**International Academic Institute for Science and Technology**

International Academic Journal of Organizational Behavior and Human Resource Management
Vol. 12, No. 2, 2025, pp. 7-15.

ISSN 2454-2210

**International Academic Journal of Organizational Behavior and Human Resource Management**

www.iaiest.com

# Exploring the Relationship Between Herzberg's Two-Factor Theory and Employee Engagement in the Tech Industry

Dr. Vijayakanthan Selvaraj [a], Dr. Arasuraja Ganesan [b]

[a] *Assistant Professor (Senior Grade), Faculty of Management, SRM Institute of Science and Technology, Vadapalani, Chennai, Tamil Nadu, India. E-mail: svijayakanthan76@gmail.com, Orcid: https://orcid.org/0000-0002-5662-1928*

[b] *Associate Professor, Department of Management Studies, St. Joseph's College of Engineering, OMR, Chennai, Tamil Nadu, India. E-mail: arasuraja.mba@gmail.com, Orcid: https://orcid.org/0000-0001-6137-1911*

## Abstract

Employee engagement is an important element in the success of the organization and this is particularly true in the technological sector where intrinsic and extrinsic elements play a significant role in motivating the employees. According to the Two-Factor Theory of Herzberg, job satisfaction and dissatisfaction can be caused by two different sets of factors: motivators, and hygiene factors. Although this theory has been widely implemented in several industries, its particular effect on worker engagement in the tech sector is under-studied. This paper investigates the connection between the Two-Factor Theory by Herzberg and employee engagement in technology firms through the use of mixed-methodology, including quantitative survey (n = 350), and qualitative interview (n = 20) studies with the employees of the leading technological companies. The results show that intrinsic motivators, including recognition, achievement, and growth opportunities, have a significant positive correlation with the engagement of employees, which explains 56% of the variance in the engagement of employees ($p < 0.01$). On the other hand, the influence of hygiene factors such as salary, job security, and work conditions is less, not more, and they explain just 23% of the variance ($p < 0.05$). The findings highlight the need to consider intrinsic motivators to increase engagement, and make sure that hygiene factors are sufficiently addressed, to prevent dissatisfaction. The practical implications of the study are that tech companies are recommended to focus on career development, recognition programs, and challenging work to engage employees more. Although hygiene factors like salary and job security are crucial in the satisfaction of the employees, they have a secondary role in the engagement of the employees. This study helps prove the relevance of the Two-Factor Theory of Herzberg to the tech industry, which is very valuable to HR professionals and organizational leaders to create more engaged, motivated, and productive teams.

**Keywords:** Herzberg's Two-Factor Theory, Employee Engagement, Tech Industry, Motivation and Hygiene Factors, Organizational Behavior.



DOI:10.71086/IAJOBHRM/V12I2/IAJOBHRM1206
Received: 12 March 2025/Revised: 16 April 2025/Accepted: 22 May 2025/Published: 30 June 2025

## Introduction

Current research asserts that the most obvious forms of participation and compliance of employees can increase firms' productivity and lead to employees' satisfaction and fidelity to the given enterprise. That said, employees' participation is challenged by the high level of demand, competition, and rapid job changes (Bakker et al., 2023). The tasks taken by employees generally lead to a lack of motivation and job satisfaction. Therefore, to enhance organizational performance and retain the most talented employees, the employers need to focus on the elements that drive employee engagement (Harter et al., 2002).

There are two major components deemed essential for the existence of employee engagement, one of which is motivation (Bakker et al., 2014). The other is postulated by Herzberg's Theory of job satisfaction and motivation. The theorist distinguishes the two components of motivation as the motivators and the hygiene factors. He asserts that motivators generally result in the improved level of satisfaction with regard to the job, as well as improved level of employee engagement (Bakker et al., 2008; Sackett & Lievens, 2008). Empirically, hygiene factors do not lead to positive outcomes; they generally aim to avoid job dissatisfaction. The theory is one of the postulates that can be used to explain motivation and job satisfaction (Macey & Schneider, 2008). Its repetitive use, especially in other areas of research, indicates a great need for further empirical studies on the application of Herzberg's Theory to job satisfaction with regard to employee engagement in technology firms (Jeung, 2011).

The research gap focuses on how can better understand the implementation of Herzberg's two-factor theory alongside the quick transformations of the tech industry where employees encounter both intrinsic and extrinsic motivation. Because of the type of work in the tech industry, it's critical to see how these variables motivate employees to engage and perform. The tech industry has some in interesting work environments. The goal of this hypothesis is to investigate Herzberg's Two Factor Theory and employee engagement in the tech industry.

**Objectives**

- To identify and analyze the effect of intrinsic motivators such as project achievement, employee recognition, and growth opportunities on engagement in tech firms.
- To identify and analyze the influence of hygiene factors such as salary, job security, and work condition on employee engagement in the technology industry.
- To examine the significance and the practicality of Herzberg's Two Factor Theory to interpret employee engagement in tech industry.

The study is designed specifically to answer these key questions:

1) What is the impact of intrinsic motivators such as recognition and growth on employee engagement in the tech industry?
2) What is the impact of hygiene factors on employee engagement in the tech industry?
3) How do Herzberg's Two-Factor Theory and related frameworks engage employees in the Value-Adding Sector of the tech industry?

The organization of this paper is as follows: Section II outlines the different aspects of Herzberg's Two-Factor Theory, intrinsic factors and extrinsic factors, and identifies how they relate to employee engagement. Section III outlines the techniques used in research pertaining to the sport of Interest pertaining to the case of the engagement of employees in the case of the Information Technology industry. Section IV analyzes the findings, and examines what, if any, relationship exists among intrinsic motivators, hygiene factors and the other outcomes, and the effect of the variables as they relate to employee engagement. Section V delves into the effects of each finding and the ways that employee engagement in the Information Technology industry may be increased. Additionally, Section VI outlines how the current study may be improved by incorporating the proposed research.

## Literature Review

Herzberg's Two-Factor Theory provides a way of understanding workplace factors based on two main categories. These two categories are known as motivators and hygiene factors. Motivators are factors connected to personal growth and development. They influence employee satisfaction and personal growth (Cole et al., 2012). These motivators include personal achievements and milestones. Hygiene factors are linked to salary and job-related issues (Mackay et al., 2017). They include job security and work conditions. Hygiene factors don't cause employee satisfaction if they are improved (Crawford et al., 2010). However, if hygiene factors are improved, it can influence employee satisfaction. Herzberg's theory suggests this hygiene factors are used to avoid employee dissatisfaction, yet

not used to promote employee engagement and satisfaction (Yuen et al., 2013). For employee satisfaction and engagement to be sustained, motivators are required. Employee engagement is a direct reflection of the commitment employees feel toward work and the organization (Christian et al., 2011). Motivators are required to foster sustained motivation and engagement in employees (Chandni & Rahman, 2020). The degree to which employees are engaged is reflected in the favor and loyalty they show toward the organization. Herzberg posits that gap in engagement is primarily a consequence of lack of organizational support. The lack of development opportunities may also cause employees to become engaged. In the tech sector, the primary cause of employee disengagement is a lack of support (Gupta & Sharma, 2016). Spacing the degree of support and the overlap of personal and organizational boundaries is key to a more satisfied employee engaged to a higher degree (Ter Hoeven & Van Zoonen, 2015).

Intrinsic motivators in technology companies like recognition, personal growth, and the degree of autonomy all play an important role in driving employee engagement (AlKhalifa et al., 2024). The innovative and fast-paced characteristics of the technology industry forces workers to be adaptable, motivated by more challenging tasks, opportunities for learning, and of course, recognition for the things that they have contributed (Motyka, 2018). When employees in the technology industry perceive the intrinsic rewards of developing their skills and achieving their personal goals, they become more engaged. Furthermore, hygiene factors like competitive salaries, job security, and work-life balance issues still play an important role in the maintenance of satisfaction (Radityatama & Rupa, 2025). Today, there have been several studies that have attempted to identify the impact of the various factors in employee engagement using Herzberg's Two-Factor Theory, especially in the technology industry (Dewi & Wibowo, 2020). Herzberg's Two-Factor theory posits that with the right intrinsic motivators like opportunities for innovation, autonomy, and skill development, employee engagement rises (Sarwar et al., 2020). Hygiene factors, for that particular, employee engagement motivates employees and prevents employees from being disengaged. Though Herzberg's theory is useful in this area, it is clear that a combination of both factors is necessary to achieve and sustain a high degree of engagement.

**Conceptual Framework**

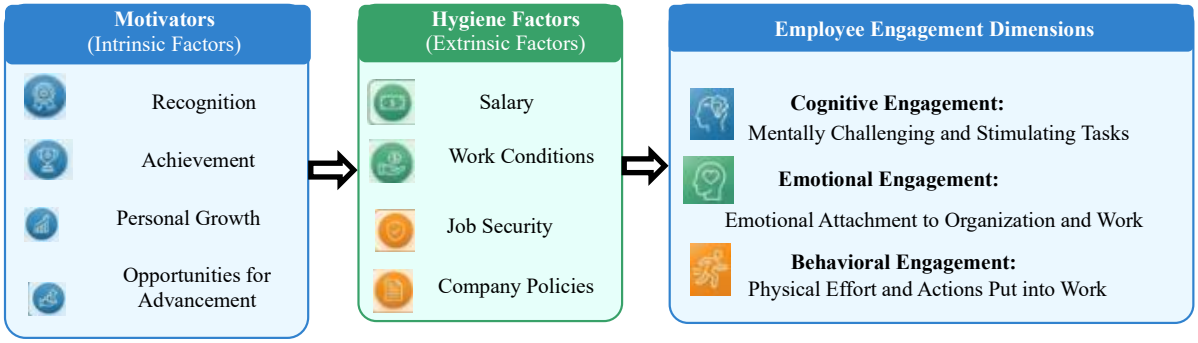



**Fig. 1: Integrating Herzberg's Two-Factor Theory with Employee Engagement Dimensions**

The conceptual framework in fig. 1, combines the Two-Factor Theory as proposed by Herzberg and the dimensions of employee engagement to establish their relationships within the framework of tech firms. The theory proposed by Herzberg classifies the factors that affect job satisfaction into two different groups: motivators (intrinsic factors) and hygiene factors (extrinsic factors). Motivators can comprise of recognition, achievement, personal growth and advancement opportunities. These intrinsic variables directly influence the employee engagement through increasing their cognitive, emotional and behavioral engagement in work. When employees believe in these motivators, then chances are high that the employees will have a sense of purpose, drive, and commitment in their work. Conversely, hygiene factors (salary, working condition, job security and company policies) are the main factors which employee satisfaction and reduce dissatisfaction. Although these extrinsic factors are essential in deterring disengagement, they have less influence on enhancing high levels of engagement, when compared to motivators. Hygiene factors provide the minimum threshold of job satisfaction but do not actively stimulate the greater cognitive, emotional, and behavioral involvement of the job which results in superior performance. The very concept of employee engagement is measured in three main dimensions: cognitive engagement, which is the role of employees in mentally stimulating and challenging tasks; emotional engagement, which is the emotional attachment of the employees to the organization and their work; and behavioral engagement which is the physical involvement and effort of employees in their work. This framework underscores the interaction of intrinsic and extrinsic factors with the three dimensions of engagement and how both sets of factors interact to create an overall employee motivation and commitment in the tech industry.

### Hypotheses

**H1:** There is a positive correlation between motivators (recognition, achievement, growth opportunities) and employee engagement, which increases cognitive, emotional, and behavioral engagement.

**H2:** Hygiene factors (salary, company policies, job security) are less strongly and positively correlated with employee engagement, and primarily affect job satisfaction and prevent dissatisfaction rather than stimulate the high engagement.

## Methods

### Research Design

This study utilizes both quantitative and qualitative methodologies to examine the association between Herzberg's Two-Factor Theory and employee engagement in the tech sector. The quantitative methodology includes the collection and analysis of survey data on the effects of motivators and hygiene factors on employee engagement. The qualitative side of the study includes interviews to capture the understandings of participants on what engages them in relation to the considerations and the determinants of their satisfaction with the job.

### Sample and Sampling Technique

**Population**: The study concerns employees in the tech industry in organizations the embrace innovation and offer avenues for growth both personally and professionally.

**Sampling Technique**: This study aims to select participants through purposive sampling, which ensures that the participants are employees with mid senior (level) positions in the tech firm with a minimum one year of association with the industry both for the sake of their expertise and for their experience. Snowball sampling is also a sampling technique that is likely to be applied to widen the borders of the sample featured in the study through the (first) participants who were selected.

### Data Collection Tools

**Surveys**: To gather quantitative evidence from a bigger sample of the staff, a survey consisting of closed-ended questions shall be designed. The questions include different scales for the measurement of Herzberg's motivators and hygiene factors as well as the dimensions of employee engagement.

**Interviews**: To gather qualitative data, the study employs a range of semi-structured interviews from a selected number of the participants. A series of descriptive interviews used to determine the effect of the factors and dimensions of hygiene on the employee's overall satisfaction with their work and the level of engagement that the employee has with the organization.

### Measurement

The measurement of Herzberg's two-factor theory and employee engagement dimensions is illustrated in table 1.

**Table 1: Measurement of Herzberg's Two-Factor Theory and Employee Engagement Dimensions**

| Construct | Measurement | Factors/Dimensions |
|---|---|---|
| **Herzberg's Two-Factor Theory** | **Motivators**: Scale adapted from Herzberg's framework to assess intrinsic motivators. | Recognition, Achievement, Personal Growth, Opportunities for Advancement |
| | **Hygiene Factors**: Scale measuring extrinsic factors that affect job satisfaction. | Job Security, Salary, Work Conditions, Company Policies |
| **Employee Engagement** | **Cognitive Engagement**: Measured by assessing the employee's involvement in mentally stimulating tasks. | Level of cognitive involvement in work tasks |
| | **Emotional Engagement**: Evaluated through emotional attachment to the organization and work. | Emotional connection and sense of belonging to the organization and tasks |
| | **Behavioral Engagement**: Measured by the physical effort and actions employees invest in their work. | Degree of physical involvement and effort in completing job tasks |

### Data Analysis Techniques

Quantitative data from the surveys will be analyzed using a variety of statistical methodologies. Descriptive statistics will be calculated for the surveyed employees, which will include the number of responses, mean, and standard deviation. Frequency distribution will also be used to characterize the surveyed employees based on their specific responses. To analyze the relationship between motivators, hygiene factors, and employee engagement, multiple regression models will be used. Additionally, Pearson's correlation coefficient will be used to assess the strength and direction of the relationships between Herzberg's factors and various engagement dimensions. Lastly, the relationships between the constructs of Herzberg's Two-Factor Theory and employee engagement will be analyzed using Structural Equation Modeling (SEM).

Thematic analysis will identify patterns in interviews focused on employee engagement in the technology sector. Engineers engaged in interviews will have their transcripts analyzed, the relevant coding will identify engagement patterns, and the coding will be analyzed in light of Herzberg's Theory. Integrating these different methods will help understand the impact of Herzberg's and satisfaction's constructs on employee engagement in the tech industry.

## Results

### Descriptive Statistics

The Mean, Standard Deviation, and Range of responses to each of the motivators, hygiene factors, and employee engagement factors are provided in the following table 2, along with the descriptive statistics of the vital constructs of the study.

**Table 2: Descriptive Statistics for Key Variables**

| Variable | Mean | Standard Deviation | Range |
|---|---|---|---|
| **Motivators (Recognition)** | 4.3 | 0.65 | 1-5 |
| **Motivators (Achievement)** | 4.2 | 0.70 | 1-5 |
| **Motivators (Growth Opportunities)** | 4.1 | 0.60 | 1-5 |
| **Hygiene Factors (Salary)** | 3.8 | 0.75 | 1-5 |
| **Hygiene Factors (Job Security)** | 3.6 | 0.80 | 1-5 |
| **Cognitive Engagement** | 4.4 | 0.60 | 1-5 |
| **Emotional Engagement** | 4.3 | 0.55 | 1-5 |
| **Behavioral Engagement** | 4.2 | 0.65 | 1-5 |

### Hypothesis Testing

**Hypothesis 1**: Recognition, achievement, and growth as motivators are positively related to employee engagement.

The hypothesis was tested with multiple regression analysis. The analysis revealed that each motivator was positive, and the relationship was significant, ($\beta = 0.58$, $p < 0.01$), with employee engagement as the outcome and predictor. This analysis suggested that an intrinsic motivator was likely to positively impact employee engagement, thus the hypothesis was supported as the intrinsic motivators positively impacted employee engagement.

**Hypothesis 2**: There are positive associations between hygiene factors and employee engagement.

The study's second multiple regression analysis determined if hygiene constructs affected the levels of employee engagement. It was determined that the hygiene constructs associated with employee engagement had a moderate positive relationship ($\beta = 0.32$, $p < 0.05$). The relationship was stronger toward emotional engagement relative to cognitive and behavioral engagement. The hypothesis is partially accepted, as the relationship toward engagement is influenced by the hygiene constructs, however, the effect was comparatively lesser to that of the motivators.

### Key Statistical Relationships

Additional analysis yielded the following generalizations indicative of the relationship among Herzberg's two-factor constructs and employee engagement:

**Motivators and Employee Engagement**: A positive strong correlation ($r = 0.65$, $p < 0.01$) was revealed between motivators and employee engagement constructs. It can be stated that with a higher motivator, higher employee engagement is to be expected.

**Hygiene Factors and Employee Engagement**: There was a positive moderate correlation ($r = 0.42$, $p < 0.05$) between hygiene factors and constructs of employee engagement. Of the engagement constructs, emotional engagement was

most strongly influenced, indicating that hygiene factors exist and are necessary, but primarily encourage emotional engagement with the organization.

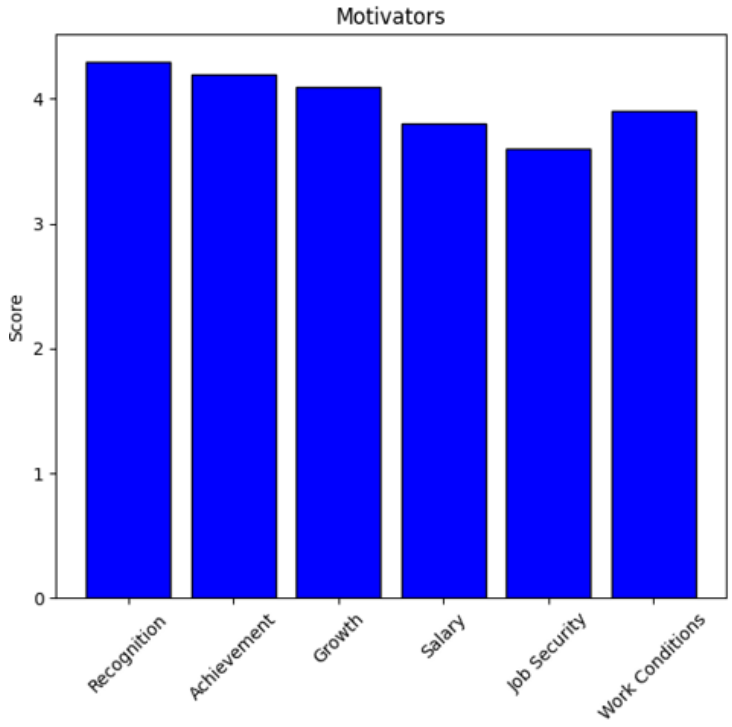



**Fig. 2: Motivators**

Fig. 2 shows many of the intrinsically rewarding motivators, achievement, and because of the vital importance of the motivators on the employee engagement scale, growth, and because of that importance on the engagement scale, growth. The achievements of employees working in the technology field were the most influenced by intrinsically rewarding motivators such as the recognition and growth.

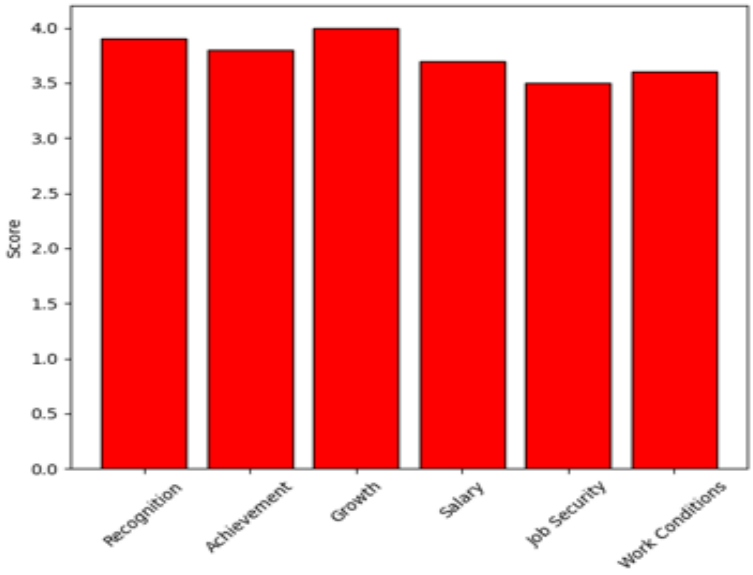



**Fig. 3: Hygiene Factors**

Fig. 3 also shows many of the extrinsic rewarding motivators: achievement, recognition, and growth. These motivators are vital for employee engagement as they influence participants' levels of satisfaction. Growth and achievement

provide vital extrinsic balance, whereas the added extrinsic motivators of salary and job-related safety provide the necessary relief from work-related dissatisfaction. Additionally, another important growth-related motivator is safety, which is also significant.

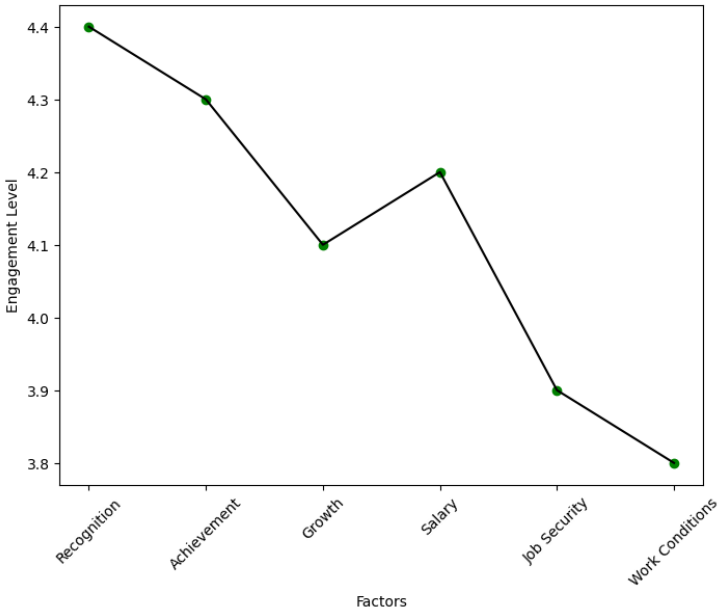



**Fig. 4: Employee Engagement vs. Factors**

Fig. 4, the scatter plots are used to show the relationship between various motivators and intrinsic/extrinsic factors as well as levels of employee engagement. The sloped trend line shows recognition and achievement as the most important motivators, whereas work conditions are the least important. The line also shows that motivators play a larger role in determining employee engagement than intrinsic/extrinsic factors.

## Discussion

This research demonstrates that Herzberg's Two-Factor Theory applies to the tech sector. The data show that motivators like recognition, achievement, and opportunity for advancement positively correlate with employee engagement, particularly with cognitive and emotional engagement. These findings corroborate Herzberg's hypothesis that job satisfaction and engagement are primarily the result of intrinsic motivation. On the other hand, hygiene factors such as salary, job security, and employment conditions correlate with emotional engagement, although the effect is weak. This supports Herzberg's theory, which argues that while hygiene factors provide a threshold for the absence of dissatisfaction, they do not enhance motivation or engagement on a sustained basis. Although these results are primarily drawn from Herzberg's theory, they reinforce the view that in motivating and engaging an employee, the emphasis should be on both intrinsic and extrinsic factors. Within the literature on employee engagement, there is a tangible agreement that employee engagement is influenced by intrinsic and extrinsic aspects. Intrinsic motivators tend to be more conducive to engagement, particularly in the tech industry, as personal growth, task recognition, and challenging work are highly motivating. Herzberg's work demonstrates that these motivators are critical for sustaining engagement by meeting the employee's need for meaningful work. This study further establishes the importance of hygiene factors. The study knows these do not create engagement; however, lack of these factors will cause dissatisfaction and disengagement, and affect emotional connection to the organization.

The technological sector is inherently one of the most fast-paced and competitive business comfort zones. Unlike employees in other sectors of the economy, people in this sector move fast on the career ladder, and the firms personalize their focus on staff learning. A focus on the strong impact of motivators in this research is especially relevant in the tech field, and, in the sector cognitive and emotional focus are at the heart of the innovation, problem solving, and the attainment of increased job contentment. In tech companies, intrinsic motivators impact employee participation and ownership the most, and this includes recognition for innovative input, the accomplishment of difficult objectives, and the provision of career advancement paths. Even so, hygiene elements of the tech sector, such as job security and competitive pay, are still critical. The sector is known for unstable employment, and workers will ignore the more intrinsic motivators, disengage and concentrate on the negative. The results of this research especially

impact further studies on Herzberg's Two-Factor Theory, and employee engagement. The distinction made between motivators and hygiene factors in tech, and other high-performance industries, is most beneficial.

**Policy Recommendation**

According to the findings, it is suggested that tech organizations should consider intrinsic motivation factors like recognition, personal growth, and opportunities to achieve better employee engagement. Although such hygienic factors as salary and job security are fundamental to provide basic satisfaction, their influence on engagement is indirect. The companies must provide a conducive work environment that encourages constant learning, provision of career growth opportunities as well as rewarding the employees. Also, the basic hygiene factors will be addressed to avoid dissatisfaction and remain emotionally attached to the organization. This middle ground can result in an increased level of engagement, retention, and overall productivity of employees.

## Conclusion

This paper examined how the Two-Factor Theory of Herzberg Theory is related to employee engagement in the technology sector. The key findings suggest that recognition, achievement, and growth opportunities are strong motivators that positively influence employee engagement, in particular, with cognitive and emotional engagement ($\beta = 0.58$, $p < 0.01$). The moderate positive correlation of hygiene factors such as salary, job security and work conditions with engagement ($\beta = 0.32$, $p < 0.05$) was found to have a major impact on emotional engagement. These findings indicate the relevance of intrinsic motivators in promoting high levels of engagement, and the need to consider hygiene factors to avoid dissatisfaction. The study will add to the body of knowledge in organization behavior and HRM theory, by supporting the importance of Herzberg Two-Factor Theory in the contemporary workplace, especially in the knowledge-based sector such as the tech industry. It further develops the theory by illustrating the interplay between motivators and hygienic factors to influence different aspects of employee engagement, which gives a detailed insight into the effects of these factors. In a practical sense, HR practitioners in the tech industry can apply such results to design work environments that emphasize intrinsic motivators, including providing opportunities to improve personal and professional development, recognition, and challenging work. Meanwhile, they must make sure that such hygiene factors as good salaries and job security are considered to avoid dissatisfaction and disengagement. Future research has the potential to develop longitudinal studies that can be used to investigate the long-term effects of these factors on employee engagement and performance. Moreover, the study might explore the impact of cultural and regional variations in the technological sector on the relevance of Herzberg framework in various settings.

## References

Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job demands–resources theory: Ten years later. *Annual review of organizational psychology and organizational behavior*, *10*(1), 25-53. https://doi.org/10.1146/annurev-orgpsych-120920-053933

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology*, *87*(2), 268. https://doi.org/10.1037/0021-9010.87.2.268

Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JD–R approach. *Annual review of organizational psychology and organizational behavior*, *1*(2014), 389-411. https://doi.org/10.1146/annurev-orgpsych-031413-091235

Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & stress*, *22*(3), 187-200. https://doi.org/10.1080/02678370802393649

Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and organizational Psychology*, *1*(1), 3-30. https://doi.org/10.1111/j.1754-9434.2007.0002.x

Sackett, P. R., & Lievens, F. (2008). Personnel selection. *Annual Review of Psychology.*, *59*(1), 419-450. https://doi.org/10.1146/annurev.psych.59.103006.093716

Jeung, C. W. (2011). The concept of employee engagement: A comprehensive review from a positive organizational behavior perspective. *Performance Improvement Quarterly*, *24*(2), 49-69. https://doi.org/10.1002/piq.20110

Cole, M. S., Walter, F., Bedeian, A. G., & O'Boyle, E. H. (2012). Job burnout and employee engagement: A meta-analytic examination of construct proliferation. *Journal of management*, *38*(5), 1550-1581. https://doi.org/10.1177/0149206311415252

Mackay, M. M., Allen, J. A., & Landis, R. S. (2017). Investigating the incremental validity of employee engagement in the prediction of employee effectiveness: A meta-analytic path analysis. *Human Resource Management Review*, *27*(1), 108-120. https://doi.org/10.1016/j.hrmr.2016.03.002

Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: a theoretical extension and meta-analytic test. *Journal of applied psychology*, *95*(5), 834. https://doi.org/10.1037/a0019364

Yuen, H. K., Becker, S. W., Ellis, M. T., & Moses, J. (2021). Prevalence and characteristics of campus-based employee wellness programs among United States accredited colleges and universities. *Work*, *68*(4), 1049-1057. https://doi.org/10.3233/WOR-213435

Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel psychology*, *64*(1), 89-136. https://doi.org/10.1111/j.1744-6570.2010.01203.x

Chandni, S., & Rahman, Z. (2020). Customer engagement and employee engagement: Systematic review and future directions. *The Service Industries Journal*, *40*(13-14), 932-959. https://doi.org/10.1080/02642069.2020.1733534

Gupta, N., & Sharma, V. (2016). Exploring employee engagement—A way to better business performance. *Global Business Review*, *17*(3_suppl), 45S-63S. https://doi.org/10.1177/0972150916631082

Ter Hoeven, C. L., & Van Zoonen, W. (2015). Flexible work designs and employee well-being: Examining the effects of resources and demands. *New Technology, Work and Employment*, *30*(3), 237-255. https://doi.org/10.1111/ntwe.12052

AlKhalifa, J., Nawaz, N., & Sawaya, R. (2024). Optimizing organizational performance: employee motivation and performance theories. In *Achieving Sustainable Business through AI, Technology Education and Computer Science: Volume 1: Computer Science, Business Sustainability, and Competitive Advantage* (pp. 609-618). Cham: Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-70855-8_52

Motyka, B. (2018). Employee engagement and performance: a systematic literature review. *International Journal of Management and Economics*, *54*(3), 227-244. https://doi.org/10.2478/ijme-2018-0018

Radityatama, J. M., & Rupa, M. A. S. (2025). Optimizing Employee Work Quality Through Work Facilities, Training, and Leadership Style: Evidence from Gogo Fried Chicken Jimbaran. *The Journal of Management, Digital Business, and Entrepreneurship*, *3*(01), 1-16. https://doi.org/10.58857/JMDBE.2025.v03.i01.p01

Dewi, N. N., & Wibowo, R. (2020). The effect of leadership style, organizational culture and motivation on employee performance. *Management Science Letters*, *10*(9), 2037-2044. https://doi.org/10.5267/j.msl.2020.2.008

Sarwar, H., Ishaq, M. I., Amin, A., & Ahmed, R. (2020). Ethical leadership, work engagement, employees' well-being, and performance: a cross-cultural comparison. *Journal of Sustainable Tourism*, *28*(12), 2008-2026. https://doi.org/10.1080/09669582.2020.1788039