



The Positive Effects of Corporate Reading Management on Employee Performance*

Sung-Hyun JUNG¹, Byoung-Soon AHN²

¹ *First Author* Ph.D. student, Performing Visual Media, Soonchunhyang University, Korea.
Email: italk8921@naver.com

² *Corresponding Author* Professor, Performing Visual Media, Soonchunhyang University, Korea.
Email: ahnbs@sch.ac.kr

Received: November 27, 2022. Revised: December 23, 2022. Accepted: December 27, 2022.

Abstract

Purpose – Corporate reading management requires employees capable of doing their job since employee performance is crucial to the firm's profitability. The objective of this study was to evaluate the positive effects of corporate reading management on employee management. It focuses on factors increasing employee productivity and the impacts corporate management brings about on the overall productivity of any kind of company.

Research design, Data, and methodology – The current authors have investigated and conducted the qualitative content analysis (QCA) to obtain the adequate textual dataset in the prior and current literature. One of the primary benefits of doing research using content analysis is that it enables the researcher to employ a combination of qualitative and quantitative research methodologies.

Result – Based on the review of the prior literature, the present authors found that there are four corporate reading management solutions to improve employee performance, following those instructions – A. Increased Motivation and Productivity, B. Employee Development, C. Businesses' Objective Alignment, and D. Improved Work Environment.

Conclusion – This study addressed and figured out different factors that reading corporate can apply to influence employee performance, thus increasing the company's productivity. Future research should evaluate the adverse effects businesses might face from unfavorable working environments. The research also needed to address how ethics influences employee performance.

Keywords: Corporate Reading Management, Employee Reading Habit, HR Policy

JEL Classification Code: L10, O32, O15

* This research was supported by Soonchunhyang University Research Fund

© Copyright: The Author(s)

This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/4.0/>) which permits unrestricted noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

1. Introduction

Corporate reading management requires employees capable of doing their job since employee performance is crucial to the firm's overall profitability. To establish consistent and unbiased ways for assessing employees, business managers should comprehend the significant advantages of employee performance (Kang, 2022). This helps in identifying the organization's strengths, weaknesses, and potential managerial deficiencies. However, they could be more enjoyable; performance reviews enable corporate leaders to evaluate each employee's performance levels. The management of employees, for instance, which promotes coordination and communication between the operations function and the company's other business functions, is a crucial problem for organization structure as an element of a corporation (Armstrong, 2019). Researchers have spent a lot of time studying how organizations are structured and have come to the resounding opinion that there is no one optimum approach to restructuring any business. More centralization will result in tighter management control, but it will also increase inflexibility because there will be fewer worker identities and more formalization, which will standardize and regulate jobs. One of a bureaucracy's key traits is extensive formalization.

While more formalization is likely to boost the effectiveness of individual operations, it also increases specialization, the degree to which the work performed by the company is divided into different pieces, and inflexibility as people may become unable to undertake non-standard activities (Zhang et al., 2018). Greater vertical integration and greater horizontal differentiation, for example, more groupings of various worker types, tend to accompany greater specialization, increasing organizational structure complexity. Because the business may have more sites, more specialized management hierarchies may result in more spatial differentiation. Greater specialization can make workers more flexible since they can rapidly adjust to changing demands. Still, it can also make them less flexible if their expertise is too specialized.

Goal achievement is the key factor that employees strive to attain in any given organization. Productive employees discharge their duties on time, produce income, and build the brand through positive client interactions. When employees fail to perform their duties adequately, customers get the impression that a company doesn't care about their necessities and will seek help elsewhere. Duties are correctly completed by adequate staff the first time. Suppose the employee in charge of generating customer reports always delivered them after schedule. There would constantly be a line, and the customer service department would come out as unprofessional and perhaps inept (Kang & Lee, 2021). When employees are doing their jobs well, the mood in the office improves. A department could be destroyed by workers who lack the ambition to finish their jobs on time. Promoting a positive, effective workplace is essential. You may foster a favorable workplace culture by rewarding top achievers with incentives and making public acknowledgments at meetings. High-performing workplaces not only attract top personnel when hiring, but they also seem busy and like they are progressing. The main objective of this study was to evaluate the positive effects of corporate reading management on employee management. It focuses on factors increasing employee productivity and the impacts corporate management brings about on the overall productivity of any company. How does corporate reading management enhance employee productivity? Following other research, the current study tries to answer the above question. Such information is fundamental as it helps to create favorable organizational conditions, rewards, and employee training. These components help build the employer's image and make it stand out in the workforce, thus increasing corporate productivity.

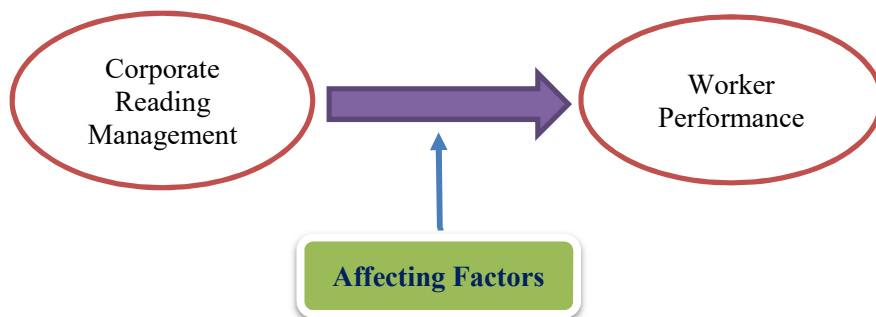


Figure 1: Research Model of the Present Study

2. Literature Review

A study Coulter (2006) defines employee performance as the whole or aggregate output of a worker's actions and behaviors within a company. She continues by saying that employee performance levels can be divided into three categories: low-performance, average, and high-performance. She agrees with the study (Manzoor, 2012) that employees' effectiveness in an organization is assessed using efficiency, reliability, quality, innovation, creativity, commitment, satisfaction, cohesion, adaptability, and employer relations. She also agrees that employee efforts toward organizational goals are typically evaluated. Armstrong (2009), however, states that the predominant metric frequently employed in many organizations for comparing actual performance to anticipated results is profitability or productivity.

According to the prior study (Kang & Lee, 2021), employee performance greatly impacts how well a business accomplishes its goals. The achievement of organizational goals depends on the management of employee performance. In the organization's overall plan, it is essential to evaluate workers' capacity and track their output. It isn't easy to raise an organization's output level when organizations don't assess individuals' potential and capabilities to complete the assigned duties. Since each employee produces outcomes that primarily comprise the correlation between production quality and employees' commitment at work, measuring employee performance is crucial, given that it is directly tied to organizational productivity and success.

Kelchner (2017) stressed on impacts of a pleasant work environment. It fosters good employee relations that motivate employees. It increases employees' morale, and this can impact performance as well. Organizations looking into employee relations initiatives may see a performance improvement, which results in higher corporate profits. According to the study by the prior research (Kang, 2022), the employee relations techniques used by the company had a direct impact on how well the employees performed for the company. Employees more satisfied with the organization's current processes are much more productive and less likely to want to see changes made. The study also showed that enhancing an organization's employee relations procedures can enhance worker productivity by raising employee morale and performance.

The goal of a performance management system should be to consistently enhance organizational performance, which can be done by raising individual employee performance. As a result, Hafeez et al. (2019) state that employing a performance management system to enhance employee performance is a technique to enhance organizational performance. Performance is defined as behavior by Campbell (2017). The employee is the one who handles it. This idea differentiates performance from outcomes. Results are a product of an employee's performance, but they also reflect the impacts of outside factors. In other words, factors other than an employee's traits and actions also influence outcomes. Irrespective of whether the desired performance is behavioral or mental, it must be under the person's control. A company's performance depends on how highly motivated its workforce is (Erajesvarie, 2018). In order to get the most out of each person, it is important for the business to monitor their conduct and maintain their Motivation.

Moreover, contented employees are thought to be productive to their employers or organizations. An individual with a good perspective and Motivation will not only finish his assignment but also inspire others to work hard. However, despite what has been said and what some organizations have done, their performance leaves much to be desired. Hafeez et al. (2019) believed that the management in some corporations frequently views the workplace and productivity as being in conflict with one another. This is due to the fact that the management of these firms considers the office environment as an unnecessary, resource-intensive, and non-beneficial activity that they despise due to the lack of output it causes (Hafeez et al., 2019). They believe that increasing a worker's skill set will boost their output. Employers set a higher standard for what is required of them in a productive working environment without giving them more resources or support.

The immediate surroundings of employees while they carry out their duties make up the working environment, as agreed by the study (Richard & Kang, 2018). The office environment of employees fundamentally affects the quality of their performance and their level of productivity. An unfavorable environment raises risks of making the office environment uncomfortable, thus interfering with employee productivity. As a result, the workplace should establish a setting where employees can work freely (Buil et al., 2019). A comfortable surrounding for achieving the desired goals is crucial for an effective workplace. Physical surroundings impact how people interact, perform their duties, and are managed in an organization (Obrenovic et al., 2020). The physical aspects of a workplace lower the productivity, performance, health and safety, comfort, focus, job satisfaction, and morale of the employees. A favorable, beneficial, and suitable work environment facilitates employees' physical and psychological abilities to perform their daily tasks. An unsuitable and unfavorable workplace environment causes stress at work. It also contributes to employee errors. Wahyudi (2022) added that an unfavorable work environment results in a lack of use of the employees' abilities. Additionally, it makes workers more stressed out about their jobs.

According to study (Kang & Lee, 2021), effective workplace communication is a key component in creating a better work environment. If communication is efficient among all employees, a corporation is likelier to avoid

problems when doing routine duties and less likely to focus on unsuitable events. Such an organization fosters higher employee morale and a more positive view of work (Newman et al., 2020). Effective communication among coworkers increases employee productivity since there are similar problems and more tasks are accomplished; it eliminates misunderstanding and saves time that might have been needed for justification or argument. It increases job happiness and decreases workplace anxiety, which leads to greater productivity (Reddy & Gupta, 2020). Another communication aspect that affects productivity is noise level. Noise hinders communication, and as the loudness and persistence of the noise rise, so do annoyance and productivity. This is attributed to verbal communication becoming more difficult as noise levels increase.

Although several types of research have been conducted to investigate the factors influencing employees' performance, more than the current research is needed to answer all the questions related to the positive effects of corporate reading management on employee performance. There is a need to conduct further research, particularly on how employee behavior affects the overall productivity of an organization. This research will help assess employee behavior's effects in an organization. It will also help managers to know how well coworkers get along, how productive they are, and how safe the workplace is.

3. Study Methodology

The current authors have investigated and conducted the qualitative content analysis (QCA) to obtain the adequate textual dataset in the prior and current literature. One of the primary benefits of doing research using content analysis is that it enables the researcher to employ a combination of qualitative and quantitative research methodologies, which ultimately leads to an analysis that is more robust on a scientific level. When assessing qualitative data, the QCA approach is often used. However, the trustworthiness of qualitative research results is often jeopardized by issues that researchers must contend with. Qualitative content analysis has shown to be successful and effective in a broad range of research settings. By interpreting the meaning of recorded spoken or written communication, QCA helps researchers to make sense of the world around us (Seong, 2021; Lee, 2021).

The researcher can now handle massive datasets with ease. Data may be obtained orally or visually, from both the researcher and other sources, making it a very adaptable method. If the bulk of data comes from written interviews or surveys, this is a great approach since there is little to no chance for awkward interactions between the researcher and his or her subjects. Making sense of content and a systematic method of categorizing, coding, and detecting themes or patterns are some of the strengths of qualitative content analysis that compensate for the limitations of the quantitative approach. Without resorting to quantitative methods, this controlled empirical methodology study of text adheres to a set of analytic criteria and a systematic framework. Schreier (2012) argues that qualitative content analysis is malleable since it may be used with many data types, sources, and formats, including but not limited to verbal and visual information. Understanding social reality or phenomena from the perspective of the participants is made possible via qualitative content analysis (Jung & Ahn, 2022).

Finally, researchers prefer QCA because it is more cost-efficient (Kang & Hwang, 2020). Qualitative content analysis resources are widely available and very affordable. When evaluating events or processes involving social groups, qualitative content analysis is an especially useful method when public records are also available. A content analysis study may be successfully carried out by a single researcher, but a nationwide survey may call for a large team of researchers, considerable time and money. Using qualitative content analysis, one may investigate a process that takes place over an extended period of time and might have an impact on social trends (Woo, 2022).

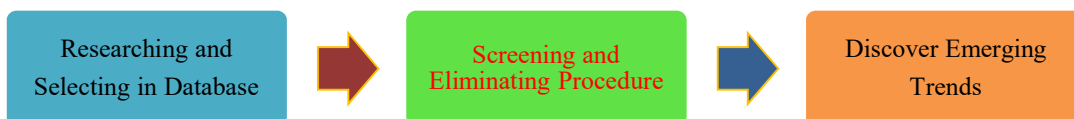


Figure 2: Collecting Process of QCA

4. Findings

Research conducted by Elia et al. (2019) found that a company comprises employees of different ages, backgrounds, and customs. Some are good team players, others are driven by challenging objectives, and others are more analytical. It is challenging to control these disparities and work with the entire team. This is where effective corporate management in an organization becomes useful. It strives to monitor professional behavior and develop teams who have the capability, are more qualified, and are more involved with company goals, leading to better business outcomes (Fan et al., 2019). The evaluation of employees' knowledge and skills also highlights the significance of employee management in the business. The organization may determine each person's strengths and limitations by evaluating these factors and investing in initiatives to strengthen them, influencing the efficiency of professionals. The following are the positive effects of corporate reading management on employee performance.

4.1. Increased Motivation and Productivity

Richard and Kang (2018) noticed that motivation directly affects productivity. A survey by the consulting company Right Management realized that motivated workers earn 50% more money. The stimulus factor demonstrates the operations that will be carried out. Employees are aware of what to do in such a situation and what resources are required to complete their duties. This saves time that could have been wasted on roadblocks or side jobs. Schaltegger and Burritt (2018) agreed that skills are crucial because they enhance professionals' technical performance and allow them to create more in less timeframe and with less resource waste. Pugh et al. (2002) realized that the manager's effectiveness is equally important in managing people. To encourage and motivate the team, have effective communication, give a response, and support employee professional growth, among other things, managers must acquire leadership abilities.

Richard and Kang (2018) found that the degree of support and involvement an employee receives from their management significantly affects how encouraged and motivated they will be. The top officials will be able to improve performance and enhance employee motivation by routinely communicating with employees and using the appropriate strategy. In addition to providing managers with insight into an employee's day-to-day performance and enabling them to make improvements to their role or workload before issues arise, consistent engagement through one-on-ones and regular check-ins also contributes to healthy relationships and a recognizing of an employee's drives and qualities (Su & Swanson, 2019). Additionally, by routinely interacting with people, leaders can anticipate choices about promotions and lateral movements within the company by having a better knowledge of how their responsibilities and skills fit into the overall structure (Schaltegger & Burritt, 2018). It is possible to swiftly advance people into roles better suited to their skills in teams or departments where they would fit best, improving performance across the board. Regular communication and consistent manager feedback will result in workers feeling their well-being is valued and more motivated. Since many workers work from home, these discussions can be organized through quality management software to ensure consistency in delivery and keep relationships strong.

4.2. Employee Development

According to Abbas (2020), people work together to develop the business. But this is a two-way track because empowering them is also necessary. For instance, you will eventually have a more seasoned expert if corporate management hires a trainee, trains them with invaluable techniques, and assigns them employment. Given this, it is crucial to understand the importance of managing personnel inside a firm while also considering the advantages of investing in improving performance and training (Ismail et al., 2020).

However, adjusting should be done in a variety of ways; instead, it should take into account factors such as personnel profiles, corporate objectives, and strengths and weaknesses. This makes it possible for corporate management to initiate a training program that is beneficial for both leaders and employees and to invest in resources and programs that result in the desired objectives, such as the improvement of negotiating and sales experience and time management as put forward by the previous research (Saeed et al., 2019). One of the roles of corporate management is to evaluate team performance regularly. Corporate managers and experts are required to assess what needs to be improved and the best courses of action for it in this way.

Employee polls indicate that employees will stick around if employers support their development. Companies must make sure that managers play a more active role in staff training and development since they are in a unique perspective to enhance employee retention and engagement (He et al., 2019). Employees who actively develop their skills, particularly those who cross-train in other roles or participate in job rotations, not only enhance their capacity

to undertake their current responsibilities but they also contribute to the creation of a more agile, flexible organization that is better able to react to a changing marketplace (Youn & Lee, 2018).

4.3. Businesses' Objective Alignment

Corporations constantly strive for positive results but frequently fall short of them (Chen, 2019). One of the many possible causes of this is that the employees are unaware of the objectives that must be met (Haseeb et al., 2019). Corporate professionals, especially those working in the employee Management department, need to address the lack of team participation and alignment (Niati et al., 2021). The business can increase team engagement through funding communication initiatives, internal events, briefings, feedback, and the incorporation of new hires, among other strategies. Employees must understand what is expected of them (Abdulkhaliq & Mohammadali, 2019). When organizational and personal goals are in line, people are motivated to pursue these objectives (Carnevale & Hatak, 2020).

4.4. Improved Work Environment

Personnel management has the tendency to considerably improve the workplace environment (Taheri, Miah, & Kamaruzzaman, 2020). The adoption of best practices in the area promotes a sense of community, shows how important each employee is to the business, and emphasizes how much their work helps the firm achieve its goals. As a response, there are fewer disputes between employees and managers, and these conflicts are managed better, increasing team motivation and raising the team's standard of living. One method for managing a healthy ecosystem is climate research, according to the study (Kim et al., 2019). Corporate experts are able to take data into account, pay attention to employee opinion, and adjust as a result.

According to the survey by previous research (Kang & Lee, 2021), to motivate employees to remain in the office, feel satisfied while working there, and complete their duties, the organization should enhance its physical working environment. According to their research, employees are occasionally not treated as unique people, i.e., there is no link between them and the organization, and this might make them feel hopeless because they cannot express their opinions (Obrenovic et al., 2020). The findings of this study illustrated that the accessibility of employment support within the organization significantly impacted employees' performance. As a result, job assistance enables employees to work productively and plan for future development. The best performance will be attainable as a result (Wei et al., 2018).

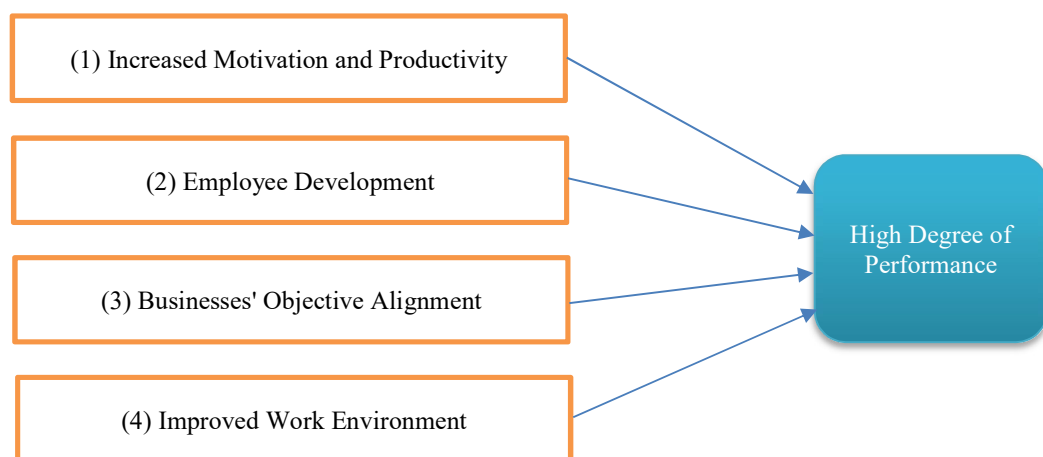


Figure 3: Summarization of the Findings

5. Implications

Daily management methods frequently offer the best chances for performance improvement. Managers have a responsibility to establish a strong foundation for corporate values that serve as a guide for decision-making and boost productivity. Practitioners should comprehend how to live company values in their everyday activities if they are to bring them home. Managers should link particular company values to the behaviors, activities, or decisions each role that reports to them require. Assist in educating managers on how to instill the company's values in their teams. When managers acquire the ability to live these values, they can teach their teams to do the same, which will boost productivity. Clear objectives are essential to improve practitioners' performance (Krizanova et al., 2019). Therefore, managers should help employees in defining and outline their performance goals. Performance frequently comes from poorly defined goals or mismatches between the manager's desired focus and the employee's perceived priorities. By prioritizing an employee's work, employees can assist practitioners in developing their ability to communicate expectations and goals. Use labels to indicate each task's urgency and the order in which workers should finish it.

Effective communication can only improve work performance (Men & Yue, 2019). Managers' communication skills must first be improved to increase staff performance. Managers should have regular check-ins and discussions to establish harmony and trust with their reports. With that framework in place, managers may constructively discuss performance issues with practitioners. Managers should establish uniform communication standards for their groups. This should include scheduling frequent meetings into everyone's schedules as well as individual team members' preferred methods of communication. To improve practitioners' effectiveness at work, one must develop good active listening skills. The perspectives and concerns of each practitioner regarding their workload, process, and priorities must be heard by managers. It will be simpler to remove barriers in the job flow the better the front-end communication is. For example, a manager who engages in good active listening will consider a solution if a practitioner expresses a worry before starting a task. This will prevent the issue from developing into a problem. Sometimes it takes humility to listen to practitioners. Managers must understand that their job is to facilitate increased employee performance. There is no space for ego, a personality trait when managers think they are more knowledgeable than their staff about the work.

For practitioners to perform better at work, practitioner growth must be continual. To stay up with changing conditions, responsibilities, and job descriptions, practitioners must retrain or acquire new skills. Before beginning a task, practitioners and their supervisors should collaborate to find any skills gaps that can impair their short- and long-term performance. To assist employees in turning their weaknesses into strengths, supervisors can direct them to learn and develop opportunities. To track the practitioner's progress, milestones for course goals should also be established. The effectiveness of practitioners must be improved, and feedback should be bilateral. Managers should frequently give practitioners in the middle of a task helpful feedback. At the same time, practitioners should offer feedback on any workflows, procedures, or activities that may be holding them down. Conversations will inevitably become more productive when managers are able to communicate effectively, which includes paying close attention to and treating their reports with respect. Team members will feel more confident giving feedback since they know their manager will consider it when evaluating their performance.

6. Limitations and Recommendations, and Conclusions

The study addressed different factors that reading corporate can apply to influence employee performance, thus increasing the company's productivity. However, other researchers should carry out in-depth research on different businesses or organizations, particularly those upcountry (Brunner et al., 2019). Additionally, future research should evaluate the adverse effects businesses might face from unfavorable working environments. The research also needed to address how ethics influences employee performance. Office ethics plays a very significant role in determining the success of the business. Employees who observe the workplace ideals of justice and dignity and who are morally upright, reliable, dynamic, and committed to them promote morale generally and increase an organization's effectiveness. A firm can improve its reputation by implementing behavioral policies and help assure its long-term success.

The study also did not evaluate the traits of the employees. Employees must be capable of performing their duties. If the employees do not possess the ability, then the desired outcome cannot be achieved regardless of how much training, Motivation, or other essentials are provided. The problem arises when an employee lacks physical strength or flexibility. Either way, it is important to create a job fit.

Future studies should also consider addressing knowledge and skill as key factors in determining the productivity of any given corporation, which is not discussed in the current study. Employees should possess the necessary knowledge and skills to undertake the job task. Knowledge and skills should be acquired through training and coaching. The study did not address the issue concerning morale and culture. Employees' morale reflects health corporation culture. Increased morale indicates that employees are okay with their job as well as the working environment, thus making them more engaged and productive.

The study concluded that employees' effectiveness in a corporation is typically evaluated using efficiency, reliability, quality, innovation, creativity, commitment, satisfaction, cohesion, adaptability, and employer relations (Hafeez et al., 2019). Employee performance fundamentally impacts how well a corporate accomplishes its objectives, as discussed in the above study. The achievement of organizational goals depends on the management of employee performance. In the organization's overall plan, evaluating workers' capacity and tracking their output is also essential. The study also concluded that employees' immediate surroundings while carrying out their duties make up the workplace environment. The office environment of employees significantly impacts the effectiveness of their performance and their level of productivity. Unfavorable environments present problems that make the office environment uncomfortable and reduce employee productivity. The working environment must provide uninterrupted work for employees. For a workplace to be effective, the environment must be suitable for achieving the desired objectives. The physical environment affects how people interact, perform their jobs, and are controlled in an organization.

The study also concluded that organizations should continually assess their systems to improve efficiency and objectivity. Employee performance is evaluated based on performance indicators at yearly intervals. The report also suggests conducting progress reviews to compare employees' performance to predefined standards. According to the report, companies should provide feedback on performance appraisals annually, and performance assessment methods should be capable of doing so. The study also suggests that the organization's performance feedback (Obrenovic et al., 2020). After investigation, researchers concluded that effective workplace communication was one important component in creating a better work environment, as noticed in the above study. An organization is more likely to avoid barriers in everyday operations and is less likely to stress inappropriate occurrences if communication is effective throughout the workplace. Such a company enhances higher staff morale and a more enthusiastic outlook on work. Employee productivity increases with the increased efficient communication between employees, resulting in minimal complaints and more completed work.

According to the report, the company should set clear and attainable goals and objectives. When creating goals, organization managers should also include all employees, regardless of rank, as doing so will help the workers own the process and reduce resistance. The study also suggests that in order to prevent cognitive dissonance, organizations should coordinate their goals with those of their employees in order to increase corporate efficiency. The study recommended that performance evaluation is an essential task for an organization to succeed. When correctly applied within the company, it will aid in obtaining competitive and productive staff. In order to demonstrate how a company's performance appraisal system might be used effectively and profitably in the future, the research was created. Performance appraisal is a crucial duty for the success of a business. It will help the business recruit competitive and effective employees when adequately implemented. The research was developed to show how a corporation's performance evaluation system could be utilized successfully and financially. Used the written form of communication to communicate. One important role for managers to accomplish during a management review is performance management and review. This cycle of guiding, checking, performance measuring, and taking actions needed illustrates effective and standard management practices. Performance management imparts the knowledge and abilities required to transform annual performance assessments into continuing talks and chances for personal development that benefit each individual and their teams, managers, and businesses. Performance management strives to achieve the performance standards established during performance planning.

References

- Abbas, J. (2020). Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility. *Journal of Cleaner Production*, 242(1), 118-138.
- Abdulkhaliq, S. S., & Mohammadali, Z. (2019). The impact of job satisfaction on employees' performance: A case study of Al Hayat Company-Pepsi Employees in Erbil, Kurdistan Region-Iraq. *Management and Economics Review*, 4(2), 163-176.

- Armstrong, M. (2019). *Armstrong's Handbook of Performance Management: An evidence-based guide to delivering high performance* (Fourth Edition). Kogan Page
- Brunner, B., Igc, I., Keller, A. C., & Wieser, S. (2019). Who gains the most from improving working conditions? Health-related absenteeism and presenteeism due to stress at work. *The European Journal of Health Economics*, 20(8), 1165-1180.
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International journal of hospitality management*, 77(January), 64-75.
- Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of business research*, 116(August), 183-187.
- Chen, M. (2019). The impact of expatriates' cross-cultural adjustment on work stress and job involvement in the high-tech industry. *Frontiers in Psychology*, 10(October), 2228.
- Elia, S., Petruzzelli, A. M., & Piscitello, L. (2019). The impact of cultural diversity on innovation performance of MNC subsidiaries in strategic alliances. *Journal of Business Research*, 98(May), 204-213.
- Erajesvarie Pillay, D. S. (2018). The impact of employee engagement on organisational performance – A case of an insurance brokerage company in Gauteng. *IOSR Journal of Business and Management*, 20(6), 66-76.
- Fan, Y., Shepherd, L. J., Slavich, E., Waters, D., Stone, M., Abel, R., & Johnston, E. L. (2019). Gender and cultural bias in student evaluations: Why representation matters. *PloS one*, 14(2), e0209749.
- Hafeez, I., Yingjun, Z., Hafeez, S., Mansoor, R., & Rehman, K. U. (2019). Impact of workplace environment on employee performance: mediating role of employee health. *Business, Management and Economics Engineering*, 17(2), 173-193.
- Haseeb, M., Hussain, H. I., Kot, S., Androniceanu, A., & Jermisittiparsert, K. (2019). Role of social and technological challenges in achieving a sustainable competitive advantage and sustainable business performance. *Sustainability*, 11(14), 3811.
- He, J., Zhang, H., & Morrison, A. M. (2019). The impacts of corporate social responsibility on organization citizenship behavior and task performance in hospitality: A sequential mediation model. *International Journal of Contemporary Hospitality Management*, 31(6), 2582-2598.
- Ismail, A. I., Majid, A. H. A., Jibrin-Bida, M., & Joarder, M. H. R. (2021). Moderating effect of management support on the relationship between HR practices and employee performance in Nigeria. *Global Business Review*, 22(1), 132-150.
- Jung, S. H., & Ahn, B. S. (2022). The Meaningful Relationship between Employee Reading Habits and Innovation Competency. *The Journal of Industrial Distribution & Business*, 13(11), 31-38.
- Kang, E. (2022). Innovative Capability and Its Connection with Worker's Environmental Performance. *The Journal of Industrial Distribution & Business*, 13(7), 17-25.
- Kang, E., & Hwang, H. J. (2021). Ethical Conducts in Qualitative Research Methodology: Participant Observation and Interview Process. *Journal of Research and Publication Ethics*, 2(2), 5-10.
- Kang, E., & Lee, H. (2021). Employee compensation strategy as sustainable competitive advantage for HR education practitioners. *Sustainability*, 13(3), 1049.
- Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76(Part A), 83-93.
- Krizanova, A., Lăzăroiu, G., Gajanova, L., Kliestikova, J., Nadanyiova, M., & Moravcikova, D. (2019). The effectiveness of marketing communication and the importance of its evaluation in an online environment. *Sustainability*, 11(24), 7016.
- Lee, J. H. (2021). Effect of sports psychology on enhancing consumer purchase intention for retailers of sports shops: Literature content analysis. *Journal of Distribution Science*, 19(4), 5-13.
- Manzoor, Q. A. (2012). Impact of employees' Motivation on organizational effectiveness. *Business management and strategy*, 3(1), 1-12.
- Newman, S. A., Ford, R. C., & Marshall, G. W. (2020). Virtual team leader communication: Employee perception and organizational reality. *International Journal of Business Communication*, 57(4), 452-473.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The effect of training on work performance and career development: the role of Motivation as intervening variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385-2393.
- Obrenovic, B., Jianguo, D., Khudaykulov, A., & Khan, M. A. S. (2020). Work-family conflict impact on psychological safety and psychological well-being: A job performance model. *Frontiers in Psychology*, 11(March), 475.

- Pugh, S. D., Dietz, J., Wiley, J. W., & Brooks, S. M. (2002). Driving service effectiveness through employee-customer linkages. *Academy of Management Perspectives*, 16(4), 73-84.
- Richard, J., & Kang, E. (2018). Culture, competencies and compensation: A framework for pay for performance incentives. *American Journal of Management*, 18(4), 33-48.
- Reddy, B. V., & Gupta, A. (2020). Importance of effective communication during COVID-19 infodemic. *Journal of Family Medicine and Primary Care*, 9(8), 3793.
- Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424-438.
- Schaltegger, S., & Burritt, R. (2018). Business cases and corporate engagement with sustainability: Differentiating ethical motivations. *Journal of Business Ethics*, 147(2), 241-259.
- Seong, D. H. (2021). How to utilize sports psychology for better customer experience in sports retail store as a distribution content perspective. *Journal of Distribution Science*, 19(2), 45-52.
- Su, L., & Swanson, S. R. (2019). Perceived corporate social responsibility's impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship. *Tourism management*, 72(June), 437-450.
- Taheri, R. H., Miah, M. S., & Kamaruzzaman, M. (2020). Impact of working environment on job satisfaction. *European Journal of Business and Management Research*, 5(6), 1-5.
- Wahyudi, W. (2022). Five Components of Work Motivation in the Achievement of Lecturer Performance. *Scientific Journal of Reflection: Economic, Accounting, Management and Business*, 5(2), 466-473.
- Wei, H., Sewell, K. A., Woody, G., & Rose, M. A. (2018). The state of the science of nurse work environments in the United States: A systematic review. *International Journal of Nursing Sciences*, 5(3), 287-300.
- Youn, H., Lee, K., & Lee, S. (2018). Effects of corporate social responsibility on employees in the casino industry. *Tourism management*, 68(October), 328-335.
- Woo, H. (2022). The Importance of CEO's Sustainable Leadership to Distribute Environmental Education Culture in the Organization. *The Journal of Industrial Distribution & Business*, 13(8), 19-27.
- Zhang, D., Xu, Q., Wang, N., Yang, Y., Liu, J., Yu, G., & Wang, H. (2018). A complex micellar system co-delivering curcumin with doxorubicin against cardiotoxicity and tumor growth. *International journal of nanomedicine*, 13(August), 4549.
- Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public relations review*, 45(3), 101764.