

## ผลกระทบเชิงสาเหตุของทฤษฎีสองปัจจัยต่อประสิทธิภาพการปฏิบัติงานของพนักงาน: กรณีศึกษาบริษัทแห่งหนึ่งในประเทศไทย

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### บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาปัจจัยจุงใจและปัจจัยค้าจุนที่ส่งผลต่อประสิทธิภาพในการปฏิบัติงานของพนักงานบริษัทแห่งหนึ่งในประเทศไทย ประชากรที่ใช้ในการวิจัยคือ พนักงานบริษัทแห่งหนึ่งในประเทศไทย 396 คน ซึ่งใช้วิธีการสุ่มแบบตามสัดส่วน วิเคราะห์ข้อมูลด้วยค่าความถี่ ร้อยละ ค่าเฉลี่ย และส่วนเบี่ยงเบนมาตรฐาน และทดสอบสมมติฐานด้วยการวิเคราะห์การถดถอยพหุคุณ ผลการวิจัยพบว่า ปัจจัยจุงใจ ได้แก่ ด้านความสำเร็จ ด้านการยอมรับนับถือ ด้านความรับผิดชอบ ด้านลักษณะของงาน และด้านความก้าวหน้า ส่งผลต่อประสิทธิภาพการปฏิบัติงานของพนักงานอย่างมีนัยสำคัญทางสถิติที่ระดับ .05 โดยมีอำนาจในการพยากรณ์ร้อยละ 94.8 และปัจจัยค้าจุน ได้แก่ ด้านนโยบายและกระบวนการของบริษัท ด้านความสัมพันธ์กับผู้บังคับบัญชา ด้านสภาพการทำงาน และด้านความมั่นคงในงาน ส่งผลต่อประสิทธิภาพการปฏิบัติงานของพนักงานอย่างมีนัยสำคัญทางสถิติที่ระดับ .05 โดยมีอำนาจในการพยากรณ์ร้อยละ 86.6

**คำสำคัญ:** ทฤษฎีสองปัจจัย ปัจจัยจุงใจ ปัจจัยค้าจุน ประสิทธิภาพการปฏิบัติงานของพนักงาน

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## CAUSAL EFFECT OF TWO FACTORS THEORIES ON EMPLOYEE PERFORMANCE: A CASE OF A COMPANY IN CHINA

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### Abstract

Failure to investigate the causal relationship between two-factor theories and employee performance in a Chinese organization may result in several issues. They include a lack of knowledge of the factors influencing employee performance, the inefficient use of resources to increase employee engagement and motivation, low productivity, decreased employee happiness, and a detrimental effect on the performance of the business as a whole. To increase organizational effectiveness, it is crucial to look into the connection between two-factor theories and employee performance. The purpose of this research was to study how motivating factors and hygiene factors may affect the employee performance of a company in China. The population used in this research comprised employees of a company in China. A questionnaire was used to collect data from a sample of 396 people using convenience sampling. Data is analyzed by frequency, percentage, mean, and standard deviation. And the hypothesis testing by multiple regression analysis. The research found that the motivation factors, namely, achievement, recognition, responsibility, work itself, and advancement, affect employee performance with a statistical significance level of .05 and predictive power of 94.8 percent. And the hygiene factors, namely company policy and administration, relationship with supervisor, working conditions, and job security, affect employee performance with a statistical significance level of .05 and predictive power of 86.6 percent.

**Keywords:** Two-Factor Theory, Motivating Factors, Hygiene Factors, Employee Performance

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## Introduction

According to the two-factor theory (also known as Herzberg's motivation-hygiene theory), job satisfaction and dissatisfaction exist on separate continuums each with its own set of factors. This runs contrary to the traditional view of job satisfaction, which posits that job satisfaction and dissatisfaction are interdependent. Herzberg and his collaborators investigated fourteen factors relating to job satisfaction in their original study, classifying them as either hygienic or motivating factors. The existence of hygienic factors reduces the possibility of job dissatisfaction, while motivation factors increase job happiness (Herzberg, 1966; 1982; Herzberg, Mausner, & Snyderman, 1959). Since personnel in the organization play an important role in both efficient and effective operations that will lead to the achievement of the organization's goals (Pesadcha, 2022), human resources are important to drive the organization because human resources are one of the fundamental factors of business operations. Nowadays it is undeniable that the success of any business depends on competent personnel management that can fill open positions with candidates whose skills and experience best fit the requirements of the job. At the same time, the organization must satisfy its personnel with good welfare schemes so that they can perform their tasks to the fullest extent possible to help lead the organization to achieve its objectives.

Many businesses find it difficult to keep talented workers in the present economy, and giving them high-paying full-time jobs might not be the only answer. Companies must adjust and make plans to address these challenges, and they must understand what today's employees may require. While working in an organization that is interesting to learn and to use creativity, it is important to decide to work in that organization (Ratchayieng & Srinet, 2021). Technology and science are getting better and better very quickly. Even though the job market is also very competitive, many people who are certain of their skills still seek out a good job where they can grow and do well.

When dealing with employees who display various behaviours, even in the same surroundings and with the same individual, managers frequently confront problems. These challenges can be difficult to overcome. So, executives will often turn to various motivational strategies to ensure that their staff are working to the best of their abilities. This is due to individual variances in behaviour, which can be influenced by factors such as perception, learning, and motivation. The reason for this can be seen in the previous sentence. (Charutawephonnukoon, Wattalo, & Sutprasoet, 2022; Pienchaloen & Sulong,

2022). Lack of direction in personnel development inside a company or agency may directly affect the company as a whole since it may not be in line with the goals and requirements of its employees. Therefore, supervisors should be competent and professional executives should pay close attention to the motivation of personnel in the organization. Motivation is the process of motivating individuals to be active or motivated in various social and work-related behaviours, particularly in the organization. Leaders have a direct responsibility to motivate their associates to make their work successful, it is important to help the organization benefit from the latent power inherent in the people in the organization to maximize the benefits of organizational development.

In response to reorganizing the company to make it more flexible and reduce operating costs, some companies have come up with ideas and changes. For example, these include responding to customer needs, making new service models, and adding a policy on direct employee incentives that fit with the new organizational structure. Efficient work requires people to develop their work potential, which has a substantial impact on the level of job satisfaction such employees have. Employees need to be motivated for them to efficiently carry out the tasks they have been assigned. For this reason, corporate executives should first understand the motivation. In other words, they need to understand the nature of the needs of personnel clearly. This is useful in taking into account the motivational response to work. If the demands of an organization's staff are not met, it can result in a decreased level of tenacity on the part of the personnel as well as a feeling of alienation from the company. This can result in behaviours such as passivity, inattention, and lack of excitement, which leads to inefficiency in operational procedures. In the end, this could prompt knowledgeable, skilled, and experienced employees to look elsewhere for employment possibilities that are more appealing to them. As was mentioned above, a significant amount of talented employees left an organization, which prompted the researcher to investigate the influence of two-factor theories on employee performance in a Chinese business. In this context, employee performance refers to how well workers do their jobs. Because the organization has a better grasp of these elements, it will be able to improve its operational circumstances and its management of its people resources. This will result in more motivation, which will lead to improved work that is both more effective and more efficient. In addition to this, doing so may encourage more willingness and loyalty on the part of workers, which ultimately results in advantages for the business of the organization in the long run.

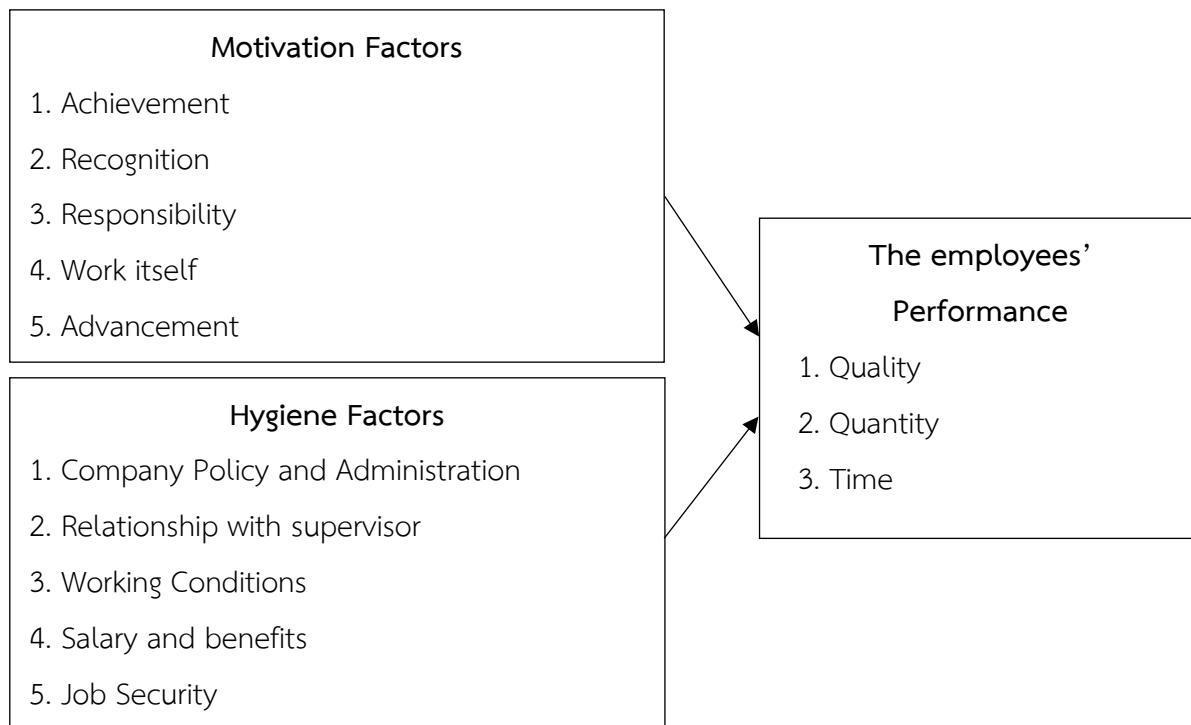
## Research Objectives

1. To study the motivating factors affecting employee performance of a company in China.
2. To study the hygiene factors affecting employee performance of a company in China.

## Research hypothesis

1. Motivating factors significantly affect the work performance of employees in a company in China.
2. Hygiene factors significantly affect the work performance of employees in a company in China.

## Conceptual Framework



**Figure 1** Conceptual Framework

**Sources:** Herzberg et al. (1959); Peterson and Plowman (1953)

## Literature Review

**The Two-Factor Theory:** This concept refers to the act or process of giving someone with a justification or motive for engaging in a particular behaviour. It can be described as either “the act” or “the process.” Motivation is the result of interaction between conscious factors and unconscious factors, such as the intensity of personal needs and desires, reward,

and incentive value for achieving certain goals and expectations by an individual and of her or his peers (Ganta, 2014). Motivation affects on person's intensity, direction, and persistence of their intended behaviour, which can lead to great results when done right (McShane & Glinow, 2017). Herzberg et al. (1959) present the Two-Factor Theory as two factors or elements that correlate with satisfaction and dissatisfaction with performance including Motivation Factors (Achievement, Recognition, Responsibility, Work itself, and Advancement) and Hygiene Factors (Company Policy and Administration, Relationship with supervisor, Working Conditions, Salary and benefits, and Job Security).

**Concept Theories about performance**, the consequence or result of the individual's behaviour. The above-described behaviours may result in outcomes such as the number of engines assembled, sales figures, pupils' reading proficiency, or the number of successful heart operations. In many situations, the behavioural and outcome aspects are related empirically, but they do not overlap completely. Outcome aspects of performance depend also on factors other than the individual's behaviour. For example, imagine a teacher who delivers a perfect reading lesson, but one or two of his pupils, nevertheless, do not improve their reading skills because of their intellectual deficits. Imagine another scenario in which a sales employee working in the telecommunications industry achieves high sales figures for mobile phones despite having only average performance in direct interaction with potential customers (the behavioural aspect of performance). This is possible because there is a generally high demand for mobile phone equipment.

Peterson and Plowman (1953) identified three aspects of employee performance. The first was the quality of the work that was produced, which ensured that both consumers and producers were happy with the results. Accurate, standardized, and speedy results can be obtained from the effort. The second consideration requires that the activity be carried out in accordance with the standards that have been established by the organization and that the attainable outcome be comparable to the predefined quantity that has been outlined in the work plan or the objective. In addition, the amount of time spent on the operation has to be in accordance with the pertinent concepts and cutting-edge procedures that are suited for the task.

To establish its conceptual framework, the study made use of the concept of theories as well as studies that were similar to it. The following descriptions apply to the independent and dependent variables that have been defined: The motivation to perform, as described by Herzberg's theory (1959), is comprised of two factors. The independent variable in this case is

the incentive to perform. The first one is called the Motivation Factor, and it includes things like Achieving Your Goals, Being Recognized for Your Work, Being Responsible for Your Work, Being Promoted, and Working Hard. The second consideration is referred to as the “Hygiene Factors,” and it is comprised of elements such as “Working Conditions,” “Relationship with Supervising Personnel,” “Corporate Policy and Administration,” and “Salary and Benefits”. The dependent variable is employee performance, and the notion of Quality, Quantity, and Time proposed by Peterson and Plowman in 1953 was explored.

### **Research Methodology**

A total of 40,000 workers at a Chinese firm were the sample size which the sample was drawn from. Yamane's (1973) formula was used to arrive at a sample size of 396 workers. The decision was made using a method of sampling that was both quick and easy. We went with this method to guarantee that our sample was representative of the whole and that our results could be extrapolated to the broader population. The selected sample size was judged to be enough for performing statistical testing and drawing valid results. All subjects gave their informed consent, as required by ethical standards, before being enrolled in the study. To define the scope of the questions a questionnaire was constructed based on reviewing literature and previous studies. It was then divided into 4 parts as follows: Part 1 part of the questionnaire on demographic factors; Part 2 Questionnaire on Motivation Factors; Part 3 Questionnaire about Performance. and Part 4 Other Suggestions and Comments. The reliability testing value of 0.745, which is greater than 0.7 indicates that the questionnaire was reliable how to collect information.

The data analysis step in this research study included two essential parts. The frequency, percentage, mean, and standard deviation were all calculated as part of the first component, which was descriptive statistics. These metrics were applied to the data to give a preliminary overview and to help spot any potential trends or patterns.

Inferential statistics made up the data analysis second part. This involved applying multiple regression analyses with a .05. statistical significance level to assess the study hypothesis. This method was chosen to ascertain whether the independent and dependent variables had a meaningful relationship. The study team was able to identify the most important predictors of the outcome variable and account for any potential confounding variables thanks to the multiple regression analysis. The analysis's findings were utilized to inform the study's overall findings and to reach conclusions about the research hypothesis.

## Research Results

The results of the general analysis of the respondents. In conclusion, the majority of respondents were female (55.81%), aged 31-40 years old (37.37%), had a bachelor's degree (48.99%), and had a median monthly income of 156 (39.39%).

**Table 1** shows the mean and standard deviations.

Motivation Factors	Mean	SD	Opinion level
Achievement	3.80	0.71	High
Recognition	3.76	0.73	High
Responsibility	3.68	0.78	High
Work itself	3.70	0.77	High
Advancement	3.58	0.99	High

Hygiene Factors	Mean	SD	Opinion level
Company Policy and Administration	3.74	0.73	High
Relationship with supervisor	3.66	0.70	High
Working Conditions	3.69	0.71	High
Salary and benefits	3.62	0.74	High
Job Security	3.58	0.98	High

Employee Performance	Mean	SD	Opinion level
Quality	3.62	0.89	High
Quantity	3.79	0.74	High
Time	3.74	0.76	High

**Table 2** Results of the hypothesis test of motivation factors on employee performance.

Motivation factors	b	Std. Error	B	t	p-value	VIF
Constant	-0.001	0.051		-0.015	.988	
Achievement	0.071	0.020	0.069	3.591	.000*	2.817
Recognition	0.460	0.027	0.458	17.067	.000*	5.471
Responsibility	0.170	0.020	0.181	8.324	.000*	3.600
Work itself	0.172	0.020	0.182	8.624	.000*	3.377
Advancement	0.126	0.016	0.170	7.974	.000*	3.464

R = 0.974, R<sup>2</sup> = 0.949, Adjusted R<sup>2</sup> = 0.948, SE<sub>EST</sub> = 0.168, F = 1440.92, p-value = .000\*

\* Statistically significant at .05 level.

According to Table 2, motivating factors such as achievement, recognition, responsibility, the nature of the task, and promotion have a statistically significant, 94.8 percent predictive power on employee performance.

**Table 3** Results of hypothesis tests of hygiene factors on employee performance.

Hygiene Factors	b	Std. Error	B	t	p-value	VIF
Constant	0.333	0.081		4.081	.000*	
Company Policy and Administration	0.233	0.034	0.231	6.944	.000*	3.252
Relationship with supervisor	0.211	0.037	0.201	5.738	.000*	3.603
Working Conditions	0.125	0.040	0.121	3.093	.001*	4.491
Salary and benefits	0.022	0.041	0.022	0.545	.586	4.996
Job Security	0.336	0.027	0.448	12.265	.000*	3.933

$R = 0.932$ ,  $R^2 = 0.868$ , Adjusted  $R^2 = 0.866$ ,  $SE_{EST} = 0.269$ ,  $F = 512.20$ , p-value = .000\*

\* Statistically significant at .05 level.

According to Table 3, hygiene factors including business policy and administration, relationship with supervisor, working circumstances, and job security have a statistically significant effect on employee performance at the .05 level, with an 86.6 percent predictive power.

## Discussions

In the study on motivating factors, it was discovered that employees strongly agreed with these factors. In addition, the related hypothesis investigation also indicated that motivation factors including achievement, recognition, responsibility, work itself, and advancement affect employee performance at a statistically significant level of .05 with a predictive power of 94.8 percent. This could imply that workers require motivation to serve the company. They need the motivation to work for the organization and accomplish its objectives. This study's findings are in line with those of Kuswati (2020), whose research determined that employees' motivation is crucial to keeping them at their jobs. In addition, the findings of this study are in line with the findings of a study that was stated by Nguyen, Yandi, and Mahaputra (2020), which highlighted the fact that motivation is just one of many elements that can influence the performance of employees. When taking into account each facet of the elements that motivate people, it is necessary to note that the variables that are

related to accomplishment, acknowledgement, the work itself, responsibility, and advancement are important components of the factors that motivate people. Motivating themselves to perform their jobs effectively and productively is a top priority for many workers. They do this by focusing on the completion of goals and tasks, as well as the responsibilities that come with their jobs. For example, they might be responsible for completing their work in accordance with the time and amount of work that was assigned by their supervisor. They will need to be recognized by their superiors, colleagues, or subordinators, and they will need to be encouraged to improve according to their abilities, expertise, and work experience. This can drive them to work hard, and it can contribute positively to the organization. The findings of this study are in line with those of Werdhiastutie, Suhariadi, and Partiwi (2020). That research discovered that achievement motivation implanted in the work system according to an individual's needs and desires can produce greater individual performance improvement. The findings of this study are consistent with those of that research. In addition, the outcome of the study is consistent with the research carried out by Hussain et al. (2019). The research discovered that employee recognition and rewards can have a good impact on job performance. The result of the study is also consistent with that research.

From the study related to the hygiene factor, it was concluded that employees in the organization agreed highly on the hygiene factor. In addition, the investigation into the related hypothesis revealed that hygiene factors such as company policy and administration, relationships with supervisors, working conditions, and job security influence employee performance at a statistically significant level of .05 with an 86.6 percent predictive power, with the exception of salary and benefits. This indicates that these are the characteristics of a person's work environment or place of employment. These can contribute to job employee dissatisfaction. Many personnel require a setting that can effectively support their activities. Moreover, the findings in this study are consistent with the study done by Pham and Nguyen (2020). In their study, hygiene factors can have a positive influence on employees' work. Additionally, Shaikh, Shaikh, and Shaikh (2019) agreed on the finding in this study similarly indicate that hygiene factors can be used to develop the employees' performance in the Rafhan maize industry. When each factor was taken into consideration, it was discovered that everything except salary and benefits could influence an employee's performance. This includes the hygiene factor, which refers to the company's policies and administration, the working conditions, the relationship with the supervisor, and job security. This is because workers desire to be encouraged to do well at work by having a positive environment, such

as positive friends, supervisors, or subordinates, as well as positive support, such as a good income, benefits, and job security. A good number of workers expect the organization to provide them with policies and operational goals that are transparent and within their reach, as well as welfare and compensation, and to allocate their labour and duties fairly and equitably. Furthermore, They do not worry about being asked to resign from their job because they want to have a satisfactory quality of living and secure work. This also leads to an improvement in their work performance. The study is consistent with the study done by Sudiardhita et al. (2018) for the point highlighting that these factors can positively influence employee performance in terms of time, quality, and quantity. This is also in line with the study done by Kianto et al. (2019) indicated that worker productivity can also be measured similarly to the time, quality, and quantity dimensions.

### **Implications of the study**

Accordingly, the study related to the causal effect of two-factor theories on employee performance: A case of a company in China can propose the implication of the study as follows:

1. The organization should emphasize the significance of appropriately creating and providing motivation for the employees in the organization. To provide motivation, the organization can manage as follows:

1.1 To generate achievement motivation factors, the organization should provide supports that can assist employees in completing their tasks. Additionally, the organization should announce the success of the employees at the appropriate time and location, such as after-work accomplishments among a large number of respected people, to make the employees feel proud of their achievements. In addition to this, the company must ensure that its workers have the impression that they are a member of a winning group.

1.2 To generate motivational elements in the form of recognition, the organization should accept and admire the employees' knowledge and abilities, as well as trust the employees to handle significant responsibilities and delegate such responsibilities to them.

1.3 To generate factors of incentive in terms of responsibility, the business should offer clear work measurements, policies, job scopes, and periods for the employees to use in determining their level of responsibility.

1.4 To develop motivational factors in terms of the work itself, the organization should trust and admire successful employees' assignments, as well as assign a new form of work that is distinct from the original type of work and harder than the original type of work.

1.5 To provide factors of motivation in terms of advancement, the organization should encourage and promote people to grow further according to their talents, and it should also give employees work and positions that can create contributions for advancement.

2. The organization should promote and provide hygiene factors, including company policy and administration, a relationship with supervisors, working conditions, and job security for their employees, by managing as follows:

2.1 To create hygiene factors in terms of company policy and administration, the organization should have policies and operational goals that are both clear and attainable. Furthermore, the organization should improve welfare and compensation in accordance with the requirements of the employees. In addition, the company needs to make sure that everyone is doing their fair share of the job and carrying out their respective obligations.

2.2 To create hygiene factors in terms of relationships with supervisors, the organization should promote an environment in which employees can work together with supervisors to create mutual assistance and good cooperation from everyone. In other words, the organization should foster an environment where employees can collaborate with supervisors. The concept of working together on a project is just one of many interesting approaches to consider. Nonetheless, the business should make an effort to assign supervisors and employees whose personalities are a good match with one another. Failing to do so may result in some tension between the two groups since their personalities are not a good match.

2.3 To develop hygienic elements in terms of working circumstances, the organization should instil trust in the employees by assuring them that the conditions of the organization would enable them to continue working up to the time of their retirement.

2.4 To establish hygiene aspects in terms of job security, the company should offer a rewarding career path, a high level of respect, and the assurance that the chosen field is a secure one.

2.5 To create hygiene factors in terms of salary and benefits, the organization should provide compensation, remuneration, and benefits that are appropriate for employees' knowledge and ability as well as the remuneration that is appropriate for the assigned position and duty. In addition, the organization should provide compensation that is appropriate for the position and duty that has been assigned to the employee.

## Future Research

1. This study focused on the causal effect of two-factor theories, including motivational factors and hygienic elements, on employee performance, which may have led to the omission of other significant components. Hence, future research should consider leadership, communicational, and other potential elements.
2. This study emphasized the use of quantitative research methods to finish the investigation. Thus, the future study may employ different research strategies, such as qualitative research employing interview techniques to glean insights from relevant individuals or a blended method combining quantitative and qualitative research.
3. This study focused on a single Chinese corporation. Researchers will have more opportunities to compare study outcomes if the next study expands the sample size and scope to include additional companies. In addition, one idea is to expand the scope of the study to include additional categories.

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