perform better.

114 responses



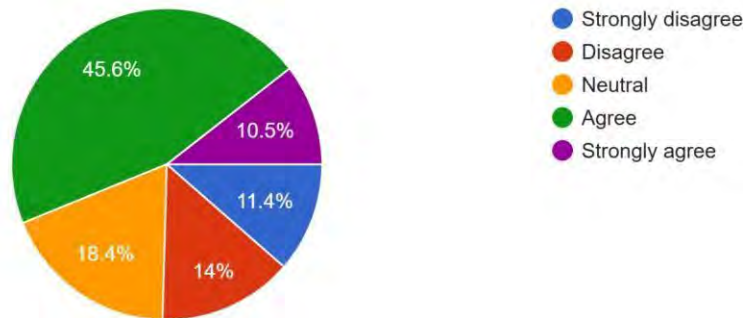
5. I am able to maintain a good balance between my work and personal life.

114 responses



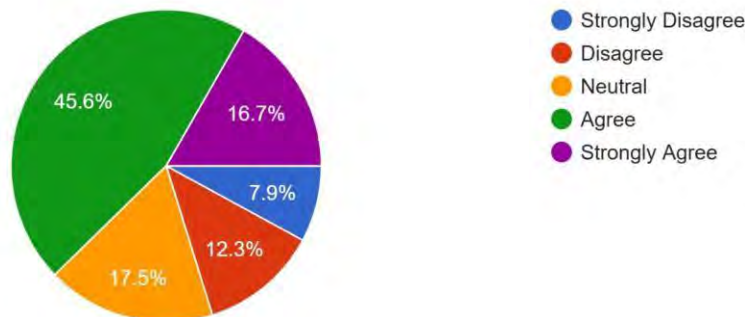
6. My organization supports flexible work arrangements.

114 responses



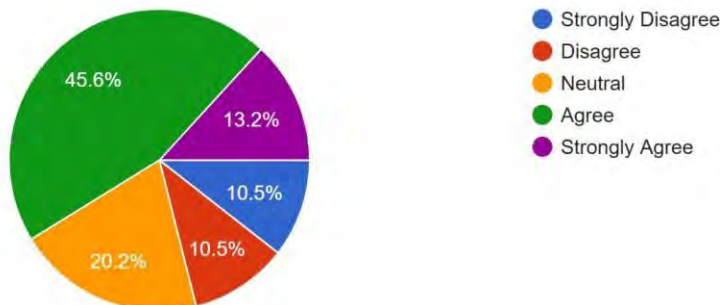
7. I feel less stressed due to work-life balance practices in my organization.

114 responses

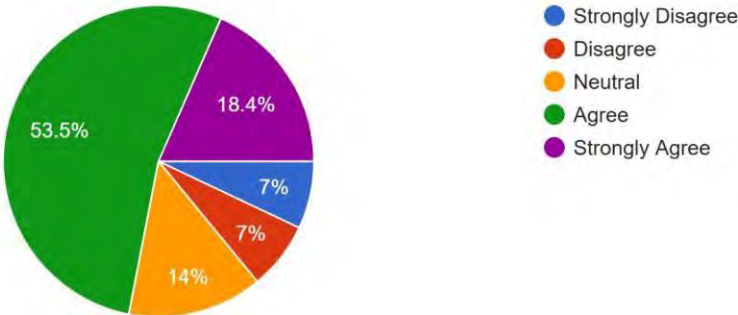


8. My organization provide adequate training opportunities.

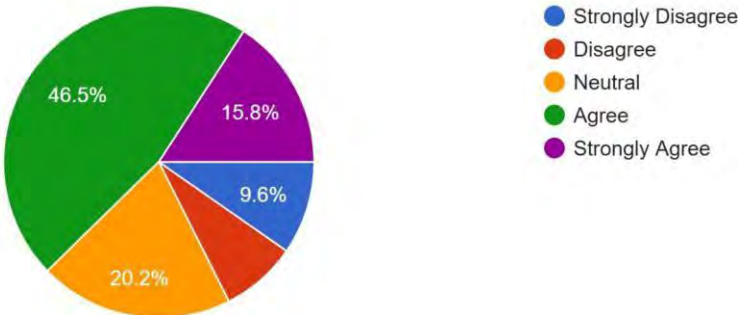
114 responses



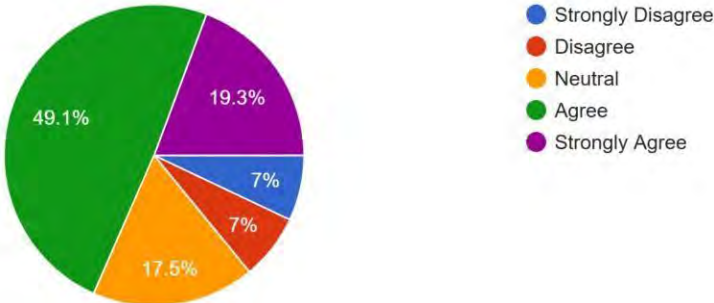
9. I have opportunities to develop new skills.
114 responses



10. I receive guidance for my career advancement.
114 responses

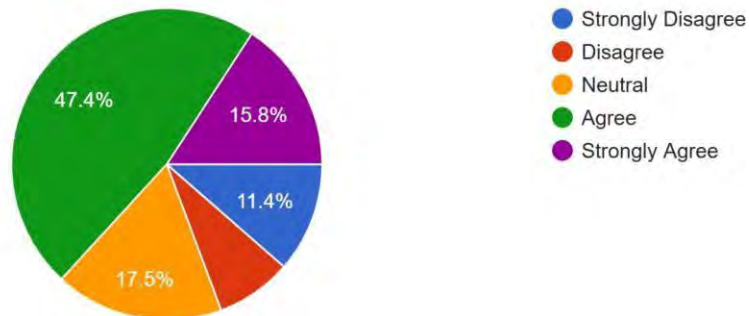


11. Career development programs increase my commitment to the organization.
114 responses



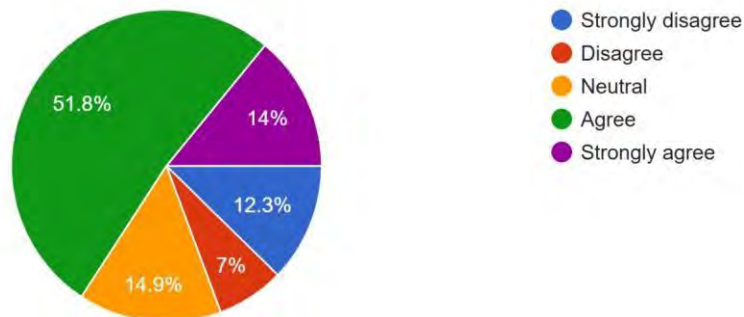
12. I have the freedom to decide how I perform my tasks.

114 responses



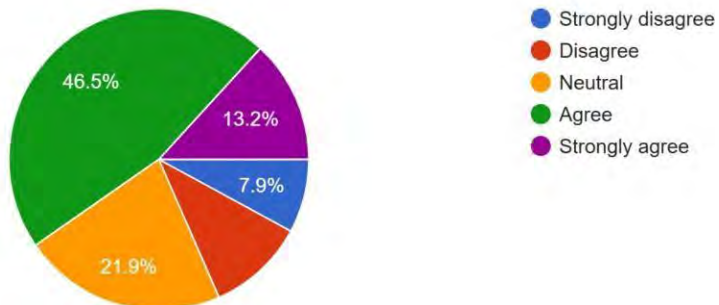
13. My job allows me to use my own ideas and creativity.

114 responses



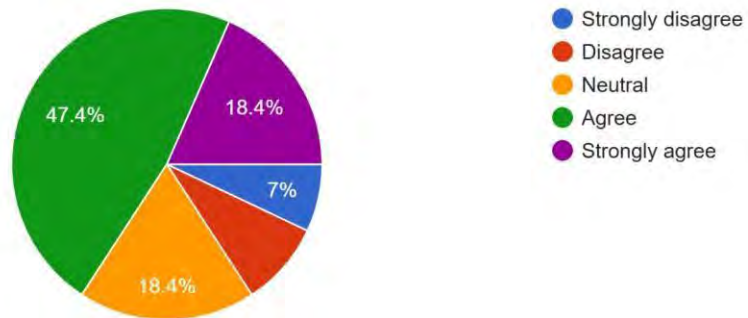
14. I feel a sense of ownership over my work.

114 responses



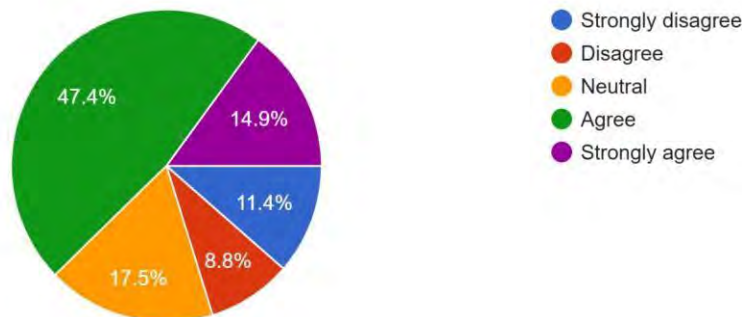
15. I am trusted to carry out my responsibilities without excessive supervision.

114 responses



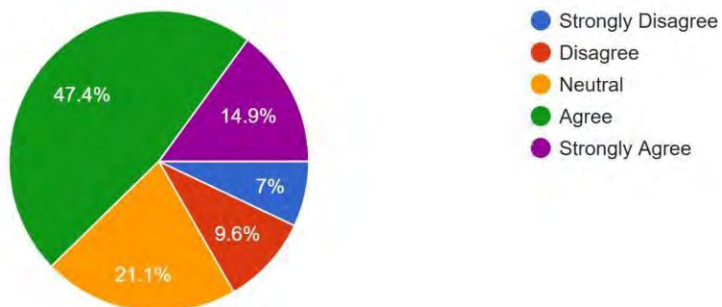
16. My organization promotes a positive work environment.

114 responses



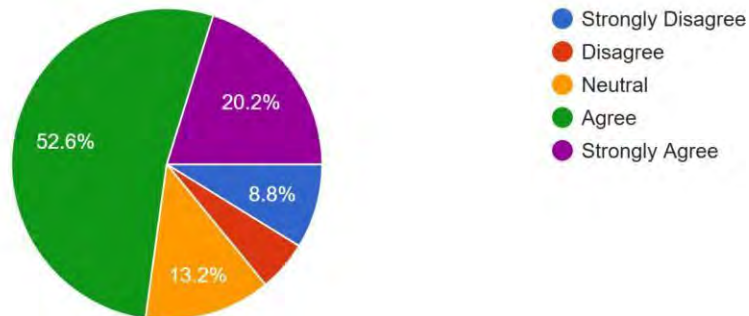
17. There is mutual trust among employees in my workplace.

114 responses



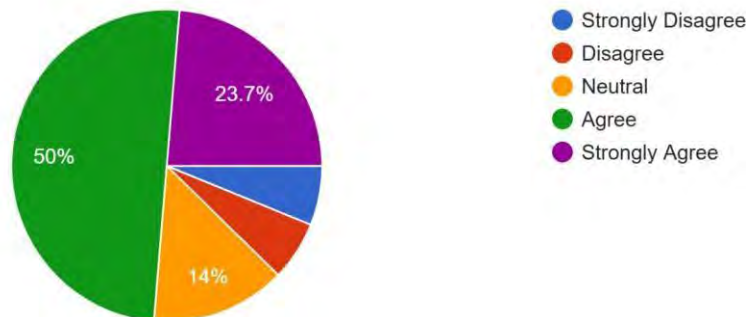
18. My organization values fairness and ethical practices.

114 responses



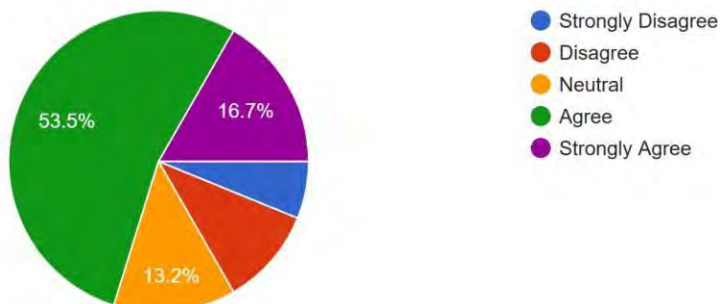
19. Teamwork is encouraged in my organization.

114 responses

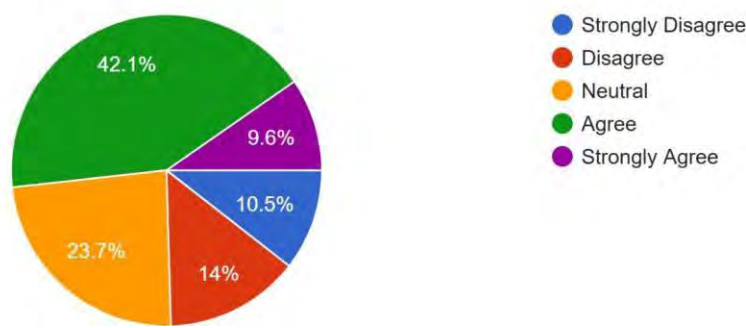


20. I feel comfortable sharing my ideas at work.

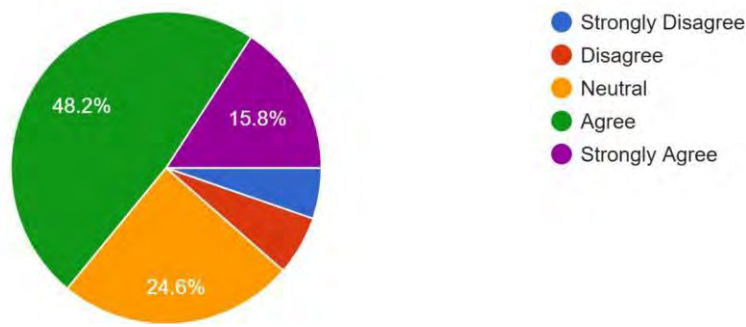
114 responses



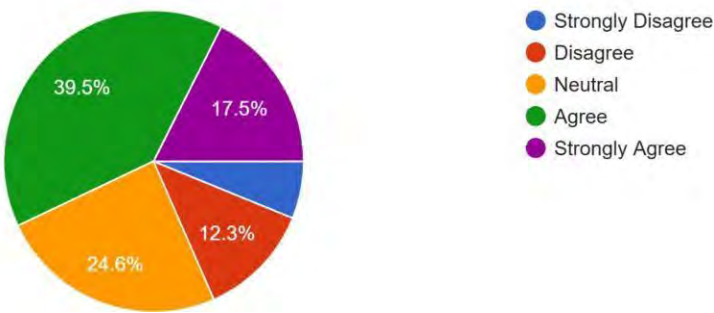
21. I feel emotionally attached to my organization.
114 responses



22. I am enthusiastic about my work.
114 responses

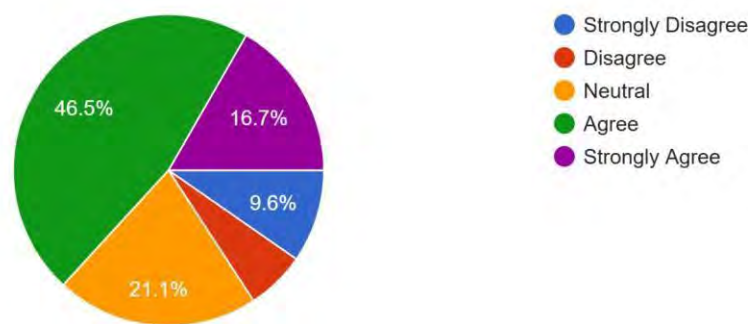


23. I feel motivated to go beyond my job responsibilities.
114 responses



24. I feel a strong sense of belonging to my organization.

114 responses



25. I am committed to staying with this organization.

114 responses

