

THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK MOTIVATION, AND COMPETENCE ON EMPLOYEE PERFORMANCE AT XYZ STORE IN BATAM

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Abstract: This research examines the influence of organizational culture, work motivation, and competence on employee performance at XYZ Store in Batam. Since 2004, XYZ Store has operated a stationery retail business unit and has expanded into eight branches, which are currently distributed across Batam City. The sampling method employed was purposive sampling. Data collection was conducted using a questionnaire distributed to 71 employees at XYZ Store. The research findings indicate that organizational culture has a significant impact on the performance of XYZ Store employees; work motivation significantly influences the performance of XYZ Store employees; competence has a significant effect on the performance of XYZ Store employees; and simultaneously, the three variables have a positive and significant effect on the performance of XYZ Store employees, with R^2 is 0.911, which indicating that the independent variables has influenced 91.1% to dependent variable. The remaining 8.9% is influenced by other factors that were not examined in this study.

Keywords: organizational culture, motivation, competence, performance

1. Introduction

XYZ Store is a company that focuses on providing office and school needs in Batam City with the concept of one stop service. The company was established in 2004 and has grown rapidly since then. This company provides office and school needs with a self-service concept. With the development of e-commerce, this store also introduced online store to meet the changing market needs. This step is an adaptive strategy to keep up with technological developments and consumer shopping trends that are increasingly shifting to digital platforms.

The researcher identified this store during the Covid-19 pandemic did not experience any workforce reductions or store closures, despite a decline in sales. This indicates an effective business and management strategy in dealing with crisis situations. This phenomenon offers an opportunity to dig deeper into the aspects of resource management and adaptation strategies implemented by the company.

In reality the performance of this store showed a significant decline. The main causes is the absence of a written standard operating procedure (SOP) for store operations. Then, this store does not have a structured system for evaluating the performance of its employees. This condition creates challenges in maintaining the consistency and quality of services provided to customers. Thus, it is important for XYZ Store to develop a clear evaluation mechanism and SOPs to improve operational efficiency.

XYZ Store employees have a vital role as the frontline who interact directly with customers, and therefore, are a crucial element in the buying and selling process. The effectiveness of employee performance has a direct impact on the operational success of this store. Organizational culture, as a set of values, beliefs, and norms that direct the behavior of organizational members, plays a role in shaping a conducive work environment. Then organizational culture also is a pattern of values and beliefs that develop based on organizational experience. This culture can strengthen organizational behavior and support the achievement of the company's strategic goals (Almarashdah, 2024; Sajuyigbe et al., 2024; Theotokas et al., 2024).

The following are some of the results of research conducted by previous researchers:

Table 1. Previous Research

Paper	Author	Finding
Employee Performance Improvement Through Competence and Organizational Culture with Work Motivation as A Mediation Variable	Wahyu Apri Nurasniar (2022)	• Competence has a positive and significant influence on work motivation. The conclusion is based on the T Statistics value of $6.849 > 1.96$ and the P-Value of $0.000 < 0.05$. This means that the competence is getting better, the motivation to work will increase. • Competence has a positive and significant impact on employee performance. The conclusion is based on the T Statistics value of $2.194 > 1.96$ and the P-Value of $0.029 < 0.05$. This shows that with better competence, employee performance will increase. • Organizational culture has a positive and significant influence on employee performance. The conclusion is based on the T Statistics value of $3.099 > 1.96$ and the P-Value of $0.002 < 0.05$. This shows that the better the organizational culture, the employee's performance will increase. • Work motivation has no effect and is not significant on employee performance. The conclusion is based on the T Statistics value of $1.941 < 1.96$ and the P-Value of $0.053 > 0.05$. This means that work motivation does not affect employee performance.
How to Improve Performance?	Sri Langgeng Ratnasari, Gandhi Sutjahjo (2019)	• Effect of Competence on Motivation has a standardized estimate of 0.221 with Cr of 1.485 on probability = 0.138. CR value of $1.485 < 2.00$ and Probability = $0.138 > 0.05$ indicates that the

Paper	Author	Finding
		effect of Competence on Motivation is positive but not significant. • The influence of Organizational Culture on Motivation has a standardized estimate of 0.288 with Cr of 2.721 on probability = 0.007. CR value of 2.721 > 2.00 and Probability = 0.007 < 0.05 indicates that the influence of Organizational Culture on Motivation is positive and significant. • Effect of Competence on latent variables Performance has a standardized estimate of 0.471 with Cr of 3.254 on probability = 0.001. CR value 3.254 > 2.00 and Probability = 0.001 < 0.05 indicates that the effect of Competence on Performance is significantly positive. • The influence of Organizational Culture on Employee Performance has a standardized estimate of 0.111 with Cr of 0.821 on probability = 0.412. CR value = 0.821 < 2.00 and Probability = 0.412 > 0.05 shows that the influence of Organizational Culture on Performance is positive but not significant. • Effect of Motivation on Performance has a standardized estimate (regression weight) of 0.125 with Cr of 1.472 on probability = 0.141. CR value = 1.472 < 2.00 and Probability = 0.141 > 0.05 shows that the influence of latent variables Motivation on latent variables Performance is positive but not significant.
The Effect of Work Motivation, Competence, and Organizational Culture on Employee Performance	Lina Mariana (2022)	• Work motivation, competence, and organizational culture have a significant influence on employee performance. F_{value} is 103.834 with a significance of 0.000, which is smaller than $\alpha = 0.05$, which $R_2 = 0.813$ • Work motivation has a significant effect on employee performance, t_{value} is 4.578 with a significance of 0.000, which is smaller than 0.05. • Competence has a significant effect on employee performance, t_{value} is 3.393 with a

Paper	Author	Finding
		significance of 0.021, which is smaller than 0.05. • Organizational culture has no significant effect on employee performance in this model, t_{value} is 0.705 with a significance of 0.484, which is greater than 0.05.

Formulation of the problem

Based on the empirical and theoretical studies in the introductory section above, the problem formulation in this research is as follows:

- Does organizational culture affect on the performance of XYZ Store employees?
- Does work motivation affect on the performance of XYZ Store employees?
- Does competency affect on the performance of XYZ Store employees?
- Are organizational culture, work motivation and competence simultaneously affect on the performance of XYZ Store employees?

The purpose

- To find out whether organizational culture has an effect on the performance of XYZ Store employees?
- To find out whether work motivation has an effect on the performance of XYZ Store employees?
- To find out whether competency has an effect on the performance of XYZ Store employees?
- To find out whether organizational culture, work motivation and competence simultaneously have an effect on the performance of XYZ Store employees?

2. Literature Review

Employee Performance (Y)

Employee performance is a pivotal element in the achievement of organizational success, as it significantly impacts growth and productivity (Rodjam et al., 2020). It is defined as the degree to which employees effectively execute their job responsibilities and contribute to the attainment of organizational objectives. This performance is influenced by a range of factors, including individual capabilities, motivation, and the work environment. The importance of employee performance lies in its role as a foundational element that supports the overall growth and productivity of an organization (Skoczylas & Waśniewski, 2017).

Various methods are employed to measure employee performance, each offering distinct insights and benefits. Feedback from managers is a prevalent approach, where direct evaluations are used to assess employee potential and highlight areas for development. Performance appraisals serve as diagnostic instruments, providing valuable data for decisions related to training, rewards, and other human resource functions. Additionally, organizations utilize Key Performance Indicators (KPIs) to ensure that employee performance is aligned with the overarching business strategy and goals,

thereby facilitating a coherent and strategic approach to performance management (Skoczylas & Waśniewski, 2017).

Organizational Culture (X₁)

Organizational culture refers to the shared values, beliefs, norms, and expectations that shape behavior and practices within an organization. It functions as an informal control system, guiding how employees interact with each other and with external stakeholders. Central components of organizational culture include values and beliefs, which are the core principles that members of the organization hold, guiding their actions and decisions. Additionally, norms and expectations serve as unwritten rules dictating appropriate behavior in various situations, thereby maintaining order and predictability within the organizational framework (Kasemsap, 2017; Preskar & Žižek, 2019).

The impact of organizational culture on employees is multifaceted. A strong culture provides a clear sense of direction and unity, promoting better communication and reducing conflicts among employees. Furthermore, it assists in keeping employees motivated and loyal to the organization, thereby enhancing their commitment and productivity. Employees who understand and align with the organizational culture often experience positive emotions such as joy, pride, and enthusiasm, contributing to their overall job satisfaction. Beyond individual impacts, a well-aligned organizational culture can lead to improved organizational performance, particularly in terms of efficiency and effectiveness, as employees are more inclined to support the organization's goals. Moreover, a conducive cultural environment is essential for fostering innovation, which is critical for maintaining competitiveness in today's dynamic economic landscape (Almarashdah, 2024; Sajuyigbe et al., 2024; Theotokas et al., 2024).

Work Motivation (X₂)

Work motivation encompasses the internal and external factors that drive individuals to engage in actions that facilitate the attainment of work-related objectives (Kamaraj et al., 2019; Kehr et al., 2018). It is a pivotal determinant of success at the individual, team, and organizational levels. Understanding the dynamics of work motivation is essential, as it directly influences productivity, job satisfaction, and overall performance. Key factors influencing work motivation can be broadly categorized into intrinsic and extrinsic elements, each playing a significant role in shaping employee behavior and outcomes (Rajiah & Bhargava, 2016; van Pham & Nguyen, 2020).

Intrinsic factors include elements such as autonomy, mastery, and purpose, which are foundational to achieving deeper job satisfaction and elevated performance levels. Extrinsic factors, on the other hand, comprise external rewards like salary, work conditions, and company policies. Notably, company policies can have a profound impact on work motivation, while job characteristics may not be as influential (Rajiah & Bhargava, 2016; van Pham & Nguyen, 2020).

Competence (X₃)

Improving employee performance is intricately linked to the enhancement of competence, which plays a pivotal role in organizational success. Competence is defined as a blend of knowledge, skills, and behaviors that empower employees to execute their roles effectively (Moussa, 2010).

At the core of competence are key attributes such as knowledge and skills, which are essential for performing job roles efficiently. This encompasses both technical abilities and soft skills like problem-solving and critical thinking, ensuring employees can adapt to varying demands (Alsabbah & Ibrahim, 2017; Moussa, 2010). Furthermore, the attitudes and behaviors exhibited by employees, including positive attitudes, dedication, and professional conduct, are critical for attaining high levels of performance, as disciplined and motivated individuals are typically more productive (Hastuti et al., 2024; Kurniawan et al., 2021).

Training and development initiatives are crucial in sustaining and enhancing competence, as they facilitate the continuous growth of employees' capabilities (Boutwell & Soczek, 2014; Umar et al., 2020). Engaging in practical training, particularly those involving real-life scenarios, can significantly bolster the learning and application of requisite skills. Additionally, there is a strong correlation between competence and job satisfaction, with competent employees more likely to experience increased job satisfaction and, consequently, improved performance (Hastuti et al., 2024; Tahir, 2019). A supportive organizational environment that offers recognition, rewards, and growth opportunities can further elevate employee competence and performance (Ilyukhina & Bogatyreva, 2023; Kurniawan et al., 2021). Hence, organizations that invest in developing a competent workforce are better positioned to achieve sustained success and competitive advantage.

Research Framework

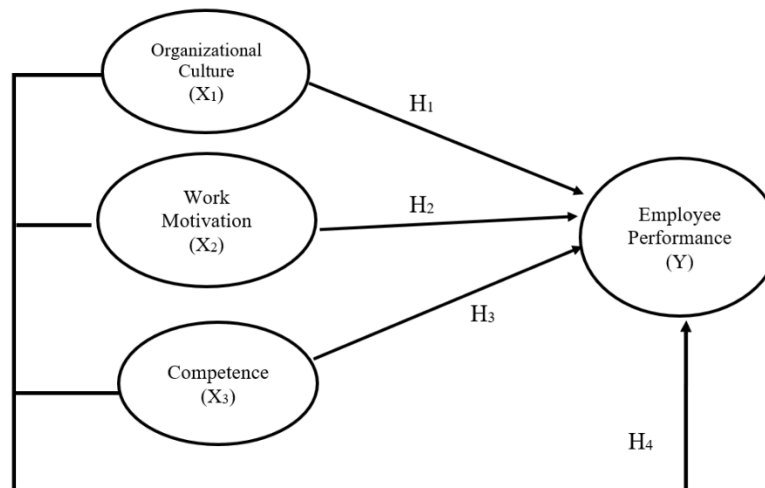


Figure 1: Research Framework

Research Hypothesis

H₁ : It is suspected that organizational culture has a positive and significant effect on the performance of XYZ Store employees.

H₂ : It is suspected that work motivation has a positive and significant effect on the performance of XYZ Store employees.

- H₃ : It is suspected that competence has a positive and significant effect on the performance of XYZ Store employees.
- H₄ : It is suspected that organizational culture, work motivation and competence simultaneously have a positive and significant effect on the performance of XYZ Store employees.

3. Method

Research Methods, Population and Samples

This research uses quantitative methods. The population of this study were employees of XYZ Store, where the research sample was 71 respondents.

Data Collection Technique

Researchers distributed questionnaires to respondents. Respondents filled out the questionnaire form manually. The questionnaire is processed using a likert scale.

Data Analysis Technique

The questionnaire data that has been collected from respondents is processed using SPSS 29 software. Furthermore, researchers analyze with multiple regression models to see the effect of independent variables (organizational culture, work motivation and competence) on dependent variables (performance).

4. Result and Discussion

Hypothesis Test Results

This research is intended to determine the influence of the factors of organizational culture, work motivation and competence the performance of XYZ Store employees. The data used is primary data from a questionnaire distributed to XYZ Store employees, where the research sample was 71 respondents. Based on the respondent characteristics data, the gender distribution shows that female respondents are slightly more dominant with a percentage of 50.7%, compared to men who reached 49.3%. In terms of age, the majority of respondents are in the age range of 21 to 30 years, which is 51%, followed by the age group 31 to 40 years as much as 24%, and the remaining 4% are over 40 years old. Regarding education level, most respondents have a high school/vocational school educational background with a significant percentage of 92%, while respondents with D1/D2/D3 education only amounted to 4%. Regarding tenure, respondents with less than 5 years of work experience dominate with a percentage of 51%, followed by those with tenure between 6 to 10 years at 28%, 11 to 15 years at 13%, and those with more than 15 years at 8%.

**Table 2. T Test Results
Coefficients^a**

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.050	2.009		0.025	0.980		
	Organizational Culture (X ₁)	0.262	0.074	0.382	3.516	0.001	0.112	8.935
	Work Motivation	0.372	0.125	0.268	2.988	0.004	0.164	6.107
	Competence	0.293	0.089	0.334	3.301	0.002	0.129	7.754

a. Dependent Variable: Performance Employees

From **Table 2**, here the results of the multiple regression equation:

$$Y = 0.050 + 0.262X_1 + 0.372X_2 + 0.293X_3$$

From the table it be concluded that all independent variables partially affect the dependent variable.

**Table 3. Determination Coefficient Test
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.955 ^a	0.911	0.907	3.161

a. Predictors: (Constant), Organizational Culture (X₁), Work Motivation (X₂), Competence (X₃)

b. Dependent Variable: Performance Employees (Y)

From **Table 3**, R² is 0.911 (0.911 x 100 = 91.1%) which means that the model can explain the variation of changes in the independent variables (Organizational Culture (X₁), Work Motivation (X₂), and Competence (X₃)) on the dependent variable Employee Performance (Y) is 91.1% and the remaining 8.9% is explained by other factors that are not researched.

**Table 4. F Test Results
ANOVA^a**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6887.654	3	2295.885	229.731	0.000 ^b
Residual	669.586	67	9.994		
Total	7557.239	70			

a. Dependent Variable: Performance Employees (Y)

b. Predictors: (Constant), Organizational Culture (X₁), Work Motivation (X₂), Competence (X₃)

From **Table 4**, it be concluded that organizational culture, work motivation and competence simultaneously have a positive and significant effect on the performance of XYZ Store employees.

Discussion

In this research, the t_{table} from the degree of freedom (df) 67 is 1.996. The following is an explanation of the answer to the research hypothesis as follows:

The influence of organizational culture on the performance of XYZ Store employees. Based on **Table 2** the organizational culture on the performance, the calculated t_{value} was $3.516 > t_{table} 1.996$ with a significance level of $0.001 < 0.05$ it can be interpreted that there is a significant influence between organizational culture on employee performance, so H_1 was accepted. It means that organizational culture has a positive and significant effect on the performance of XYZ Store employees. The results of this research is in line with research conducted by Nurasniar (2022) in Employee Performance Improvement Through Competence and Organizational Culture with Work Motivation as A Mediation Variable. On the other hand, different with Mariana (2022) in The Effect of Work Motivation, Competence, and Organizational Culture on Employee Performance, which organizational culture has no significant effect on employee performance. Then with Ratnasari & Sutjahjo (2019) in How to Improve Performance?, which organizational culture on performance is positive but not significant.

The influence of work motivation on the performance of XYZ Store employees. Based on **Table 2** the work motivation on the performance, the calculated t_{value} was $2.988 > t_{table} 1.996$ with a significance level of $0.004 < 0.05$ it can be interpreted that there is a significant influence between work motivation on employee performance, so H_2 was accepted. It means that work motivation has a positive and significant effect on the performance of XYZ Store employees. The results of this research is in line with research conducted by Mariana (2022) in The Effect of Work Motivation, Competence, and Organizational Culture on Employee Performance. On the other hand, different with Nurasniar (2022) in Employee Performance Improvement Through Competence and Organizational Culture with Work Motivation as A Mediation Variable, which work motivation has no significant effect on employee performance. Then with Ratnasari & Sutjahjo (2019) in How to Improve Performance?, which work motivation on performance is positive but not significant.

The influence of competence on the performance of XYZ Store employees. Based on **Table 2** the competence on the performance, the calculated t_{value} was $3.301 > t_{table} 1.996$ with a significance level of $0.002 < 0.05$ it can be interpreted that there is a significant influence between competence on employee performance, so H_3 was accepted. It means that competence has a positive and significant effect on the performance of XYZ Store employees. The results of this research is in line with research conducted by: Nurasniar (2022) in Employee Performance Improvement Through Competence and Organizational Culture with Work Motivation as A Mediation Variable; Ratnasari & Sutjahjo (2019) in How to Improve Performance?; and Mariana (2022) in The Effect of Work Motivation, Competence, and Organizational Culture on Employee Performance.

The influence of organizational culture, work motivation, competence on the performance of XYZ Store employees. Simultaneously, the four variables have a positive and significant effect on

the performance, so H_4 was accepted based on **Tabel 3**, R^2 is 0.911 ($0.911 \times 100 = 91.1\%$) which means that the model can explain the variation of changes in the independent variables (Organizational Culture (X_1), Work Motivation (X_2), and Competence (X_3)) on the dependent variable Employee Performance (Y) is 91.1% and the remaining 8.9% is explained by other factors that are not researched. The results of this research are in line with research conducted by Mariana (2022) in The Effect of Work Motivation, Competence, and Organizational Culture on Employee Performance, with $R^2 = 0.813$.

5. Conclusions

Based on testing the hypothesis of this research, all hypothesis was accepted. Some suggestions from the results of this research are: This research identifies strategies to optimize employee performance of XYZ Store employees by improving organizational culture, competence, and motivation. The organizational culture improvement program includes communication of company values and vision, employee engagement, and team building activities. In terms of competence, the company should provide regular training, develop a mentorship program, and conduct regular skill evaluations. For motivation, an effective reward system, training and career development, and a supportive work environment are key. The implementation of these strategies is expected to improve overall employee performance and morale.

Future research can develop other variables that affect employee performance, for example variables about compensation and incentives, leadership, work environment, training and development, interpersonal relationships, work discipline, and others.

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