

Performance Symphony: Unraveling the Moderating Influence of Service and Justice Climates on Employee Engagement and Organizational Performance

Manjula Khulbe, Pankaj Kumar, Vijay Kumar Jain

DIT University, Dehradun

Manjulakhulbe93@gmail.com, Pankaj.kumar@dituniversity.edu.in, Vijay.jain@dituniversity.edu.in

Abstract: Employee engagement has the potential to improve the performance of individuals, teams, and the organization and also it has emerged as a critical topic in the field of organizational psychology and management. This study digs into the delicate relationship that exists between employee engagement and organizational performance. Also investigates their interconnectedness and impact inside modern workplaces, as well as the moderating effects of service climate and justice climate. This study examines a sample of N=265 individuals employed in Indian service organizations. The SmartPLS software was used to examine the relationship between these variables and to assess the moderating effect of service climate and justice climate. There is evidence of having a significant positive relationship between employee engagement and organizational performance. Further, there is a significant positive moderating roles of service climate and justice climate on this relationship. This study provides a complete knowledge of how engaged employees contribute to organizational outcomes by drawing from an extensive review of the relevant literature. The research sheds light on the multidimensional nature of the engagement-performance link by combining several theoretical frameworks, empirical evidence, and practical consequences.

Keywords: Employee Engagement, Organizational Performance, Service Climate, Justice Climate, Service Sector

1. Introduction

Employee engagement has garnered substantial attention in recent years as organizations strive to create a motivated and productive workforce. This literature review aims to provide an overview of the current state of knowledge on employee engagement, identifying key concepts, theories, methodologies, and findings. By analyzing a broad spectrum of scholarly articles, this paper offers insights into the diverse dimensions of employee engagement and its implications for organizational success. The definition and conceptualization of employee engagement have evolved over time. Early definitions primarily focused on an individual's commitment and emotional attachment to their work. Contemporary perspectives, however, emphasize the multidimensional nature of engagement, encompassing cognitive, emotional, and behavioral aspects. This section reviews the shift from engagement as a unidimensional construct to a multifaceted phenomenon.

Employee engagement is a crucial aspect of modern organizational dynamics, influencing productivity, job satisfaction, and overall success. As businesses recognize its importance, there has been a surge in literature on various aspects of employee engagement. However, a comprehensive understanding of this complex construct requires a thorough exploration of its scales, drivers, and the intricate relationship it maintains with employee performance. This research paper aims to provide a unified perspective on employee engagement, focusing on its scales, drivers, and the nuanced connections with performance outcomes.

The scales used for measuring employee engagement capture the complex interplay of emotional, cognitive, and behavioral dimensions. Understanding the strengths, limitations, and applicability of these scales is essential for organizations to assess and enhance engagement effectively. The drivers influencing employee engagement are diverse and multifaceted, ranging from leadership styles and organizational culture to interpersonal relationships and management practices.

The relationship between employee engagement and performance is a critical nexus that has received considerable scholarly and practical attention. This research paper aims to fill knowledge gaps by conducting a thorough literature review, synthesizing existing findings, and providing a holistic view of employee engagement, its scales, drivers, and its impact on individual, team, and organizational performance.

The self-determination hypothesis, which is used in the study of organisational behaviour, proposes that workers should be allowed to determine for themselves whether or not they need to devote their whole efforts to improving their performance

2. Literature Review

Employee Engagement (EE)

The concept of employee engagement has garnered growing attention and significance within the realm of organizational study and practice. The scientific community has shown increasing interest in the area of employee productivity, corporate performance, and employee well-being, recognizing its significance. Nevertheless, the existing body of literature pertaining to employee engagement exhibits a diverse range of approaches, including various techniques, contexts, and conceptual foundations. The concept of employee engagement has garnered significant attention from both corporate and consulting businesses since the 1990s, and in more recent years, it has also gained traction in academic circles till now. The examination of existing literature on employee engagement has facilitated the identification of several phases in the development of the employee engagement idea, which is conceptualized in this study as a sequence of waves. The existing body of literature encompasses both theoretical and empirical research conducted by various scholars (Kahn, 1990, 1992, 2010; Saks, 2006, 2008; Macey and Schneider, 2008a, b; Robinson et al., 2004, 2007). Additionally, previous literature reviews on the subject have been conducted by Fawkes (2007), Kular et al. (2008), Wefald and Downey (2008), Shuck and Wollard (2010), and Attridge (2009).

Staying ahead of the competition in today's business world requires organisations to use employee engagement as a strategic tool. A company's most precious asset is its people, as they are an inimitable and irreplaceable asset when properly managed and engaged. The amount of enthusiasm within an organisation may be best gauged by seeing how engaged its employees are. Kahn (1990, p. 694) offered the concept of employee engagement for the first time in 1990 and provided the description that has since become popular. "The act of utilising and expressing one's physical, cognitive, and emotional aspects in the execution of work responsibilities, thereby aligning oneself with the organisational role." That's his precise definition of employee engagement. Kahn posits that in order for an employee to be properly engaged, their work must be meaningful, safe, and readily available. While social elements like management style, procedures, and organisational conventions contribute to a safe work environment, job-related features are what make an employee's experience meaningful. One last thing: being available means not having any personal distractions. An individual's level of work engagement may be described as the degree to which they invest themselves emotionally and mentally in their job. The concept of determinants of employee engagement has been defined in several ways; according to these definitions, an engaged employee has a deep personal investment in the company's success, is passionate about its mission, and is willing to go above and beyond to achieve its goals.

Fleming and Asplund (2007, p. 2) expanded upon Gallup's conceptualization of employee engagement by introducing a spiritual dimension. They defined employee engagement as the capacity to effectively engage the cognitive, emotional, and spiritual dimensions of employees, fostering an inherent drive and fervor for achieving excellence. The many constructions of employee engagement were discussed, as well as the progression of employee engagement throughout history. Employee engagement is a positive, fulfilling work environment characterized by dedication, vigor, and professional efficacy. It involves motivated employees, integrated people management, and empathetic managers working towards clear business objectives (Turner, 2020). Gallup (2002) categorizes individuals into three distinct groups: engaged workers, non-engaged employees, and actively disengaged employees.

Engaged workers are individuals who continuously demonstrate a commitment to achieving excellence in their respective positions. On the basis of the engagement, organisational climate, and strategic HRM literatures, a model of caring human resource management and employee engagement was developed (Saks, 2022). Employees who are not engaged tend to prioritize the completion of assigned tasks above the broader objectives and aspirations of the firm. Individuals comply with instructions given to them. Actively disengaged workers pose a significant threat inside a business, since they not only exhibit poor performance but also have a demotivating effect on other persons in the workplace. Also, Bibliometric study of Employee Engagement explains well the importance of this topic (Khulbe et al., 2023).

Organizational Performance (OP)

Organizational performance pertains to the assessment of an organization's effectiveness as seen by many stakeholders, including workers, investors, and executives. While a range of metrics, including as financial results and staff productivity, may provide quantitative insights, perceived success centers on qualitative dimensions such as employee happiness, brand image, and customer loyalty etc. The assessment of organizational performance involves evaluating the achievements of an organization in relation to its intended aims and objectives. The idea of organizational performance is encompassed by three key outcomes: financial performance, product market performance, and shareholder return (Richards, Devinney, Yip, & Johnson, 2009). Organizational performance metrics include a comprehensive range of indicators, including both financial and non-financial dimensions. Hoskisson, Eden, Lau, and Wright (2000) have identified certain limitations in the use of financial measures in developing economies.

These limitations arise due to factors such as the absence of market-based financial reporting,

inadequate regulatory mechanisms and enforcement of financial reporting, lack of precision in financial reporting, and the prevalence of fictitious financial information (Bae & Lawer, 2000; Hoskisson, Eden, Lau, & Wright, 2000). Numerous scholars have espoused the notion that measures under the control of workers are conceptually more rational and methodologically simpler to establish a connection with. The factors under consideration encompass productivity (Huselid, 1995; Kato & Morishima, 2002), product and service quality (Jayaram, Droge, & Vickery, 1999; MacDuffie, 1995), job satisfaction (Hoque, 1999), absenteeism (Lowe & Oliver, 1997), trust in management (Whitener, 2001), and commitment (Tsui, Pearce, Porter, & Tripoli, 1997). Additionally, the performance of the organization will ultimately have a favorable impact on its business value (Chatterjee et al., 2021).

Service Climate

Service climate refers to the collective perception of employees regarding the practices, procedures, and behaviors that are rewarded and supported in a service-oriented work environment. (Ahmed et al., 2020). Moderation role of service climate was also investigated between HR Practices and Employee Engagement. (Kang & Busser, 2018) Earlier Some studies tested conceptual model of the interrelationships among Service Climate, Employee Engagement and turnover intention too. Moderating role of multiple organizational climates was previously tested in the service employee engagement and service performance too (Menguc et al., 2017).

This concept has attracted considerable scholarly attention, as organizations increasingly recognize the importance of service quality in competitive differentiation. The purpose of this literature review is to provide a comprehensive examination of the existing ideas, techniques, and empirical evidence pertaining to the influence of service climate on organizational outcomes. The concept of "service climate" is often described as the collective views and attitudes of workers regarding the quality of service inside a business (Schneider et al., 1998). The concept of organizational climate pertains to the collective interpretation that members of an organization assign to the events, policies, practices, and procedures they encounter, as well as the behaviors they see being acknowledged, endorsed, and anticipated (Schneider, 1975). The "Service-Profit Chain" concept proposed by James L. Heskett in 1994 establishes a connection between service climate, customer happiness, staff engagement, and overall profitability. Based on the aforementioned model, it is posited that a favorable service atmosphere has a direct impact on the enhancement of service quality, thus resulting in elevated levels of customer loyalty and profitability (Heskett et al., 1994). (Ahmed et al., 2020) Moderation role of Service Climate was also observed in the study of H.R Practices and Employee Engagement. By investigating the function that service climate plays in establishing a connection between internal service management and external service performance, this research advocates for service climate as an essential component of the service profit chain. (Lin et al., 2021)

Justice Climate

Justice encompasses the degree to which judgments about the distribution of resources adhere to the essential concepts of justice, including consistency, fairness, and equity. The three key aspects to consider when evaluating information are its correctness, correctability, and potential bias. The concept of suppression has been discussed by Leventhal (1980). Justice refers to the concept within the field of social science and law that focuses on the fairness and equity of the processes. Climate or justice views that are shared among members occur at the organizational level due to many factors and dynamics inside the organization. Employee Perceptions of the fairness Justice climate and their corresponding impact on Employee Engagement has been studied in 2019 in the study (O'Connor & Crowley-Henry, 2019). Moon's (2017) research revealed a positive association between organizational performance and cultures characterized by distributive, procedural, and interpersonal fairness.

Employees are subjected to same rules, processes, and practices, and engage in interactions to exchange their experiences. According to Naumann and Bennett (2000), the subject of discussion

pertains to working experiences. In the year 2000. Justice refers to the degree of fairness in the implementation of procedures. The method via which results are determined or decided the concept of distribution has been discussed in previous studies (Lind, 2001; Lind & Tyler, 1988).

A high Justice climate in an organization encourages fair treatment of employees by applying consistent rules, sharing information, and involving their participation and opinion. This climate conveys a sense of organizational care and support, and a sense of obligation to return favours, which is directly related to organizational commitment. Employees rely on their judgment of fairness as a heuristic to direct their efforts towards serving collective demands or fulfilling self-interests. When employees believe in fairness, they believe they can receive equitable rewards based on their contribution, which depends on their competence and effort levels. This strong sense of safety encourages employees to improve their competence and maximize their contribution value. Therefore, the effects of incentive pay on employee outcomes become more significant in firms with a high procedural justice climate. Also, a study shown that Organisational Justice Dimensions may serve as an approach to boost employee engagement and performance (Pakpahan et al., 2020). Research on the justice atmosphere reveals that it has a consistent influence on the results of workgroups, including job satisfaction, commitment, and performance (Ambrose et al., 2021).

Employee engagement and Organizational performance

The topic of employee engagement has evolved significant attention and scholarly inquiry within the field of organizational behavior and management. The idea is sometimes characterized as the affective dedication that person has towards their company, which influences their degree of exertion in tasks linked to their job (Kahn, 1990). In contrast, organizational performance is a comprehensive concept including several dimensions like as financial results, customer satisfaction, and staff well-being, among other factors (Kaplan & Norton, 1996). The correlation between employee engagement and organizational success is a topic of significant interest in both academic and industrial circles.

Employee performance indicates the financial or non-financial outcome of the employee that has a direct link with the performance of the organization and its success. Employee performance further in total leads to organizational performance. A number of studies show that an important way to enhance employee performance is to focus on fostering employee engagement. Research (Christian et al., 2011; Fleming and Asplund, 2007; Rich et al., 2010; Richman, 2006; Macey and Schneider, 2008; Leiter and Bakker, 2010) also suggests that the presence of high levels of employee engagement enhances job performance, task performance, and organizational citizenship behavior, productivity, discretionary effort, affective commitment, continuance commitment, levels of psychological climate, and customer service. As the impact of employee engagement on employee performance was already shown in these earlier studies, this study intended to study the strength of impact employee engagement has on employee performance.

The organizational outcomes cannot become effective without individual- and team-level outcomes. Organizations' key component is "Teamwork" and refers to the formation of an employees' group who cooperate with each other toward a mutual goal (Al Mehrzi and Singh, 2016). Hence, it is essential to scrutinize the outcome variables at the individual and team level. The adoption of transformational leadership styles and sharing knowledge also improves the organizational and employee's performance when specific systems of HRM practices, innovation and learning are developed in an organization (Chaurasia and Shukla, 2013; Al-Ahbab et al., 2017). The engaged employees contribute toward individual outcomes including higher discretionary efforts (Saks, 2006; Macey and Schneider, 2008; Markos, 2010; Bakker, 2011), personal initiative (Sonnetag, 2003), proactive behavior (Salanova and Agut, 2005), rational, emotional and intellectual commitment toward the firm (Shaw, 2005; Richman, 2006) as well as business-level outcomes as low turnover intentions (Shukla et al., 2013; Demerouti et al., 2001; Schaufeli and Bakker, 2004), higher productivity, increased customer satisfaction and loyalty (Buckingham and Coffman, 1999), increased profitability, productivity and shareholder value (Harter

et al., 2002) leading to exponential increase in the financial turnover (Schneider et al., 2009). These behaviors as outcomes of EE can also be categorized as task performance and contextual performance (Christian et al., 2011).

Sungmala and Verawat (2021) found that there was a strong and positive association between employee engagement and all four distinct kinds of performance outcomes. This was shown by the findings of part of the research. The findings of a study done by Supriyanto et al. (2021) demonstrate that there is a clear correlation between employee engagement and employee performance. Byrne (2015, p. 17) explained the term employee engagement as follows: “when employees are in a state of engagement, they employ and combine varying levels of their emotional and cognitive selves as they transform their work tasks and specific activities into meaningful accomplishment.” Similarly, Truss et al. (2013, p. 195) wrote that “individuals can be ‘personally’ engaged in their work, investing positive emotional and cognitive energy into their role performance.” Highly engaged employees exhibit a passion for their work, understand the significance of their job and depict loyalty to their organizations as compared to disengaged employees. Relationship between Employee Engagement and Organisational performance is well Examined with positive results (Khulbe & Kumar, 2023).

Additionally, a table has been included to succinctly present the main findings, facilitating quick access and comprehension. Presented below is a tabular representation that provides a concise overview of several research endeavors carried out. These studies aim to investigate the relationship between Employee Engagement and organizational performance.

| Table 1: Employee Engagement and Organizational Performance | | | | |
|--|-------------|--------------------|---|--|
| Author(s) | Year | Methodology | Variables Studied | Key Findings |
| Kahn, W.A. | 1990 | Qualitative | Employee Engagement | Introduced the concept of emotional and cognitive engagement |
| Gallup | 2016 | Meta-Analysis | Employee engagement, Turnover, Profit | Organizations with higher employee engagement had lower turnover rates and increased profits. |
| Alfes et al. | 2013 | Mixed-Method | Employee engagement, Leadership, Organizational Culture | Effective leadership and a positive organizational culture foster higher engagement, which in turn improves performance. |
| Xanthopoulou et al | 2009 | Longitudinal Study | Employee engagement, Financial Performance | Organizations with highly engaged employees showed better financial performance over time. |
| Harter et al | 2010 | Case Study | Employee engagement, Customer Satisfaction | Increased employee engagement resulted in higher customer satisfaction and loyalty. |
| Harter et al. | 2002 | Quantitative | Employee Engagement, Business Outcomes | Strong correlation between engagement and performance |
| Saks, A.M. | 2006 | Quantitative | Employee Engagement | Employee engagement leads to better job performance |

| | | | | |
|--------------------|------|---|--|---|
| Macey & Schneider | 2008 | Meta-analysis | Employee Engagement, Organizational Performance | Engagement is a strong predictor of performance |
| Zhu et al. | 2013 | Quantitative | Leadership, Employee Engagement | Leadership style significantly impacts engagement levels |
| Peter Sibanda | 2014 | Thematic Analysis | Engagement and Performance | Low Levels of Employee Engagement result in below standard Performance |
| L.W Hooi | 2015 | Online Survey and PLS -SEM was used | Talent Management, Employee Engagement, Organizational Performance | Engagement as a mediator Between Strategic H.R and Organizational Performance. |
| Marisa Smith | 2017 | Explorative Action Research | Performance Management, Employee Engagement, Performance | Changes in technical controls of the performance measurement system resulting in significant improvement in Employee engagement and performance |
| Erajesvarie Pillay | 2018 | Qualitative Research Approach | Employee Engagement and Performance | Study revealed that low Engagement affects Commitment and motivation levels of staff |
| Hester Nienaber | 2020 | Quantitative Approach | Employee Engagement and Organizational Effectiveness | Various predictors of Employee Engagement |
| Ha Minh Nguyen | 2022 | Partial Least Squares (Structural Equation Modelling) | Employee Attractiveness, Employee Engagement, Employee Performance | Employee Attractiveness has a positive impact on Employee Engagement and Performance Factors. (New Direction of Employee Attractiveness is added to Existing Literature.) |
| Catherine Prentice | 2023 | CFA was performed to test reliabilities and validities of the study Variables | Artificial Intelligence, Employee Engagement and Performance | Result shows that AI performance had a significant effect on Job Engagement, Employee Service Performance which were significantly related to job performance Appraisal. |

Macey & Schneider (2008) found that engagement is a strong predictor of performance, while Zhu et al. (2013) found that leadership style significantly impacts engagement levels. Peter Sibanda (2014) found that low levels of engagement result in below-standard performance. L.W Hooi (2015) used an online survey and PLS-SEM to study the relationship between talent management and employee engagement. Marisa Smith (2017) found that changes in technical controls of performance

measurement systems resulted in significant improvement in employee engagement and performance. Hester Nienaber (2020) found that AI performance had a significant effect on job engagement and employee service performance, which were significantly related to job performance appraisal. Overall, employee engagement is a key factor in organizational performance.

Moderating role of service climate and Justice Climate on the relationship between EE and OP

Scholars have outlined service climate as an important job resource (AbdelHadi & Drach-Zahavy, 2012; Barnes & Colliers, 2013; Salanova et al., 2005), and accordingly, its potential for moderation can also be explained through the COR theory (Hobfoll, 2001). Social exchange theory has been widely used as a primary lens to explain how organizational justice perceptions or climate influence work-related outcomes (Cho & Sai, 2012; Cohen-Charash & Spector, 2001; Colquitt et al., 2013). The significance of employee engagement in enhancing organizational performance has been widely acknowledged, as shown by several research that have underscored its favorable influence on diverse performance indicators. In recent years, there has been a notable movement in academic focus on comprehending the intricate relationship between employee engagement and contextual elements inside the corporate setting. The primary objective of this literature review is to investigate the moderating influence of service climate and justice climate on the association between employee engagement and organizational performance. The concept of service climate, which refers to the collective judgments of service quality and customer attention, has gained recognition as a prominent contextual element that impacts staff actions and attitudes. Likewise, the concept of justice climate, which pertains to the perceived equity in organizational procedures and interpersonal interactions, has shown significant impact on employee motivation and dedication.

Existing research indicates that climatic conditions have a moderating role in the correlation between employee engagement and organizational performance, exerting an influence on the magnitude and orientation of this connection. Research findings have shown that the presence of a favorable service climate strengthens the association between employee engagement and organizational success by promoting the congruence between staff endeavors and customer-centric objectives. Similarly, the establishment of an equitable and ethical environment inside a business enhances the correlation between employee engagement and performance results via the cultivation of trust, dedication, and a perception of mutual benefit among the workforce. The interaction between these contextual elements plays a vital role in determining how employee engagement contributes to improved organizational performance. This highlights the need of having a thorough awareness of the organizational environment in order to maximize the impact of employee engagement. Nevertheless, there is still a lack of comprehension of the complexities and limitations of these associations, which calls for more empirical research to clarify the processes by which service and justice cultures temper the influence of employee engagement on organizational performance.

The issue of employee engagement and its impact on organizational performance is a multifaceted subject that may be examined from several perspectives. Academic investigations in this domain often utilize ideas derived from disciplines such as psychology, organizational behavior, human resources, and sociology to elucidate the connection between employee engagement and corporate success. According to Rousseau (1989), Psychological Contract Theory asserts that the association between workers and their company is founded upon an implicit collection of anticipations. The breach of this psychological agreement has the potential to result in disengagement, while meeting or surpassing these expectations may contribute to increased engagement and, therefore, organizational achievement. The use of a conceptual framework to examine the correlation between employee engagement and organizational performance, while considering the moderating impact of service climate and justice climate, presents a holistic method for comprehending the interplay of many aspects that shape an organizational performance. Presented below is an outline delineating the model structure of such a

framework (fig 1).

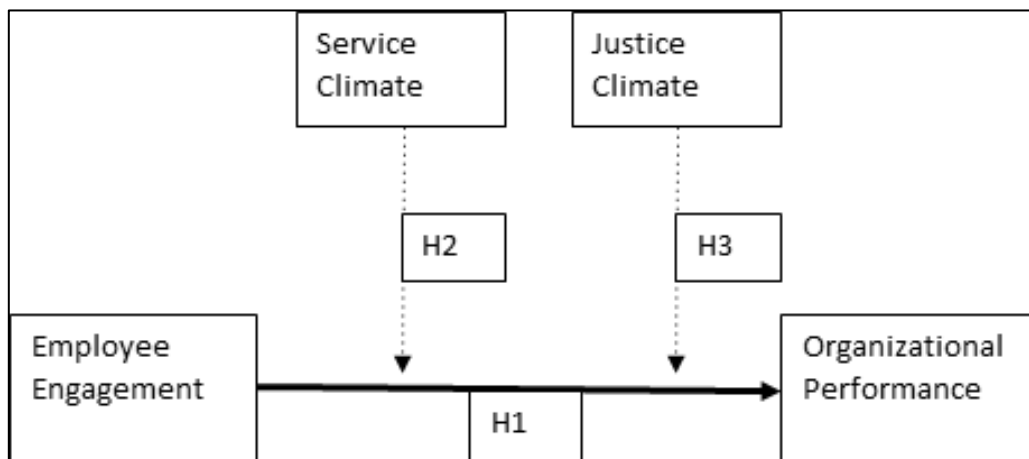


Fig.1: Conceptual Model

Developed Hypothesis

There is a considerable amount of existing research that explores the correlation between employee engagement and organizational performance. However, there are still some areas that need more investigation and analysis. The current body of research mostly emphasizes linear relationships, sometimes overlooking the possibility of curved effects or threshold points where further involvement may not always result in additional performance improvements. The aforementioned gaps underscore the need for a more intricate comprehension of this association and its dependent processes.

1. What is the nature of the relationship between employee engagement and organizational performance in the service sector?
2. What are the moderating effects of service climate and justice climate on the relationship between employee engagements on organizational performance?

The objective of this inquiry is to identify any possible drawbacks that may arise from very high levels of participation, such as burnout or diminished inventiveness. This study seeks to investigate the research questions in order to enhance the existing knowledge and comprehension of the intricate relationship between employee engagement and organizational performance. The findings of this study will provide valuable insights that can be utilized in both academic research and practical approaches to achieve organizational success. The process of hypothesis development in a research article entails the creation of concise statements that articulate the anticipated correlations or results, drawing upon pre-existing information, theories, and the aims of the investigation. Here are three hypotheses as follows:

- **H1:** There is a positive relationship between employee engagement and organizational performance.
- **H2:** There is positive relationship between employee engagement and organizational performance is moderated by service climate.
- **H3:** There is positive relationship between employee engagement and organizational performance is moderated by justice climate.

In particular, an increase in employee engagement levels is expected to be correlated with enhanced organizational results across several dimensions, including the perception of organizational performance. Various climates may exhibit varied degrees of involvement that are considered desirable, as well as distinct pathways via which engagement might impact performance results. This study seeks

to enhance comprehension of the complex association between employee engagement and organizational performance by examining these hypotheses.

3. Research Methodology

The development of a research methodology for a study paper entails the delineation of the methodologies and techniques employed for the purpose of data collection and analysis. The methodology employed in a research study should possess the qualities of clarity, reproducibility, and the ability to facilitate the evaluation of the research's validity and reliability by other scholars. The following is a suggested framework to assist in the development of the research methods section for this study:

Data Sampling

Data sampling is a statistical methodology utilized in research to examine a subset of data points that have been gathered from a more extensive population. The utilization of this approach is of utmost importance in mitigating the intricacy and computational demands of scholarly investigations, hence enabling the utilization of more manageable datasets that nonetheless yield valuable observations pertaining to overarching patterns and occurrences (Smith, 2015). The researchers employed a simple random sampling technique to select a sample of N=265 participants from the different sector in India. Simple random sampling is a research method where each member of the population has an equal chance of being included in the sample, ensuring unbiased representation and generalizability of findings. It minimizes bias, enhances statistical inference validity, is straightforward, transparent, and randomizes to control for potential confounding variables. (Creswell, J. W. 2014). The questionnaires were obtained via the online surveys for remote participants through Google Form platform. Google Forms is a user-friendly survey platform with seamless integration with Google Services, allowing survey creators to customize and engage with their target audience.

A final count of 300 Questionnaires from service enterprise out of total the 265 questionnaires, were collected and deemed suitable for analysis as 250+ samples were atleast required as used by other Researchers. Researcher conducted a pilot survey with 10 participants to assess questionnaire prevalence and difficulty, finding participants sufficient for the frequency and complexity of the questions

| Demography | Description | No. of responses | % |
|-------------------|--------------------|-------------------------|----------|
| Gender | Male | 168 | 63.39 |
| | Female | 97 | 36.60 |
| Age | 20-30 | 61 | 23.01 |
| | 31-40 | 73 | 27.54 |
| | 41-50 | 77 | 29.05 |
| | above 51 | 54 | 20.37 |
| Experience | Less than a year | 23 | 8.67 |
| | 1-3 | 67 | 25.2 |
| | 4-6 | 89 | 33.58 |

| | | | |
|--|-------------|-----|-------|
| | more than 6 | 86 | 32.45 |
| Company Size (In terms of number of employee) | 1-50 | 20 | 7.54 |
| | 51-100 | 25 | 9.43 |
| | 101-250 | 70 | 26.41 |
| | 251-500 | 146 | 55.09 |
| | 500+ | 04 | 1.50 |

The demographic profile of the respondents includes gender, age, experience, and company size. Male respondents were 168, female respondents were 97, and the age range was 20-30 to 51. The experience ranged from 1-3 to over 6 years, and the company size was ranging from 1-50 to 500+ employees.

Research instruments

- a) **Employee Engagement:** The Utrecht Work Engagement Scale (UWES) is a widely used psychological instrument employed for the purpose of assessing levels of employee engagement inside organizations. The UWES, a measurement tool developed by Schaufeli and Bakker, has gained significant recognition in the domains of occupational psychology and human resources management due to its established reliability and validity (Schaufeli, Salanova, González-Romá, & Bakker, 2002). The purpose of the scale is to assess the level of employee engagement in their job by analyzing variables such as Vigor, dedication, and absorption. The items of the UWES are categorized into three distinct subscales, which correspond to the fundamental aspects of engagement: Vigor (VI) with 6 items, Dedication (DE) with 5 items, and Absorption (AB) with 6 items. The scoring of all items is conducted using a 7-point frequency rating scale that spans from 0 (never) to 6 (always).
- b) **Organizational Performance:** The assessment of organizational performance was conducted using a set of six questions that were derived from the study conducted by Pattnaik and Sahoo (2020). The Likert scale used in this research included a range from (1) strongly disagree to (5) strongly agree.
- c) **Service climate:** Service climate was assessed with a reduced version (4 items; Cronbach's alpha .84) of the 7-item Global Service Climate Scale (Schneider et al., 1998). These items are presented in the Appendix. All items were scored on a 7-point rating scale ranging from 1 (strongly disagree) to 7 (strongly agree).
- d) **Justice Climate:** The justice climate within an organization can be effectively assessed using a 7-item scale, using a 5-point Likert scale (ranging from 1 for strongly disagree to 7 for strongly agree), which comprehensively captures employees' perceptions of procedural fairness, distributive justice, and interpersonal justice in the workplace (Colquitt et al., 2001).

Using SmartPLS as a Research Tool

SmartPLS, which is sometimes referred to as Partial Least Squares Structural Equation Modelling (PLS-SEM), has received much recognition as a very successful research tool for investigating complex relationships in several fields like marketing, management, information systems, and social sciences. Hair et al. (2019) assert that SmartPLS has the potential to analyse intricate relationships among several variables, hence enabling the assessment of intricate models, even in situations when the sample size is

restricted. Henseler et al. (2009) assert that SmartPLS demonstrates efficacy in properly managing non-normal data and generating dependable estimations. SmartPLS software offers researchers a user-friendly graphical interface, which aids in the development and evaluation of their models. Rigdon et al. (2017) assert that SmartPLS is an appropriate instrument for conducting confirmatory and exploratory research, hence enabling the development and confirmation of theories.

Data Analysis and Finding

Measurement Model

The study model was developed utilizing the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. PLS-SEM was chosen because it works well with basic and complicated frameworks. This method also works for data that deviates from normality and complexity throughout analysis. PLS-SEM is more accurate than CBS-SEM in evaluating and validating variables. This study used PLS-SEM to analyze the measurement model (Figure II). The research used convergent and discriminant validity approaches to evaluate the measurement model's accuracy (Hair et al., 2019). Table II shows that all elements in this research fulfill numerous academics' requirements.

This study used Partial Least Squares Structural Equation Modeling (PLS-SEM) for research, as it is compatible with complex frameworks, handles data deviation, and is more accurate for variable evaluation and validation than CBS-SEM (insert figure II).

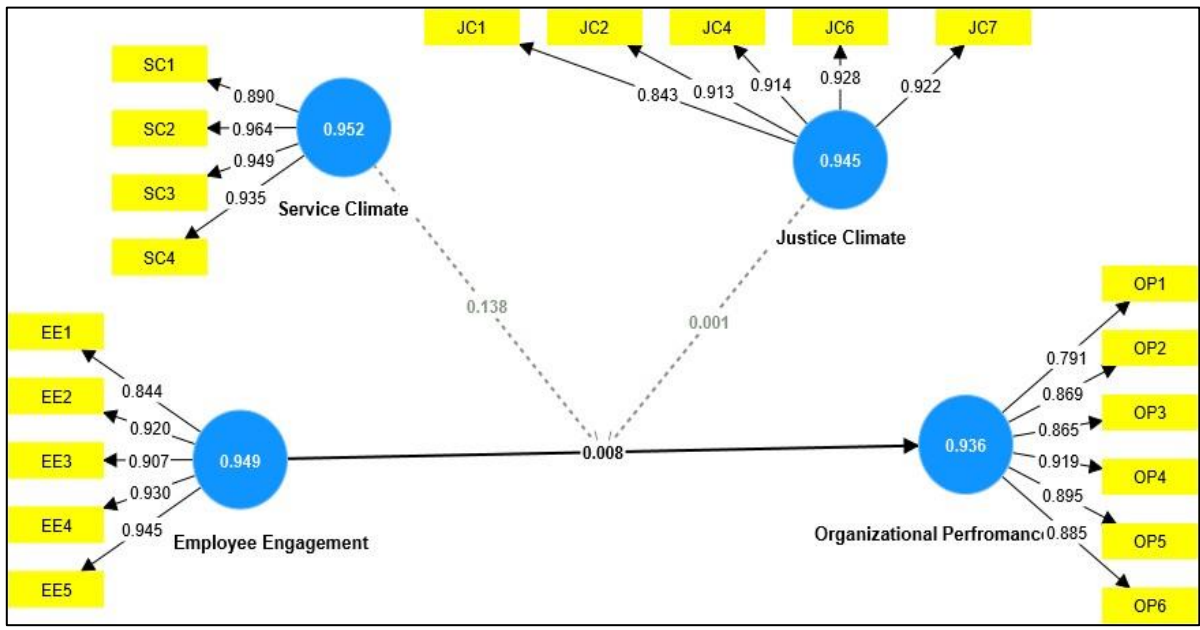


Fig.2: Measurement analysis

Convergent and discriminant validity approaches were employed to assess the precision of the measurement model, as recommended by Hair et al. (2019). The results presented in Table II and demonstrate that all components in this study meet the various requirements.

| Table III: Measurement model for constructs | | |
|---|-----------|----------------|
| Construct | Indicator | Factor loading |
| Employee Engagement | EE1 | 0.844 |
| | EE2 | 0.920 |

| | | |
|----------------------------|-----|-------|
| | EE3 | 0.907 |
| | EE4 | 0.930 |
| | EE5 | 0.945 |
| Organizational Performance | OP1 | 0.791 |
| | OP2 | 0.869 |
| | OP3 | 0.865 |
| | OP4 | 0.919 |
| | OP5 | 0.895 |
| | OP6 | 0.885 |
| Service Climate | SC1 | 0.890 |
| | SC2 | 0.964 |
| | SC3 | 0.949 |
| | SC4 | 0.935 |
| Justice Climate | JC1 | 0.843 |
| | JC2 | 0.913 |
| | JC3 | 0.914 |
| | JC4 | 0.928 |
| | JC4 | 0.922 |
| | JC5 | 0.843 |

Table III presents a measurement model for constructs, including employee engagement, organizational performance, service climate, and justice climate. Factor loadings include EE1 (0.844), OP1 (0.791), SC1 (0.890), and JC1 (0.843), where JC3 and JC5 items was deleted because of low loading. The model also includes OP2 (0.869), OP3 (0.865), SC4 (0.919), and JC5 (0.843).

Reliability and Validity

The study conducted by Joe F. Hair Jr et al. (2017) established the convergent validity, composite reliability, and discriminant validity of the calculating model. The Cronbach's alpha results are presented in Table 4, indicating that all variables exhibit values over the threshold of 0.70, as suggested by Fornell & Larcker, (1981). According to Joe F. Hair Jr et al. (2017), composite reliability ratings within the range of 0.7 to 0.9 are considered to be indicative of good dependability. The measurement model's composite reliability, as determined in our investigation, exhibited scores ranging from 0.7 to 0.9 for all variables (refer to Figure 2).

| | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|-----------------------------------|-------------------------|--------------------------------------|--------------------------------------|---|
| Employee Engagement | 0.949 | 0.965 | 0.960 | 0.828 |
| Organizational Performance | 0.945 | 0.970 | 0.957 | 0.818 |
| Service Climate | 0.936 | 0.940 | 0.950 | 0.760 |
| Justice Climate | 0.952 | 0.956 | 0.965 | 0.874 |

The evidence provided by the average variance extracted (AVE) values supports the convergent validity of the data. According to Fornell & Larcker (1981), constructs demonstrate convergent validity when their average variance extracted (AVE) values exceed 0.5. As seen by the data presented in Table IV, the average variance extracted (AVE) values above the threshold of 0.5, so providing confirmation of convergent validity.

Table V: Heterotrait-Monotrait ratio (HTMT)

| | Employee Engagement | Justice Climate | Organizational Performance | Service climate |
|----------------------------|---------------------|-----------------|----------------------------|-----------------|
| Employee Engagement | 0.594 | | | |
| Justice Climate | 0.692 | 0.751 | | |
| Organizational Performance | 0.357 | 0.450 | 0.478 | |
| Service climate | 0.259 | 0.107 | 0.177 | 0.073 |

However, due to limitations in standard measures, many studies have proposed using the heterotrait–monotrait (HTMT) method for discriminant validity estimation. The value of HTMT should be less than 0.90. For this study, the HTMT value for all constructs of was 0.073 to 0.751 which has been accepted, as seen in Table V.

Path coefficient

The researchers utilized the bootstrapping approach to investigate the postulated association between the components. The results presented in Table VI indicate a significant positive association between employee engagement and organizational performance (H1, $t = 2.505$, $p = 0.047$). In a similar vein, the moderating effect analysis revealed a substantial association (H2, $t = 9.096$, $p = 0.001$) between employee engagement and organizational performance and the similar way, the moderating effect of justice climate (H3, $t = 3.35$, $p = 0.003$) on the relationship between employee engagement and organizational performance.

Table VI: Direct Effects

| | Hypothesis | Beta | Standard Error | T- value | P values |
|---|------------|-------|----------------|----------|-------------|
| Employee Engagement -> Organizational Performance | H1 | 0.118 | 0.0471 | 2.505 | Significant |
| Service Climate x Employee Engagement -> Organizational Performance | H2 | 0.423 | 0.0465 | 9.096 | Significant |
| Justice Climate x Employee Engagement -> Organizational Performance | H3 | 0.128 | 0.0381 | 3.35 | Significant |

Table VI shows significant direct effects of employee engagement, service climate, and justice climate on organizational performance, with employee engagement resulting in 2.505 points, service climate resulting in 0.423 points, and justice climate resulting in 3.35 points.

4. Discussion

The findings of this study offer valuable insights into the complex interplay among employee engagement, service climate, justice climate, and organizational performance. The importance of service climate and justice climate as pivotal factors in connecting employee engagement with organizational performance is underscored by their evident moderating effects. Similar to previous research by Berberoglu (2018), our study, supported by the outcomes of a simple linear regression, underscores the significant role of organizational climate in predicting organizational commitment and perceived organizational performance.

Moon's research in 2017 discovered a positive correlation between organizational success and climates characterized by distributive, procedural, and interpersonal fairness. Service climate, defined by collective perspectives on service quality and customer attention, has the potential to amplify the positive impact of employee engagement on organizational performance. Ultimately, an organization's performance is likely to positively influence its company value, as suggested by Chatterjee et al. (2021).

Similarly, the presence of a justice climate within a business act as a moderator, strengthening the positive correlation between employee engagement and performance. Sungmala and Verawat's study in 2021 revealed a significant and favorable correlation between employee engagement and all four distinct categories of performance outcomes. Establishing a justice climate in the workplace is essential for leveraging the capabilities of engaged workers, leading to increased productivity, lower attrition rates, and the nurturing of a more favorable corporate culture.

Supriyanto et al.'s 2021 research further supports the direct impact of employee engagement on employee performance. The aforementioned moderating effects underscore the importance of fostering favorable service and justice climates within businesses. These climates not only contribute to performance independently but also serve as critical components that magnify the influence of employee engagement on organizational performance.

5. Conclusion and Limitations

In conclusion, this research underscores the intricate interplay between employee engagement, service climate, justice climate, and organizational performance. The findings emphasize the pivotal roles of service climate and justice climate as moderator factors in the relationship between employee engagement and organizational performance, demonstrating their moderating effects. The consistent outcomes observed in previous studies, such as Berberoglu (2018), Moon (2017), Chatterjee et al. (2021), Sungmala and Verawat (2021), and Supriyanto et al. (2021), further support the significance of organizational climate in predicting organizational commitment and performance. A robust service climate, characterized by a collective focus on service quality and customer attention, has the potential to enhance the positive effects of employee engagement on organizational performance. Similarly, a justice climate acts as a crucial moderator, strengthening the correlation between employee engagement and various performance outcomes. Establishing favorable service and justice climates within organizations is not only intrinsically valuable but also serves as essential components that amplify the impact of engaged employees on overall organizational success. As we move forward, addressing the existing knowledge gap by exploring the nuanced dynamics of these climates and their specific impacts on different industries and organizational structures will contribute to a more comprehensive understanding of the intricate relationship between employee engagement and organizational performance.

This study provides valuable insights for managers seeking to improve organizational performance

through effective employee engagement strategies. It emphasizes the importance of service and justice climates in creating supportive work environments. A robust service climate, characterized by service quality and customer attention, can enhance employee engagement, leading to improved customer satisfaction, loyalty, and overall organizational performance. Investing in strategies that boost employee engagement within a conducive service climate can result in tangible business outcomes.

A justice climate, acting as a moderator, strengthens the correlation between employee engagement and performance. Managers can leverage this knowledge by implementing fair and transparent practices, fostering a workplace culture where employees perceive fairness in distribution, procedures, and interpersonal interactions. This approach is likely to enhance productivity, reduce attrition rates, and contribute to a positive corporate culture.

The study contributes significantly to the existing body of knowledge by addressing the intricate relationships among employee engagement, service climate, justice climate, and organizational performance. It confirms the moderating effects of service and justice climates on the engagement-performance nexus, adding depth to existing models and theories. Future research could explore specific industry contexts, organizational structures, and cultural influences to provide a more nuanced understanding of these dynamics.

This study provides valuable insights into the relationship between employee engagement and organizational performance, but it has limitations. It relies on correlational data, which limits the ability to establish causation between variables. The study also does not explore the specific mechanisms or processes through which these climates influence the relationship between employee engagement and organizational performance. The findings may be influenced by contextual factors specific to the organizations included, and the generalizability of the results to diverse industries and settings may be a concern.

To address these limitations, future research should adopt longitudinal designs or experimental methodologies, investigate the influence of industry-specific factors on these dynamics, explore the role of leadership styles and organizational culture in shaping service and justice climates, and explore interventions and strategies for organizations to cultivate and sustain favorable service and justice climates. This will provide actionable insights for managers and organizational leaders, contributing to a more holistic and practically relevant understanding of the complex interplay between employee engagement and organizational performance.

Acknowledgements

The authors declare that there is no conflict of interest with respect to research, authorship and / or publication of article.

References

Abdelhadi, N., & Drach-Zahavy, A. (2011, September 13). Promoting patient care: work engagement as a mediator between ward service climate and patient-centred care. *Journal of Advanced Nursing*, 68(6), 1276–1287. <https://doi.org/10.1111/j.1365-2648.2011.05834.x>

Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013, January). The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model. *The International Journal of Human Resource Management*, 24(2), 330–351. <https://doi.org/10.1080/09585192.2012.679950>

Al Mehrzi, N., & Singh, S. K. (2016, July 11). Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 831–843. <https://doi.org/10.1108/ijppm-02-2016-0037>

Ambrose, M. L., Rice, D. B., & Mayer, D. M. (2019, November 13). Justice Climate and Workgroup Outcomes: The Role of Coworker Fair Behavior and Workgroup Structure. *Journal of Business Ethics*, 172(1), 79–99. <https://doi.org/10.1007/s10551-019-04348-9>

Attridge, M. (2009, November 30). Measuring and Managing Employee Work Engagement: A Review of the Research and Business Literature. *Journal of Workplace Behavioral Health*, 24(4), 383–398. <https://doi.org/10.1080/15555240903188398>

Back, K. W. (1965, September 1). EXCHANGE AND POWER IN SOCIAL LIFE. By Peter M. Blau. New York: John Wiley & Sons, 1964. 352 pp. \$7.75. *Social Forces*, 44(1), 128–128. <https://doi.org/10.2307/2574842>

Bakker, A. B. (2011, August). An Evidence-Based Model of Work Engagement. *Current Directions in Psychological Science*, 20(4), 265–269. <https://doi.org/10.1177/0963721411414534>

Berberoglu, A. (2018, June 1). Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals. *BMC Health Services Research*, 18(1). <https://doi.org/10.1186/s12913-018-3149-z>

Byrne, C. (2015). Getting engaged? The relationship between traditional, new media, and the electorate during the 2015 UK general election. <https://ora.ox.ac.uk/>

Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological Bulletin*, 56(2), 81–105. <https://doi.org/10.1037/h0046016>

Chatterjee, S., Rana, N. P., & Dwivedi, Y. K. (2021, March 23). How does business analytics contribute to organisational performance and business value? A resource-based view. *Information Technology & People*. <https://doi.org/10.1108/itp-08-2020-0603>

Chaurasia, S., & Shukla, A. (2013, March). The influence of leader-member exchange relations on employee engagement and work role performance. *International Journal of Organization Theory & Behavior*, 16(4), 465–493. <https://doi.org/10.1108/ijotb-16-04-2013-b002>

Cho, Y. J., & Sai, N. (2012, September 13). Does Organizational Justice Matter in the Federal Workplace? *Review of Public Personnel Administration*, 33(3), 227–251. <https://doi.org/10.1177/0734371x12458126>

CHRISTIAN, M. S., GARZA, A. S., & SLAUGHTER, J. E. (2011, February 17). WORK ENGAGEMENT: A QUANTITATIVE REVIEW AND TEST OF ITS RELATIONS WITH TASK AND CONTEXTUAL PERFORMANCE. *Personnel Psychology*, 64(1), 89–136. <https://doi.org/10.1111/j.1744-6570.2010.01203.x>

Cohen-Charash, Y., & Spector, P. E. (2001, November). The Role of Justice in Organizations: A Meta-Analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278–321. <https://doi.org/10.1006/obhd.2001.2958>

Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013, March). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, 98(2), 199–236. <https://doi.org/10.1037/a0031757>

C. Barnes, D., & E. Collier, J. (2013, September 9). Investigating work engagement in the service environment. *Journal of Services Marketing*, 27(6), 485–499. <https://doi.org/10.1108/jsm-01-2012-0021>

Fawkes, J. (2007, November 20). Public relations models and persuasion ethics: a new approach. *Journal of Communication Management*, 11(4), 313–331. <https://doi.org/10.1108/13632540710843922>

- Fleming, J. H., & Asplund, J. (2007). Human sigma: Managing the employee-customer encounter. Simon and Schuster.
- Fornell, C., & Larcker, D. F. (1981, February). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Furnham, A. (1987, January). A handbook of test construction, introduction to psychometric design. *Personality and Individual Differences*, 8(5), 773. [https://doi.org/10.1016/0191-8869\(87\)90086-9](https://doi.org/10.1016/0191-8869(87)90086-9)
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019, January 14). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/eb-11-2018-0203>
- Harter, J. K., Schmidt, F. L., Asplund, J. W., Killham, E. A., & Agrawal, S. (2010, July). Causal Impact of Employee Work Perceptions on the Bottom Line of Organizations. *Perspectives on Psychological Science*, 5(4), 378–389. <https://doi.org/10.1177/1745691610374589>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2014, August 22). 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/10.1007/s11747-014-0403-8>
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In *New challenges to international marketing* (Vol. 20, pp. 277-319). Emerald Group Publishing Limited. [https://doi.org/10.1108/S1474-7979\(2009\)0000020014](https://doi.org/10.1108/S1474-7979(2009)0000020014)
- Hobfoll, S. E. (2001, July). The Influence of Culture, Community, and the Nested-Self in the Stress Process: Advancing Conservation of Resources Theory. *Applied Psychology*, 50(3), 337–421. <https://doi.org/10.1111/1464-0597.00062>
- Hoque, K. (1999, September). Human Resource Management and Performance in the UK Hotel Industry. *British Journal of Industrial Relations*, 37(3), 419–443. <https://doi.org/10.1111/1467-8543.00135>
- Hoskisson, R. E., Eden, L., Lau, C. M., & Wright, M. (2000, June). Strategy in Emerging Economies. *Academy of Management Journal*, 43(3), 249–267. <https://doi.org/10.5465/1556394>
- Jayaram, J., Droge, C., & Vickery, S. K. (1999, December). The impact of human resource management practices on manufacturing performance. *Journal of Operations Management*, 18(1), 1–20. [https://doi.org/10.1016/s0272-6963\(99\)00013-3](https://doi.org/10.1016/s0272-6963(99)00013-3)
- Kahn, W. A. (1990, December 1). PSYCHOLOGICAL CONDITIONS OF PERSONAL ENGAGEMENT AND DISENGAGEMENT AT WORK. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.2307/256287>
- Kahn, W. A. (1992, April). To Be Fully There: Psychological Presence at Work. *Human Relations*, 45(4), 321–349. <https://doi.org/10.1177/001872679204500402>
- Kaplan, R. S., & Norton, D. P. (1996). Using the balanced scorecard as a strategic management system. <https://d1wqtxts1xzle7.cloudfront.net/>
- Kato, T., & Morishima, M. (2002, October). The Productivity Effects of Participatory Employment Practices: Evidence from New Japanese Panel Data. *Industrial Relations: A Journal of Economy and Society*, 41(4), 487–520. <https://doi.org/10.1111/1468-232x.00262>
- Khulbe, M. (2023). Navigating the Landscape of Employee Engagement through a Comprehensive Literature Review. *Empirical Economics Letters*, *Empirical Economics Letters* <https://doi.org/10.5281/zenodo.10253572>

Khulbe, M., Kumar, P., & Jain, V. K. (2023). A Bibliometric Analysis of Employee Engagement: Explaining the Direction of Future Research. *Empirical Economics Letters*, 22, 70–88 <https://doi.org/10.5281/zenodo.10073843>

Leiter, M. P., & Bakker, A. B. (2010). Work engagement: introduction. *Work engagement: A handbook of essential theory and research*, 1(9). <https://books.google.co.in/>

Leventhal, H. (1980). Toward a comprehensive theory of emotion. In *Advances in experimental social psychology* (Vol. 13, pp. 139-207). Academic Press [https://doi.org/10.1016/S0065-2601\(08\)60132-X](https://doi.org/10.1016/S0065-2601(08)60132-X)

Lin, M., Ling, Q., Liu, Y., & Hu, R. (2021, August). The effects of service climate and internal service quality on frontline hotel employees' service-oriented behaviors. *International Journal of Hospitality Management*, 97, 102995. <https://doi.org/10.1016/j.ijhm.2021.102995>

Lowe, J., & Oliver, N. (1997, September). High-Performance Manufacturing: Evidence from the Automotive Components Industry. *Organization Studies*, 18(5), 783–798. <https://doi.org/10.1177/017084069701800504>

Macey, W. H., & Schneider, B. (2008, March). The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 1(1), 3–30. <https://doi.org/10.1111/j.1754-9434.2007.0002.x>

Moon, K., Lee, K., Lee, K., & Oah, S. (2016, October 19). The Effects of Social Comparison and Objective Feedback on Work Performance Across Different Performance Levels. *Journal of Organizational Behavior Management*, 37(1), 63–74. <https://doi.org/10.1080/01608061.2016.1236059>

Naumann, S. E., & Bennett, N. (2000, October). A Case for Procedural Justice Climate: Development and Test of a Multilevel Model. *Academy of Management Journal*, 43(5), 881–889. <https://doi.org/10.5465/1556416>

Noble, H., & Smith, J. (2015, February 4). Issues of validity and reliability in qualitative research. *Evidence Based Nursing*, 18(2), 34–35. <https://doi.org/10.1136/eb-2015-102054>

Pakpahan, M., Eliyana, A., Hamidah, A. D., & Bayuwati, T. R. (2020). The role of organizational justice dimensions: enhancing work engagement and employee performance. *Systematic Review in Pharmacy*, 11(9), 323-332 <https://d1wqtxts1xzle7.cloudfront.net>

Pattnaik, S. C., & Sahoo, R. (2018, June 28). Human Resource Practices as Predictors of Organizational Performance: A Structural Equation Modeling Approach. *Global Business Review*, 21(4), 1087–1112. <https://doi.org/10.1177/0972150918779286>

Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012, January 10). Sources of Method Bias in Social Science Research and Recommendations on How to Control It. *Annual Review of Psychology*, 63(1), 539–569. <https://doi.org/10.1146/annurev-psych-120710-100452>

Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009, February 6). Measuring Organizational Performance: Towards Methodological Best Practice. *Journal of Management*, 35(3), 718–804. <https://doi.org/10.1177/0149206308330560>

Richman, J. M., Liu, S. S., Courpas, G., Wong, R., Rowlingson, A. J., McGready, J., Cohen, S. R., & Wu, C. L. (2006, January). Does Continuous Peripheral Nerve Block Provide Superior Pain Control to Opioids? A Meta-Analysis. *Anesthesia & Analgesia*, 102(1), 248–257. <https://doi.org/10.1213/01.ane.0000181289.09675.7d>

Rigdon, E. E., Sarstedt, M., & Ringle, C. M. (2017). On Comparing Results from CB-SEM and PLS-SEM: Five Perspectives and Five Recommendations. *Marketing ZFP*, 39(3), 4–16. <https://doi.org/10.15358/0344-1369-2017-3-4>

- Rousseau, D. M. (1989, June). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2(2), 121–139. <https://doi.org/10.1007/bf01384942>
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking Organizational Resources and Work Engagement to Employee Performance and Customer Loyalty: The Mediation of Service Climate. *Journal of Applied Psychology*, 90(6), 1217–1227. <https://doi.org/10.1037/0021-9010.90.6.1217>
- Salanova, M., Llorens, S., García-Renedo, M., Burriel, R., Bresó, E., & Schaufeli, W. B. (2005, October). Towards a Four-Dimensional Model of Burnout: A Multigroup Factor-Analytic Study Including Depersonalization and Cynicism. *Educational and Psychological Measurement*, 65(5), 807–819. <https://doi.org/10.1177/0013164405275662>
- Saks, A. M. (2006, October 1). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- Saks, A. M. (2008, March). The Meaning and Bleeding of Employee Engagement: How Muddy Is the Water? *Industrial and Organizational Psychology*, 1(1), 40–43. <https://doi.org/10.1111/j.1754-9434.2007.00005.x>
- Saks, A. M. (2022, September). Caring human resources management and employee engagement. *Human Resource Management Review*, 32(3), 100835. <https://doi.org/10.1016/j.hrmr.2021.100835>
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3, 71-92. [The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach | Journal of Happiness Studies \(springer.com\)](https://doi.org/10.1007/s10992-002-0001-0)
- SCHNEIDER, B. (1975, December). ORGANIZATIONAL CLIMATES: AN ESSAY1. *Personnel Psychology*, 28(4), 447–479. <https://doi.org/10.1111/j.1744-6570.1975.tb01386.x>
- Schneider, B., Macey, W. H., Barbera, K. M., & Martin, N. (2009). Driving customer satisfaction and financial success through employee engagement. *People & Strategy*, 32(2), 22-28. <https://go.gale.com/ps/i>
- Schneider, B., White, S. S., & Paul, M. C. (1998). Linking service climate and customer perceptions of service quality: Tests of a causal model. *Journal of Applied Psychology*, 83(2), 150–163. <https://doi.org/10.1037//0021-9010.83.2.150>
- Shaw, K. (2005). An engagement strategy process for communicators. *Strategic Communication Management*, 9(3), 26. <https://www.proquest.com/>
- Shuck, B., & Wollard, K. (2009, December 2). Employee Engagement and HRD: A Seminal Review of the Foundations. *Human Resource Development Review*, 9(1), 89–110. <https://doi.org/10.1177/1534484309353560>
- Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: A new look at the interface between nonwork and work. *Journal of Applied Psychology*, 88(3), 518–528. <https://doi.org/10.1037/0021-9010.88.3.518>
- Sungmala, N., & Verawat, A. (2021). The impact of employee engagement on employee performance: A case study of multinational corporations in Thailand. *The Journal of Asian Finance, Economics and Business*, 8(5), 1091–1097. <https://doi.org/10.13106/jafeb.2021.vol8.no5.1091>
- Supriyanto, A. S., Ekowati, V. M., & Pujiyanto, Z. T. (2021). Employee Engagement: A Quantitative Review and Its Relationship with Job Satisfaction and Employee Performance. In *International Conference on Engineering* (Vol. 2020, pp. 268–273). Atlantis Press. <https://doi.org/10.2991/assehr.k.210421.038>

The Ownership Quotient: Putting the Service Profit Chain to Work for Unbeatable Profitability. (2009, September 11). *Journal of Consumer Marketing*, 26(6), 459–460. <https://doi.org/10.1108/07363760910988274>

Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge, R. (2013, May 24). Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory. *The International Journal of Human Resource Management*, 24(14), 2657–2669. <https://doi.org/10.1080/09585192.2013.798921>

TSUI, A. S., PEARCE, J. L., PORTER, L. W., & TRIPOLI, A. M. (1997, October 1). ALTERNATIVE APPROACHES TO THE EMPLOYEE-ORGANIZATION RELATIONSHIP: DOES INVESTMENT IN EMPLOYEES PAY OFF? *Academy of Management Journal*, 40(5), 1089–1121. <https://doi.org/10.2307/256928>

Turner, P., & Turner, P. (2020). What Is Employee Engagement?. Employee Engagement in Contemporary Organizations: Maintaining High Productivity and Sustained Competitiveness, 27-56. https://doi.org/10.1007/978-3-030-36387-1_2

Tyler, T. R., & Allan Lind, E. (2001). Procedural justice. *Handbook of justice research in law*, 65-92.

Wefald, A. J., & Downey, R. G. (2009, January). Construct Dimensionality of Engagement and its Relation With Satisfaction. *The Journal of Psychology*, 143(1), 91–112. <https://doi.org/10.3200/jrlp.143.1.91-112>

Whitener, E. (2001, October). Do “high commitment” human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27(5), 515–535. [https://doi.org/10.1016/s0149-2063\(01\)00106-4](https://doi.org/10.1016/s0149-2063(01)00106-4)

Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009, June). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior*, 74(3), 235–244. <https://doi.org/10.1016/j.jvb.2008.11.003>