A Model of Employee Happiness among Researchers in Beijing M Medical Research Center[†]

Li Jian[1,*], Jirapong Ruanggoon[2] and Noppawan Wisedsind[2]

[1]*Master of Business Administration, Dhonburi Rajabhat University, Bangkok 10600, Thailand*
[2]*Faculty of Management Science, Dhonburi Rajabhat University, Bangkok 10600, Thailand*

(*Corresponding author's e-mail: 13521890102@163.com)

Abstract

The research objectives were as follows: 1) To investigate the influence of achievement, work itself, personal growth, promotion, and recognition on job satisfaction; 2) To investigate the influence of achievement, work itself, personal growth, promotion, and recognition influence on employee happiness; 3) To investigate the influence of job satisfaction on employee happiness; and 4) To propose a model of employee happiness among researchers in BEIJING M Medical Research Center. This research used quantitative approach. The data collected through questionnaire surveys from the sample, which comprised 240 researchers at the BEIJING M Medical Research Center who were involved in research activities and played core roles and functions within the research center's business operations, was obtained through a randomized process. The data was analyzed using statistics such as frequency, percent, mean, and standard deviation, as well as measures of skewness, kurtosis, correlation, and multiple regression.

The research findings revealed that: 1) Work itself, personal growth, promotion, and recognition had a positive influence on employee happiness; 2) The personal growth, promotion, and recognition had a positive influence on the job satisfaction; 3) Employee job satisfaction had a positive influence on employee happiness at the Bejing M Medical Research Center.; and 4) The model of employee happiness among researchers at the BEIJING M Medical Research Center was shaped by several key factors. Firstly, the manageable and enjoyable nature of their work, coupled with a high level of understanding, fostered positivity towards their responsibilities. Personal growth was nurtured through career development initiatives and tailored learning opportunities, reinforcing the connection between growth and the organization's learning environment. Fair promotion processes and recognition validated skills and efforts, contributing to a sense of appreciation within the community. These elements collectively led to researchers' job satisfaction, characterized by contentment, commitment, contribution, and a positive outlook on development.

Keywords: Herzberg theory, Job satisfaction, Employee happiness

Introduction

According to Andrianto et al., (2023), the definition of research is "the careful analysis of problems or the detailed study of specific problems using appropriate scientific methods". Researchers are defined as "individuals actively engaged in research and development and related technological innovation activities within an organization" (Harrison et al., 2023). Researchers also include managers and service providers who focus on the technology behind research and development. Researchers collect and analyze data from a variety of sources in order to advance knowledge, inform policy, and gain insight into the world at large. Simply put, researchers are a vital part of every successful research institution (Gumasing & Ilo, 2023). Attracting, identifying, recruiting, developing, motivating, promoting, and keeping individuals who have a high potential for success inside a company is the focus of talent management, which is a continual, proactive effort (Dodanwala et al., 2023). Effective motivating incentives are necessary for managing

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researchers and achieving corporate objectives or goals with limited resources (including human capital) (Judge et al., 2020).

Management that takes into account researchers' intrinsic motivation is crucial, especially in the highly competitive field of medical research. Attracting, retaining, and cultivating talented people who can contribute to the center's aims and objectives is crucial to the center's success. Medical research facilities must develop efficient methods for managing their researchers to succeed at the challenging task of talent identification and retention. There is a considerable lack of study on the specific motivation elements that impact the practice of talent management, notably for the incentive mechanism of the medical research business, despite the importance of motivation in talent management.

The M Medical Research Center in a Beijing, China-based scientific research organization focused on occupational health that places a premium on R&D technology and in-house innovation. It's a public research organization that has a significant impact on occupational health policy on a national scale. However, it is important to motive their employees' happiness who are working in the M research. The center's human resources department has made public the following information: 1) The center's researcher turnover rate during the past 5 years (2018-2022) is 25.6 % each year. 2) Over the last 3 years (2020 - 2022), the researchers at the center have reported a work satisfaction score of just 2.31. The aim is the development of first-rate individuals and the production of first-rate outcomes. To reduce the turnover rate for the M research center, it is necessary to know their employees' happiness in M research center. Managing researchers is an obvious problem for the medical research facility. If you want your employees to be more invested in their work, to bring their complete set of skills and knowledge to bear, and to contribute to the efficiency of your organization, you need to incentivize them in a way that is both rational and effective (Suprapto et al., 2023).

Many studies have shown a correlation between researcher motivation and effective management, but much less analysis has been done on the precise workplace motivational variables that boost researcher job satisfaction. More medical research facilities have problems keeping researchers because they don't understand or address the elements that motivate their employees to stay. Because of this difficulty, more study into the precise incentive variables contributing to improved work satisfaction among researchers is required.

The researchers' inspiration at the medical facility is the primary subject of this investigation. Medical research facilities and the administration and growth of their staff are both influenced by researchers' intrinsic motivations. Therefore, the purpose of this research is to examine the motivational variables influencing researchers' management at work and how those aspects affect researchers' happiness, contentment with their jobs, and opportunities for advancement. Specifically, the research will explore the following research questions:

How does Achievement, work itself, personal growth, promotion, and recognition influence on job satisfaction?

How does Achievement, work itself, personal growth, promotion, and recognition influence on employee happiness?

How does job satisfaction influence on the employee happiness?

The study's overarching goal is to address these research questions in order to shed light on the unique motivating reasons that businesses might use to recruit, retain, and advance great researchers. The findings will also add to the current body of information on researcher motivation and management, while providing actionable advice to companies that want to better manage their researchers. Understanding the role that elements like organizational culture and leadership style play in shaping the intrinsic motivations that keep researchers interested and committed is also crucial. Organizations may strengthen their management methods and ensure long-term progress by gaining a deeper insight into the incentive elements that influence researchers' management practices.

The purpose of this study was to investigate motivators affecting the job satisfaction of researchers in medical research centers and provide effective suggestions for the medical research center to enhance the motivation of researchers continuously. The independent variables are achievement, work itself, personal

growth, promotion, and recognition. And the dependent variable is job satisfaction. Thus, the researchers set the research objectives as below:

1) To investigate the influence of achievement, work itself, personal growth, promotion, and recognition on job satisfaction.

2) To investigate the influence of achievement, work itself, personal growth, promotion, and recognition influence on employee happiness.

3) To investigate the influence of job satisfaction on employee happiness.

4) To propose a model of employee happiness among researchers in BEIJING M Medical Research Center.

Based on the research, the researchers developed the hypothesis below:

H_1：The achievement, work itself, personal growth, promotion, and recognition has a positive influence on job satisfaction.

H_2：The achievement, work itself, personal growth, promotion, and recognition has a positive influence on employee happiness.

H_3：The job satisfaction has a positive influence on the employee happiness.

Since the 1950s, many scholars such as Herzberg have conducted systematic analyses of motivation from multiple perspectives, thus forming a relatively systematic motivation theory. These theories help understand the underlying drivers of motivation and provide insights into how to foster motivation within researchers. This study establishes a framework for the impact of achievement, work itself, personal growth, promotion, and recognition on the job satisfaction of researchers. The research model shows the following Figure 1:
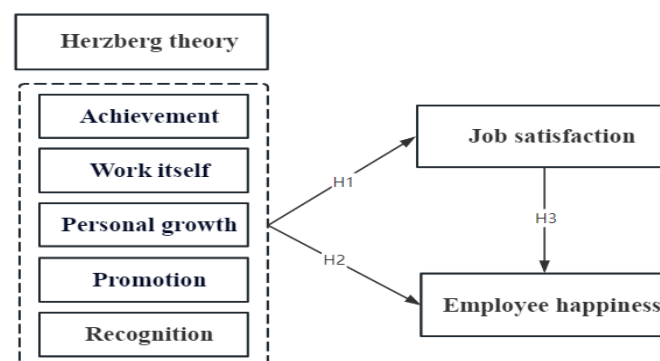

Figure 1 Conceptual Framework

The conceptual framework of motivation involves integrating motivational theories and practices. This framework recognizes that motivated researchers are more likely to improve job satisfaction outcomes, and employee happiness.

Methodology

A research methodology could encompass both qualitative and quantitative methods (Wu et al., 2020). Quantitative studies are research designs that involve collecting and analyzing numerical data to examine relationships, patterns, and trends. These studies aim to quantify and measure variables, allowing for statistical analysis and the drawing of objective conclusions. The basis of this study is a quantitative methodology. According to Aung et al. (2023), qualitative analysis involves non-numerical data, which can involve opinions, perspectives, images, and human experiences. While qualitative data unveils key patterns and trends, it is not quantifiable, which limits its general applicability to the current research population (Basalamah et al., 2023). Also, qualitative approaches or methodologies are insufficient as they do not measure relationships and empirically rank, which independent variables exercise the greatest impact upon dependent variables, such as is required in this research (da Cruz Carvalho et al., 2023). Therefore, this

study requires the use of quantitative research. Research design comprises the blueprint for the collection, measurement, and analysis of data (Xia & Chaipoopirutana, 2020).

There are 2 different types of research approaches, inductive and deductive (Karyatun et al., 2023). In deductive method, the theory is tested by gathering and analyzing the data to determine if the theory is valid. Within the inductive approach, the researcher gathers and examines the data, subsequently developing a theory to clarify the findings (Azungah, 2018). Wu et al. (2020) suggested that the researcher has the responsibility to choose the most appropriate approach to ensure the research questions are answered in a way that is most commensurate with the study. The present study employed the deductive approach, as the findings were used to develop hypotheses and subsequently test the hypotheses to test the validity of the research hypotheses (Zheng et al., 2023). The number of researchers involved in this study will be obtained by the human resource department through the medical research center internally to obtain the number of people and the details being surveyed. The total number of researchers at the Medical Research Center is 240. This study only focuses on all researchers at the M Medical Research Center. Other auxiliary staff of the M Medical Research Center (including logistics service personnel, etc.) are not within the scope of this study. The focus of this study is on individuals who undertake research functions, and play core roles and functions in the business work of the research center.

The sample collection can provide relevant data for this study based on the fact that the research sample of this study can reflect the authenticity and feasibility of knowledge-based talents in practice, and can also provide a more detailed study and discussion of the actual existing problems. This study can bring more substantial changes and development for the M medical research center in practice. By generating problems in the current situation, it can become a point of inspiration to provide solutions to the problems in the research. This study uses quantitative methods to investigate the impact of relevant motivators on the job satisfaction and employee happiness of researchers at BEIJING M Medical Research Center.

This study involves individuals who are hired; decisions from the medical research center and the surrounding environment are considered important. The sample of the study consists of individuals who meet the established criteria and have the necessary qualifications, totaling 240 people. This study will use quantitative methods to analyze and select researchers from M Medical Research Center as samples for measurement.

The questionnaire is a popularly used method of collecting primary data, particularly when a researcher wants to carry out a comprehensive investigation of a phenomenon or a variable (Davidescu et al., 2020). It is mainly adopted by both experienced and novice researchers who work either independently or dependently. The researchers send the questionnaire to respondents and ask the respondents to fill the questionnaire and send it back to the researchers. It can be sent through different media, such as mail, email, or other means. Moreover, the respondents are ethically bound to provide original answers without any attempt at copying the already given answers from the net (Aljumah, 2023).

This study will distribute the questionnaire to this paper's target population, and conduct a pilot test with a small group of participants. Identify any potential issues with question clarity, response options, or survey flow to make necessary revisions based on the pilot test feedback. This study aims to investigate the group of researchers at the center. Consider factors such as age, gender, educational background or working year to ensure that the sample is representative of the intended population for this study. According to the purpose and personnel requirements of this study, it is considered to distribute questionnaires to all researchers for investigation, and analyze the sample data of the questionnaire survey to ensure the availability of the samples. This study will choose the online survey method, which is a beneficial method for the target population and research objectives in the research institution. Based on the questionnaire feasibility of this study occurred, this study needs to seek ethical approval from the research ethics committee or institutional review board. To ensure that this study follows ethical guidelines, protects the confidentiality of the participants, and obtains informed consent. In terms of data processing, this study collected data through questionnaires. After the data collection was completed, the relevant data were analyzed and elaborated using software.

Data collection is a systematic process of gathering observations or measurements. Data collection is collecting data for use in business decision-making, strategic planning, research and other purposes. The

questionnaire will be completed independently by researchers within the medical research center. Researchers participating in the study will be formally notified and their identity, and other personal details will be kept confidential. At the end of the study, subjects will be provided with a summary of the survey. In this study, the author expects to collect data in January - Febuary 2024. The act of collecting and analyzing data involves systematically and structurally collecting information related to variables of interest. The main tool for data collection is a questionnaire survey. This study is expected to use an online survey platform to collect data, with the aim of further testing and demonstrating the hypotheses in the study in the future.

Fütterer et al. (2023) pointed out that descriptive statistics is a statistical line description of all relevant variables of the data population. We are using descriptive statistical methods to grasp the overall characteristics of the sample from aspects such as mean and standard deviation, and to understand the different characteristics presented by researchers in terms of gender, age, and years of work. This study also calculates the ranges for the level of agreement. We take the number of people who responded with that feeling and multiply it by that amount. Then, the sentiment score is calculated by adding all the numbers and dividing by the total number of responders. Moreover, we adopted the researchers of the (Febrian & Sani, 2023; Jufrizen et al., 2023) who have set the category of the level of agreement (see **Table 1**). We decided to use this mean level in our study.

Table 1 The result of the level of agreement.

Mean level	Level of agreement
4.50 - 5.00	Strong agree
3.50 - 4.99	Agree
2.50 - 3.49	Neutral
1.50 - 2.49	Disagree
1.00 - 1.49	Strongly disagree

The performance test was performed by Cronbach's Alpha for the dependent variable. We tested the correlation and reliability of independent variables such as Achievement, Work itself, Personal growth, Promotion and Recognition. We understood whether the independent variables in the model were related to the dependent variable "Job Satisfaction". Krejcie and Morgan's Table (1970) was used as the basis for collecting data in this study, and N=240 in this study.

In this study, I use a 95 % confidence (Kartiko et al., 2023) to assess and determine the potential impact of hypothesis violations. Therefore, bootstrap 95% confidence intervals are listed where appropriate.

The purpose of this study is to investigate the motivators that affect researcher job satisfaction. We also used the inferential analysis to make sure the hypothesis can be supported. I used a standard simple and multiple linear regression to analyze this relationship. The analysis of the studied variables also reviewed the observed significance value of the tests, known as the *p*-value. The *p*-value is the probability of detecting a value of the test statistic at least as contradictory to the null hypothesis as the observed value of the test statistic (Popoola & Fagbola, 2023). The analysis of the tests utilized a maximum value, also known as the significance level or alpha (α), of 0.05. If the *p*-value is less than or equal to α, then the correlation is statistically significant, while if the *p*-value is greater than α, then the correlation is not statistically significant. It is possible to utilize regression analysis to precisely identify the variables affecting a particular topic of interest. When you do a regression, you may safely determine which components are most crucial, which ones can be disregarded, and how these components interact.

Results and discussion

During data collection, the researchers gathered responses from 240 participants in this study. All the data is valid. **Table 2** presents the demographic information.

Table 2 The result of the demographic information.

Demographic		Frequency	Valid percent	Cumulative percent
Gender	Male	112	53.3	46.7
	Female	128	46.7	100.0
Age	18 - 29 years	8	3.3	3.3
	30 - 39 years	109	45.4	48.8
	40 - 49 years	78	32.5	81.3
	50 years or more	45	18.8	100.0
Education	Bachelor	75	31.3	31.3
	Master	102	42.5	73.8
	Doctor	26	10.8	84.6
	Other	37	15.4	100.0
Working year	10 years or less	49	20.4	20.4
	11 - 20 years	103	42.9	63.3
	20 - 30 years	72	30	93.4
	More than 30 years	16	6.7	100.0

The researchers found that the male is taken up 46.7 %, which is 112, and the female is taken up 53.3 %, which is 128. Comparing the gender, females in the M research center is taken up the most majority part. The researchers found that the age of 30 - 39 is taken up 45.4 %, which is 109, and the age of 40 - 49 is taken up 32.5 %, which is 78. Comparing the age, the age of 30 - 39 in the M research center is taken up the most majority part and the age of 18 - 29 is taken up the least, which is 8 (3.3 %). the researchers found that the M research center of education background, the master degree is taken up 42.5 %, which is 102. Comparing the education background, the master's degree in the M research center is taken up the most majority part and doctor degree is taken up the least, which is 26 (10.8 %). The researchers found that the M research center of the working year, the year of 11 - 20 is taken up 42.9 %, which is 103, and 20 - 30 years is taken up 30 %, which is 72. Comparing the working year, the working year of 11 - 20 in M research center is taken up the most majority part and more than 30 years is taken up the least, which is 16 (6.7 %). **Table 3** shows the results of the variable reliability test.

Table 3 The result of the variable reliability test.

Variables	Cronbach's alpha	Strength of the result
Achievement	0.838	Excellent
Work itself	0.867	Excellent
Personal growth	0.848	Excellent
Promotion	0.902	Very perfect
recognition	0.871	Excellent
Job satisfaction	0.900	Very perfect
Employee satisfaction	0.839	Excellent

The researchers want to test each variable reliability to make sure all the variable is worth using in this study. The Cronbach's alpha should be over 0.6, which means the variable can be tested in this study. If Cronbach's alpha is over 0.6 - 0.7, it means the strength of the variable is fair good. If Cronbach's alpha is over 0.7 - 0.8, it means the strength of the variable is good. If Cronbach's alpha is over 0.8 - 0.9, it means

the strength of the variable is excellent. If Cronbach's alpha is over 0.9, it means the strength of the variable is very perfect.

Table 4 The result of the correlation of all variables.

	Achievement	Work itself	Personal growth	Promotion	Recognition	Job satisfaction	Employee happiness
Achievement	1						
Work itself	0.127	1					
Personal growth	0.022	0.626*	1				
Promotion	0.070**	0.773*	0.662**	1			
Recognition	0.080	0.711**	0.736**	0.786**	1		
Job satisfaction	0.112	0.571*	0.697*	0.609*	0.840*	1	
Employee happiness	0.097	0.638*	0.735*	0.715*	0.957*	0.933*	1

The correlation in **Table 4** reveals the strength and direction of relationships between various variables in the study. Key points about these correlations are the high positive correlations for work itself (0.773), personal growth (0.736), promotion (0.786), and recognition (0.823) underscore the importance of fostering an environment that nurtures personal and professional growth, encourages open communication and collaboration, and promotes a culture of inclusivity and diversity at the BEIJING M Medical Research Center.

During the study, we would test the VIF for testing the multi-collinearity. After that, we have found that achievement, work itself, personal growth, promotion, and recognition with job satisfaction are in the range of 1 to 5 which means the multicollinearity is not a big problem. The researchers still can use those variables to test the result. Moreover, the researchers also test the achievement, work itself, personal growth, promotion, and recognition with employee happiness are in the range of 1 to 5 which means the multicollinearity is not a big problem. The results of hypothesis testing are shown in **Table 5**.

Table 5 The summary of the hypothesis for the M research center.

Hypothesis	Level of significance	Result
H1a: The achievement has a positive influence on job satisfaction in the M research center	0.875	Reject H1a
H1b: The work itself has a positive influence on job satisfaction in the M research center	0.187	Reject H1
H1c: The personal growth has a positive influence on job satisfaction in the M research center	0.000	Support H1c
H1d: The promotion has a positive influence on job satisfaction in the M research center	0.033	Support H1d
H1e: The cognition has a positive influence on job satisfaction in the M research center	0.000	Support H1e
H2a: The achievement has a positive influence on employee happiness in the M research center	0.163	Reject H2a

Hypothesis	Level of significance	Result
H2b: The work itself has a positive influence on employee happiness in the M research center	0.003	Support H2b
H2c: The personal growth has a positive influence on employee happiness in the M research center	0.000	Support H2c
H2d: The promotion has a positive influence on employee happiness in the M research center	0.014	Support H2d
H2e: The recognition has a positive influence on employee happiness in the M research center	0.000	Support H2e
H3: The job satisfaction has a positive influence on employee happiness in the M research center	0.000	Support H3

The researchers have found that achievement and work itself are not significant because the *p*-value is 0.875 and 0.187 respectively. The coefficients indicate that promotion has a significantly negative effect on job satisfaction. Moreover, there is no impact on the achievement and work itself on the job satisfaction. The personal growth, promotion, and recognition have influence on the job satisfaction of the M research center. That's because the *p*-value is 0.000, 0.033 and 0.000 respectively which is less than 0.05.

The researchers have found that achievement is not significant because the *p*-value is 00.163. The coefficients indicate that promotion has a significantly negative effect on job satisfaction. Besides, there is no impact on the achievement on the employee happiness. The personal work itself, growth, promotion, and recognition have influence on the employee happiness of the M research center. That's because the *p*-value is 0.003, 0.000, 0.014 and 0.000 respectively which is less than 0.05.

From the result, we have found job satisfaction has influence on the employee happiness of the M research center. That's because the *p*-value is 0.0000 which is less than 0.05.

Conclusions

The researchers studied the M research center employee happiness by using the Herzberg theories. After testing the result, the researchers have made some summary of the mean value, hypothesized as below:

The researchers found that the majority group of the M research center is female. Female in this study is taken up most of the places. Besides, the results show that the research center may have more female workers in M center than male workers. The age of the majority group is 30 - 39, which means it may have lots of experienced workers in the M research center due to the age range. For the education status, the majority group is the master's degree. For the working year, the majority group is 11 - 20, which means the M research center is quite attracting, and the researcher are willing to stay in the center.

The model of employee happiness among researchers at the BEIJING M Medical Research Center is shaped by several key factors. Firstly, the manageable and enjoyable nature of their work, coupled with a high level of understanding, fosters positivity towards their responsibilities. Personal growth is nurtured through career development initiatives and tailored learning opportunities, reinforcing the connection between growth and the organization's learning environment. Fair promotion processes and recognition validate skills and efforts, contributing to a sense of appreciation within the community. These elements collectively lead to researchers' job satisfaction, characterized by contentment, commitment, contribution, and a positive outlook on development.

For the hypothesis test, we found that personal growth, promotion and recognition have a positive influence on job satisfaction, the achievement and work itself have no positive influence on job satisfaction, which means that many researchers in the M research center can plan the work well in order to complete the work with high quality and quantity. The research was conducted on a particular team of medical personnel. The health professionals' level of job satisfaction grew as a direct result of achieving goals such as self-efficacy and organizational goals effectively which led to employee job satisfaction. Memon et al. (2023) found that the sense that one has achieved or accomplished something has a substantial impact on the degree to which an individual enjoys their work. However, our researchers in the M research center seldom care about the achievement of their jobs. Because researchers often place greater emphasis on the process of scientific research work. They would like to stay much time on their job. Besides, more and more researchers are willing to have a recognition from their managers in the center. The researchers more focus on the skills and personal development.

Comparing the result of intrinsic factors on job satisfaction, (Muslim, 2016) found that promotion, personal growth, recognition, responsibility, and achievement have a positive influence on employee happiness. Moreover, Katebi et al. (2022) studied that achievement has no influence on employee happiness, but work itself, personal growth, promotion, and CSR have influence on employee happiness. In contrast with our research, we have found that achievement, and work itself don't influence on employee happiness in the M research center. In the center, the researchers are more focused on personal growth and skills. A study that was done by (Prasetya et al., 2023) on a specific team of medical staff revealed that accomplishment was the most significant component in inspiring employee's happiness, which eventually led to their performance.

Furthermore, in this study, we use the Herzberg's theories to study job satisfaction and employee happiness. We found that the job satisfaction has a positive influence on the employee happiness. Thus, from the study, the M research center should pay much attention to the motivators of the personal growth, promotion, and recognition because these factors influence on the job satisfaction and employee happiness (Xia, 2023). The M research center fully understand the motivators from this study, it will be better for them to keep their workers to stay, and they are much more willing to have job satisfaction and employee happiness in the M research center.

Employee happiness is a key factor in determining the overall well-being and productivity of individuals within an organization. This study aims to analyze the various factors that contribute to employee happiness and understand their impact on overall job satisfaction and employee happiness. To conduct this study, we have employed a quantitative approach, incorporating quantitative surveys to gather comprehensive data. The quantitative surveys will assess factors such as job satisfaction, work itself, recognition, promotion, and the perceived alignment of personal values with the organization's mission. The result will provide valuable insights into the subjective experiences and narratives of employees, shedding light on the nuanced aspects of their happiness at work.

Personal growth is another crucial aspect influencing employee happiness. This growth is nurtured through individuals actively caring for their career development, possessing a clear understanding of their life direction within the organization, and benefiting from tailored learning and training opportunities. There is a belief in the interconnectedness of personal growth and the learning environment at BEIJING M Medical Research Center.

The promotion process at BEIJING M Medical Research Center plays a vital role in employee contentment. The organization places a high value on professional development, ensuring a fair and smooth promotion process with effective channels. Recognition through promotion is seen as validation of skills and efforts, creating a tangible sense of appreciation within the BEIJING M Medical Research Center community.

Recognition, too, is identified as a key contributor to employee happiness. This involves receiving praise from superiors, finding joy in applying work results to social practices, feeling cared for in terms of contributions, and experiencing complete respect within the workplace.

These 4 factors contribute to the job satisfaction of researchers at BEIJING M Medical Research Center, characterized by contentment with their current work, a steadfast commitment to the organization,

a willingness to contribute skills and wisdom, and a positive outlook on the developmental trajectory. They serve as crucial mechanisms that bring about happiness among researchers at BEIJING M Medical Research Center.

The findings from this study will not only provide the organization with a deeper understanding of employee happiness but also offer actionable insights for improving workplace culture and policies. By identifying the factors that significantly impact employee happiness, M research center of Beijing can take targeted measures to enhance overall job satisfaction and employee happiness, ultimately leading to a more motivated, engaged, and productive workforce.

First, this study focuses on the M research center, the researchers in M research center can look through this study to improve their job satisfaction, and employee happiness based on the motivators of the achievement, work itself, personal growth, promotion, and recognition. The research recommendation suggests that M research center should care about their researchers' personal growth, and career plan. These factors are tightly connected with their job satisfaction, and employee happiness based on the hypothesis result.

Second, this research worked on the Herzberg's theories of the achievement, work itself, personal growth, promotion, and recognition. There are much more motivators, but only personal growth, promotion, and recognition have influence on the M workers job satisfaction and employee happiness. These factors show there is a positive influence on their job satisfaction and employee happiness. Thus, it is also important for the M research center to look through these factors.

Third, the job in the M research center for the researchers, they may think it is not difficult for them, and they like working there. However, the workers in the M research center care about their career development plan and have a clear understanding of their own life direction. The M research center should provide learning and training opportunities based on their needs. What's more, if the M research center cares about the development of each individual's professional abilities, they have more job satisfaction. They want a fair and smooth promotion space in the M research center. In addition, the praise from superiors for the workers can also increase their job satisfaction and employee happiness. For the M research center, it should give their researchers a clear promotion channel and career plan for them. Moreover, it is important for the M research center to provide learning and training opportunities based on their needs, and strive to ensure that researchers have more time to engage in research activities. This enables researchers to broaden their skill sets, increase their value to the organization, and advance their careers. The researchers want to have a fair chance in this center to get promotion and also for their personal growth. Thus, the M research center should fully understand the researchers' needs and demands. The Center needs to establish a more scientific evaluation mechanism to provide researchers with opportunities for fair competition.

Last, the M Medical Research Center should give full recognition and encouragement to researchers, and strive to strengthen their voice in organizational affairs. Create a positive and upward research environment, and unleash the initiative and creativity of researchers. This will ultimately increase the participation and productivity of researchers in the organization. When researchers are dedicated, satisfied, happiness and productive, organizations will win.

Herzberg's two-factor theory of job satisfaction emphasizes the distinction between hygiene factors and motivators in the workplace. Hygiene factors, such as salary, working conditions, and company policies, are essential for preventing dissatisfaction, while motivators, such as recognition, responsibility, and opportunities for growth, are crucial for enhancing satisfaction and motivation.

When applying Herzberg's theories to improve employee happiness and job satisfaction, it is important for organizations to not only ensure that hygiene factors are met to prevent dissatisfaction, but also to create a workplace environment that fosters motivators. This can involve providing opportunities for employees to take on challenging work, offering recognition and rewards for their achievements, and promoting a supportive and inclusive culture within the organization.

Additionally, understanding the individual needs and goals of employees is essential for tailoring motivational strategies to enhance their job satisfaction. By implementing Herzberg' theories, organizations can create a more fulfilling and positive work experience for their employees, ultimately leading to increased productivity, retention, and overall happiness in the workplace.

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