INDIRECT RELATIONSHIP OF WORK ENVIRONMENT, SATISFACTION AND EMPLOYEES' ENGAGEMENT IN MALAYSIAN AIRLINE COMPANIES, MALAYSIA

MohdNazrin Burhanuddin[1], Zahir Osman[2], Valliappan Raju[3]

[1]Limkokwing University of Creative Technology, Malaysia

[2]Limkokwing University of Creative Technology, Malaysia

[3]Open University Malaysia, Malaysia

ABSTRACT:
The goal of this study is to look into the indirect effect of employees' satisfaction, working environment, and employees' engagement relationship in Malaysian airline companies in Malaysia. To analyze the causal relationships amongst employees' satisfaction, working environment, and employees' engagement, the Structural Equation Model (SEM) was adopted. The model utilizes Partial Least Square (PLS) procedure on data collected from a survey that yielded 226 usable questionnaires. The results showed that employees' satisfaction, working environment enhance employees' engagement in Malaysian airline companies in Malaysia. It is essential to do the research using an experimental design by using longitudinal data in Malaysian airline companies by using vigorous measures. The findings recommend that the airline's companies should put emphasis on employees' satisfaction, and working environment to ensure the advantageous increase in airways employees' engagement at their workplace. This research is one of the first recognized efforts to use employees' satisfaction, and working environment to study employees' engagement in the airline's sector in Malaysia by using Partial Least Square (PLS) procedure.

INTRODUCTION

Employee engagement is very important alternatively many companies frequently overlooked its influences to the overall success business as nicely

as its people. In reality, many professionals and even scholars have agreed that especially engaged employees can transform the company, boosting productivity and innovation and encouraging higher collaboration and discretionary effort. Historically it has been considered many organizations could not create long term sustainability and competitiveness through ignoring employee engagement in general and creating work-life balance in particular. This is particularly due to the fact of its negative impact on the value delivery mechanism of the organization. Employee engagement has assumed higher currency in the corporate world for addressing the crucial need of any futuristic organization to emerge as innovative and competitive by constantly renewing and reinventing the value delivery to customers and other key stakeholders. There are many key drivers of employee engagement and one of the drivers is the work environment. It helps employees to strengthen emotional dedication and bond nearer to the corporation reflecting it is effective influence on performance, productiveness, and profitability. Connectedly it has different elusive results that are positive to the working environment, for example, idealism, confidence, and dynamic adapting patterns by (Bal, 2010)to all-inclusive effects from connected with representatives contain consumer loyalty, efficiency, lessened turnover, productivity, and work environment well-being by (Arnold B, Wilmar B, Michael P, & Toon W, 2008).

The major objective of this study is to show how work environment and employees' satisfaction allow the possibility to establish employees' engagement in Malaysian airlines. The airline industry is very aggressive with existing airlines having to compete with each other as well as with new entrants from time to time. Malaysian airlines sector is beleaguered with diminished funding, increasing regulations, developing public demand for accountability, and talent management challenges. For every success such as Singapore Airlines and Southwest Airlines, there are plenty of failures such as Pan Am, TWA, Swissair, Sabena, Ansett, People Express, Go, Buzz, and so on. This research will conduct and find out about which is to enhance understanding of the indirect effect of working environment, and worker satisfaction on employee engagement in Malaysian airline sector that have a great effect airlines sector success. This research, therefore, seeks an indirect relationship of work environment, satisfaction, and employees' engagement in the Malaysian Airline Sector.

Literature Review

Work Environment
According to (Mcguire & McLaren, 2009), think an organization is the physical environment, particularly its architecture and layout, can employee activity in the office is impaired. As marked by (Nitisemito, 2001), some of the variables influencing the workplace: cleanliness, water, ventilation, coloring, water, music, and defense. Many reports on the work environment have It has been shown that employees are happy with particular relation to unique job climate attributes. Users prefer these functions to contribute greatly to the enjoyment of their workspace and Output. Conceptualizing the working environment would possibly be defined in its simplest form as the settings,

situations, conditions, and instances under which people work. It is besides elaborated by (Briner, 2000)as a very broad category that encompasses the physical setting (e.g. heat, equipment's, etc.), characteristics of the job itself (e.g. workload, task complexity), broader organizational features (e.g. culture, history), and even components of the extra organizational setting (e.g. local labor market conditions, industry sector, work-home relationships). It means that the work environment is the sum of the interrelationship that exists among the employees and the employers and the environment in which the employees work which includes the technical, the human, and the organizational environment. In the phrases of (Akintayo, 2012), organizational environment refers to the instantaneous assignment and national environment where a corporation attracts its inputs, processes them, and returns the outputs in the structure of merchandise or services for public consumption. The undertaking and national environment consist of elements such as supplier's influence, the customer's role, the stakeholders, sociocultural factors, the national economy, technology, legislations, managerial policies, and philosophies(Polas et al., 2020). All these go a lengthy way in influencing people's psych and attitude closer to work.

To accomplish its purpose, the workplace is an arranged environment created by the organization. It is possible to define an organized environment as the arrangement of a workspace that fits the purpose of the job or mission to be carried out. With cubicles, desks, benches, and shelves, it may have an office arrangement or just a work table with a wall fitted with all sorts of hand tools to fits a workspace. To encourage users to feel relaxed, the right sort of working environment is required and this will help them to function effectively. According to(Ajala, 2012), suggests that an atmosphere is a user's immediate environment that is exploited for its life or use. Therefore, a workplace provides the worker with a setting to perform a specified job(Raju, 2018). There are two types of job environment, both the physical component and the mental component, based on an analysis conducted by (Oswald, 2012). The physical environment is said to be comprised of components that are connected to the user's connectivity with their workplace environment. The behavioral environment, however, consists of elements relating to the connectivity between users in the same working environment and the effect of the working environment on the actions of the user.

The work environment of the organization desires to be supportive in acquiring the most workable from employees in terms of their job scope and work responsibilities(Shah, Ghaffari, & Tourani, 2012). It is additionally necessary in constructing a strong relationship between the corporation and its employees to furnish flexible work conditions. The corporation additionally needs to focus on the content of the job and make sure that it aligns with HRs' Practices, in leading to the ultimate in employee's job satisfaction. It has to additionally monitor factors such as communication and work flexibility in a well-timed manner; revision to such factors ought to be communicated to employees, due to the fact working environment influences the level of job satisfaction of the employees leading to decrease employee turnover and higher commitment of the employee. As per the findings mentioned by(Shah, Ghaffari, & Tourani, 2012), it used to be identified that work environment-

related factors, such as communication and job security, confirmed an increased significance for job satisfaction about the Mahan Air Company. The greater have an effect on and impact of the work environment was moreover discovered by using the analysis of this research; a higher correlation between work environment and employee's satisfaction enable probability to establish employee's engagement in Malaysian Airlines companies.

Employees' satisfaction

In gaining a perception of the behavior of people by (Reiss & Havercamp, 2005)summarized organizations want to discover an array of human reasons and values in the preliminary process(Raju & Phung, 2019a). For example, the corporation needs to apprehend a particular employee's goals and objectives for satisfaction. However, this is directed extra in the direction of the psychological aspect and it can additionally be challenging to predict the actual requirements of individuals or employees. The argument is that an organization needs to focus on employee needs; this is similarly reinforced by (Jerome, 2013)that the need hierarchy theory" directly influences employee motivation and there are approaches that pinnacle management can lead their employees in the direction of self-actualization. "Job satisfaction focuses on three elements of organizational behavior: that is cognitive, affective, and behavioral and is extensively used to decide general satisfaction in human capital management" by (Hoffman-Miller, 2013).

Employee satisfaction is an attitude that responds affectively or emotionally to different aspects of one's job. An individual with a high degree of work satisfaction has a positive attitude towards his or her job, whereas an individual who is unhappy with his or her job has a pessimistic attitude towards the job. According to(Odembo, 2013), notes that from the evaluation of one's career or work experience, it is a pleasurable or optimistic emotional condition. Employee satisfaction is also defined as the reintegration of the results created by the experience of individuals satisfying their needs about their work and the environment by (Okeke, 2010). (Khan, Nawaz, Aleem, & Hamed, 2012)found out that a diverse assemblage of intellect, emotion, and tendencies reflects work satisfaction. It is obvious from the concepts above that employees' satisfaction is an unobservable variable. There is no definitive means of calculating work satisfaction, however. Employee happiness is becoming increasingly relevant, as talent competitiveness is strong and trendy. Employees satisfaction characteristics include development, appreciation, work itself, success, growth, and obligations referred to as motivators and those linked to discontent, including working environments, supervision, interpersonal relationships, corporate strategy, and administration referred to as "hygiene factors" by(Odembo, 2013). For managers who wish to develop an understanding of employee satisfaction and associated job performance problems, it is an essential framework for comparison. The idea is a good reminder that all workers have two essential aspects: what people do in terms of work assignments (job content) and the work environment in which they do it (job context).

Managers should often aim to remove bad causes of occupational worker frustration from hygiene to ensure that more fulfilling aspects are incorporated

into job material to improve employees' satisfaction potential. In terms of spectrum researches by (Masood, QU, Aslam, & Rizwan, 2014)claimed that job satisfaction used to be one of the important elements researched due to its significance on an organization's overall performance. Therefore, it is integral that service organizations, in particular, airlines thinking about the employees are the first contact with passengers, need to ensure that the corporation will hold a notably satisfied workforce to supply excellent service in the direction of passengers. This has been bolstered through(Lovelock & Wirtz, 2011, pp. 208-284)where frontline employees have performed an essential role in service excellence and there used to be a greater commitment of pinnacle performing service organizations in managing HRs, alongside with retention of employees and gaining a competitive advantage. The greater impact and influence of the employee's satisfaction was once moreover discovered through the analysis of this research; a greater correlation between work environment and employee's satisfaction enable opportunity to set up employee's engagement in Malaysian Airlines companies(Valliappan Raju & Poh Phung, 2019).

Employees' Engagement
A simple definition for employees' engagement is "employees working alongside in a very awesome way to obtain organization goal setting". employee engagement should be a property of the connection between an organization and its staff. Associate degree "engaged employee" is one World Health Organization is virtually absorbed and hooked into their work so takes effective action to extra the organization's name and interests. According by(Kruse, 2012), says the definition of employee engagement is; employee engagement is the emotional dedication the employee has to the corporation and its goals. Employee engagement define by (MacLeod, 2019)is a place of work approach ensuing in the proper conditions for all individuals of a corporation to provide their best every day, committed to their organizations' goals and values, prompted to make contributions to organizational success, with a better sense of their well-being(Raju & Phung, 2019b). The idea of engagement as a multi-dimensional assemble used to be first added by using(Kahn, 1990), as the harnessing of corporation members' selves to their work roles; self-employment and self-expression of human beings physically, cognitively, and emotionally in their work lives. Since (Kahn, 1990)proposed this concept, the researcher has proposed distinctive definitions that replicate a perception of employee engagement in the current study, however, this brought about confusion for corporation management whether or not the effort which enhances employee's engagement is working in all businesses. Personal engagement was once described as the harnessing of employees' selves to their work roles the place they express themselves physically, cognitively, and emotionally throughout role performances. (Bakker, Albrecht, & Leiter, 2011)mentioned that engaged employees preserve their engagement through a process of job crafting and they think that there is a need for organizational interventions to increase work engagement.

While following (Balakrishnan, Masthan, & Chandra, 2013),employee engagement leads to commitment and psychological attachment and displays in the form of high retention of employees. Although, according to(Macey &

Schneider, 2008) employee engagement has an organizational purpose with both psychological and behavioral aspects and it involves energy, enthusiasm, and focused effort. Considerable research has shown that the existence of a statistically effective relationship between employee engagement and enterprise productivity, profitability, employee retention, safety, and customer satisfaction. This notion is additionally agreed by(Musgrove, Ellinger, & Ellinger, 2014)who stated that organizational productivity is depending on the employees' efforts and engagement. For any company, employee engagement is important. The most important research on employee engagement was carried out by Deci and Ryan in 1985 (Berens, 2013). In early work, (Deci & Ryan, 1985)extended by distinguishing between intrinsic and extrinsic motivation. Psychological interests, maturity, confidence, and psychological relation drive the person to initiate action that is necessary for an individual's psychological wellbeing which well-being and may contribute to optimum performance and development if satisfied (Deci & Ryan, 1985). It has been shown that the fundamental needs for fulfillment contribute directly to employee engagement (Vandenabeele, 2014).

A major change in the way business takes place has been generated by the failing global economy(McCuiston & DeLucenay, 2010). Employee engagement matters to both the worker as well as the company. Employees can use the terms of the contract agreement to hinder the achievement of organizational goals and objectives. The capacity of management to leverage techniques for employee participation is important in a company. According to(Cooper-Thomas, Paterson, Stadler, & Saks, 2014)establish that employee engagement and collaboration can be improved by high levels of standards and regular performance assessments. The lack of energy has driven businesses to learn more about lowering costs and improving performance and productivity. As it relates to process improvement, decreased process variance can decrease costs over time (Emrouznejad, Anouze, & Thanassoulis, 2010); A company, however, must continue to integrate processes that increase employee engagement. The short-term cost-saving process reported by(McCuiston & DeLucenay, 2010)is not universally accurate. In today's workplace, employee engagement has arisen as one of the main obstacles. Employee engagement will continue to test companies in the future with challenges and tight rules in many organizations(Mishra, Boynton, & Mishra, 2014). Working environment and employee's satisfaction enable opportunity for employee's engagement be establish in Malaysian airlines companies, a higher correlation between work environment and employee's satisfaction will show an impact and influence on employees' engagement in companies(Chetty & Phung, 2018).

Based on the above conceptual development, the following hypotheses were proposed:

1.   There is a positive and significant influence of the work environment on satisfaction in Malaysian airline companies in Malaysia.
2.   There is a positive and significant influence of the work environment on employees' engagement in Malaysian airline companies in Malaysia.

3.	There is a positive and significant influence of satisfaction on employees' engagement in Malaysian airline companies in Malaysia.
4.	There is a mediating effect of satisfaction on the relationship between work environment and employees' engagement in Malaysian airline companies in Malaysia.
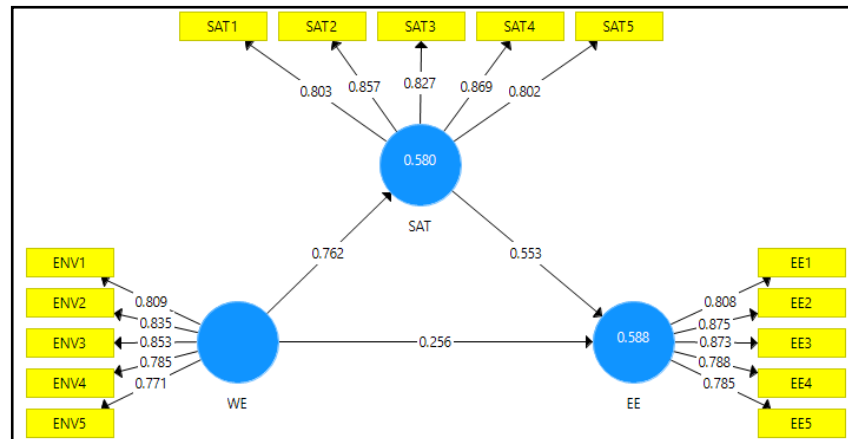

Figure 1: Research Model

RESEARCH METHODOLOGY

The quantitative research approach and primary data were adopted as a quantitative research approach in this study. A detailed evaluation of the literature was performed to obtain suitable scales that being adopted in the previous studies which were reliable and valid. There was a total of 15 observed variables represented the measurement of independent variable, mediator, and dependent variable with 5 items each of the variables. Five points Likert scale from strongly disagree to strongly were adopted agree to measure all constructs. The key respondents of this study were airline companies' employees in Malaysia. From a total of 315 questionnaires distributed, 246 were returned. This made up a 78.09% response rate and it is sufficient to conduct data analysis using structural equation modeling analysis. A total of 237 were completed from the 246 returned questionnaires and after data screening and removing the outliers, questionnaires were ready for data analysis. This study adopted Smartpls3 to evaluate the model and test the proposed hypotheses for multivariate data analysis(Ringle, Wende, & Becker, 2015). This study employed the PLS-SEM technique which can assess the overall assessment and the relationship among the variables and their measurements(Hair, Black, Babin, & Anderson, 2010)PLS-SEM was first used to analyze the measurement through the PLS-SEM algorithm. Then, a structural model assessment was performed by conducting the bootstrapping procedure before reporting the final results. To confirm the significance of the relationship in the model, the bootstrapping technique as proposed by (Preacher & Hayes, 2004) was utilized.

DATA ANALYSIS

Common Method Bias

One of the main challenges in researching the management field is the common method bias. The common method bias issue surfaces when variance which supposes to stand for the constructs, however, it represents the method of measurement in the study. The use of Harman's single factor test is one of the procedures to gauge the measurement items' biases in the study. The principal factor which indicated 39.61% has confirmed the common method bias absence since the variance explained the majority did not hold by the principal factor. This is consistent with(Podsakoff & Organ, 1986)who proposed that there is no problem with common method bias if the principal component's variance explained percentage is not greater than 50%.

Measurement Model

PLS-SEM Algorithm was applied for the measurement model to measure the construct validity and reliability (Table 1). (Hair J. F., Hult, Ringle, & Sarstedt, 2013)proposed for that reason, reliability and validity were the two important elements to be employed in the analysis of PLS-SEM to evaluate the outer model goodness. Table 1 showed the figure of 0.906 to 0.918 which represents the first-order constructs composite reliability, hence achieve the threshold of 0.70(Hair J. F., Hult, Ringle, & Sarstedt, 2014). Besides, the results revealed that the convergent validity has met for all latent constructs with the average variance extracted (AVE) ranged from 0.658 to 0.692 which were all greater than 0.50 (Hair J. F., Hult, Ringle, & Sarstedt, 2013). Items cross-loading were assessed for more validation of the discriminant validity in this study. The result revealed that all items' loadings were higher than their corresponding cross-loadings (Table 2). The presence of discriminant validity was further authenticated by assessing the Hetrotrait-Monotrait (HTMT) ratio of correlation proposed by (Henseler, Ringle, & Sarstedt, 2015). The outcome of HTMT ratio analysis in Table 3 depicted that all ratios attained the HTMT criterion which was smaller than 0.9 and as a result, showed the presence of discriminant validity. Therefore, based on the above measurement model analysis, this study has proven the reliability and validity of the latent variables (Hair J. F., Hult, Ringle, & Sarstedt, 2014).

Table 1: Construct **Reliability & Validity**

	CA	rho_A	CR	AVE
EE	0.884	0.890	0.915	0.684
SAT	0.888	0.890	0.918	0.692
WE	0.870	0.870	0.906	0.658

EE=Employee Engagement *SAT= Satisfaction WE=Working Environment CA=*Cronbach *Alpha CR=Composite Reliability AVE-Average Variance Extracted*

Table 2: Cross **Loading**

	EE	WE	SAT
EE1	**0.808**	0.593	0.632
EE2	**0.875**	0.596	0.667
EE3	**0.873**	0.596	0.674
EE4	**0.788**	0.455	0.510
EE5	**0.785**	0.542	0.589

ENV1	0.528	**0.809**	0.573
ENV2	0.523	**0.835**	0.605
ENV3	0.526	**0.853**	0.595
ENV4	0.598	**0.785**	0.675
ENV5	0.559	**0.771**	0.626
SAT1	0.599	0.655	**0.803**
SAT2	0.610	0.636	**0.857**
SAT3	0.575	0.613	**0.827**
SAT4	0.649	0.691	**0.869**
SAT5	0.677	0.568	**0.802**

Table 3: Hetrotrait-**Monotrait Ratio**

	EE	SAT	WE
EE			
SAT	0.838		
WE	0.765	0.862	

Structural Model

For this study, path coefficient value was used to evaluate the structural model(Hair, Sarstedt, Ringle, & Mena, 2012), and to confirm the significance of the path coefficients, PLS bootstrapping with 500 sub-samples was utilized. Hypotheses test results, path coefficients, and t-values are shown in Table 4 & 5, In table 4 & 5, hypothesis 1 predicts a positive relationship between leadership styles and employees' performance and the result shows that there is a positive and significant influence of working environment on employees' engagement (ß = 0.678, t = 16.172); as a result, *H1* is supported. The result of hypothesis 2 also revealed a significant and positive relationship between the working environment and satisfaction (ß = 0.762, t = 22.959); thus, supporting *H2*. Hypotheses 3 also showed that satisfaction has a positive and significant influence on employees' engagement (ß = 0.553, t = 7.556), therefore, *H3* is supported. Hypotheses 4 result also shows that there is a positive and significant mediating effect of satisfaction on the working environment and employees' engagement (indirect effect= 0.421, LLCI = 0.287 and ULCI=0.532); therefore, *H4* is supported. Furthermore, there was no zero straddle between lower-level confidence of interval (LLCI) and upper-level confidence of interval (ULCI) which also confirmed the significant mediating effect. The model of goodness of fit (GOF) has been met with standardized root mean square residual (SRMR) is 0.065 which is less than 0.08, Chi-square is 298.887 and the normed fit index (NFI) is 0.963, higher than 0.9(Henseler, Hubona, & Ray, 2016)

Table 4: Direct Hypotheses Testing Results

Path	Beta	T-value	P-value	
H₁: WE -> EE	0.678	16.172	0.00	*Supported*
H₂:WE ->SAT	0.762	22.959	0.00	*Supported*
H₃:SAT -> EE	0.553	7.556	0.00	*Supported*

Table 5: Indirect Hypotheses Testing Result

	Original Sample (O)	Sample Mean (M)	Bias	LLCI 2.50%	ULCI 97.50%
WE ->SAT-> EE	0.421	0.426	0.005	0.287	0.532 *Supported*

DISCUSSION
Theoretical Implications
The model of this study is the first that has been used in studying the airline employee engagement in Malaysia. No study in Malaysia uses satisfaction as a mediator to test the mediating effect on the relationship between the working environment and employee engagement in the airline industry. Based on the findings, it's demonstrated that satisfaction does affect the relationship between the working environment and employees' engagement in Malaysian airline companies. It is quite an interesting indication from the results that many airline employee's Malaysian airline companies believe that the working environment does influence their engagement in their organizations. Therefore, the Malaysian airline companies need to place greater emphasis on the working environment in their companies. This is true because the conducive working environment will encourage employees to increase their engagement in the organization since the satisfaction, they experience from the company work environment. Therefore, the airline companies need to ensure their employees are always at the highest level of satisfaction. This is because, employees have more control over their work environment, including the ability to concentrate easily and work in teams without being interrupted. Workers who have the option to select where they want to work in the office concerning their assigned task are much more engaged in the work they do.

Managerial Implications
As stated earlier, the relationship between the working environment and employees' engagement is positively and significantly mediated by employees' satisfaction in Malaysian airline companies. The management of airline companies must give a strong emphasis on this especially to strengthen the working environment of their employees in the organization. Airline companies must provide a good and conducive working environment for their employees because it has a great influence on employees' engagement. Since the findings have shown that employees' satisfaction plays a very important role as a mediator in the relationship between working environment and employee engagement, therefore, the management of the airline companies must ensure their employees always at the highest possible level of satisfaction. This can be done by providing a comfortable workplace in a conducive environment for them to do their work. By doing so, this will lead to a higher satisfaction level for their employees which eventually will increase the level of engagement of the employees in the organization. Top management of the airline companies must come out with a strategy to

strengthen their employees' working environment and satisfaction level. This is very important for their organization to organizational goals via the active engagement of their employees in the organization. The top management must treat their human capital as a valuable asset in their organization and their engagement role is very crucial to the organization. Airline companies and even other companies in other industries can adopt the model to improve their employee engagement at their workplace.

Limitation and Future *Direction*
This study adopted convenience sampling in data collection for data analysis and it is one of the limitations. Although the convenience sampling technique has some advantages such as easy to find respondents, there are some limitations such as the inability to generalize. Another limitation of this study is to meet the paper's academic requirement. This research paper was put in order in line with the effort of academic research which there was a limitation of time. Therefore, there was a minimum of time to collect data to assist data compilation and analysis. Because of that, it is suggested that in future research, the study should be done by utilizing a longitudinal study to have a longer period for the collection of data. This will permit a better conclusion and detailed implications can be drawn out. Broader constructs that have an impact on employees' engagement should be given consideration such as organizational culture and training.

CONCLUSION
The focus of this study is on the work environment, satisfaction, and employees' engagement of airline companies in Malaysia. The results have demonstrated that there is a mediating effect of satisfaction work environment and employees' engagement. It was statistically revealed to be positive and significant. The work environment influences the employee's engagement. However, if the employees feel satisfied in their organization, the impact on employees' engagement will be much greater. Therefore, top management of airline companies must pay attention to providing a better working environment to their employees, so that the level of satisfaction can be enhanced, and eventually, it will have a strong impact on the employees' engagement in their organization.

REFERENCES
Ajala, E. M. (2012). The Influence of Workplace Environment on Workers' Welfare, Performance and Productivity. The African Symposium: An Online Journal of the African Educational Research Network, 12(1), 141-149.

Akintayo, D. (2012). Working environment, workers' morale and perceived productivity in industrial organizations in Nigeria. Education Research Journal, 2 (3), 87-93.

Arnold B, B., Wilmar B, .. S., Michael P, L., & Toon W, T. (2008). An emerging concept in occupational health psychology. work engagement, 20(3), 187-200.

Bakker, A. B., Albrecht, S. L., & Leiter, M. (2011). Key questions regarding work engagement,. European Journal of Work and Organizational Psychology, 20(1), 4-28.

Bal, A. B. (2010). A study among starting teachers. Weekly work engagement and performance(83), 189-206 DOI:10.1348/096317909X402596.

Balakrishnan, C., Masthan, D., & Chandra, V. (2013). Employee Retention through Employee Engagement - A Study at an Indian International Airport, . International Journal of Business and Management Invention, ISSN (Online): 2319 – 8028, ISSN (Print): 2319 801X, 2(8), 9-16.

Berens, R. (2013). The Roots of Employee Engagement—A Strategic Approach. Employment relation today, 40(3), 43-49.

Briner, R. B. (2000). Relationships between work environments, psychological environments and psychological well-being: in-depth review. Occup. Med., 50(5), 299-303.

Cooper-Thomas, H. D., Paterson, N. L., Stadler, M. J., & Saks, A. M. (2014). The relative importance of proactive behaviors and outcomes for predicting newcomer learning, well-being, and work engagement. Journal of Vocational Behavior, 84(3), 318-331.

Deci, E. L., & Ryan, R. M. (1985). Intrinsic motivation and self-determination in human behavior. (1st ed.). New York, NY: Plenum Press.

Emrouznejad, A., Anouze, A. L., & Thanassoulis, E. (2010). A semi-oriented radial measure for measuring the efficiency of decision making units with negative data, using DEA. European Journal of Operational Research, 200(1), 297-304.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Multivariate Data Analysis (7th ed.). New Jersey : Pearson Prentice Hall.

Hair, J. F., Hult, G. T., Ringle, C. M., & Sarstedt, M. (2013). An primer on partial least squares structural equation modeling (PLS-SEM). London: Sage Publication.

Hair, J. F., Hult, G. T., Ringle, C. M., & Sarstedt, M. (2014). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). . Thousand Oaks: Sage.

Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. Journal of the academy of marketing science, 40(3), 414-433.

Henseler, J., Hubona, G., & Ray, P. (2016). Using PLS path modeling in new technology research: updated guidelines. Industrial Management & Data Systems, 116(1), 2-20.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Journal of the Academy of Marketing Science, 43(1), 115-135. https://doi. org/10.1177/014920638601.

Hoffman-Miller, P. M. (2013). Expectancy theory. Hackensack: NJ: Salem Press.

Jerome, N. (2013). Application of the Maslow's hierarchy of need theory; Impacts and implications on organizational culture, human resource and employee's performance. International Journal of Business and Management Invention, 2(3), 39-45.

Kahn, W. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. he Academy of Management Journal, 33(4), 692-724.

Khan, A. M., Nawaz, M., Aleem, M., & Hamed, W. (2012). Impact of job satisfaction on employee performance: An empirical study of autonomous Medical Institutions of Pakistan African. Journal of Business Management , 6(7), 2697-2709.

Kruse, K. (2012, june 22). forbes. Retrieved july 2, 2019, from https://www.forbes.com/sites/kevinkruse/2012/06/22/employee-engagement-what-and-why/#2a0e5f3b7f37

Lovelock, C., & Wirtz, J. (2011). Services marketing people, technology, strategy, 7th Edition. Journal of Services Marketing, 18(5), 413-414.

Macey, W., & Schneider, B. (2008). The meaning of employee engagement. Industrial and Organizational Psychology, 1(1), 3-30.

MacLeod, D. (2019). Engage For Success. Retrieved July 16, 2019, from https://engageforsuccess.org/what-is-employee-engagement

Masood, A., QU, A., Aslam, R., & Rizwan, M. (2014). Factors affecting employee satisfaction of the public and private sector organizations of Pakistan. International Journal of Human Resource Studies, 4(2), 97-121.

McCuiston, V. E., & DeLucenay, A. (2010). Organization Development Quality Improvement Process: Progress Energy's Continuous Business Excellence Initiative. Journal of Business Case Studies, 6(6), 7-18.

Mcguire, D., & McLaren, L. (2009). The impact of physical environment on employee commitment in call centres: The mediating role of employee well-being. Team Performance Management, 15(1-2), 35-48.

Mishra, k. E., Boynton, L., & Mishra, A. K. (2014). Driving Employee Engagement: The Expanded Role of Internal Communications. International Journal of Business Communication , 51(2), 183-202.

Musgrove, C., Ellinger, A. E., & Ellinger, A. D. (2014). Examining the influence of strategic profit emphases on employee engagement and service climate. . Journal of Workplace Learning, 26, 152-171 doi:10.1108/JWL-08-2013-0057.

Nitisemito, A. S. (2001). Personnel management (3rd ed.). Ghalia Indonesia, Jakarta.: human resources management .

Odembo, S. A. (2013). Job satisfaction and employees performance within the telecommunication industry in Kenya Limited. Mfangano Island KAKAMEGA CENTRE Suba North, Kenya: A research proposal of master of business administration degree of Kenyatta University .

Okeke, C. P. (2010). The impact of job satisfaction on employees' performance in goverment owned enterprise. Nsukka, Nigeria: For the award of Master of business administration degree University of Nigeria.

Oswald, A. (2012). The Effect of Working Environment on Workers Performance: The Case of Reproductive and Child Health Care Providers in Tarime District. Dar es Salaam, Tanzania: Unpublished. Muhimbili University of Health and Allied Sciences.

Podsakoff, P., & Organ, D. (1986). Self-reports in organizational research: Problems and prospects. Journal of Management, 12(4), 531-544.

Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. Behavior Research Methods, Instruments, and Computers, 36, 717-731.

Reiss, S., & Havercamp, S. (2005). Motivation in developmental context: A new method for studying self-actualization. Journal of Humanistic Psychology, 45(1), 41-53.

Ringle, C. M., Wende, S., & Becker, J. M. (2015). SmartPLS 3." Boenningstedt: SmartPLS GmbH. Retrieved January 15, 2020, from http://www.smartpls.com

Shah, I., Ghaffari, S., & Tourani, A. (2012). Investigating the influence of work environment factors on employees' job satisfaction and determining the most important ones at Mahan Air Company. . Research Journal of Applied Sciences, Engineering and Technology, 4(23), 5108-5122.

Vandenabeele, W. (2014). Explaining Public Service Motivation: The Role of Leadership and Basic Needs Satisfaction. Review of Public Personnel Administration, 34(2), 153-173.

Chetty, V. R. K., & Phung, S. P. (2018). Economics Behind Education: Elements of Development Outcomes through Political Involvement. Eurasian Journal of Analytical Chemistry, 13(6), 146–157. http://www.eurasianjournals.com/Economics-Behind-Education-Elements-of-Development-Outcomes-through-Political-Involvement,104468,0,2.html

Polas, M. R. H., Raju, V., Hossen, S. M., Karim, A. M., & Tabash, M. I. (2020). Customer's revisit intention: Empirical evidence on Gen-Z from Bangladesh towards halal restaurants. Journal of Public Affairs. https://doi.org/10.1002/pa.2572

Raju, V. (2018). Theory of Lim law: Leadership style. Eurasian Journal of Analytical Chemistry, 13(6), 125–136. https://www.scopus.com/record/display.uri?eid=2-s2.0-85063183042&origin=inward&txGid=1105711c191f9c2731bc7612fdb1ffae

Raju, V., & Phung, S. P. (2019a). Strategies to enhance supply chain management practices: Identifying the performance orientation. International Journal of Supply Chain Management, 8(2), 1085–1089. https://www.scopus.com/record/display.uri?eid=2-s2.0-85064975988&origin=inward&txGid=56cd28a7dbbe62387fa1667662a82e75

Raju, V., & Phung, S. P. (2019b). Sustainability in performance management through supply chain management. International Journal of Supply Chain Management, 8(2), 1085–1089. https://www.scopus.com/record/display.uri?eid=2-s2.0-85064975988&origin=inward&txGid=eeaddff27a2743ffba62b363d8d73793https://www.scopus.com/record/display.uri?eid=2-s2.0-85064975988&origin=inward&txGid=eeaddff27a2743ffba62b363d8d73793

Valliappan Raju, A., & Poh Phung, S. (2019). Factors Determining Malaysian Smes Performance in Knowledge Management. In International Journal of Engineering & Technology (Vol. 8, Issue 1). www.sciencepubco.com/index.php/IJET