

# E-commerce practitioners' work motivation, well-being and job performance: Basis for work environment support framework

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## ***Abstract***

E-commerce has become a new type of business form in China's market economy. However, the vast majority of e-commerce companies in the market are small and medium-sized enterprises, and there are common problems such as lack of welfare and high employee turnover rate in terms of employee development. This study aimed to determine the e-commerce practitioner work motivation, well-being and their job performance as basis for creating work environment support to employees. Specifically, it determined the e-commerce practitioner work motivation in terms of working environment, rewards and recognition; and employee development; described the employee well-being in terms of job security, financial security and work-life balance; determined the employee job performance in view of task performance, interpersonal facilitation and job dedication; tested the significant relationship among work motivation, employee well-being and job dedication; and come up with work environment support framework that can be adopted by e-commerce practitioners. A survey was conducted with 356 managers and ordinary employees of two e-commerce enterprises in Zhejiang and Guangdong provinces. The study found that occupational motivation, employee well-being, and employee performance are highly correlated. Positive occupational motivation leads to improved employee well-being and employee performance. Higher employee well-being makes incentives for occupational motivation and employee performance more effective. The higher the employee performance, the higher the employee well-being, and the enthusiasm of employees will also increase.

***Keywords:*** e-commerce, practitioner, motivation, well-being, work performance

## **E-commerce practitioners' work motivation, well-being and job performance: Basis for work environment support framework**

### **1. Introduction**

E-commerce is a rapidly developing business form in today's society. Many people do this. Many people are also working in e-commerce enterprises. The World Trade Organization believes that e-commerce is the realization of enterprises through the use of electronic methods in the process of production, sales, trading, and delivery of goods and services. The United Nations Organization for Economic Cooperation and Development believes that e-commerce is a commercial transaction that occurs between individuals and organizations through digital processing and transmission of network platforms. The United Nations Commission of International Trade Law believes that e-commerce is a business activity carried out electronically. The transaction process is mainly through the use of electronic device of suppliers, customers and other participants to achieve information exchange and business, management, and consumption activities. From the perspective of enterprises, the definition of e-commerce was followed: Hewlett-Packard believes that e-commerce is a way to realize electronic means in the whole transaction process.

In China, the equivalent exchange is completed through electronic trading means; LENOVO company believes that the emergence of e-commerce has brought about major changes in the organizational structure of the enterprise, and the original business processes and management ideas are no longer applicable. As a major change, e-commerce has prompted Enterprises make innovative changes and continue to improve in the face of challenges while INTEL company believes that e-commerce is the realization of electronic business operations, and connects enterprises in a system through the Internet.

The rapid development of the Internet provides more development opportunities for the fast-growing e-commerce. Some commercial companies had developed rapidly with the help of Internet technology and become world-renowned international companies (Chen, 2021). However, with the development of big data technology, structural changes have taken place in the way e-commerce operates. If an e-commerce enterprise fails to formulate strategies in a timely manner according to the requirements of e-commerce development, it may affect its own interests. Wang (2020) believes that the rapid development of e-commerce has surpassed the limitations of traditional economics, enabling a wider scope of real economics, lower economic flows, and lower development costs for real industries. It must be scientifically understanding the economic value of e-commerce. In the development of e-commerce, there must have promotion of the transformation and modernization of the real economy, and continuously improve the quality and efficiency of national economic development. Cheng (2019), pointed out that in the era of fragmentation, the goals of enterprises and the needs of consumers had undergone fundamental changes, and the development of enterprise e-commerce requires new thinking and new strategies. The dominant position of the platform was gradually replaced by multiple business centers. Enterprises can further realize the needs of enterprise e-commerce development through linkage, reorganization, reengineering, etc., and to create an ecological environment for the development of enterprise e-commerce. Rapid development of e-commerce can bring new development opportunities for the development of small and medium-sized enterprises. currently, there are still certain problems and difficulties in the development of e-commerce for small and medium-sized enterprises. change the status quo. Lestari et al., (2020) studied how to enhance the competitiveness of e-commerce companies and promote the development of e-commerce strategies from the perspective of "organizational structure".

The study points out that the steady development of e-commerce enterprises is inseparable from a reasonable organizational structure to enhance competitiveness. However, Jun and Haiyan (2018) believe that traditional retail enterprises must choose to transform e-commerce in order to reverse the predicament and, at the same time, put forward the path of strategic transformation in combination with the development status of the

traditional retail industry. Li et al., (2022) believes that the innovative development of e-commerce can give a good opportunity to small and micro enterprises, and the use of e-commerce by small and micro enterprises can greatly reduce costs. Yang (2019) studied the impact on the transformation of the retail industry from an empirical perspective based on the new development perspective of e-commerce can put forward a number of related countermeasures and suggestions.

Now the competition in the e-commerce industry is very fierce, and how to improve the work performance of e-commerce practitioners is a hot spot in business administration research. Previous studies had not comprehensively studied the work motivation, well-being, and performance of e-commerce employees, and there is a lack of corresponding empirical research. This paper mainly include work motivation is mainly composed of three dimensions like work environment, reward and recognition, and employee development, employee well-being is mainly composed of three dimensions: job security, financial security, and work-life balance; Work performance is mainly composed of three dimensions: task performance, interpersonal relationship promotion and work dedication. By examining the relationships between work motivation, employee well-being, and work performance, the researcher can gain a deeper understanding of the factors that influence employee satisfaction, productivity, and overall well-being. This knowledge can then be used to develop interventions and strategies that promote positive outcomes for both employees and organizations.

**Objectives of the Study** - This study aimed to determine the e-commerce practitioner's work motivation, well-being, and job performance as a basis for creating work environment support for employees. Specifically, it determined the e-commerce practitioner's work motivation in terms of: working environment, rewards and recognition; and employee development; described the employee well-being in terms of job security, financial security and work-life balance; determined the employee job performance in view of task performance, interpersonal facilitation and job dedication; tested the significant relationship among work motivation, employee well-being and job dedication; and come up with work environment support framework that can be adopted by e-commerce practitioner.

## 2. METHODS

This study used the descriptive research design using quantitative research to collect data. This descriptive research design helps to effectively collect data from respondents. Descriptive research method is a simple research method that describes and explains existing phenomena, laws, and theories through its own understanding and verification. This study used 356 employees working in e-commerce companies for more than one (1) year in Guangdong and Zhejiang provinces in China. They were chosen based on their working experiences on their respective companies to effectively assess the work motivation, well-being and job performance. They were randomly chosen based on their availability during the conduct of the study.

Survey questionnaire was constructed, validated by the experts and was tested for its reliability and the result indicated that all the variables. In the E-commerce practitioner work motivation part, the reliability test results are Working environment  $\alpha = 0.839$ (good), Rewards and recognition  $\alpha = 0.781$  (acceptable), and Employee development  $\alpha = 0.834$  (good). In Employee well-being part, the reliability test results are Job security  $\alpha = 0.774$ (acceptable), Financial security  $\alpha = 0.805$ (good, and Work-life balance  $\alpha = 0.872$  (good). In the Job performance part, the reliability test results are Task performance  $\alpha = 0.876$ (good), Interpersonal facilitation  $\alpha = 0.845$ (good), and Job dedication  $\alpha = 0.872$  (good).

The researcher started the research by conducting theoretical review of the variables used in the study. Preliminary interviews were conducted to determine the number of respondents. In order to be able to conduct investigations, the researchers surveyed the staff of e-commerce enterprises in Guangdong and Zhejiang provinces. The study was approved before it was launched. To this end, ethical considerations was taken into account when conducting research to ensure that all information collected is used only for research purposes, so as to maintain the quality and integrity of the research. The researcher also solicited consent through letters and

correspondence to ensure the target interviewees were ready to answer the necessary research questions. It also ensures the confidentiality and anonymity of respondents, as they do not seek names when answering the questionnaire.

Weighted mean and rank were used to describe the e-commerce practitioners' motivation in terms of reward and recognition, work environment and employee development, to determine the employee well-being in terms of job security, financial security and work-life balance; and to describe the employee performance in terms of task performance, interpersonal facilitation and job dedication. Therefore, Spearman rho was used as part of the non-parametric tests to determine the significant relationship. All analyses were performed using SPSS v. 28.

### 3. Results and discussion

**Table 1**

*E-Commerce Practitioners Motivation*

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Work Environment	3.07	Agree	2
Reward and Recognition	3.16	Agree	1
Employee Development	3.05	Agree	3
Composite Mean	3.09	Agree	

*Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree*

Table 1 describes the E-commerce practitioner's motivation. Based on the results, the work environment has a composite mean of 3.07, the reward and recognition with a composite mean of 3.6, and the employee development with a composite mean of 3.05. The grand composite mean with a composite mean of 3.09. Mohamed (2014) agrees that sufficiency wage, interest in work, and promotion in the organization are three important and effective factors to motivate employees to work. Gwambe (2020) posits that praise and recognition are effective ways of motivating employee behavior in the organization as they are considered the most important rewards. Raziq and Maulabakhsh (2015) mentioned employees are becoming concerned about the working environment, which includes working hours, job safety & security, relationships with co-workers, esteem needs, and top management. Afiyati (2018) agrees career development is expected by every employee to motivate them to work well. Niati et al. (2021) agree that companies that often conduct training for employees will increase employee work performance, and employees will be more motivated to work so that company goals can be achieved.

**Table 2**

*Employee Well-being*

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Job Security	3.10	Agree	1
Financial Security	2.96	Agree	3
Work-life Balance	3.09	Agree	2
Composite Mean	2.50	Agree	

*Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree*

Table 2 describes the employee's well-being. Based on the results, job security has a composite mean of 3.10, financial security has a composite mean of 2.96, work-life balance has a composite mean of 3.09, and the grand composite mean of 3.05. Having the overall assessment of employee well-being revealed a grand composite mean of 3.05, indicating a moderate level of satisfaction among employees, which means that even though the employees are generally satisfied with their job security and work-life balance, there is still a need for improvement in terms of financial security. The company should focus on enhancing retirement plans and employee loans to further improve employee well-being. This validates the finding of Green (2018) that the degree of security in their employment situation is a key driving factor for insecure worker well-being.

Table describes the employee performance. Based on the results, task performance with a composite mean

of 3.13, interpersonal facilitation with a composite mean of 3.10, job dedication with a composite mean of 3.09, the grand composite mean of 3.11. This implies that the company is doing a good job of promoting employee performance in all three aspects of their jobs: task performance, interpersonal facilitation, and job dedication. The grand composite mean of 3.11 indicates that employees are generally satisfied with their jobs and feel that they are making a valuable contribution to the company. This validates the report of Bailey et al., (2017), which observed that a range of positive psychological states are associated with engagement, employers might also want to consider in particular strategies aimed at enhancing individual resilience and personal resources. Alfes et al. (2013) observed that when employees feel that they are being treated well and valued by their employer, they are more likely to respond by exerting effort on behalf of the employer in the form of raised levels of engagement. It found out that managers can improve the self-efficacy of employees through effective training initiatives and make them successfully perform complex tasks. The managers can also improve their cognitive skills and support them in taking up challenging tasks through training.

**Table 3***Employee Performance*

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Task Performance	3.13	Agree	1
Interpersonal Facilitation	3.10	Agree	2
Job Dedication	3.09	Agree	3
Composite Mean	3.11	Agree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

**Table 4***Relationship Between Motivation and Employee Well-Being*

Variables	rho	p-value	Interpretation
<b>Work Environment</b>			
Job Security	0.357**	0.000	Highly Significant
Financial Security	0.315**	0.000	Highly Significant
Work-life Balance	0.324**	0.000	Highly Significant
<b>Reward and Recognition</b>			
Job Security	0.361**	0.000	Highly Significant
Financial Security	0.317**	0.000	Highly Significant
Work-life Balance	0.375**	0.000	Highly Significant
<b>Employee Development</b>			
Job Security	0.274**	0.000	Highly Significant
Financial Security	0.262**	0.000	Highly Significant
Work-life Balance	0.297**	0.000	Highly Significant

\*\* . Correlation is significant at the 0.01 level

As seen in Table 4, the computed rho-values ranging from 0.262 to 0.375 indicate a weak direct relationship between the sub-variables of motivation and employee well-being. There was a statistically significant relationship between motivation and employee well-being because the obtained p-values were less than 0.01. This means that employee well-being is positively correlated with employee performance. This means that employees who are more satisfied with their jobs and feel that their well-being is being supported by their employer are more likely to perform well in their roles.

As seen in Table 5, the computed rho-values ranging from 0.193 to 0.378 indicate a very weak to weak direct relationship among the sub-variables of motivation and employee performance. There was statistically significant relationship between motivation and employee performance because the obtained p-values were less than 0.01. This means that there is a very strong correlation between the two variables and that motivation has a significant impact on employee performance. This further means that motivated employees are more likely to put in the extra effort and go the extra mile to achieve their goals; they are more likely to be creative and innovative, more likely to be engaged in their work, and less likely to experience burnout. The finding of Ahmed et al., (2017), said that employee motivation is necessary for all the firms. It does create a great impact on the firm and

employee performance. Increase their efficiency and effectiveness and helps in the achievement of the firm target.

**Table 5**

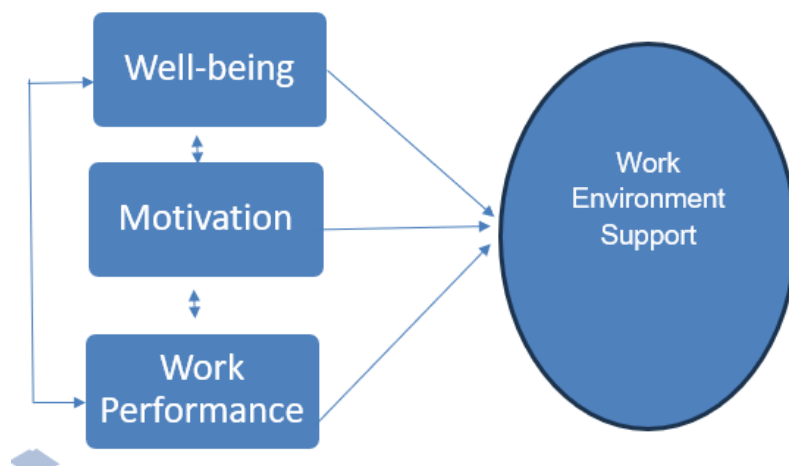
*Relationship Between Motivation and Employee Performance*

Variables	rho	p-value	Interpretation
<b>Work Environment</b>			
Task Performance	0.348**	0.000	Highly Significant
Interpersonal Facilitation	0.325**	0.000	Highly Significant
Job Dedication	0.264**	0.000	Highly Significant
<b>Reward and Recognition</b>			
Task Performance	0.375**	0.000	Highly Significant
Interpersonal Facilitation	0.378**	0.000	Highly Significant
Job Dedication	0.248**	0.104	Highly Significant
<b>Employee Development</b>			
Task Performance	0.349**	0.000	Highly Significant
Interpersonal Facilitation	0.244**	0.000	Highly Significant
Job Dedication	0.193**	0.000	Highly Significant

**Table 6**

*Relationship Between Well-Being and Employee Performance*

Variables	rho	p-value	Interpretation
<b>Job Security</b>			
Task Performance	0.391**	0.000	Highly Significant
Interpersonal Facilitation	0.339**	0.000	Highly Significant
Job Dedication	0.328**	0.000	Highly Significant
<b>Financial Security</b>			
Task Performance	0.373**	0.000	Highly Significant
Interpersonal Facilitation	0.304**	0.000	Highly Significant
Job Dedication	0.280**	0.104	Highly Significant
<b>Work-life Balance</b>			
Task Performance	0.396**	0.000	Highly Significant
Interpersonal Facilitation	0.332**	0.000	Highly Significant
Job Dedication	0.243**	0.000	Highly Significant



*Figure 1. Proposed Work Environment Support Framework*

As seen in Table 6, the computed rho-values ranging from 0.243 to 0.396 indicate a weak direct relationship among the sub-variables of employee well-being and employee performance. There was a statistically significant relationship between employee well-being and employee performance because the obtained p-values were less than 0.01. It shows a strong correlation between job satisfaction and employee performance. This means that employees more satisfied with their jobs are more likely to perform well in their roles. Employers who invest in job satisfaction can expect to see a return on their investment in the form of increased employee productivity, engagement, and retention.

This figure gives the relationship between career motivation, employee well-being and employee performance among e-commerce practitioners. There is a high correlation between career motivation, employee well-being, and employee performance. Positive career motivation has a positive effect on employee well-being and employee performance. The higher the well-being of employees, the more effective the incentive for career motivation and employee performance. The higher the performance of employees, the well-being of employees will increase as income increases, and the motivation of employees will also increase. The healthy development of the three can improve the overall performance of the enterprise which will lead to strong environment support in the company.

According to the study, career motivation, employee well-being, and employee performance are three important factors influencing e-commerce businesses. Career motivation is important for those who are working. Based on the respondents' answers, e-commerce companies can improve the working environment, create a level playing field, promote employees based on performance, and provide employees with opportunities to learn new knowledge and skills to increase employees' work motivation and motivate employees to improve their work performance. Employee well-being is also important because the majority of respondents said they need to enjoy the satisfaction that work brings. Based on respondents' responses, where e-commerce businesses can improve is that company managers need to communicate with employees frequently, keep company compensation at no lower than the industry average, and encourage employees to work hard to earn higher salaries. Companies can increase the unity and flexibility of the members of the organization through gatherings and other means to make employees feel comfortable and happy with their work. Job performance is just as important to employees as it is to the business. Based on respondents' responses, e-commerce companies can improve by encouraging employees to complete their work in a timely and efficient manner, maintaining good relationships with colleagues, and encouraging employees to take on more work. The leadership of managers is a very important influencing factor. A manager's good personal influence can increase employees' motivation to work and make them perform better at work.

#### **4. Conclusions and recommendations**

Based on the findings of the study, E-commerce practitioners are moderately motivated and likely to be successful in their careers. E Commerce practitioners are likely to have a moderate level of well-being, as they feel secure in their jobs, have a good work-life balance, and are average financially secured. E Commerce Practitioners are moderately high performers in their roles, as they are able to facilitate teamwork, are dedicated to their work, and are able to complete tasks effectively. There is highly significant relation in work motivation, well-being and work performance that signifies positive career motivation has a positive effect on employee well-being and employee performance; higher the well-being of employees, the more effective the incentive for career motivation and employee performance; higher the performance of employees, the well-being of employees will increase as income increases, and the motivation of employees will also increase.

The company may set clear goals and expectations to make the employees know what they are working towards to be motivated. The company may encourage employee engagement to make them involved in their work and feel a sense of ownership over their work. The company may create a balanced work and life to have well-being and to perform at their best. The proposed framework may be used by the company to provide supportive work environment that encourages motivation, well-being, and high performance by providing opportunities for growth and development, and creating a culture of trust and respect. Future researchers may conduct study that will support good work environment for employees like flexible work arrangement.

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