

## **Work-Related Variables and Their Impact on Employee Engagement**

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### **Abstract**

Engaging employees in any organisation, in today's competitive environment is very challenging and provides advantage to the organisation. But, there is different scenario in India. In India, the engagement of the employees is differently handled because of diverse reasons like; managers leadership style, diversity in the organisation culture in India, how much satisfaction employees got working with that particular organisation. Modern world is shifting towards industrialization and globalization. In this era, there is high possibility of competition in the corporates at both domestically and globally. In this environment it becomes challenging for human resource managers to retain employees for long time in the organisations. Considering these, the present study intends to analyse the impact of work-related variables on employee engagement of employees working in five-star hotels in Haryana. The results stated that the major components that play significant role in influencing the engagement level of employees working in selected hotels are job satisfaction, HRM practices, working conditions and which have significant influence on engagement level of employees.

**Key Words:** employee engagement, hotel industry, job satisfaction and work related variables.

### **Introduction**

If we think about employee engagement, it is more than just doing job, performing regular duties of the job and it is not just drawing salary. If any person is enjoying the current work, status and remuneration that indicates the towards engagement of employees. An engaged employee in the organisation, always work towards productivity of the organisation. Further, that employee tend to invest his/her full potential in the organisation. Their investment and involvement in the work of the organisation is absolute.

There are certain factors which are deriving the engagement and disengagement of the employees. Among all these factors, employee satisfaction is prominent factor which drives the engagement of the employees. Those organisations in which the employees are engaged are with higher retention of the employees, higher productivity of the employees, better satisfaction of the customers, better innovation and better quality of the products. Among those organisations, employees are less expensive in terms of training, with better fitness, requirement of training time is less and fewer accidents are found in those organisations.

The employees are if engaged in the organisation work in smart and efficient way. The pride feeling of completion of any job for the organisation, achieving the goal for the organisation, are some features of the engaged employees. Generally engaged employees work beyond the organisational goals. The engaged employees creates positive and motivated environment in the organisation which in turn result in to the better productivity and better

customer care. Those employee also influence the buying behaviour of the customers. Customer satisfaction and engagement of employees are connected with each other. This relationship in turn produces high or increased sales and more customer retention.

The hotel industry and food parks jointly mentioned as hospitality industry. In this sector, people with good communication and serving skills create service and with this they generate revenue or profit. The food divarication and so many places to visit like; temples, religious places, forts, monuments of the world makes India most desirable place to visit. The tourists across the world visit India so often. From tourist's point of view 'India is an exotic place in terms of diversity of food and religion'.

### ***Impact of work related variables on employee engagement on the employees***

The present study explores the impact of work related variables on employee engagement which will answer the following research questions:

- I) Do working conditions of hotels have any impact of employee engagement?
- II) Do HRM practices influence the employee engagement of employee?
- III) Does job satisfaction of employee have any impact on their engagement in hotels?
- IV) Does effective compensation system influence the engagement of employees in hotels?
- V) Do work life balance play any role in engaging employee in hotels?

The impact of work related variables has been assessed by seeking the answers of the various questions. The five questions about the working conditions, five questions about the HRM practices, four questions corresponds to job satisfaction, five questions about compensation system, five questions about work life balance, and five questions on employee engagement.

## **Review of Literature**

Sadek (2022) in this paper, the author mentioned significant association between employee engagement and management of talent in the organisation. When skilled employees are engaged with the customers, then customers satisfaction increases. This results in the more positive reviews of the customers and positive feedback of the consumers.

Bhardwaj and Kalia (2021) suggested that, in the top management, when trust and psychological ownership is mixed then positive and enriched work culture is developed within the organisation. This work culture results in to context improvement of the job and improved performance of the employees. The author also mentions that the results of this paper can be used by hospitality industry, government as well as private, to improve performance of the employees.

Kumar and Singh (2021) showed that HR practices related to employee appraisal, motivation and reward have a significant impact on employee perceptions. The analysis identified four key impact areas where employee perceptions were significant. The study will help current generation HR managers to build the HR policies that will have a more remarkable effect on their employees, thereby keeping them in the organization and channelling them towards the fulfilment of company goals and reducing employee turnover Minimize the negative impact on the quality standards of the hotel. This study demonstrates the importance of engagement of the employees by management of the organisation and improving performance of the employees during the COVID-19 Pandemic. The author concluded that performance of the employees was affected during COVID 19.

Abhari et al (2022) analysed the relationship between workload and sales. These two were mediated with employee engagement and stress of the work. To check this relationship, the author includes 60, four star hotels (Indonesia, Surabaya) employees. The author finds out that, job management and job stress are highly affected by workload upon the employees. Turnover intension is significantly affected by employee engagement. The results of this study also mentioned that hotels administration need to address the issue of the task assignment of the employees by hotel management.

Peshave & Gujarathi (2014) found significant differences between casual and full-time workers' data on working hours, work-life tension, and security. Casual workers tended to work very long hours over which they had no control. Long hours, coupled with low ambition and low power, culminated in greater disruption to family and social life and a weaker work-life balance for casual workers. The results of their research showed that the hospitality industry was concerned about the issue of the work-life balance of their employees; However, steps taken to change the situation have not been very successful. Employment activities in the WLB areas were ranked second most important for their potential to improve the efficiency of hotel workers.

Hamid & Amin (2014) Social encouragement has been seen as an important factor in supporting workers in their position at work and at home. Therefore, it was important for workers to find a work-life balance that can lead to successful work- and family-related outcomes, such as worker wellbeing, job and family satisfaction, and also organisational engagement. Social encouragement has been seen as an important factor in supporting workers in their position at work and at home. It was concluded that this would minimise work-family tensions between workers and create a better degree of work-home interdependence, representing an enrichment between work and family.

Singh & Gogia (2014) showed that position conflicts, position insecurity, peer pressure, a strong competitive atmosphere and performance stress positively influence morale and ultimately increase performance and productivity in the workplace. While the management of the hospitality companies applied negative but motivating factors that can be difficult for the employees to manage in the first place but in the longer term, the same factors turn out to be beneficial for the company and the employees. When the employee has performed remarkably well, management must seek activity-based appreciation, recognition programs, certifications, and even some monetary benefits as a stimulating measure. Management needs to organise some social events for employees and help hoteliers to improve their morale and productivity.

Karim (2010) examined the impact of five work-related variables such as role conflict, role clarity, work autonomy, job feedback, and work participation on organisational engagement and job satisfaction among Malaysian university librarians. The study results revealed that all results tables used were related to organisational engagement employees. However, of these five correlations, only three were found to have a statistically significant predictive association with organisational engagement. The influence of work-related variables was, therefore, more significant on organisational engagement than on job satisfaction. Only the role of clarity has emerged as an essential partner as well as a significant predictor of organisational engagement and job satisfaction.

## **Objective of the Study**

The objectives of the current study is to analyse the impact of work-related variables on employee engagement of employees working in five-star hotels in Haryana.

To check the influence of work related variables on employee engagement, following hypotheses were formulated which are as follows:

- H<sub>01</sub>:** The working conditions did not significantly influence employee engagement.
- H<sub>02</sub>:** HRM practices did not significantly influence employee engagement.
- H<sub>03</sub>:** Job satisfaction did not significantly influence employee engagement.
- H<sub>04</sub>:** Effective compensation system did not significantly influence employee engagement.
- H<sub>05</sub>:** Work life balance did not significantly influence employee engagement.

## Research Methodology

In this study, the design of the research is descriptive cum exploratory in nature. The primary data was collected from employees working in five-star hotels in Haryana. The questionnaire has been used as a survey instrument and administered personally and online questionnaires were also mailed to the employee respondents. Primary data has been collected from a convenient sample of 380 employees who are working at different designations. In addition, Secondary Data including the previous research undertaken by researchers on employee engagement were employed.

Employees working in five-star hotels in Haryana, have been selected in the study. Snowball sampling technique have been used to select five-star hotels in four districts of Haryana. This is a chain-referral sampling technique. It is defined as a non-probability sampling technique in which the samples have traits that are rare to find. In this technique, existing subjects provide referrals to recruit samples required for a research study. This sampling method involves a primary data source. Snowball sampling method is purely used on referrals and that is how a researcher is able to generate a sample. To test the defined hypotheses, Regression analysis and descriptive statistics technique were used.

## Data Analysis

### *Reliability of the Variables*

The Cronbach's alpha for all individual variables was also computed. The variables are as follows: working conditions, HRM practices, job satisfaction, effective compensation, work life balance. The table 3.1 shows the consistency of all six variables.

**Table 1** *Reliability analysis*

<b>Variables</b>	<b>Cronbach's Alpha</b>
Working conditions	0.750
HRM practices	0.779
Job satisfaction	0.743
Effective compensation	0.730
Work life balance	0.742
Employee engagement	0.713
Overall Cronbach's Alpha	0.861

As shown in the table 1, all six variables of the study complied with the acceptable level of reliability. All variables in the table are consistent and achieved the acceptable level which indicates the sound construct of reliability.

### *Analysis of work related variables*

#### *Working conditions*

The questionnaire includes 5 statements about working conditions which indicates the facilities and resources available in organization. The belief of respondents reflects their positive responses on first research question which is: Do working conditions of hotels have any impact of employee engagement?

**Table 2: Working conditions**

No.	Statements	Percent	Mean	S.D.
1.	I am satisfied with my working hours	85%	3.89	1.03
2.	Flexible timings are offered at my job.	80.3%	3.75	1.01
3.	Adequate staff is provided to complete a task.	90.2%	4.29	.662
4.	I feel safe in my work environment.	88%	4.31	.777
5.	working environment at organisation meet my expectations.	90.9%	4.35	.775
Average			4.21	

**Source: Survey**

Table 2, shows the descriptive statistics for each statement of ‘working conditions’ that supports work related components. The frequency, percentage, mean value and standard deviation of each statement were calculated. It can be observed that most of the respondents agreed with the statement “I feel safe in my work environment (4.31)” and “Adequate staff is provided to complete a task (4.29)” and working environment at organisation meet my expectations (4.35) as mean value of these statements found higher. Employee respondents opined that they are satisfied with working conditions.

The average mean value (4.21) reveals the satisfactory response of respondents which reflects employees are satisfied with working conditions of hotels. It can be concluded that working conditions are better as flexible timings are offered, adequate staff is provided to accomplish the job and working environment meet expectations of organization.

### *(II) HRM Practices & Policies*

The questionnaire includes 5 statements about HRM practices & policies which indicates the policies and practices framed for human resource by organization. The belief of respondents reflects their positive responses on second research question which is: Do HRM practices influence the employee engagement of employee?

**Table 3: HRM Practices & Policies**

No.	Statements	Percent	Mean	S.D.
1.	Moral values are an integral part	94.9%	4.22	.862
2.	policies and procedures are applied consistently	85.1%	3.90	1.09
3.	considers employees' interests while making business decisions.	86.4%	4.16	.940
4.	considers qualifications, experience while framing policies.	87.5%	4.29	1.20

5.	pays attention to qualifications, experience and other requirements while promoting employees	83.8%	4.10	.951
Average			4.53	

**Source:** *Survey*

Table 3 indicates the descriptive statistics for each statement of ‘HRM practices and policies’ that determines the work related dimensions. The frequency, percentage, mean value and standard deviation of each statement were computed. It can be seen that majority of the respondents believed that organization considers employees' interests while making business decisions (4.16)”, “pays attention to qualifications, experience and other requirements while promoting employees (4.10)”, “considers qualifications, experience while framing policies (4.29)” and “Moral values are an integral part (4.22)” as these statements recoded higher mean values. The respondents are of view that policies and procedure are applied consistently and moral values are integral part in framing policies and regulations.

The average mean value (4.53) depicts the acceptable response of employee respondents which reveals that employee’s interest is considered while making decisions, and adequate attention is given to qualifications, experience and other requirement while promoting employees.

Conclusively, it can be consummated that organizations have proper HRM practices and policies which consider employee interest in policy formulation and decision making.

### **(III) Job satisfaction**

The questionnaire comprises 4 statements regarding job satisfaction which specify the employee’s satisfaction level of job. The opinion of employee reflects their strong responses on third research question which is: Does job satisfaction of employee have any impact on their engagement in hotels?

**Table 4: Job satisfaction**

No.	Statements	Percent	Mean	S.D.
1.	Job inspires me for efficient performance at work	94.1%	4.36	1.06
2.	opportunities are provided for professional development	82.2%	4.11	.721
3.	satisfied with the physical working conditions	66.8%	3.59	1.07
4.	Work is assigned as per my specialization	65.8%	3.32	.788
Average			3.91	

**Source:** *Survey*

Table 4, depicts the descriptive statistics for each statement of ‘job satisfaction’ that drives work related dimensions. The frequency, percentage, mean value and standard deviation were calculated. The table shows that majority of the respondents agreed with the statement “ job inspires me for efficient performance at work (4.36)”, “ satisfied with the physical working conditions (3.59)”, “opportunities are provided for professional development (4.11)”, “as these statements recorded higher mean values.

In this way, respondents expressed that they are satisfied with their job as work is assigned as per their specialization and they are also satisfied with the physical working conditions.

The average mean value (3.91) suggests the satisfactory response of respondents which conclude that employees are satisfied with their job as their job inspire them for efficient performance at work and adequate opportunities are provided for professional development.

#### **(IV) Effective compensation system**

The questionnaire consists of 5 statements about effective compensation system which reveals the salary and perks structure of employees. The opinion of respondents suggest their positive responses on fourth research question which is: Does effective compensation system influence the engagement of employees in hotels?

**Table 3.5: Effective compensation system**

No.	Statements	Percent	Mean	S.D.
1.	getting good salary from my job	80.6%	4.00	.725
2.	get increment in reasonable/scheduled time	80.1%	3.84	1.16
3.	Incentives in the organisation are properly and satisfactorily paid.	82.7%	4.39	.953
4.	Employee retirement program is an important part of my retirement financial plan.	85.1%	3.97	1.14
5.	satisfied with this organisation's benefits package	94.1%	4.42	.514
	Average		4.15	

**Source:** Survey

Table 5, illustrates the descriptive statistics for each statement of ‘effective compensation system that drive the work related dimensions. The frequency, percentage, mean value and standard deviation were computed. The table shows that majority of the respondents agreed with the statement “satisfied with this organisation's benefits package (4.42)”, “getting good salary from my job (4.00)”, “Incentives in the organisation are properly and satisfactorily paid. (4.39)”, and “Employee retirement program is an important part of my retirement financial plan” (3.97) as these statements recorded higher mean values.

In this way, respondents expressed that they are getting good salary and they are satisfied with the organization’s benefit package. The average mean value (4.15) suggests the satisfactory response of respondents which conclude that hotels have effective compensation system as incentives in the hotels are properly and satisfactorily paid to employees and get increment in specified time.

#### **(V) Work life Balance**

The questionnaire covers 5 statements regarding work life balance. The belief of respondents demonstrates their responses on fifth research question which is: Does work life balance play any role in engaging employee in hotels?

**Table 6: Work life Balance**

No.	Statements	Percent	Mean	S.D.
1.	feel safe and secure at work	65.5%	3.74	1.13
2.	good relationship with my colleagues	90.2%	4.17	1.25
3.	Conflicts are resolved quickly at my workplace	94.4%	4.29	.777
4.	happy at work due to my work conditions	94.9%	4.32	.769
5.	Variety in tasks make my work more interesting	77.9%	3.88	.829
	Average		4.08	

**Source:** *Survey*

Table 6, depicts the descriptive statistics for each statement of ‘work life balance’ that actuates the work related dimensions. The frequency, percentage, mean value and standard deviation of each statement were calculated. The table shows that majority of the respondents agreed with the statement “Conflicts are resolved quickly at my workplace (4.29)”, “happy at work due to my work conditions (4.32)”, “good relationship with my colleagues (4.17)”, “as these statements recorded higher mean values.

In this way, respondents expressed that they have proper work life balance as they feel safe and secure at work and variety in task make their work more interesting. The average mean value (4.08) suggests the satisfactory response of respondents which specify that conflicts are resolved quickly at workplace and employees are happy due to work conditions and they have good relationship with their colleague.

### **(VI) Employee engagement**

The questionnaire contains five statements about the employee engagement. The responses of respondents highlight positive answers on the following statements:

**Table 7: Employee engagement**

No.	Statements	Percent	Mean	S.D.
1.	I enjoy working with my co-workers.	88.6%	4.29	.523
2.	Proper resources are provided	86.4%	4.39	.556
3.	My supervisor treats me with respect	84.3%	4.27	.543
4.	Employees have equal access to training opportunities	80.1%	3.90	.708
5.	The company recognizes me whenever I do a good job	83.5%	4.43	.583
Average			4.51	

**Source:** *Survey*

Table 7 presents the descriptive statistics for each statement of ‘employee engagement’. The frequency, percentage, mean value and standard deviation of each statement were computed. The results reveal that majority of the respondents agreed with the statement “Proper resources are provided (4.39)”, “My supervisor treats me with respect (4.27)”, “The company recognizes me whenever I do a good job (4.43)”, I enjoy working with my co-workers (4.29) “as these statements recorded higher mean values.

In this way, respondents expressed that they are highly engaged with their work as they are enjoying working with their co-workers, proper resources are provided and organization recognizes the employees when they perform efficiently. The average mean value (4.51) suggests the satisfactory response of respondents which concludes that employees are highly engaged in organization as employees are getting equal opportunities and their supervisors treat them properly.

**Table 8: Descriptive Statistics of Variables**

Variables	N	Range	Minimum	Maximum	Mean	S. D.	Variance
Working conditions	396	4	1	5	4.11	1.37	1.39
HRM practices	396	3	2	5	4.13	1.07	2.58

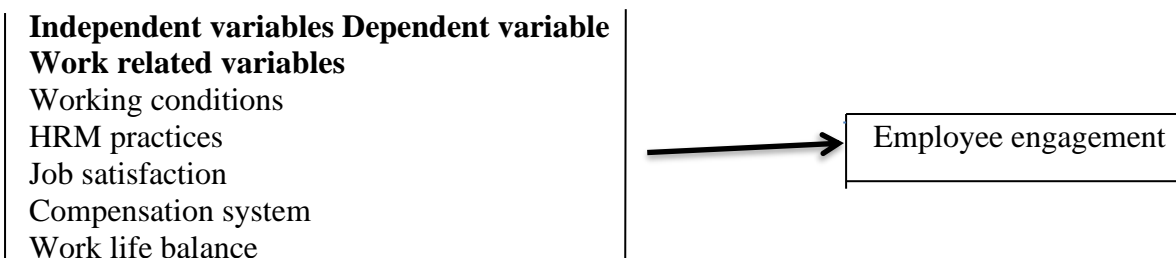


Job satisfaction	396	4	1	5	3.89	1.12	3.91
Effective compensation	396	4	1	5	4.15	1.00	2.29
Work life balance	396	3	2	5	4.08	1.45	3.03
Employee engagement	396	4	1	5	4.25	1.40	2.48

Table 8 shows the descriptive statistics (range, minimum, maximum, mean, standard deviation and variance) of six variables namely working conditions, HRM practices, job satisfaction, effective compensation, work life balance and employee engagement.

**Theoretical research model**

In order to investigate the relationship between work related variables and employee engagement, following research model has been developed. The relationship between dependent and independent variables can be expressed as follows:



Research model of work related variables and employee engagement

The dependent and independent variables in the form of regression model can be stated as follows:

$$Y_i = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + \dots + B_NX_N$$

**Where,**

- Y<sub>i</sub> = Dependent variable
- B<sub>0</sub> = Constant (coefficient of intercept)
- B<sub>1</sub>, B<sub>2</sub>, B<sub>3</sub>, B<sub>N</sub> = Regression coefficients
- X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, X<sub>N</sub> = Independent variables

Following regression model has been formulated to test the hypotheses of the study:

Employee engagement = F (working conditions, HRM practices, job satisfaction, effective compensation, work life balance.)

Where:

Dependent variable: employee engagement

Independent variables: working conditions, HRM practices, job satisfaction, effective compensation, work life balance.

Before using regression for hypothesis testing, to check the relationship among the variables (working conditions, HRM practices, job satisfaction, effective compensation, work

life balance), Pearson's correlation was applied. The multicollinearity test is used to measure the degree of correlation among the independent variables.

As shown in Table 9 the correlation results revealed that among the independent variables, correlation was found less than 0.7 which signifies the non-existence of multicollinearity. The correlation coefficient above 0.7 highlights the problem but it can be observed that correlation coefficients of all independent variables are below 0.7. Thus, problem of multicollinearity has not been found.

**Table 9:** *Correlation among the Independent Variables*

	<b>Working conditions</b>	<b>HRM practices</b>	<b>Job satisfaction</b>	<b>Effective compensation</b>	<b>Work life balance</b>
Working conditions	1				
HRM practices	.300*	1			
Job satisfaction	.345*	.462	1		
Effective compensation	.356	.451*	.164*	1	
Work life balance	.289	.317	.176*	.486*	1

\*correlation is significant at the 0.05 level (2-tailed)\*\*correlation is significant at the 0.01 level (2-tailed)

The p-value or significance level is the probability of finding the results as extreme as one discovered. The small level of significance (less than 0.05) indicates the significant correlation and linear relationship of two variables.

## Regression Analysis

Before applying regression test, respective assumptions of regression test were checked. The final results of regression have been presented in Table 3.10 which shows the values of R square, adjusted R square, Durbin-Watson, beta coefficients, standard error around the coefficients, degree of freedom, F value, p values and the values of beta coefficients. Regression analysis was performed with Enter Method.

**Table 10:** *Regression Analysis*

<b>Independent Variables</b>	<b>Beta</b>	<b>T</b>	<b>Sig.</b>
(constant)		1.53	.000
Working conditions	.427	7.05	.000
HRM practices	.597	3.80	.001
Job satisfaction	.619	3.12	.000
Effective compensation	.249	4.01	.013
Work life balance	.321	2.28	.021
R 0.732			
R square: 0.636			
Adjusted R Square: .528			
Std. error of the estimate: 1.652			
Durbin-Watson: 1.91			

**Source:** *Survey*

The overall accuracy of regression model can be investigated by observing the adjusted R square values. The higher value shows greater strength of model. R square is a coefficient of determination show strength of model. R square measures the proportion of the variability in the dependent variable about the origin explained by regression. As seen in the table the value of R square is 0.636 which reflects that the five independent variables explain 63% of the variations in the dependent variable i.e. employee engagement. On the other hand, Durbin-Watson value (1.91) indicates that there is no autocorrelation detected in the sample as value lies between 0 and 4.

**Table 3.11: ANOVA**

	Sum of square	Df	Mean square	F	Sig.
Regression	1167.318	5	194.53	71.226	.000
Residual	1010.644	391	2.731		
Total	2177.962	396			

The computed F value was observed higher than table value and found statistically significant at 1% level. This reveals that the whole model surely anticipates the employee engagement as dependent variable in the study and five independent variables: working conditions, HRM practices, job satisfaction, effective compensation, work life balance. In addition, these factors do influence the engagement level of employees working in selected hotels.

## Hypotheses Testing

The estimated coefficient (.427) of the working conditions is positive and statistically significant (.000) which indicates the significant positive influence on engagement level of employees. Therefore, following hypothesis (H1) is rejected:

**H<sub>01</sub>:** The working conditions did not significantly influence employee engagement.

The computed coefficient (.597) of the HRM practices is found positive and statistically significant (.001) which expresses the significant positive influence on engagement level of employees working in selected hotels. Thus, following hypothesis (H2) is rejected:

**H<sub>02</sub>:** HRM practices did not significantly influence employee engagement.

The estimated coefficient (.619) of job satisfaction is found positive and statistically significant (.000) which reveals the significant positive influence on engagement level of employees working in selected hotels. Thus, hypothesis (H3) is rejected:

**H<sub>03</sub>:** Job satisfaction did not significantly influence employee engagement.

The computed coefficient (.249) of effective compensation system is found positive and statistically insignificant (.013) which depicts the insignificant positive influence on engagement level of employees working in selected hotels. Thus, following hypothesis (H4) is accepted:

**H<sub>04</sub>:** Effective compensation system did not significantly influence employee engagement.

The computed coefficient (.321) of work life balance selection is found positive and statistically insignificant (.021) which reflects the insignificant positive influence on

engagement level of employees working in selected hotels. Thus, following hypothesis (H5) is accepted:

**H<sub>05</sub>:** Work life balance did not significantly influence employee engagement.

## Conclusion

In nutshell, the results conclude that the major components that plays significant role in influencing the engagement level of employees working in selected hotels are job satisfaction, HRM practices, working conditions and which have significant influence on engagement level of employees. In addition, other component like effective compensation system and work life balance is not significant in determining engagement level of employees working in selected hotels. The organization in today's global economy are facing higher demands which they have experienced never before. The companies are facing difficulty in the business situation among the competitors, increasing productivity in the organization and attracting, retaining, and engaging them to stay longer in the organization. employers are in a risk of losing their employees from the organization who are talented because they have an equal good chance of changing their job. In view of the above, the study recommended that employers have to make their employees engaged by providing good environment inside the organization i.e., there should be a good climate prevailing inside the organization and there should be a good level of satisfaction inside the company which will take them to a good level of commitment and with these the managers should have a good style of behavior with the employees to reach the engagement within the employees and thereby meeting organizational goals.

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