

THE IMPACT OF MOTIVATION ON EMPLOYEE WORK PERFORMANCE: THE EVIDENCE FROM GUANTAO ZHONGMAO LAWS FIRM

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ABSTRACT

This research is motivated by the decline of employee performance over a period of time which results in the realization of the work not fully achieving the specified targets. The decline of employee performance is suspected by the decrease in the level of motivation possessed by the employee. This research aims at examining factors that affecting employee work performance of Guantao Zhongmao Laws Firm. The samples were of 300 employees in Guantao Zhongmao Laws Firm. The questionnaire was administered to collect the data, adopting purposive and convenient sampling methods. Multiple regression for data analysis. The result indicated that motivation factors and hygiene factors affecting employee work performance with a forecasting power of 93.7% and 85.8%, respectively.

Keywords: Impact, Motivation, Employee Work Performance

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INTRODUCTION

The volatility of the world economy has led to rapid changes in the structure and position of organizations in the market. Therefore, how to motivate employees to work is a challenging question for human resources managers and business owners. Humans are the most important factor for business success, so investing in human development is an urgent issue in economic development and business development stages. The role of the judicial system is very important because the judicial system ensures the strict implementation of the law and ensures the fairness for all people in order to sustainably develop the country's economy. It is extremely important for employee in law firm to work hard for high performance. (Nguyen & Tran,2021)

Motivation as a meaningful construct is a central pillar at the workplace. Thus, motivating employees adequately is a challenge as it has what it takes to define employee satisfaction at the workplace. Quite a number of studies have been devoted to the link between motivation and its constituent factors and employee performance in different organizations. People who are motivated to work are those who are dedicated and work harder than others. They are more diligent than others. Sometimes we find that people are more talented than others. You can't work against people who are less talented but who are more diligent. Motivation is the creation of a desire to do something so that the action meets the needs of the individual. People whose needs have not been met are stressful people. And this stress drives the individual to work hard. to meet some of their needs or goals (Forson , Dwamena, Opoku & Adjavon, 2021)

Human resources are an important factor in the development of the organization. This is because human resources are one of the foundations for the management of an organization. Therefore, the human resources in the organization play an important role for efficient and effective operation. This will lead to the goals of the organization, so currently every organization has its attention to the management of human resources, but the organization will have the personnel who have the ability to drive the organization it. Organization must have human resource management in terms of selecting personnel with skills, knowledge, abilities and experience to obtain the position at the same time, the organization must satisfy various forms of welfare. good for their personnel so that they can work to the best of their abilities to help lead the organization to achieve its goals. However, recruiting is the process of getting the right candidates who are qualified for the desired position in the company. It is a process of recruiting knowledgeable people. Ability and interest in the work including various management from recruiting to test both the number and qualifications that meet the needs and goals of the organization. Select the best employees and put them in different positions (Jašková & Haviernikova,2020).

Currently, many companies are facing the problem of retaining talented employees. Due to the rapid changes in the labor market, high-paying full-time employment alone may not be the answer for today's workforce, so companies must adapt and plan to deal with this problem. It is important to understand what people who work during this time want. This is because they are always willing to change jobs if a better opportunity comes their way. In addition, in the present, the attitudes of people when choosing jobs in this era It also turned to focus on companies or organizations that are stable. long-standing reputation work and have the opportunity to advance and grow. instead of choosing salary and benefits While working in an organization that is interesting to learn and with creativity It is important to decide to work in this organization. In addition, today is an era of economic and social change with rapid advances in technology and science. The labor market is also very competitive. But to work in a good job and have the opportunity to advance in the field is still the goal of many people who are confident in their knowledge and skills. (Gupta & Garg, 2021)

Guantao Zhongmao Law Firm is a large and comprehensive law firm headquartered in Beijing. It was founded in 1950 and Shanghai Zhongmao Law Firm and Shanghai Sheda Law Firm

were established in 1990. Guantao Zhongmao Law Firm now has more than 1,200 lawyers and more than 300 partners, and has become one of the leading law firms in China.

The executive of Guantao Zhongmao Law Firm attaches great importance to the performance motivation of employees, because it is important for employees to work with enthusiasm and willingness to work, and to fulfill the mission of serving clients efficiently. Motivation is not just about creating a work behavior that aims to increase quantity and quality. It is also about creating an atmosphere in which employees are happy, satisfied, and willing to put in the work to achieve the intended goals. It is a psychological principle applied in the management of people. And a generally recognized means of increasing the productivity of employees is motivation. Therefore, all executives try to use motivation techniques to motivate their employees to do their best.

For the above reasons, the researcher is interested in studying the motivation for the performance of Guantao employees. Zhongmao Laws Firm would like to use the information obtained from the study as a guide to improve the performance motivation of Guantao employees. Zhongmao Laws Firm to promote the operation. Job satisfaction have love in the organization work with full willingness and ability and reduce disciplinary action This will affect the efficiency of serving customers more efficiently.

LITERATURE REVIEWS

Herzberg's Motivation Hygiene Theory

Herzberg's motivation hygiene theory is often called the two-factor theory and focuses on those sources of motivation which are pertinent to the accomplishment of work. This theory says that there are some factors known as motivating factors that cause job satisfaction, and some other separated factors called hygiene factors which cause dissatisfaction. He stated further that the opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. According to Herzberg (1987) the job satisfiers deal with the factors involved in doing the job, whereas the job dissatisfiers deal with the factors which define the job context. He categorized motivating factors (satisfiers) as achievement, recognition, work itself, advancement and growth whereas hygiene factors (dissatisfiers) also include company policy, supervision, working conditions, status and salary.

According to Herzberg, hygiene cannot motivate, and when used to achieve this goal it can actually produce negative effects over the long run. The motivators are more complex and subjective, and often too elusive to measure. But to the extent that management concentrates on hygiene, while at the same time neglecting motivators, workers are probably going to seek more of the hygiene. This has a negative effect on developing a motivated workforce.

The concept of employee performance

Campbell and Wiernik in 2015 presented that the achievement of the organizational goals must depend on the behavior of employees in the organization that is related to the organization's goals and this behavior must be used as a basis for measuring the involvement of other employees in the organization. In addition to the results, Pradhan and Jena (2017) who studied "Employee Performance at Workplace: Conceptual Model and Empirical Validation" revealed the result from an intensive review on the relevant literature and feedback from both practitioners and academic experts that there were three distinct factors of employee performance that make up the new scale including task performance, adaptive performance, and contextual performance. Due to its extended scope of employee performance from Pradhan and Jena's study, the output revealed the employee performance scale that had been statistically tested for reliability and validity from the several research settings including both manufacturing and service industries. Peterson & Plowman (1953) refers to three domain of employee performance including quality, quantity, and time. In accordance with Vuong and

Nguyen (2022) that say about quality, quantity and time that key strategies for measuring employee performance.

From review literature and relevant research, the authors examined Herzberg's Motivation - Hygiene Theory. This includes motivational factors and hygienic factors. Each of these types has its consequences when practiced and Peterson & Plowman (1953) refers to three domain of employee performance including quality, quantity, and time. So the conceptual framework can be drawn as shown in Figure 1.

Conceptual frameworks

Independent Variable

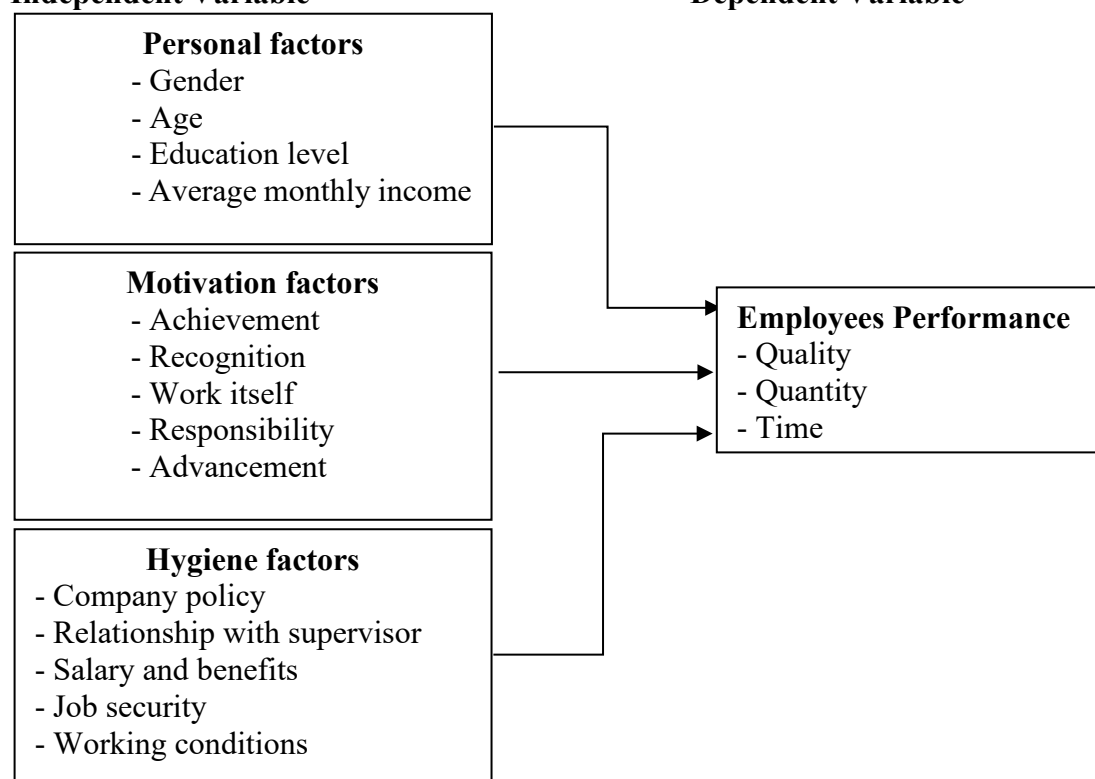


Figure 1 Conceptual Framework

Sources: Herzberg, F (1959). and Peterson & Plowman (1953)

RESEARCH METHODOLOGY

In response to examining The Impact of Motivation on Employee Work Performance: The Evidence from Guantao Zhongmao Laws Firm, the study was then designed to adopt a quantitative research approach. The population in this study consisted of 1,213 employees in Guantao Zhongmao Laws Firm. Due to the studied sample size calculation by Yamane (1973), 300 employees working in Guantao Zhongmao Laws Firm were selected at a confidence level of 95%. A sampling method focused on using purposive and convenience sampling techniques. A questionnaire has three parts. For the first part of the questionnaires, it includes the demography such gender, age, education and average monthly income. Then, the second to the third parts are on a Likert scale with 1-5 rating-scales from 1 meaning "extremely disagreeable" to 5 meaning "extremely agreeable" to study employees' motivation (motivation and hygiene factors), and employee performance, respectively.

Before the instrument was applied for data collection, the item-objective congruence (IOC) and reliability test of the questionnaire through Cronbach's alpha were systematically conducted. From the investigation, the result revealed that the IOC was equal to 1.00 and Cronbach's alpha was obtained at 0.891. To get the data, this study sent questionnaires to employees at Guantao Zhongmao Laws Firm. Regarding data analysis, the descriptive statistics, including frequency,

percentage, mean, standard deviation and multiple regression. All the details are portrayed in the following section.

RESEARCH RESULTS

The results of the general analysis of the respondents found that the majority of respondents were female (55.00%), aged 31 - 40 years old (36.33%), had a bachelor's degree (53.67%), and had an average monthly income of 2,001 - 4,000 yuan (37.33%).

Table 1 showing results of motivation factors on employees work performance

Employees work performance	b	Std. Error	B	t	Itself.
Constant	0.013	0.064		0.197	0.844
- Achievement	0.064	0.025	0.061	2.549	0.011*
- Recognition	0.446	0.032	0.447	14.048	0.000*
- Work itself	0.148	0.026	0.155	5.659	0.000*
- Responsibility	0.190	0.025	0.201	7.585	0.000*
- Advancement	0.149	0.020	0.197	7.415	0.000*
R = 0.968, R ² = 0.938, Adjusted R ² = 0.937, SE _{EST} = 0.179, F = 884.790, Sig. = 0.000*					

* Statistically significant at the level of 0.05.

According to table 1 motivation factors including achievement, recognition, work itself, responsibility, and advancement affecting employee work performance were statistically significant at the level of 0.05, which had a forecasting power of 93.7% (Adjusted R² = 0.937). It can be written in the form of raw and standard score equations as follows:

Raw score equation

$$\hat{Y} = 0.013 + 0.064 \text{ Achievement} + 0.446 \text{ Recognition} + 0.148 \text{ Work itself} + 0.190 \text{ Responsibility} + 0.149 \text{ Advancement}$$

Standard score equation

$$Z_y = 0.061 \text{ Achievement} + 0.447 \text{ Recognition} + 0.155 \text{ Work itself} + 0.201 \text{ Responsibility} + 0.197 \text{ Advancement}$$

Table 2 Table showing results of hygiene factors on employees performance

Employees performance	b	Std. Error	B	t	Itself.
Constant	0.362	0.095		3.830	0.000*
- Company policy	0.207	0.039	0.202	5.292	0.000*
- Relationship with supervisor	0.132	0.041	0.128	3.209	0.001*
- Salary and benefits	0.104	0.046	0.100	2.234	0.026*
- Job security	0.076	0.048	0.075	1.574	0.116
- Working conditions	0.399	0.033	0.510	12.189	0.000*
R = 0.928, R ² = 0.861, Adjusted R ² = 0.858, SE _{EST} = 0.268, F = 363.538, Sig. = 0.000*					

* Statistically significant at the level of 0.05.

According to Table 2 hygiene factors including company policy, relationship with supervisor, salary and benefits, and working conditions affecting employee performance were statistically significant at the level of 0.05, which has a forecasting power of 85.8% (Adjusted R² = 0.858). It can be written in the form of raw and standard score equations as follows:

Raw score equation

$$\hat{Y} = 0.362 + 0.207 \text{ Company policy} + 0.132 \text{ Relationship with supervisor} + 0.104 \text{ Salary and benefits} + 0.399 \text{ Working conditions}$$

Standard score equation

$$Z_y = 0.202 \text{ Company policy} + 0.128 \text{ Relationship with supervisor} + 0.100 \text{ Salary and benefits} + 0.510 \text{ Working conditions}$$

DISCUSSION & CONCLUSION

Discussion of the results according to objective (1) found that personal factors, including gender, age, and the average monthly income were different, affected employee performance differently, statistically significant at the 0.05 level, which is according to the assumptions set. Because personal factors show the differences and diversity of employees in the organization. Which plays an important role in employee performance. Gender differences in physical characteristics affect different ways of working. For example, women work in a more detail-oriented manner than men. While males are strong and decisive often work at work that requires a lot of energy or decision-making. However, now the focus is on gender equality. Therefore, organizational discrimination may harm employee performance. Consistent with research by Koenig, Eagly, Mitchell, and Ristikari (2020) found that leader stereotypes tend to be masculine, which can negatively impact women's perceived leadership effectiveness. Gender stereotypes can also contribute to gender bias and discrimination in the workplace, which can impact women's opportunities and outcomes. However, research has also found that diversity in gender and other demographic factors can lead to better team performance (Gelfand & Buttram, 2019). Later, it is undeniable that there are differences and variations in an age in the organization, which causes employee performance to be different. Especially about adapting to modern technology that is very active. Older people can adapt to this aspect less than younger people. But have more work experience or maturity. Consistent with research by Ebert and Keller (2021) found that older workers tend to have higher levels of experience and knowledge, which can contribute to better task performance and mentoring abilities. However, older workers may also experience age-related stereotypes and discrimination, which can negatively impact their job satisfaction and well-being. A meta-analysis conducted by Masterson and Stamper (2017) found that age diversity climate can also impact job performance and attitudes, with more positive climates leading to better outcomes. And finally, income significantly affects employee performance as it reflects the status or position in the company. This makes a difference in remuneration, the basic employee incentive to work. High performers may receive better compensation. At the same time, those with poor performance may not be assessed for compensation. Instead, it will bring these employees through a training and skills development process to help them have the opportunity to develop themselves to be more efficient. This finding is consistent with research by Gubler, Arnold, and Coombs (2020) found that employee well-being can contribute to better firm financial performance, but the relationship is not always linear or straightforward. Similarly, a meta-analysis conducted by Czarnota-Bojarska (2019) found that the relationship between income and jobsatisfaction is complex and depends on various contextual and individual factors.

Discussion of the results according to objective (2) found that motivation factors, including achievement, advancement, and the possibility of growth, affect employee performance, statistically significant at the 0.05 level, which is according to the assumptions set. Because motivation factors are a fundamental requirement of an organization to make employees willing to put their best effort into performing their duties for the organization. Therefore, it is of great importance to employee performance. In particular, monetary and non-monetary compensation will let them know what they will get in return for their efforts. In this research, it was found that the motivating factors, including achievement, advancement, and possibility of growth, affected employee performance as follows:

First, achievement affects employee performance because success in work is a clear goal. It enables them to work to achieve their goals with clear guidelines. They also seek opportunities

to develop themselves to have better abilities and skills for work. Therefore, setting more challenging goals will increase your motivation to work effectively. Achievement is a strong motivator for employees. When employees have clear, specific, and challenging goals, they are more likely to stay focused and motivated to achieve them. Employers can support achievement by providing feedback and recognition, creating a sense of ownership, and fostering a positive work environment. The findings are consistent with research by Parke and Weinhardt (2014), researchers found that goal-setting improved performance and engagement among employees in a call center. Similarly, a study by Thompson et al. (2016) found that goal-setting was positively related to task performance and organizational citizenship behavior.

Later on, advancement affects employee performance because the context of employee performance gives them opportunities to advance in their careers. It means opportunities for personal growth and development in the organization. Advancement can take many forms, such as promoting employees to higher levels due to work and experience accumulated in the organization and developing their skills to gain expertise in the workplace -leadership opportunities, cross-functional opportunities, etc. Advancement refers to opportunities for career growth and development within an organization. When employees see a clear path for advancement, they are more likely to feel motivated and engaged in their work. Employers can support advancement by providing learning and development opportunities, offering leadership roles, and creating a culture of continuous improvement. The findings are consistent with research by Kooij et al. (2018), researchers found that career development opportunities were positively related to job satisfaction, organizational commitment, and job performance. Similarly, a study by Lee et al. (2013) found that promotion opportunities were positively related to job satisfaction and motivation. And finally, the possibility of growth affects employee performance because the opportunity for career growth means that the employee has the potential only to allow the employer to foresee the opportunity to assign essential positions and duties to responsible staff. To grow, one must pass specific rules such as education, training courses, ability, expertise, etc. In other words, it indicates a clear job succession. By allowing the person in the previous position to act as a counselor, coaching, and suggesting guidelines for various practices. To achieve a formal succession and achieve objectives. The possibility of growth refers to the potential for employees to develop their skills, gain new experiences, and advance their careers within an organization. When employees perceive a positive culture of growth and development, they are more likely to feel valued and engaged in their work. Employers can support growth by providing feedback and recognition, offering mentorship programs, and creating opportunities for innovation. These findings are consistent with the research of Aragon-Sanchez et al. (2018), researchers found that training and development opportunities were positively related to job satisfaction, organizational commitment, and job performance. Similarly, a study by Vansteenkiste et al. (2019) found that learning and development opportunities were positively related to task performance and creativity.

Discussion of the results according to objective (3) found that hygiene factors including personal life, interpersonal relations with subordinates, status, and job security affecting employee performance, statistically significant at the 0.05 level, which is according to the assumptions set. Hygiene factors, also known as maintenance factors, are those that do not necessarily lead to higher levels of motivation. Still, their absence can cause dissatisfaction and negatively impact employee performance. These factors include personal life, interpersonal relations with subordinates, status, and job security (Herzberg, Mausner, & Snyderman, 2011). Hygiene factors may not directly increase employee motivation, but they are crucial in maintaining job satisfaction and preventing dissatisfaction that can negatively impact employee performance.

Employers who prioritize hygiene factors and create a positive work environment can help employees perform at their best and achieve their full potential (Ali, Raziq, & Abbas, 2015; Ceylan & Şahin, 2019). The results of each aspect can be discussed as follows:

First, personal life affects the performance of employees. Because personal life

is an important hygiene factor that can affect employee performance. If employees are struggling with personal issues such as financial problems, family issues, or health problems, it can affect their motivation and concentration at work. Employers can help their employees by offering support services or flexible work arrangements to help them better balance their personal and professional lives. Work-life balance has become an increasingly critical concern for employees in recent years, with many seeking flexible working arrangements that allow them to better manage their personal and professional commitments (Ceylan & Şahin, 2019; Wang, Peng, & Xiong, 2019). Furthermore, Ceylan and Şahin (2019) found that personal life was a significant predictor of employee performance in their field study. Employees who are able to balance their personal and professional lives are less likely to experience burnout, stress, and other negative outcomes that can affect their job performance.

Later, interpersonal relations with subordinates affect employee performance. Because interpersonal relations with subordinates also play a significant role in employee motivation and performance. Negative relationships with colleagues or supervisors can cause dissatisfaction and stress for employees, which can ultimately lead to decreased productivity and engagement. Employers can address this by fostering a positive work culture and providing training to supervisors to help them develop better communication and leadership skills. Employees who work in a supportive and collaborative team environment are more likely to be satisfied with their work and motivated to perform well (Khan & Javed, 2019; Rupali & Ghosh, 2018). Moreover, a study by Yousaf et al. (2019) found that employees who perceived their supervisors as supportive tended to have higher job satisfaction and performance. On the other hand, negative relationships between supervisors and subordinates can lead to conflicts, resentment, and low morale, which can adversely affect employee performance. According to Khan and Javed (2019), employees who perceive their status within the organization as high tend to have higher motivation and job satisfaction. This can lead to improved job performance as employees are more likely to be engaged and committed to their work.

And finally, status affects employee performance. Because status is another hygiene factor that can impact employee performance. Employees who feel undervalued or overlooked may become disengaged and less motivated to perform at their best. Employers can help by providing opportunities for career growth, recognition, and rewards for high-performing employees. And job security affects employee performance. Because job security is an important hygiene factor that can affect employee performance. Employees who feel that their job is unstable or at risk may become stressed and less productive. Employers can address this by offering job security, providing clear expectations and performance evaluations, and communicating openly with employees about any potential changes or challenges that may arise. Employees who perceive their jobs as stable and secure are more likely to be motivated to perform well (Wang, Peng, & Xiong, 2019; Zhang & Yu, 2020). Similarly, Soomro and Shaikh (2021) found that employees who have a positive perception of their job status tend to be more productive and engaged in their work. However, negative perceptions of status, such as feeling undervalued or underappreciated, can lead to decreased motivation and performance.

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