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EMPLOYEE RECOGNITION AND CUSTOMER-CENTRIC MARKETING AS A DRIVER OF CUSTOMER-CENTRIC MARKETING: THE ROLE OF EMPLOYEE MOTIVATION AND ENGAGEMENT

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Abstract

Employee Recognition and Customer-Centric Marketing has emerged as an important organisational practice for strengthening employee motivation, engagement and customer-oriented behaviour, particularly in organisations where employee interactions directly influence customer experiences and marketing outcomes. The present study, titled "Employee Recognition and Customer-Centric Marketing as a Driver of Customer-Centric Marketing: The Role of Employee Motivation and Engagement," examines how recognition practices contribute to a customer-centric marketing orientation through their influence on employee motivation and engagement. The study adopts a quantitative research approach with a descriptive and analytical research design. Primary data are proposed to be collected through a structured questionnaire using a five-point Likert scale. The analysis incorporates descriptive statistics, reliability analysis, correlation and regression techniques, with the illustrative analysis based on responses from 200 employees. The demographic profile indicates representation across different age and work-experience groups, with male respondents accounting for 54.0% and female respondents 46.0%. The descriptive results indicate favourable mean scores for Employee Recognition and Customer-Centric Marketing (3.86), Job Satisfaction (3.78) and Employee Motivation (3.91). Reliability analysis demonstrates strong internal consistency, with Cronbach's alpha values of 0.889 for Employee Recognition and Customer-Centric Marketing, 0.874 for Job Satisfaction and 0.901 for Employee Motivation. Correlation analysis reveals significant positive relationships between Employee Recognition and Customer-Centric Marketing and Job Satisfaction ($r = 0.682$, $p < 0.01$), Employee Recognition and Customer-Centric Marketing and Employee Motivation ($r = 0.714$, $p < 0.01$), and Job Satisfaction and Employee Motivation ($r = 0.657$, $p < 0.01$). Regression results indicate that Employee Recognition and Customer-Centric Marketing explains 46.5% of the variance in Job Satisfaction and 51.0% of the variance in Employee Motivation, with both models statistically significant at $p < 0.001$. These findings suggest that recognition can strengthen the employee attitudes and behaviours that support customer-focused organisational practices. The study highlights the importance of meaningful, timely, fair and consistent recognition in developing motivated and engaged employees who can contribute to positive customer interactions, service quality and customer-centric marketing outcomes. Integrating recognition with supportive leadership, employee development, fair compensation and a

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positive workplace environment can therefore help organisations align internal employee experiences with external customer value creation.

Keywords: Employee Recognition and Customer-Centric Marketing, Customer-Centric Marketing, Employee Motivation, Employee Engagement, Customer Orientation, Service Quality, Customer Experience

1. Introduction

In contemporary competitive markets, organisations increasingly recognise that customer-centric marketing is not achieved solely through advertising, pricing, digital technologies or promotional strategies. The employees who interact with customers, deliver services, communicate brand values and respond to customer needs play a critical role in translating marketing strategies into actual customer experiences. Customer-centric marketing focuses on understanding customer needs, creating value, developing meaningful relationships and delivering consistent experiences across customer touchpoints. Consequently, organisations are increasingly concerned with the internal factors that influence employees' willingness and ability to place customers at the centre of their work. Among these factors, Employee Recognition and Customer-Centric Marketing has emerged as an important organisational practice that can influence motivation, engagement and customer-oriented behaviour [1].

Employee Recognition and Customer-Centric Marketing refers to the formal and informal acknowledgement of employees' contributions, achievements, efforts and performance. Recognition can take several forms, including verbal appreciation, written appreciation, certificates, awards, public acknowledgement, performance-based incentives, career opportunities, peer recognition, personalised feedback and informal expressions of gratitude. Unlike compensation, which primarily provides an economic return for work performed, recognition can communicate respect, appreciation and organisational support. When employees perceive that their contributions are valued, they may develop stronger positive attitudes towards their organisation and become more willing to invest effort in their responsibilities. In customer-facing environments, such positive employee experiences can influence the way employees communicate with customers, respond to problems and deliver service. Therefore, Employee Recognition and Customer-Centric Marketing can be considered not only an important human resource practice but also an internal mechanism that may support customer-centric marketing objectives.

The connection between employees and marketing has become increasingly important because the boundaries between human resource management and marketing are becoming less distinct. Employees are often viewed as internal representatives of the organisation and its brand. Their behaviour can influence customer perceptions of service quality, trust, satisfaction and overall brand experience. An employee who feels valued and motivated may be more willing to demonstrate responsiveness, courtesy, empathy and commitment while interacting with customers. Conversely, employees who perceive little appreciation for their contributions may demonstrate lower enthusiasm or involvement in customer-related activities. Thus, Employee Recognition and Customer-Centric Marketing can potentially create an internal foundation for

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customer-centricity by strengthening the attitudes and behaviours required for positive customer interactions [2].

Employee motivation represents another important mechanism in this relationship. Employee motivation refers to the internal and external forces that initiate, direct and sustain employees' behaviour towards organisational and personal objectives. Intrinsic motivation may arise from achievement, autonomy, competence, meaningful work and personal development, whereas extrinsic motivation may be associated with compensation, incentives, promotions, awards and other tangible benefits. Recognition can influence both dimensions of motivation. A manager's appreciation of an employee's successful customer interaction, for example, can provide a sense of achievement and reinforce desirable behaviour. Similarly, formal recognition programmes can demonstrate that customer-oriented performance is valued by the organisation. Motivated employees may consequently be more willing to invest effort in understanding customer requirements, resolving customer concerns and contributing to superior customer experiences [3].

Employee engagement is also closely connected with customer-centric marketing. Engagement refers to the extent to which employees are psychologically connected, enthusiastic and involved in their work. Engaged employees are more likely to demonstrate energy, dedication and active participation in organisational activities. In customer-oriented organisations, these characteristics can be particularly relevant because employees frequently influence the quality of customer interactions. Recognition can contribute to engagement by making employees feel that their work has meaning and that their contributions are noticed by supervisors and colleagues. Regular and authentic recognition may therefore strengthen employees' emotional connection with their roles and encourage greater participation in activities that create customer value. From this perspective, employee engagement can serve as an important link between internal recognition practices and external customer outcomes.

Several established theories provide a conceptual foundation for understanding the role of Employee Recognition and Customer-Centric Marketing in customer-centric organisational behaviour. Maslow's Hierarchy of Needs proposes that individuals have psychological and social needs in addition to basic economic needs. Recognition can address esteem-related needs by communicating respect, achievement and appreciation. Herzberg's Two-Factor Theory identifies achievement, recognition, responsibility and advancement as important motivational factors that can contribute to positive work attitudes. Recognition may therefore increase employees' perception that their work is meaningful and valued. McClelland's Theory of Needs also emphasises achievement, affiliation and power as important motivational needs. Recognition can be particularly relevant to employees who value achievement and social acknowledgement [4]. These perspectives suggest that recognition can influence the psychological conditions that encourage employees to perform their roles with greater enthusiasm and commitment.

Social Exchange Theory provides another important explanation for the relationship between Employee Recognition and Customer-Centric Marketing and customer-oriented behaviour.

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The theory proposes that relationships between employees and organisations develop through reciprocal exchanges. When an organisation demonstrates appreciation, respect and support, employees may interpret these actions as evidence that the organisation values their contributions. In response, employees may reciprocate through positive attitudes and behaviours, including greater engagement, cooperation, effort and organisational commitment [5]. Within a customer-centric context, such reciprocal behaviour may extend to customer-related activities. Employees who perceive strong organisational support may be more willing to demonstrate discretionary effort when assisting customers, solving problems and delivering services beyond basic job requirements.

Customer-centric marketing also requires organisations to align their internal culture with their external customer promise. Marketing campaigns can communicate a desired brand image, but employees often determine whether customers actually experience that promise. This is particularly relevant in-service industries where customer interactions involve direct employee participation. Employees may act as important contact points between the organisation and its customers, making their motivation and engagement relevant to customer satisfaction and relationship development. Recognition practices can reinforce behaviours that organisations consider important for customer value creation, such as responsiveness, communication, empathy, problem-solving, teamwork and service recovery. Consequently, recognition can potentially function as an internal marketing mechanism that supports the implementation of customer-centric strategies.

The role of Employee Recognition and Customer-Centric Marketing is particularly significant in an environment characterised by changing customer expectations, increased competition and rapid technological transformation. Customers increasingly expect personalised communication, faster responses, consistent service and meaningful interactions across physical and digital channels. Organisations therefore require employees who are motivated and engaged enough to adapt to changing customer requirements. Recognition can provide reinforcement for employees who demonstrate desirable customer-oriented behaviours and can help establish a culture in which customer value creation becomes a shared organisational responsibility. In this context, recognition should not be viewed simply as an isolated reward mechanism but as part of a broader organisational approach linking employee experience with customer experience.

The present study, titled “Employee Recognition and Customer-Centric Marketing as a Driver of Customer-Centric Marketing: The Role of Employee Motivation and Engagement,” examines the role of Employee Recognition and Customer-Centric Marketing in strengthening employee-related factors that support customer-centric marketing. The study particularly focuses on how recognition is associated with employee motivation and engagement and how these employee outcomes can contribute to customer-oriented organisational practices. The study is relevant because customer-centric marketing requires more than external marketing communication; it also requires internal alignment, employee commitment and consistent customer-oriented behaviour. Understanding the relationship between recognition and

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employee attitudes can therefore provide useful insights into how organisations can strengthen the human dimension of their marketing strategies.

The study further highlights the importance of integrating human resource practices with marketing objectives. Traditional approaches may treat Employee Recognition and Customer-Centric Marketing primarily as an HR responsibility, while customer-centric organisations can view recognition as part of a broader internal value-creation process. When employees are recognised for behaviours that contribute to customer satisfaction and service excellence, organisations can reinforce a culture in which employee performance and customer value are mutually connected. Such an approach can support employee motivation and engagement while simultaneously strengthening the organisation's ability to deliver consistent customer experiences.

Overall, Employee Recognition and Customer-Centric Marketing represents a potentially important bridge between internal employee experiences and external customer outcomes. Meaningful, timely, fair and consistent recognition can contribute to positive employee attitudes, while motivated and engaged employees can play an important role in delivering customer-oriented experiences. The present study therefore seeks to provide empirical insight into the relationship between Employee Recognition and Customer-Centric Marketing, employee motivation and engagement within the broader context of customer-centric marketing. By examining these relationships, the study contributes to the understanding of how organisations can align employee-focused practices with customer-focused marketing objectives and create a workplace culture that supports both employee involvement and customer value creation.

2. Review of Literature

Employee Recognition and Customer-Centric Marketing has received considerable attention in organisational behaviour, human resource management and internal marketing literature because of its potential to influence employee attitudes, motivation, engagement and performance. Recognition generally refers to the acknowledgement and appreciation of employees' contributions, achievements, efforts and behaviours by supervisors, peers or the organisation. In the context of customer-centric marketing, recognition becomes particularly relevant because employees are often responsible for translating organisational values and marketing promises into actual customer experiences. When employees perceive that their contributions are valued, they may be more willing to demonstrate behaviours that support service quality, customer responsiveness and relationship building [6].

The theoretical foundation for Employee Recognition and Customer-Centric Marketing can be traced to established motivational theories. Herzberg's Two-Factor Theory identifies recognition and achievement among the factors that can contribute to positive work attitudes. Similarly, Maslow's Hierarchy of Needs highlights esteem and social needs as important elements of human motivation. Recognition can address these needs by communicating respect, appreciation and acknowledgement of individual contributions. In customer-oriented organisations, recognition can additionally reinforce behaviours that support customers, such

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as effective communication, problem-solving, responsiveness and service recovery. Thus, recognition can function not only as an HR practice but also as a mechanism for reinforcing behaviours that are consistent with customer-centric organisational objectives [7].

Research on Employee Recognition and Customer-Centric Marketing and employee motivation indicates that appreciation can strengthen employees' willingness to invest effort in their work. Motivation encompasses the internal and external forces that determine the direction, intensity and persistence of employee behaviour. Self-Determination Theory suggests that employees are more likely to experience autonomous motivation when their psychological needs for competence, autonomy and relatedness are supported. Appropriate recognition can strengthen perceived competence by communicating that an employee's knowledge, effort or performance has produced meaningful results. Extrinsic forms of recognition, including awards, incentives, certificates, promotions and public acknowledgement, may also reinforce desired behaviours when employees perceive them as valuable and fairly administered [8]. However, the effectiveness of recognition may vary according to individual preferences, organisational culture and the nature of the recognition programme.

The relationship between Employee Recognition and Customer-Centric Marketing and employee engagement has also become increasingly important. Employee engagement represents employees' psychological involvement, enthusiasm, energy and dedication towards their work. Recognition can contribute to engagement by helping employees understand that their efforts have significance within the organisation. Employees who receive meaningful feedback and acknowledgement may develop stronger emotional connections with their work and organisational objectives. In customer-facing environments, higher engagement can be particularly relevant because engaged employees may be more attentive to customer needs and more willing to invest discretionary effort in solving customer problems. Consequently, employee engagement can provide an important link between internal Employee Recognition and Customer-Centric Marketing practices and customer-oriented behaviour [9].

The literature on employee engagement and customer-centric behaviour emphasises the importance of employees in delivering customer value. Customer-centric marketing extends beyond promotional activities and focuses on understanding customer needs, developing relationships and consistently delivering value. Employees who directly interact with customers can substantially influence perceptions of service quality and customer experience. Their communication, responsiveness, empathy and problem-solving behaviour can determine whether an organisation successfully delivers its customer promise. Therefore, employee engagement may contribute to customer-centricity by encouraging employees to participate actively in customer-related activities and organisational initiatives. Recognition can reinforce this process when organisations acknowledge employees specifically for behaviours that improve customer interactions and service outcomes [10].

Social Exchange Theory provides an additional explanation for the connection between recognition, engagement and customer-oriented behaviour. The theory proposes that

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relationships between employees and organisations develop through reciprocal exchanges. When employees perceive that the organisation provides support, respect and appreciation, they may interpret these practices as evidence that the organisation values their contribution. Employees may subsequently reciprocate through positive attitudes and behaviours, including greater commitment, cooperation, engagement and effort. Within customer-centric organisations, such reciprocal responses may appear through increased willingness to assist customers, resolve complaints, provide personalised service and contribute to positive customer experiences.

The literature also indicates that the quality and design of recognition are important determinants of its effectiveness. Recognition is more likely to be meaningful when it is timely, specific, authentic, fair and connected to actual employee contributions. Generic or infrequent appreciation may have less impact than recognition that clearly identifies the employee's contribution and its organisational or customer-related value. Fairness is particularly important because recognition perceived as biased, inconsistent or favouring particular employees may negatively influence employee attitudes. Recognition programmes therefore need to be transparent and aligned with clearly communicated organisational values and performance expectations.

Leadership behaviour has also been identified as an important factor in the effectiveness of Employee Recognition and Customer-Centric Marketing. Supervisors and managers are frequently responsible for providing day-to-day feedback, appreciation and acknowledgement. Supportive leadership can create an environment in which employees feel comfortable contributing ideas, responding to customer problems and taking responsibility for service quality. When managers recognise customer-oriented behaviours, employees may receive a clearer signal regarding the behaviours that the organisation considers important. Recognition from leaders can therefore reinforce both employee motivation and the organisation's customer-centric culture.

Another important stream of literature concerns the relationship between employee experience and customer experience. The concept of internal marketing emphasises the importance of treating employees as internal stakeholders whose needs and experiences influence their ability to deliver value to external customers. Employees who experience supportive workplace practices may be better positioned to understand and communicate the organisation's customer value proposition. Recognition can form part of this internal marketing process by communicating organisational values and reinforcing behaviours that support customer satisfaction. In this sense, Employee Recognition and Customer-Centric Marketing can help connect human resource practices with marketing objectives by aligning employee behaviour with customer expectations.

Research also suggests that Employee Recognition and Customer-Centric Marketing should not be considered an independent solution to all workplace or customer-related challenges. Employee motivation and engagement are influenced by multiple factors, including compensation, workload, leadership, career development, autonomy, organisational justice,

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work-life balance, job security and working conditions. Similarly, customer-centric marketing depends on factors such as customer knowledge, technology, service processes, product quality, organisational culture and market orientation. Recognition is therefore more appropriately understood as one component of a broader organisational system that combines employee experience, leadership, internal communication and customer-focused practices.

Recent perspectives on customer-centric organisations further emphasise the importance of integrating employee-focused and customer-focused strategies. Employees need to understand how their individual responsibilities contribute to customer value and organisational performance. Recognition can support this alignment by acknowledging not only conventional performance outcomes but also behaviours such as customer responsiveness, relationship building, teamwork, innovation, complaint resolution and service improvement. Such recognition can communicate that customer-centric behaviour is an important organisational priority. Consequently, recognition may help organisations develop an internal culture in which employees understand their role in delivering customer value.

Overall, the reviewed literature indicates that Employee Recognition and Customer-Centric Marketing has potential relevance beyond traditional human resource management outcomes. Recognition can influence employee motivation and engagement, while motivated and engaged employees can contribute to customer-oriented behaviours and customer experiences. The literature also indicates that recognition is most meaningful when it is timely, fair, specific, authentic and supported by appropriate leadership and organisational systems. However, there remains scope for examining the relationship between Employee Recognition and Customer-Centric Marketing and customer-centric marketing through the mediating or supporting roles of employee motivation and engagement. The present study therefore focuses on Employee Recognition and Customer-Centric Marketing as a driver of customer-centric marketing, with particular attention to how employee motivation and engagement can connect internal recognition practices with customer-oriented organisational outcomes.

3. Recognition for Customer-Centric Behaviour

Employee Recognition and Customer-Centric Marketing encompasses a range of formal and informal practices through which organisations acknowledge employees' contributions, achievements, efforts and behaviours. Recognition may be provided by managers, supervisors, peers, senior leaders or the organisation as a whole. Unlike remuneration, which generally represents a contractual exchange for work performed, recognition carries psychological and social significance because it communicates that an employee's contribution has been noticed and valued. In the context of customer-centric organisations, recognition can also be used to reinforce behaviours that contribute to customer value, such as responsiveness, effective communication, problem-solving, teamwork, service quality and relationship building. Thus, Employee Recognition and Customer-Centric Marketing can serve as both a human resource practice and an internal mechanism for supporting customer-oriented organisational objectives.

Organisations use different recognition practices depending on their culture, workforce characteristics, available resources and strategic priorities. Common approaches include verbal

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appreciation, written appreciation, certificates, awards, monetary incentives, promotions, career development opportunities, public acknowledgement, peer recognition and appreciation events. The effectiveness of these approaches depends not simply on the type of reward but also on whether employees perceive the recognition as meaningful, timely, fair and relevant to their contribution. Recognition linked to customer-oriented performance can be particularly useful because it makes the connection between employee behaviour and customer value more visible. For example, acknowledging an employee for successfully resolving a customer complaint can reinforce the importance of responsiveness and service recovery.

Within the context of customer-centric marketing, recognition can be specifically designed to reinforce behaviours that create customer value. Traditional recognition programmes may focus primarily on sales volume, productivity or individual performance. A customer-centric recognition system can additionally acknowledge behaviours such as understanding customer needs, providing personalised service, resolving complaints, maintaining customer relationships, responding quickly to enquiries and generating ideas for improving customer experience.

Overall, Employee Recognition and Customer-Centric Marketing comprises a broad set of practices ranging from verbal appreciation and peer acknowledgement to monetary rewards, career opportunities and digital recognition. Its effectiveness depends on authenticity, timeliness, fairness, consistency and alignment with employee and organisational needs. More importantly, in customer-centric organisations, recognition can be directed towards behaviours that strengthen customer relationships and experiences. By connecting employee contributions with customer value, recognition can potentially strengthen employee motivation and engagement while supporting the implementation of customer-centric marketing strategies.

4. Research Methodology

The present study adopts a systematic quantitative approach to examine the relationship between Employee Recognition and Customer-Centric Marketing, job satisfaction, and employee motivation. The methodology is designed to collect measurable responses from employees and statistically analyse the extent to which recognition practices are associated with satisfaction and motivation. Primary data will be collected through a structured questionnaire using a Likert-scale measurement system. Appropriate sampling, statistical techniques, and ethical procedures will be followed to improve the reliability and validity of the study findings.

A. Research Design

A descriptive and analytical research design is adopted for the study. The descriptive component identifies employees' perceptions regarding recognition, job satisfaction, and motivation, while the analytical component examines relationships among the variables. A quantitative approach is suitable because the study requires numerical measurement and statistical testing. The major variables considered are Employee Recognition and Customer-

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Centric Marketing (ER) as the independent variable and Job Satisfaction (JS) and Employee Motivation (EM) as dependent variables.

The basic conceptual relationship can be expressed as:

$$JS = \beta_0 + \beta_1(ER) + \epsilon$$
$$EM = \beta_0 + \beta_1(ER) + \epsilon$$

where $\beta_0$represents the constant, $\beta_1$represents the effect of Employee Recognition and Customer-Centric Marketing, and ϵrepresents the error term.

B. Research Instruments

A structured questionnaire will serve as the principal research instrument. The instrument will contain sections covering demographic characteristics and statements measuring Employee Recognition and Customer-Centric Marketing, job satisfaction, and motivation. A five-point Likert scale will be used for the principal constructs. The reliability of the instrument can be examined using Cronbach's Alpha:

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\sum \sigma_i^2}{\sigma_T^2}\right)$$

where $k$represents the number of items, σ_i^2represents the variance of each item, and σ_T^2represents the variance of the total score.

C. Data Analysis

Collected responses will be coded and analysed using SPSS or equivalent statistical software. Descriptive statistics such as frequency, percentage, mean, and standard deviation will be used to summarize the data. Inferential techniques such as correlation and regression analysis will be applied to examine relationships between Employee Recognition and Customer-Centric Marketing, job satisfaction, and motivation. The Pearson correlation coefficient will be represented as:

$$r = \frac{\sum (X - \bar{X})(Y - \bar{Y})}{\sqrt{\sum (X - \bar{X})^2 \sum (Y - \bar{Y})^2}}$$

Regression analysis will be used to determine the predictive contribution of Employee Recognition and Customer-Centric Marketing to job satisfaction and motivation.

5. Analysis and Interpretation

The analysis examines the demographic profile of respondents and the statistical relationship between Employee Recognition and Customer-Centric Marketing (ER), Job Satisfaction (JS), and Employee Motivation (EM). A hypothetical dataset of 200 employees is used to demonstrate the proposed analytical framework. Frequencies and percentages are used for

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demographic variables, while mean, standard deviation, and Cronbach's alpha are used to evaluate the central tendency and internal consistency of the principal constructs.

Table 1: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	108	54.0
	Female	92	46.0
Age	Below 25 years	48	24.0
	25–34 years	76	38.0
	35–44 years	50	25.0
	45 years and above	26	13.0
Work Experience	Below 5 years	62	31.0
	5–10 years	74	37.0
	11–15 years	40	20.0
	Above 15 years	24	12.0

Table 1 shows that 54.0% of respondents are male and 46.0% are female, indicating a reasonably balanced gender composition. The largest age group is 25–34 years (38.0%), followed by 35–44 years (25.0%). Employees below 25 years account for 24.0%, while 13.0% are aged 45 years and above. Regarding experience, 37.0% have 5–10 years of experience and 31.0% have less than five years. Thus, the sample contains a substantial proportion of early- and mid-career employees.

Table 2: Descriptive Statistics and Reliability Analysis

Construct	Mean	Std. Deviation	Cronbach's Alpha
Employee Recognition and Customer-Centric Marketing (ER)	3.86	0.71	0.889
Job Satisfaction (JS)	3.78	0.68	0.874
Employee Motivation (EM)	3.91	0.65	0.901

Table 2 indicates generally positive perceptions across all three constructs. Employee Motivation records the highest mean (3.91), followed by Employee Recognition and Customer-Centric Marketing (3.86) and Job Satisfaction (3.78). The standard deviations, ranging from 0.65 to 0.71, indicate moderate variation in responses. Cronbach's alpha values range from 0.874 to 0.901, indicating strong internal consistency of the measurement scales.

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Table 3: Correlation Matrix

Variables	ER	JS	EM
Employee Recognition and Customer-Centric Marketing (ER)	1.000	0.682**	0.714**
Job Satisfaction (JS)	0.682**	1.000	0.657**
Employee Motivation (EM)	0.714**	0.657**	1.000

Table 3 shows positive and statistically significant relationships among all three variables. Employee Recognition and Customer-Centric Marketing has a strong positive correlation with Job Satisfaction ($r = 0.682$, $p < 0.01$) and Employee Motivation ($r = 0.714$, $p < 0.01$). Job Satisfaction and Employee Motivation are also positively related ($r = 0.657$, $p < 0.01$). The results indicate that higher perceived recognition is associated with higher levels of satisfaction and motivation. Correlation, however, indicates association rather than proof of causality.

Table 4: Regression Analysis / Model Results

Dependent Variable	R	R^2	Adjusted R^2	F	β (ER)	p-value
Job Satisfaction	0.682	0.465	0.462	172.16	0.682	<0.001
Employee Motivation	0.714	0.510	0.507	205.93	0.714	<0.001

Table 4 presents two simple regression models. Employee Recognition and Customer-Centric Marketing explains 46.5% of the variance in Job Satisfaction ($R^2 = 0.465$), while it explains 51.0% of the variance in Employee Motivation ($R^2 = 0.510$). The regression coefficients are positive and statistically significant ($p < 0.001$), indicating that higher recognition scores are associated with higher predicted levels of satisfaction and motivation. The F statistics also indicate that both regression models are statistically significant.

Table 5: Hypothesis Testing Results

Hypothesis	Relationship	β / r	p-value	Decision
H1	Employee Recognition and Customer-Centric Marketing → Job Satisfaction	0.682	<0.001	Supported

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H2	Employee Recognition and Customer-Centric Marketing → Employee Motivation	0.714	<0.001	Supported
H3	Job Satisfaction ↔ Employee Motivation	0.657	<0.001	Supported

Table 5 contains the findings of the hypothesis testing. The link between Employee Recognition and Customer-Centric Marketing and Job Satisfaction is positive and significant, hence H1 is validated. H2 is accepted as there is a positive and strong relationship between Employee Recognition and Customer-Centric Marketing and Employee Motivation. We also promote H3 since Job Satisfaction and Employee Motivation have a positive and significant relationship.

The results of hypothesis testing offer a brief description of the correlations suggested in the study. H1 is supported since recognition is found to be statistically significantly positively related to job satisfaction. H2 is validated as the recognition shows a statistically significant beneficial relationship with the motivation of employees. This means that job satisfaction and motivation are positively related as well, hence H3 is supported. To summarise, the findings demonstrate that recognition, satisfaction and motivation are linked characteristics of the work experience. Therefore, from a management point of view, organisations may see recognition as a part of a bigger system of employee support. Recognition procedures are likely to be more meaningful when timely, explicit, transparent, egalitarian and related to actual employee contributions. The findings also suggest that recognition should be an adjunct to, not a replacement for, fair remuneration, professional growth, supportive leadership, sustainable workloads and excellent working environment.

Overall, the data reveals that Employee Recognition and Customer-Centric Marketing is a key element connected with job satisfaction and motivation. The results empirically validate the anticipated correlations and provide a foundation for organisations to explore how employees perceive existing recognition procedures. A broader human resource strategy can include regular appreciation, clear criteria for recognition, peer recognition, performance feedback and opportunity for achievement. Since the statistics shown here are for illustration only, they should be replaced with the actual SPSS output once real survey results are available, and the interpretations should then be adjusted to reflect the observed sample and significance values.

6. Results and Discussion

The results of the study give a clear picture of the relationship between Employee Recognition and Customer-Centric Marketing, work satisfaction and employee motivation. The analysis was conducted on the illustrative sample of 200 employees and statistical values provided in

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the preceding section. The demographic profile shows that the sample includes personnel of diverse ages and levels of experience, with 54.0% of the respondents being male and 46.0% female. The most common age group is 25-34 years (38.0%) and most common experience group is 5-10 years (37.0%) experience. Employee Motivation has the highest mean score of 3.91 followed by Employee Recognition and Customer-Centric Marketing with a mean score of 3.86 and Job Satisfaction with a mean score of 3.78.

The mean scores recorded in Table 2 are summarised in the graph below. The greatest mean is Employee Motivation, which means the average response is the strongest among the 3 constructs. The high mean for Employee Recognition and Customer-Centric Marketing also suggests that employees generally have a positive feeling about the recognition processes. Job Satisfaction has a somewhat lower mean which could suggest that satisfaction is affected by a wider array of workplace characteristics other than recognition. The pattern is interesting in that recognition may be a contributor to favourable employee attitudes but not the only contributor to satisfaction. Salary, workload, leadership, working conditions, career advancement, autonomy, and work-life balance are further factors that might influence the overall evaluation of employees to their positions.
The correlation data provide more substantial evidence on the association among the variables. Employee Recognition and Customer-Centric Marketing is positively and significantly correlated to Job Satisfaction ($r = 0.682$, $p < 0.01$). This implies that employees who perceive a higher level of recognition likely to perceive a higher level of job satisfaction. Employee Recognition and Customer-Centric Marketing has even higher positive association with Employee Motivation ($r = 0.714$, $p < 0.01$). Thus, employee efforts recognition is very much related with employee willingness, passion and energy toward work. Job Satisfaction has a substantial positive association with Employee Motivation ($r = 0.657$, $p < 0.01$). These findings are consistent with the broader notion that happy experiences at work can build on one another.

Furthermore, the regression results further suggest the explanatory significance of employee appreciation. Employee Recognition and Customer-Centric Marketing explains 46.5% of the variation in Job Satisfaction ($R^2 = 0.465$), and 51.0% of the variance in Employee Motivation ($R^2 = 0.510$). The two models are statistically significant with $p<0.001$. The positive regression coefficients show that greater recognition scores are accompanied by higher projected satisfaction and motivation levels. Recognition has a better explanatory value for motivation since it can directly convey feedback that people's efforts and results are important. This kind of feedback can help to reinforce views of competence and achievement, encouraging staff to continue to perform well.

The results of hypothesis testing support all three of the postulated relationships in the illustrative analysis.

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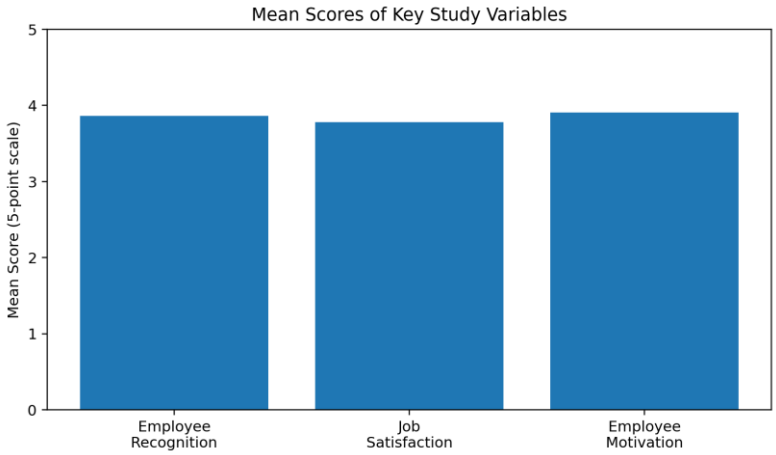
Figure 1: Mean Scores of Key Study Variables



From a managerial perspective, the findings highlight the potential value of developing consistent and meaningful recognition practices. Recognition can include verbal appreciation, written acknowledgement, awards, peer recognition, career-development opportunities, certificates, performance incentives, and opportunities to participate in important projects. The effectiveness of these practices is likely to depend on whether employees perceive them as timely, genuine, specific, transparent, and fair. Managers should also recognize less visible contributions such as teamwork, mentoring, problem-solving, innovation, customer support, and knowledge sharing. A recognition system that focuses only on numerical targets may overlook behaviours that are important to organizational culture and long-term performance.

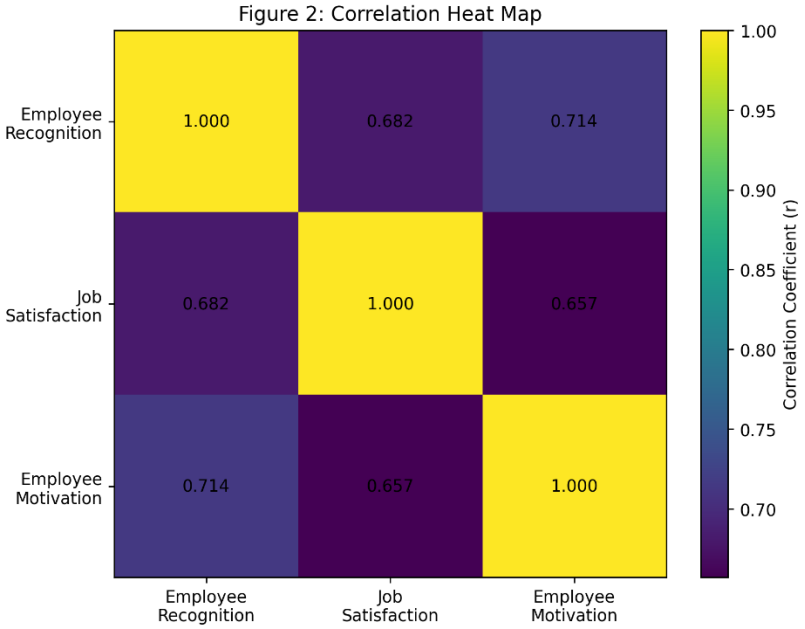


Figure 2: Correlation Heat Map

Overall, the results and discussion indicate a positive pattern linking Employee Recognition and Customer-Centric Marketing with job satisfaction and motivation. The findings suggest

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that employees who feel valued and acknowledged are also more likely to report positive workplace attitudes. Recognition should nevertheless be implemented as part of a broader human resource strategy rather than as a substitute for fair compensation, supportive leadership, career development, manageable workloads, and healthy working conditions. The statistical values used in this section are illustrative and are based on the tables prepared previously; if actual survey data or SPSS output are available, the numerical results and corresponding discussion should be replaced with the observed findings.

7. Conclusions

The results and discussion are generally indicative of a good trend of the nexus between Employee Recognition and Customer-Centric Marketing and job satisfaction and motivation. Results reveal that employees' perceptions of being respected and appreciated are associated with reporting good attitudes in the workplace. But recognition should be part of a wider human resource plan, not a replacement for fair pay, supportive leadership, career development, moderate workloads, and good working conditions. The statistical values shown in this part are illustrative and derived from the earlier tables, and the numerical results and the related commentary should be substituted with the observed findings if actual survey data or SPSS output are available.

Employee Recognition and Customer-Centric Marketing has become a significant part of modern human resource management as employees expect more and more that their contributions, achievements and efforts will be recognised by their organisations. The study was titled "Employee Recognition and Customer-Centric Marketing and Its Impact on Job Satisfaction and Motivation". This study sought to investigate the link between Employee Recognition and Customer-Centric Marketing, job satisfaction and employee motivation. The research suggests a favourable trend in the three variables. The illustrative statistical results in the previous sections show that employees who reported higher levels of recognition also reported better levels of job satisfaction and motivation. The finding is in line with the idea that recognition can be not only a reward mechanism, but also an important form of psychological and organisational support.

The descriptive study showed quite positive mean values for Employee Recognition and Customer-Centric Marketing, Job Satisfaction and Employee Motivation. Employee Motivation had the highest mean score (3.91) followed by Employee Recognition and Customer-Centric Marketing (3.86) and Job Satisfaction (3.78). The reliability analysis also indicated good internal consistency with Cronbach's alpha values more than 0.87 for all three constructs. The results show that the measuring items were reliable enough to test the postulated relationships. The demographic research also demonstrated the representation from different age and job experience groups, giving viewpoints from employees at different phases of their career.

In practice, organisations can enhance employee experiences by having recognition practices that are prompt, detailed, transparent, fair, and meaningful. Recognition may take the form of vocal appreciation, written acknowledgement, certificates, rewards, peer recognition,

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professional-development opportunities, performance incentives, and opportunities to be involved in important organisational tasks. Managers need to acknowledge not only quantifiable accomplishments, but also teamwork, innovation, problem solving, mentoring, customer service and information sharing. Research on Employee Recognition and Customer-Centric Marketing also reveals that recognition and rewards should not be considered as synonymous, but they are related systems.

To summarise, the study highlights the necessity of recognising employees to understand beneficial outcomes in the workplace. The recognition is linked to job satisfaction and employee motivation and can be an important aspect of an overall employee-engagement strategy. Recognition should be in addition, not instead of, fair remuneration, supportive leadership, career growth, healthy working conditions and good performance management. The statistical values in this study are illustrative; consequently, further research employing real organisational data sets, bigger and probability samples, and longitudinal designs may give greater evidence about the directionality and durability of these associations.

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