

FACTORS INFLUENCING EMPLOYEE PERFORMANCE: A CASE OF FANGGUANG (BEIJING) INTERNATIONAL EXHIBITION SERVICE CO., LTD.

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Abstract

The productivity of its workforce is essential to its continued existence and expansion. To meet strategic objectives and gain a competitive edge in today's dynamic business environment, companies are continuously looking for ways to increase staff productivity. To achieve this goal, it is critical to determine and comprehend the elements that affect employee performance. The objective of this study was (1) to study the direct influence of perceived organizational support on the performance of employees of Fangguang (Beijing) International Exhibition Service Co., Ltd., (2) to study the direct influence of motivation factors on the performance of employees of Fangguang (Beijing) International Exhibition Service Co., Ltd., and (3) to study the influence of perceived organizational support and motivation factors on the performance of employees of Fangguang (Beijing) International Exhibition Service Co., Ltd. through job satisfaction. The samples used in this study was 360 employees of Fangguang (Beijing) International Exhibition Service Co., Ltd., using the criteria of Hair, Black, Babin and Anderson (2010), convenience sampling. The main data collection instrument used to collect data was a set of questionnaires. Statistics used in data analysis were frequency, percentage, Mean, and Standard Deviation and used partial least squares structural equation modelling (PLS-SEM) with the Adanco program. The results found that motivating factors and perceptions of organizational support had a statistically significant influence on employee performance at the level of 0.05 and that motivating factors had a positive influence on employee career satisfaction. Statistically significant at the .000 level.

Keywords: perceived organization support, motivation factors, job satisfaction, employee performance

Introduction

Today's business organization has changed a lot. In particular, the change in the rate of manpower of the organization is reduced to a limited extent. Modification of the work structure implementation of the quality assurance system and the impact of the economic downturn make welfare and rewards received less. The ineffective remedy of this issue can result in suboptimal personnel operations and hamper the desired effectiveness, which in turn can cause a cascade of issues that may put the agency's success in jeopardy. Despite this, it is essential to recognize that any problem, regardless of how challenging it may be, has the potential to be successfully resolved by making skilled use of the available human resources. When people inside an organization are provided with the tools and inspiration necessary to work hard for their development as well as the development of the business as a whole, the likelihood of overcoming obstacles and achieving success is considerably increased.

As a result, today's businesses need to place equal emphasis on the growth of their departments and their human resource capacities at the same time. This comprises creating goals to increase productivity while also ensuring that workers are happy with their jobs. When this is done, companies have a much better chance of reaching their goals successfully. The management of staff is one of the most important aspects of every organization, regardless of whether they are run by the state, the private sector, or the public sector. When staff are managed efficiently to optimize their contributions, the organization can make progress. To increase productivity at work, it is essential to cater to the emotional requirements of workers by providing them with encouragement and fulfilment in their work. In addition, companies that can instil a sense of contentment in their workforce are more likely to have staff members who have favourable attitudes and feelings toward the work they do. This takes place when employees' material and mental demands are addressed, which prompts a willingness to devote time, physical effort, and thinking to fulfil the requirements of the business (Maichan, 2017). Work efficiency is caused by satisfaction in the work of personnel in the organization as well. It also affects the success of the work and the organization including the happiness of the workers. It can be said that if any organization's personnel are not satisfied with their work, it may be one of the reasons for inefficient work and performance. Consequently, a decline in the quality of work poses a considerable risk to businesses, increasing the likelihood that projects will be jeopardized and

leading to a rise in the number of disciplinary problems. On the other hand, when workers are pleased with their jobs, it has a favourable effect on their performance, which draws attention to the productiveness of the organization's operations and the skill of its leadership. Companies that understand the aspects and components that drive performance within their departments have a better understanding of the significance of personnel efficiency within those departments. They never forget that the level of enthusiasm that people have for their job might change over time. According to Frederick Herzberg's two-factor theory (1987), it is essential to assess the level of an organization's personnel's operational requirements. This theory emphasizes the importance of hygiene factors in addressing human discontent and prospective issues that could escalate into strikes. However, even if all of these hygiene factors are addressed, individuals may not experience optimal satisfaction, resulting in feelings of isolation. Satisfying hygiene needs alone can reduce workplace discontent, but it cannot entirely satisfy individuals.

In contrast, when individuals' incentive requirements are adequately met, they feel satisfied and are more likely to work with passion and commitment. They devote their physical and mental energy willingly and without feeling exhausted to the organization. Possessing knowledge and understanding of the tasks performed, a conducive working environment, positive relationships with colleagues, job stability, and high morale all contribute to job satisfaction.

In conclusion, Herzberg's two-factor theory emphasizes the influence of both hygiene and incentive factors on employee satisfaction and performance. While addressing hygienic needs can prevent dissatisfaction, addressing motivational needs is essential for fostering job satisfaction and commitment. Important roles in determining employee satisfaction and overall work performance are played by factors such as employment knowledge, working environment, relationships, stability, and morale. Efficiency in operations is, therefore, important in doing business. In essence, companies that prioritize operational efficacy are more likely to achieve financial success. To gratify customers and reach predetermined objectives, it is necessary to concentrate on delivering high-quality work that exceeds client expectations. In addition, task outcomes must align with stated or anticipated objectives, operations must adhere to established principles and standards regarding time requirements, and expenses must be properly managed to reduce costs. When determining the success and efficacy of an organization, it is necessary to consider several factors that influence these outcomes. Prioritizing and focusing on these factors will increase the likelihood that an

organization will effectively achieve success. The productivity of an organization's workforce is directly proportional to the effectiveness of its operations. According to Boonrattanakittibhumi, Rattanasirivilai, Chienwattanasook, and Sriyakul (2021), the individuals who are involved in the operations of an organization have a considerable influence on whether or not the operations of the company are successful. The likelihood of an organization accomplishing its objectives and obtaining a level of job performance that is satisfactory is greatly increased when that organization employs personnel that is highly competent and efficient. Fangguang (Beijing) International Exhibition Service Co., Ltd. runs several exhibition-related businesses. Operational efficiency concerns hinder the company's efficiency. These concerns are caused by delays in display setups, the desire to boost operational efficiency in the competitive Beijing market, and difficulties in coordinating experienced and new staff. Work quality and turnaround time are also affected by poor working environments and unstandardized processes.

Given these issues, Fangguang (Beijing) International Exhibition Service Co., Ltd. must investigate employee performance aspects. To learn how employees view these performance-related elements and find ways to improve their performance and reduce operational inefficiencies. This research will help the company increase operational efficiency and guide other comparable companies trying to maximize performance. Thus, this study examines Fangguang (Beijing) International Exhibition Service Co., Ltd.'s staff performance factors. It seeks to understand employees' views of these aspects and propose organizational improvement strategies. This study could improve the company's operational efficiency and offer insights for other firms in similar situations.

Research Objectives

1. To study the direct influence of perceived organizational support on the performance of employees of Fangguang (Beijing) International Exhibition Service Co., Ltd.
2. To study the direct influence of motivation factors on the performance of employees of Fangguang (Beijing) International Exhibition Service Co., Ltd.
3. To study the influence of perceived organizational support and motivation factors on the performance of employees of Fangguang (Beijing) International Exhibition Service Co., Ltd. through job satisfaction.

Research hypothesis

H1: Perceived organizational support has a direct influence on the performance of employees of Fangguang (Beijing) International Exhibition Service Co., Ltd.

H2: Motivation factors have a direct influence on the performance of employees of Fangguang (Beijing) International Exhibition Service Co., Ltd.

H3: Perceived organizational support and motivation factors influence the performance of employees of Fangguang (Beijing) International Exhibition Service Co., Ltd. through job satisfaction.

Conceptual framework

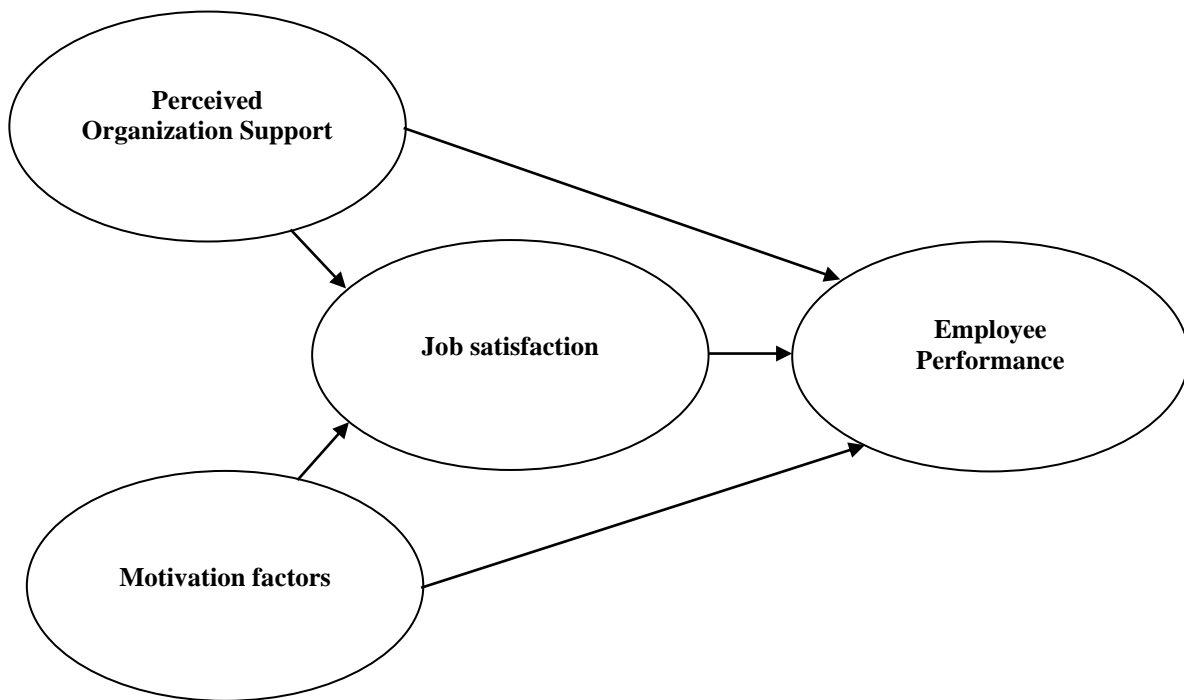


Figure 1. The conceptual framework

Literature Review

1. Concept and Theories of Perceived Organization Support

The concept of "perceived organizational support" (POS) was developed by Eisenberger and colleagues in 1986. This concept refers to the degree to which employees believe that their employer values and cares about both their job and their well-being. It encompasses a diverse range of forms of

assistance, from the more tangible aspects like pay increases, promotions, and improved working conditions to the less evident aspects such as the company's culture, ideals, and acceptance of employees. Employees generate an opinion about how much their employer cares about them based on the degree to which they are recognized and cared for, and this opinion has a direct bearing on how they feel their performance is rewarded. The concept of "perceived organizational support" encompasses a wider range of ideas than simply the concept that a group is supportive. It covers what workers believe and feels about how good or awful the organization is, which is based on what they know about the company's policies, norms, processes, and acts. It also includes what employees know about the organization's rules, norms, processes, and activities. This perception affects the psychological and social needs of employees, leading them to believe that the firm cares about them and is prepared to assist them in a variety of ways whenever they require such assistance (Prasadcha, 2022). Hutchison and Garstka (1996) went on to emphasize that the only things that count as viewed as organizational support are actions or policies that come from the organization or its representatives. However, other things can fall into this category. The research conducted by Zagenczyk in 2006 provided more evidence for the concept by demonstrating that workers consider the perceived assistance they receive from their managers, executives, and the company to be three distinct aspects. Because employees' well-being, motivation, and performance are all affected by how they feel about the assistance they receive from their employer, businesses need to learn how their workers feel about the assistance they receive from the firm. Companies can increase employee happiness, engagement, and loyalty by emphasizing a constructive view of organizational support in their internal communications. Therefore, employees have a greater incentive to put out their best effort and ensure that their objectives are congruent with those of the organization in which they are employed.

2. Concept and theories of Motivation factors

According to Vroom (1964), the word "motivation" originates from the Latin word "movere," which means "to move." One's own set of needs is what ultimately motivates them to achieve their goals. According to Schulze and Steyn (2003), understanding the concept of wants or motives is essential for managers and supervisors to make sense of employees' activities in the workplace. Employees will be "moved" to take action once they have access to this information. According to Robbins (2001), employees are more willing to put in extra effort to attain the organization's goals if they feel like their needs are being satisfied. Workers' actions and thoughts can be better understood

with the use of motive theories (Rowley, 1996). One such theory is the content theory, which proposes that people's desires are the primary motivators of their actions. Several prominent theorists, including Maslow (1954), McClelland (1961), Herzberg (1959), and Alderfer (1969), have made significant contributions to this field. Process theories, in contrast to content theories, investigate the interplay between the various components that contribute to an individual's motivation. Some of the most influential authors in this area include Heider (1958), Vroom (1964), Adams (1965), Locker (1976), and Lawler (1973). However, this paper is dedicated to Herzberg's theory of motivation.

Herzberg's motivation-hygiene theory also referred to as the two-factor theory, has received considerable attention due to its pragmatic approach to the question of what motivates employees. In 1959, Herzberg conducted an investigation in which two hundred engineers and accountants from nine distinct United States-based companies participated. These professionals were asked to characterize situations that made them feel either extremely negative or extremely positive about their professions and to rate the emotions associated with those situations. Positive experiences were generally associated with the job's content (motivators), whereas negative experiences were associated with the job's context (hygiene variables). Motivators are intrinsic to the employment and include accomplishment, recognition, and responsibility, as well as advancement opportunities. Hygiene factors, on the other hand, are non-intrinsic aspects of the job, such as interpersonal connections, compensation, supervision, and company policy (Herzberg, 1966). Subsequent investigations that evaluated the two-factor theory produced contradictory results. Certain characteristics Herzberg (1966) classified as sanitation factors have the potential to also serve as motivators, according to the findings of a few studies. Due to factors such as the level of physical exertion required and the duration of employment, Herzberg's theory may produce varying results when applied to various disciplines of work (Nave, 1968). In recent days, there has been considerable debate regarding the distinction between hygienic elements and motivators. Certain factors, such as pay, are ambiguous as to whether they function as motivators or hygiene factors (Pienchaloen & Sulong, 2021). While some factors fit clearly into one of the two categories, others do not (Pienchaloen & Sulong, 2022).

3. Concept and theories of job satisfaction

Job satisfaction means reducing everything that can generate stress. If the worker experiences stress at work, it will cause dissatisfaction with the performance of the work, which is based on unmet human needs. At the same time, if given the desired response, it can reduce

stress and will result in job satisfaction (Suksawat, Sanont, & Yamakanith, 2022). The aggregate of these views is referred to as job satisfaction, and it is influenced by some factors, including monetary compensation, the degree of job security, the culture of the workplace, the potential for advancement, and the level of recognition received. Essential components of job satisfaction include a person's sense of belonging to the activity being performed at work and their willingness to complete an allotted task in a manner consistent with the company's objectives. It is a form of contentment that can only be achieved when the work produces both material and psychological rewards in addition to satisfying the worker's basic needs. Good (1973) defines job satisfaction as the quality, condition, or degree of satisfaction resulting from the interests and attitudes of the individual executing the job. This definition can be thought of as the quality, state, or level of satisfaction resulting from a job well done.

4. Concept and theories of employee performance

Employee performance is a condition and an assumption for the performance and success of a company on the market (Wetsanarat, 2021). To ensure competitive ability, the quality of human resources, their management, and related measurement and performance assessment are at the forefront of company interest (Szabo, Mlkva, Vanova, & Markova, 2017). Peterson and Plowman (1953) separate this into 3 components including (1) Quality of product – the product should be high quality because the consumers will get the benefit and be satisfied with the product. (2) Quantity of product – quantity of the product should achieve the target of the company and should follow the production plan of the company and (3) Time – the time used for production should be appropriate with the quantity of product and one should always develop a method of work for faster production.

Research Methodology

The population used in this study was employees of Fangguang (Beijing) International Exhibition Service Co., Ltd. 1,130 people. The sample group used in the research was employees of Fangguang (Beijing) International Exhibition Service Co., Ltd. The researchers used the criteria of Hair, Black, Babin and Anderson (2010), which is a ratio of not less than 1: 20 between the number of parameters or observed variables. In this research, there were 26 observed variables. To obtain complete data, the researcher set up 360 samples by convenience sampling.

The research tool used to correct data in this research was a questionnaire developed from the study research Literature review and related research. It is divided into 5 parts as follows: Part 1 part of the questionnaire on demographic factors; Part 2 Questionnaire about Motivation Factors; Part 3 Questionnaire about Perceived Organization Support. Part 4 Questionnaire about Job Satisfaction and Part 5 Questionnaire about Employee performance and Part 6 Other Suggestions and Comments. The correlation coefficient of Cronbach's Alpha question was expected to be greater than 0.70 or 70 percent to be considered reliable. This research later found that the questionnaire had a confidence value between 0.817-0.946.

Data analysis: (1) Descriptive statistics are frequency, percentage, Mean and Standard Deviation to explain the preliminary data. (2) Inferential Statistic Analysis is the test of the research hypothesis with a statistical significance level of .05 with the multiple regression analysis

Results

The respondents in this study were female (56.11%), aged between 31 - 40 years old (36.67%), had a bachelor's degree (48.33%), and had an average monthly income not exceeding 2,000 yuan (38.06%).

Table 1 shows the mean and standard deviations

Motivation Factors	Mean	SD	Opinion level
Achievement	3.78	0.71	High
Recognition	3.74	0.73	High
Responsibility	3.67	0.79	High
Work itself	3.68	0.78	High
Advancement	3.57	0.97	High
Perceived Organization Support	Mean	SD	Opinion level
Returns and benefits	3.71	0.72	High
Opportunities for progress	3.63	0.71	High
Occupational Security	3.67	0.71	High
Social Psychology	3.60	0.73	High
Working conditions	3.58	0.96	High

Table 1 (Continue)

Job Satisfaction	Mean	SD	Opinion level
1. You have done a job that suits your knowledge, your skills, and a job that challenges your level of intelligence.	4.03	0.63	High
2. You have been given equality in considering goodness, preferences, promotions or positions, and fair rewards are satisfactory.	3.84	0.84	High
3. You were very pleased with the support and assistance he received from the organization.	3.69	0.92	High
4. You have received great support and support from your colleagues.	3.62	0.96	High
5. You think you have the right personality to work with.	3.69	0.94	High
Employee performance	Mean	SD	Opinion level
Quality	3.67	0.67	High
Quantity	3.68	0.77	High
Time	3.64	0.70	High

Table 2 Results of measurement model and factor loading tests

Factors	Loading	AVE	Dijkstra-Henseler's rho (ρ_A)	Jöreskog's rho (ρ_C)	Cronbach's alpha(α)
Motivation Factors		0.806	0.941	0.954	0.939
- X1	0.857				
- X2	0.941				
- X3	0.911				
- X4	0.883				
- X5	0.894				

Table 2 (Continue)

Factors	Loading	AVE	Dijkstra-Henseler's rho (ρ_A)	Jöreskog's rho (ρ_c)	Cronbach's alpha(α)
Perceived Organization Support		0.823	0.947	0.959	0.946
- POS1	0.897				
- POS2	0.898				
- POS3	0.918				
- POS4	0.925				
- POS5	0.897				
Job Satisfaction		0.580	0.835	0.872	0.817
- JS1	0.618				
- JS2	0.726				
- JS3	0.824				
- JS4	0.796				
- JS5	0.823				
Performance		0.766	0.899	0.907	0.850
- Y1	0.899				
- Y2	0.797				
- Y3	0.924				

Table 2 displays the results of the model fitting, showing that all of the observable variables had significant weights of 0.5 or above (range from 0.618 to 0.941). The accuracy with which Dijkstra-Henseler rho (ρ_A) values are measured is indicated by these weights. Jöreskog's rho (ρ_c) values also landed in a high-reliability zone, between 0.835 and 0.947. Internal consistency was also high, with Cronbach's alpha (α) values clustering between 0.872 and 0.959.

Average variance extracted (AVE) values more than 0.5, spanning 0.580 to 0.823, were also found for the model's latent variables, indicating excellent classification fidelity (Henseler, Hubona, & Ray, 2016).

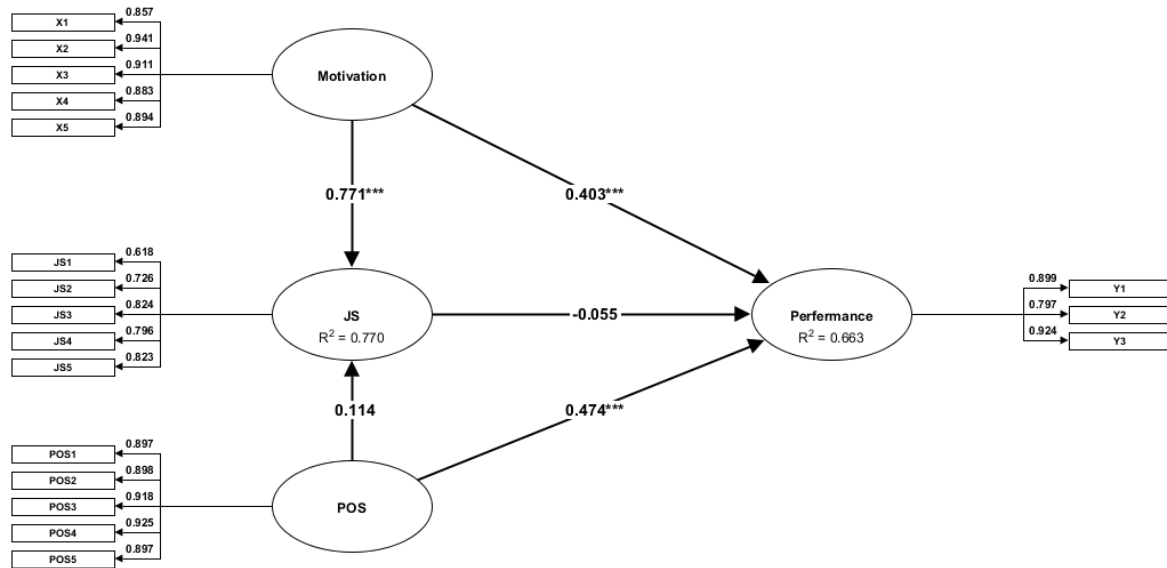


Figure 2. Results of hypothesis tests

Table 3 Results of hypothesis tests

Effects	OF	IE	TOO	t-value	p-value	Cohen's F ²
Motivation -> Performance	0.403	-0.042	0.361	3.473	0.000***	0.050
Job satisfaction -> Performance	-0.055		-0.055	-0.651	0.258	0.002
POS -> Performance	0.474	-0.006	0.468	5.487	0.000***	0.093
Motivation -> Job satisfaction	0.771		0.771	9.276	0.000***	0.364
POS -> Job satisfaction	0.114		0.114	1.288	0.099	0.008

*** Statistically significant at .001 level.

** Statistically significant at .01 level.

* Statistically significant at .05 level.

Table 3 shows that there is a highly significant relationship between employee performance and both intrinsic motivation and the perception of organizational support (= 0.403, t = 3.473, Sig = 0.000; = 0.474, t = 5.487, Sig = 0.000). Career satisfaction was also shown to be

positively affected by intrinsic motivators ($r = 0.771$, $t = 9.276$, $Sig = 0.000$), a finding that was statistically significant at the 0.000 level. The research also found that employees' motivation and their sense of organizational support are not linked to occupational satisfaction.

Discussions

From the study of the motivation factor, it can be seen that the respondents agreed strongly with the overall and individual aspects. The majority of respondents believed that achievement received the highest mean score, followed by recognition. This is because employees working in the organization wish of achieving the work that they have been assigned as well as they also try to find ways to improve the work they are doing. After they can achieve their work, they will be able to be recognized and accepted by organizational members including supervisors, colleagues and subordinates. This can finally lead them to have higher performance, higher positions, and higher compensation which can help them have good life quality. The study is consistent with the study done by Kanfer, Frese, and Johnson (2017) who also indicated that work motivation is a crucial topic in work performance. Indeed, the study done by Niati, Siregar, and Prayoga (2021) also found a relationship among work performance, career development and motivation.

Concerning the study of perceived organisational support, the majority of respondents agreed strongly with the overall and individual aspects, according to the survey. The majority of respondents believed that returns and benefits received the highest mean score, followed by occupational security. This is because the employees want to have good returns and benefits which can help them to stay their life and have better life quality. In addition, many employees in the organization also want to have occupational security which makes them feel secure in their work and position. The study is consistent with the study done by Wen, Huang, and Hou (2019) who found that perceived organizational support can be correlated to job satisfaction.

In terms of the study related to job satisfaction, the study concluded that most of the respondents agreed highly on the work that suits employees' knowledge, skills, as well as the level of intelligence. In addition, the employees feel satisfied when they have been given equality in considering goodness, preferences, promotions or positions, and fair rewards. This is because it is believed that if the employees can feel fairness in the workplace, they will feel better and happy

to work. On another point, the employees feel so happy if they can work on what they are capable to do. This study is consistent with the study done by JudgeZhang and Glerum, (2020) who indicated that job satisfaction is a crucial workplace psychological construct.

The hypothesis testing result summarized that motivation factors and perceived organization supports influenced employee performance at the statistically significant level and motivation factors influenced employee career at the statistically significant level. This is because when the employees have been motivated by what they are wishing and it can fulfil the need of the employees, the employee will be willing to do it. According to the findings of the research, it was noticed that the company's efforts to enhance employee motivation through various means, such as engaging them in challenging tasks, assigning them responsibilities, offering support, fostering trust among supervisors and colleagues, providing opportunities for career advancement, and ensuring satisfactory returns and benefits, were effective in boosting their work performance. Specifically, this was observed to be the case. As a direct consequence of this, workers demonstrated a higher level of passion to their jobs and worked far harder than before. The study is consistent with the study done by Basalamah, and As'ad (2021) who found that work motivation and work environment can improve job satisfaction. It is similar to the study done by Kuvaas et al. (2017), Sudiardhita et al. (2018), and Jensen and Bro (2018).

Implications of the study

The organization should provide good motivation to the employees. This motivation can include achievement, recognition, responsibility, work itself, and advancement such as the opportunity for the employees to grow in their career, the opportunity to develop knowledge and work experience (going to work, training, seminars, etc.), appropriate salary or other compensation (bonuses, overtime allowances, diligence allowances).

The organization should provide well-perceived organizational support including returns and benefits, opportunities for progress, occupational security, social psychology, and working conditions. For example, the organization should give salary or other compensation such as bonuses, overtime allowances, and diligence allowances for the employees. Or, the organization should encourage employees to have the opportunity to advance in their practice or other field. In

addition, the organization should recognize the integrity of employees to maintain knowledgeable and competent employees.

Finally, the study on perceived organizational support, motivation factors, job satisfaction, and employee performance paints a concrete picture of a workplace where employees feel valued and supported by their organization. When employees perceive a high level of support from their organization, it fosters a positive work environment and enhances their motivation. This, in turn, leads to higher levels of job satisfaction, where employees experience a sense of fulfillment and contentment in their roles. As a result, their performance is positively impacted, and they are likely to demonstrate increased productivity, engagement, and overall success in their work endeavors.

Future Research

1. It is conceivable that other factors that are as important were overlooked in this study since the focus was placed on the causal effect of work motivation and perceived organizational supports on employee satisfaction and performance. For this reason, the following research needs to take into consideration incorporating prospective variables such as technology utilization, organizational culture, external and internal environment, and so forth.

2. The quantitative research methodology was prioritized as the best option for achieving the objectives of this study because of its potential to provide accurate and precise results. As a consequence of this, additional research may make use of other research methods, such as qualitative research, which makes use of interview techniques to glean insights from significant individuals, or a mixed method, which combines qualitative research with quantitative research. Both of these methods are discussed in more detail in the following paragraphs.

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