

THE EFFECT OF EMPLOYEE MOTIVATION ON EMPLOYEE PERFORMANCE: A CASE OF A TECHNOLOGICAL SMALL AND MEDIUM ENTERPRISE

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ABSTRACT

Performance is the need of all parties. For employees, performance is a way of self-preservation and well-being. As for the company, performance is an indicator of goal achievement. Therefore, performance has always been a major concern in the organization. Performance is a standardized work process and quality work, so that performance has a significant impact on the existence of the company. Departing from this phenomenon, this research aims at examining the effect of employee motivation on employee performance. The samples were of 267 employees in Mushroom Autolink Information Technology Co., Ltd. The questionnaire was administered to collect the data, adopting purposive and convenient sampling methods. Multiple regression for data analysis. The result indicated that personal factors, motivation factors and hygiene factors affecting employee performance at statistical significance level of .05

Keywords: Effect, Employee Motivation, Employee Performance, Small and Medium Enterprise

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INTRODUCTION

Companies in the industry 4.0 and ree market era are currently facing more severe challenges than previous eras. The challenge for each company is to prepare themselves to face globalization in order to remain maximally profitable while reducing losses from the global competition through effective and efficient management of resources. Companies must have competitive advantages through resource wealth that is not only tangible and intangible but also unique. Of the many resources, the most valuable resource is human resources. Without adequate human resources, other resources will be idle. The human factor is the most vital and critical of all organizational resources. Work motivation is determined by a number of factors: both external motivators, such as wages, benefits, safety, and various regulations, and intrinsic motivators, such as a challenging job that matches one's skills, progress in the work performed, the recognition of others, and the opportunity to express one's creative ideas publicly or to others. Motivation is a personal matter for each individual. is a desire. It is the driving force in the mind that drives a person to behave in certain ways. Whether it is to increase creativity or to do something different from the original, however, the behavior mentioned does not proceed without a goal. On the contrary, the behavior that creates the driving force in the head focuses on achieving individual goals that people can achieve with only 20-30% of their abilities, but these people can use up to 80-90% of their abilities to work for the organization if they are properly motivated. (Pancasilai, Haryono and Sulisty, 2020)

One of the fundamental factors in running an organization are Human resources. The human resources in the company play an important role in efficient and effective performance. This leads to the achievement of organizational goals, so nowadays every organization pays attention to human resource management so that the organization has human resources with the ability to drive the organization forward. The organization must have human resource management that selects personnel with skills, knowledge, competence and experience to support the assigned position. At the same time, the organization must create satisfaction. Satisfied with various forms of welfare good for its employees so that the staff can work at full capacity to help lead the organization to achieve its goals. However, recruitment is the process of seeking affordable and qualified candidates for a desired position in the organization. It is a process of recruiting knowledgeable people. Ability and interest in work including various management Since the recruitment of people in terms of numbers and qualifications that meet the needs and goals of the organization to test. Select the best personnel and place them in different positions (Silvia Lorincov, 2015)

Many organizations are facing problems with retaining talented employees to stay with the organization. Due to the rapidly changing labor market Working full time with high pay alone may not be the answer for working people in this era, so organizations must adapt and plan to deal with such problems. More importantly, you need to understand what people in this generation want. Because they are always ready to change jobs if given a better opportunity. In addition, at present, the attitude of people in this era in choosing jobs also turned to focus on companies or organizations that are stable has long been famous Work and have the opportunity to advance and grow. rather than choosing salary and benefits While working in an organization that is interesting to learn and used creativity It is important in deciding to work in that organization. In addition, the current era is an era where economic and social changes have advanced in technology and technology rapidly. The labor market is also very competitive. But to work in a good workplace Having the opportunity to advance in the field of work is still the goal of many people who are confident in their knowledge and abilities (Dwesini, 2019).

The management of Mushroom Autolink Information Technology Co., Ltd. places great importance on personnel's performance motivation, which is important to help personnel perform their tasks with enthusiasm and willingness. Have morale in work which will make

work more efficient. Motivation is not only to create work behavior that aims to increase quantity and quality. It also emphasizes an atmosphere in which workers are happy, satisfied and willing to invest. in order to achieve the set objectives This type of work is work motivation, so all executives try to use motivational techniques to motivate their employees to perform at their best. Because the management within the organization often encounters many problems and obstacles due to the fact that people show different behaviors even in the same situation and the same person. will exhibit different behaviors in the same situation or at different times difference of Individuals cause individuals to have different behaviors, such as perception, learning and motivation, etc., thus causing the personnel development of the organization or organization to proceed in a direction that is inconsistent with the objectives and needs of the members of the organization. This will directly affect the organization itself. Therefore, the supervisor should have the potential and be a professional executive who would pay attention and be interested in the motivation for the performance of the personnel in the organization. various behaviors Social Behavior and Work Behavior especially in the organization Leaders have a direct duty to motivate colleagues to achieve success in their work. It is important to help organizations benefit from the latent powers that exist in the people in the organization to benefit the development of the organization. The best (Park, J.; Min, H.K. (2020).)

For the above reasons Therefore, the researchers are interested in doing the study. The Effect of Employee Motivation on Employee performance: A case of A Technological Small and Medium Enterprise will study that (1) the motivation of each personnel. Will the operation be effective or achieve the goals of the company or not? research results It will be a guideline for enhancing the motivation in the work of personnel in Mushroom Autolink Information Technology Co., Ltd. to have morale in their work. job satisfaction have a love for the organization work with willingness and full capacity and reduce wrongdoing This will affect the overall effectiveness of the organization in the future.

LITERATURE REVIEWS

Herzberg's Two-Factor Theory

Motivation-hygiene theory is also known as Herzberg's two-factor theory or Herzberg's dual-factor theory (1959). The main concept of this theory is the difference between motivation factors and hygiene factors. These two factors that have an effect on job satisfaction are divided into two sets of categories. Hygiene factors are considered less important to job satisfaction than motivation factors. Hygiene factors are related to 'the need to avoid unpleasantness'. Motivation factors lead to job satisfaction because of 'the need of the individual for self-growth and self-actualisation' Motivation effects on person's intensity, direction, and persistence of their intended behavior, which can lead to great results when done right (McShane & Glinow, 2017). Herzberg's et al. (1959) present Two-Factor Theory has 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 of performance

Performance could be defined simply in terms of the achievement of quantified objectives. But performance is not only a matter of what people achieve but also how they are achieving it. A high performance result comes from appropriate behavior and the effective use of required knowledge, skills and competencies. Performance management must examine how results are attained because this provides the information necessary to consider what needs to be done to improve those results. The concept of performance has been expressed by Brumbrach (1988) as follows: 'Performance means both behaviors and results. Behavior emanates from the

performer and transforms performance from abstraction to action. the consequence or result of the individual's behavior. The above-described behaviors may result in outcomes such as numbers of engines assembled, sales figures, pupils' reading proficiency, or number of successful heart operations. In many situations, the behavioral 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 behavior. 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. Or imagine a sales employee in the telecommunication business who shows only mediocre performance in the direct interaction with potential clients (behavioral aspect of performance), but nevertheless achieves high sales figure for mobile phones because of a general high demand for mobile phone equipment. Peterson & Plowman (1953) gave three elements of employee performance first quality of work producers and users get value for money and are satisfied. Results The work is accurate, standardized, fast. Second quantity means the work that occurs must be in accordance with the requirements. expected of the agency, with the practicable output being the appropriate amount as specified in specified in the work plan or target and finally time is the time used in the operation must be in a manner that is correct according to the principles suitable for work and modern Techniques have been developed.

From review literature and relevant research, the authors examined Herzberg's Two-Factor Theory, which were motivation factors included achievement, recognition, responsibility, work itself, advancement and possibility of growth. And Hygiene factor include company policy and administration, quality of supervisor, relationship with supervisor, working conditions, salary and benefits, relationship with colleagues, personal life, interpersonal relations with subordinates, status and job security. For employee performance, the authors examined Peterson & Plowman (1953) refers to three domain of employee performance including quality, quantity, and time. The conceptual framework can be drawn as shown in Figure 1.

Conceptual frameworks

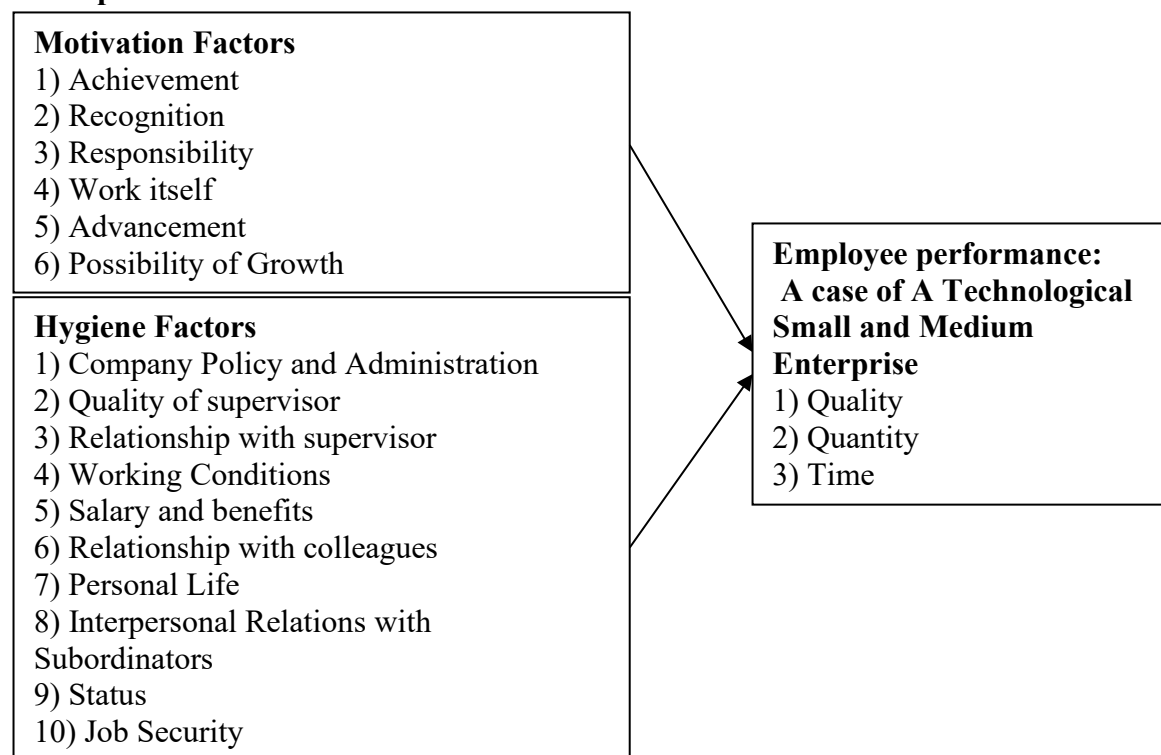


Figure 1 Conceptual Framework

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

RESEARCH METHODOLOGY

In response to examining the effect of employee motivation on employee performance: A case of a technological small and medium enterprise, the study was then designed to adopt a quantitative research approach. The population in this study consisted of 800 employees in Mushroom Autolink Information Technology Co., Ltd. Due to the studied sample size calculation by Yamane (1973), 267 employees working in Mushroom Autolink Information Technology Co., Ltd. were selected at a confidence level of 95%. A sampling method focused on using purposive and convenience sampling techniques. A questionnaire has four 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 fourth 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 0.824. To get the data, this study sent questionnaires to employees at Mushroom Autolink Information Technology Co., Ltd.

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

Respondents' Profiles and Studied Variables

Most of the respondents were female, with 146 (54.1). 89 % and 120 males (45.11%) were 31 to 40 years old, 92 (34.59%) were 41 - 50 years old, 82 (30.83%) were 51 years old or older, 21 (7.89%) had a bachelor's degree, 123 (46.24%) were undergrad, 94 (35.34%) were undergrad, 21 (18.42%) had a bachelor's degree, and the last had a monthly average income of 2,001 - 4,000 yuan, 97 (36.47%), followed by 92 (34.59%) and 6,001 - 8,000 yuan (8.65%).

The personal factors of respondents with different ages and average monthly incomes affected overall performance and in terms of quantity and time, statistically significant differences at a level of 0.05.

Motivation factors including achievement, advancement, and possibility of growth affecting employee performance are statistically significant at a level of 0.05, which has a forecast power of 16.2%.

Table 1 Test results table motivation factors on employees performance

Employees performance	b	Std. Error	B	t	Itself.
Constant	2.352	0.255		9.242	0.000*
- Achievement	0.273	0.084	0.255	3.251	0.001*
- Recognition	-0.096	0.109	-0.102	-0.879	0.380
- Responsibility	-0.118	0.092	-0.135	-1.282	0.201
- Work itself	-0.120	0.087	-0.135	-1.374	0.171
- Advancement	0.138	0.067	0.174	2.056	0.041*
- Possibility of growth	0.261	0.082	0.268	3.194	0.002*
R = 0.425, R ² = 0.181, Adjusted R ² = 0.162, SE _{EST} = 0.600, F = 9.532, Sig. = 0.000*					

* Statistically significant at 0.05

According to Table 1, motivation factors including achievement, advancement, and possibility of growth affecting employee performance were statistically significant at a level of 0.05, with a forecast power of 16.2% (Adjusted $R^2 = 0.162$).

The most influential aspects of employees performance are Possibility of growth ($\beta = 0.268$), followed by Achievement ($\beta = 0.255$) and least Advancement ($\beta = 0.174$).

It can be written as raw score equation and standard score as follows:

Raw score equation

$$\hat{Y} = 2.352 + 0.273 \text{ Achievement} + 0.138 \text{ Advancement} + 0.261 \text{ Possibility of growth}$$

Standard score equation

$$Z_y = 0.174 \text{ Achievement} + 0.255 \text{ Advancement} + 0.268 \text{ Possibility of growth.}$$

Hygiene factors including personal life, interpersonal relations with subordinates, status, and job security affecting employee performance were statistically significant at a level of 0.05, which has a forecast power of 79.6%.

Table 2 Hygiene factors test results on employees performance

Employees performance	b	Std. Error	B	t	Itself.
Constant	0.497	0.141		3.517	0.001*
- Company policy and administration	0.010	0.050	0.010	0.196	0.845
- Quality of supervisor	-0.019	0.057	-0.020	-0.338	0.736
- Relationship with supervisor	0.117	0.061	0.125	1.922	0.056
- Working conditions	-0.081	0.058	-0.106	-1.402	0.162
- Salary and benefits	0.063	0.054	0.080	1.173	0.242
- Relationship with colleagues	0.082	0.047	0.089	1.752	0.081
- Personal life	0.134	0.047	0.147	2.834	0.005*
- Interpersonal relations with subordinates	0.259	0.040	0.299	6.545	0.000*
- Status	0.217	0.040	0.255	5.434	0.000*
- Job security	0.352	0.042	0.424	8.338	0.000*
R = 0.896, $R^2 = 0.803$, Adjusted $R^2 = 0.796$, $SE_{EST} = 0.296$, F = 104.088, Sig. = 0.000*					

* Statistically significant at 0.05

According to Table 2, hygiene factors including personal life, interpersonal relations with subordinates, status, and job security affecting employee performance were statistically significant at a level of 0.05, with 79.6% forecasting power (Adjusted $R^2 = 0.796$).

The most influential aspects of employees performance are Job security ($\beta = 0.424$), followed by Interpersonal relations with subordinates ($\beta = 0.299$), Status ($\beta = 0.255$), and the least personal life ($\beta = 0.147$).

It can be written as raw score equation and standard score as follows:

Raw score equation

$$\hat{Y} = 0.497 + 0.134 \text{ Personal life} + 0.259 \text{ Interpersonal relations with subordinates} + 0.217 \text{ Status} + 0.352 \text{ Job security}$$

DISCUSSION & CONCLUSION

Discussion of the results according to objective (1) found that the personal factors of respondents with different ages and average monthly incomes affected overall performance and in terms of quantity and time, statistically significant differences at a level of 0.05. These findings are consistent with Sarfraz, Qureshi, and Hussain's (2020) research in "Age, income

and job satisfaction: A study of Pakistani workers.” They conducted a study on a sample of 250 workers in Pakistan to examine the relationship between age, income, and job satisfaction. They found that age and income are positively related to job satisfaction, suggesting that older and higher-income workers are more satisfied with their jobs. And this is consistent with research by Wang and Wang (2019) on “Age diversity, creativity and team performance: The moderating role of transformational leadership.” They investigated the relationship between age diversity, creativity, and team performance in a sample of 169 teams from Chinese companies. They found that age diversity positively affected team creativity, but the relationship between age diversity and team performance was moderated by transformational leadership. Specifically, the positive effect of age diversity on team performance was stronger when transformational leadership was high.

Discussion of the results according to objective (2) found that motivation factors, including achievement, advancement, and possibility of growth affecting employee performance, are statistically significant at a level of 0.05, which has a forecast power of 16.2%. Each aspect can discuss the results as follows:

- Achievement affects employee performance. There are a variety of theoretical perspectives on achievement motivation, but one of the most influential is the goal-setting theory developed by Locke and Latham (2002). According to this theory, setting specific and challenging goals can enhance motivation and performance as employees strive to achieve those goals. This theory has been supported by a substantial body of research, which has found that goal-setting can be an effective tool for enhancing employee motivation and performance.
- Advancement affects employee performance. Similarly, the reinforcement theory developed by Skinner (1953) emphasizes the role of rewards and punishment in shaping behavior. Both theories suggest that providing employees with feedback and recognition for their achievements can effectively enhance motivation and performance.
- The possibility of growth affects employee performance. According to Maslow's hierarchy of needs, self-actualization is the highest level of human need. It involves the desire to reach one's full potential and achieve personal growth and development. Similarly, the self-determination theory developed by Edward Deci and Richard Ryan emphasizes the importance of autonomy, competence, and relatedness in fostering motivation and engagement. A meta-analysis of research on career development found that career development interventions were associated with positive outcomes for both employees and organizations, including higher levels of job satisfaction, organizational commitment, and performance (De Vos, De Hauw & Van der Heijden, 2006). Another meta-analysis found that training and development programs were associated with positive outcomes for both employees and organizations, including higher levels of job satisfaction, organizational commitment, and performance (Arthur Jr, Bennett Jr, Edens & Bell, 2003). Additionally, a study conducted by the Society for Human Resource Management (SHRM) found that the availability of career advancement opportunities was one of the top factors influencing employee job satisfaction (SHRM, 2019). This suggests that organizations that provide opportunities for career advancement and growth are more likely to attract and retain motivated and engaged employees.

The above findings are consistent with Colakoglu and Culha's (2013) research on “The effects of achievement motivation, job satisfaction and job stress on employee performance.”

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 were statistically significant at a level of 0.05, which has a forecast power of 79.6%. Each aspect can discuss the results as follows:

- Personal life affects employee performance. The impact of personal life on employee performance is supported by research. For example, work-family conflict, a type of personal life stress, was negatively associated with job satisfaction and organizational commitment and

positively associated with turnover intentions. This can help reduce stress and improve employee productivity. Consistent with research by Golden and Edwards (2016), employees with a proactive personality were more likely to perform well on the job, but only if they perceived a high level of control over their work and had lower job demands. Shi et al. (2015) found that leader humility positively impacted employee work behaviors, such as job performance, and that a justice climate-mediated this effect. Shockley et al. (2017) found that dispositional mindfulness was negatively related to employee exhaustion and intention to quit and positively related to job satisfaction, but only when job demands were high.

- Interpersonal relations with subordinates affect employee performance. The impact of interpersonal relationships with subordinates on employee performance is supported by research. For example, employees who had a positive relationship with their supervisor were more likely to feel engaged in their work and have higher levels of job satisfaction. Conversely, a negative relationship with a supervisor significantly predicted employee turnover. To improve interpersonal relationships with subordinates and positively impact employee performance, there are several things that employers can do. One crucial step is encouraging open communication and feedback between supervisors and subordinates. This can help build trust and mutual respect and provide valuable insights for improving job performance. Consistent with research by Foo and Bender (2015), a leader's moral identity positively impacted subordinates' job performance, and the relationship quality mediated this effect between the leader and subordinates. Gerpott and Lehmann-Willenbrock (2015) found that social support from coworkers positively impacted team performance, but only when the task-related effect was high and job demands were low. Heavey and Simsek (2017) found that team temporal leadership, which refers to how leaders allocate and manage time, positively impacted team coordination and performance.

- Status affects employee performance. Because status is another hygiene factor that can significantly impact employee performance. Status refers to an individual's perceived position or rank within an organization and can include factors such as job title, salary, and level of authority. When employees perceive their status as being lower than their peers, it can lead to feelings of demotivation, decreased job satisfaction, and reduced productivity. The impact of status on employee performance is supported by research. For example, employees who perceived their status as being lower than their peers reported lower levels of job satisfaction and were more likely to experience burnout. Additionally, perceptions of status were positively related to employee motivation and performance. To improve the impact of status on employee performance, employers can take several steps. One important step is communicating about career paths and opportunities for advancement within the organization. This can help employees understand how they can improve their status within the company and motivate them to work towards their career goals. This is consistent with research by Ford et al. (2018), who conducted a meta-analysis and found that status, defined as a person's position in a social hierarchy, positively impacted job motivation and performance, but this effect was stronger for men than women. Kooij et al. (2013) found that the relationship between HR practices and employee well-being and performance varied with age, with older workers benefiting more from supportive HR practices. Van Dick et al. (2018) found that organizational identification and job satisfaction were negatively related to turnover intentions. Employees who identified strongly with their organization and were satisfied with their jobs were less likely to want to leave.

- Job security affects employee performance. Because job security is an important hygiene factor that can have a significant impact on employee performance. When employees feel that their job is secure, they are more likely to feel confident and motivated in their work. On the other hand, if employees feel that their job is at risk, they may become anxious, demotivated, and less productive. The impact of job security on employee performance is supported by

research. For example, employees who perceived their job as less secure reported higher stress levels and were more likely to experience burnout. Job insecurity was negatively associated with job satisfaction and organizational commitment. There are several ways that employers can improve job security and mitigate its negative impact on employee performance. One way is to communicate clearly and consistently about the company's financial stability and future plans. This can help reassure employees that their jobs are secure and reduce their anxiety about the future. Another way to improve job security is to provide opportunities for training and development. When employees have access to training and development programs, they are more likely to feel that they have a future with the company and that their skills are valued. This can increase their motivation and job satisfaction, leading to improved performance. This is consistent with research by Cheng et al. (2020), who conducted a meta-analysis and found that job insecurity was negatively related to well-being, including mental health, physical health, and life satisfaction. De Cuyper and De Witte (2017) found that fixed-term contractors and agency workers experienced higher job insecurity than permanent workers, which negatively related to job satisfaction and affective organizational commitment. Kasser et al. (2018) found that employees who experienced job insecurity were likelier to want to leave their organization. Still, this effect was weaker for employees who identified strongly with their organization.

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