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DECIPHERING THE EMPLOYEE ENGAGEMENT–ORGANIZATIONAL PERFORMANCE NEXUS INQUIRY IN INDIAN SERVICE SECTOR: INVESTIGATING ROLE OF SERVICE CLIMATE AS MODERATOR USING SMART PLS

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ABSTRACT

Employee engagement has become a crucial issue in the study of organisational psychology and management because of its ability to enhance the performance of people, teams, and the organisation. This research piece explores the complex link between organisational effectiveness and employee engagement. examines their influence and interconnection in contemporary workplaces, as well as the moderating role that service atmosphere plays. This research looks at a sample of 180 people who work for Indian service companies. The association between the variables was investigated, and the possible moderating impact of service climate was evaluated, using the SmartPLS-SEM . This research draws on a thorough analysis of the relevant literature to give a comprehensive understanding of how engaged workers contribute to better organisational results. The study combines many theoretical frameworks, empirical data, and practical implications to illuminate the multifaceted nature of the engagement-performance relationship. By examining factors that modify the link between the two, this study sheds insight on the contextual nuances that affect this relationship.

KEYWORDS: Employee engagement, organizational performance, Service Climate

INTRODUCTION

As organisations strive to cultivate a workforce that is both motivated and productive, the idea of employee engagement has garnered a lot of attention in recent times. This literature review is being conducted with the intention of providing a comprehensive overview of the current state of the art on employee engagement (Manjula Khulbe & Kumar, 2024). This will be accomplished by emphasising significant ideas, theories, research methodologies, and findings. The purpose of this study is to investigate a broad variety of scholarly publications in order to get an understanding of the several aspects of employee engagement and the effects that it has on the performance of employees and organisations. The definition and notion of employee engagement have undergone a number of changes throughout the course of various historical periods (*Bibliometric Analysis of Employee Engagement: Explaining the Direction of Future Research*, 2023). Early definitions placed a

significant amount of stress on a person's emotional connection to their work as well as their level of devotion to that profession. On the other hand, contemporary perspectives emphasise the complex nature of engagement, which encompasses components that are behavioural, emotional, and cognitive in nature. The move from participation as a one-dimensional concept to involvement as a multifaceted phenomenon is examined in this section.

The functioning of modern organisations is strongly dependent on the level of employee involvement, which in turn influences production, job satisfaction, and overall performance. The amount of published material on various aspects of employee engagement has significantly expanded as businesses have become more aware of the significance of this topic. Nevertheless, in order to get a comprehensive understanding of this complicated construct, it is necessary to conduct a thorough analysis of its scales, drivers, and the intricate link it consistently maintains with worker performance. This research aims to present a comprehensive perspective on employee engagement by highlighting its many dimensions, the factors that motivate employees, and the intricate linkages that exist between employee engagement and performance outcomes. Measures that take into consideration the complex relationships that exist between behavioural, cognitive, and emotional elements are used in order to determine the level of employee engagement assessed. In order to analyse and enhance employee engagement in an effective way, organisations need to have a thorough understanding of the benefits, drawbacks, and applications of various scales. There are a multitude of varied and intricate elements that have an effect on the level of employee engagement. These elements include anything from management strategies and interpersonal interactions to company culture and leadership ideologies.

A significant amount of attention, both theoretical and practical, has been paid to the critical connection that exists between employee engagement and performance. This study article aims to fill in knowledge gaps by conducting a thorough literature review, merging the findings of prior studies, and providing a full understanding of employee engagement, including its scales, drivers, and effect on individual, team, and organisational performance.

The self-determination hypothesis is a theory that is used in the field of organisational behaviour. This theory proposes that workers should have the freedom to determine for themselves whether or not they are required to devote all of their efforts to improving their performance.

LITRETURE REVIEW

• Employee Engagement

To successfully retain a competitive advantage in the business environment, it is necessary for every organisation to utilise employee engagement as a strategic tool. By doing so, the organisation can effectively maintain a competitive edge. When they are effectively managed and engaged, people are regarded as the most valuable resource. This is because they are a one-of-a-kind component that cannot be copied or imitated by other companies. Based on the findings of Baumruk (2004), the involvement

of individuals is often regarded as the most efficient approach for determining the quantity of energy that exists inside an organisation. The concept of employee engagement was first presented by Kahn (1990, page 694) in the year 1990. He provided his well-recognised definition of the term, which was described in the introduction section. To be more specific, he described employee engagement as "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." These are the three characteristics that he considered to be essential to employee engagement. According to Kahn, in order for an employee to attain optimal engagement, there are three basic needs that must be met: meaningfulness, safety, and availability. Meaningfulness refers to the components of the work that are involved, while safety involves social issues such as the management style, the procedures, and the standards of the organisation. As a last point of discussion, availability is defined as the lack of individual interference. There is a possibility that job engagement might be described as the psychological state that is experienced by people when they invest their personal energy into their professional activities, as stated by Schaufeli and Bakker (2010). The aforementioned definitions of the concept of determinants of employee engagement suggest that an engaged employee is intellectually and emotionally attached to the organisation, has a high passion for the organization's goals, and exhibits a dedication to upholding the organization's values. In their definition of employee engagement, Fleming and Asplund (2007, page 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, thereby fostering an inherent drive and fervour for achieving excellence. We spoke about the many ways in which employee engagement may be constructed, as well as the development of employee engagement throughout the course of history. Within the scope of this investigation into the relevant literature, the manner in which public relations practitioners and academics have understood employee engagement has been revealed (Ramesh, 2021). A work atmosphere that is good and gratifying, characterised by devotion, vigour, and professional competence, is what we mean when we talk about employee engagement. It requires managers who are empathic, workers who are driven, and integrated people management all working together to achieve goals that are crystal obvious for the company.

- **Organizational Performance**

According to Richards, Devinney, Yip, and Johnson (2009), the concept of organisational performance encompasses three main outcomes: financial performance, product market performance, and shareholder return. Shareholder return stands for shareholder return. Metrics for measuring the success of an organisation include a wide variety of indicators, which may include both financial and non-financial aspects. In their study from 2000, Hoskisson, Eden, Lau, and Wright found a number of restrictions that are associated with the use of financial measures in emerging countries. There are a number of factors that contribute to these limitations, including the absence of market-based financial reporting, inadequate regulatory mechanisms and enforcement of financial reporting, a lack of precision in financial reporting, and the prevalence of fictitious financial information. The idea that

measures that are within the control of workers are conceptually more reasonable and methodologically easier to develop a relationship with has been supported by a large number of academics (Khulbe & Kumar, 2024a). A number of factors are being taken into consideration, including but not limited to: productivity, 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).

- **Service Climate**

The collective view of workers about the practices, processes, and behaviours that are rewarded and promoted in a work environment that is focused on providing service is referred to as the service climate.) It was also explored whether or not the service atmosphere had a moderating influence in the relationship between HR practices and employee engagement. Kang and Busser (2018) Earlier on A conceptual model of the interrelationships between Service Climate, Employee Engagement, and turnover intention was also examined in a few research. A prior study conducted by Menguc et al. (2017) examined the moderating influence of several organisational climates in relation to employee engagement in the service industry as well as service performance.

- **Employee Engagement and Organizational Performance**

W.A. Kahn introduced the ideas of emotional and cognitive engagement in his 1990 book Qualitative Employee Engagement.2016 Gallup Meta-Analysis: Employee Engagement, Turnover, and Profit Companies with higher employee engagement levels observed decreased employee turnover and increased profits. Alfes et al. 2013 Multidisciplinary Leadership, organizational culture, and employee engagement Strong corporate cultures and effective leadership both promote higher levels of participation, which improves performance. Xanthopoulou et al.'s Longitudinal Study, 2009: Financial Performance and Employee Engagement Businesses with strong employee engagement levels over time showed better financial performance. Case Study: Harter et al. (2010) Employee involvement and consumer satisfaction Enhanced worker involvement directly led to higher customer satisfaction and loyalty. Harter & colleagues (2002) Business Results, Quantitative Employee Engagement: Performance and engagement have a strong correlation. Saks A.M. (2006): Workers' Quantitative Engagement Employee engagement improves performance at work. Schneider & Macey (2008): A comparative analysis Employee Engagement and Organizational Effectiveness Engagement may be a powerful predictor of performance Zhu together with others.

PLS-SEM and an online poll conducted by L.W. Hooi in 2015 indicated that talent management, employee engagement, and organizational performance engagement acted as mediators between strategic HR and organizational performance. Marisa Smith 2017 Employee Involvement, Performance, and Performance Management in Investigative Action Research Technical changes made to the method for assessing performance that greatly

improved worker engagement and output Eragesvarie Pillay (2018) Qualitative Research Methods Employee commitment and motivation were shown to be impacted by low engagement, according to a research on employee engagement and performance. Hester Nienaber 2020: A Measurable Method for Enhancing Organizational Performance and Staff Engagement. There are several variables that affect worker engagement. Partial Least Squares for Structural Equation Modeling by Ha Minh Nguyen (2022) The appeal, involvement, and output of staff members Employee attractiveness has a beneficial effect on engagement and performance metrics. (A fresh perspective on employee attractiveness is added to the body of previous material.) Catherine Prentice The factors under investigation were Artificial Intelligence, Employee Engagement, and Performance. The variables' validity and reliabilities were examined using 2023 CFA. The findings show that employee service performance and work engagement were highly impacted by AI performance, and that these two factors were significantly correlated with job performance evaluation.

- **Moderating effect of Service climate on the relationship between Employee Engagement and Organizational Performance**

Service climate has been identified as a significant employment resource by researchers (AbdelHadi & Drach-Zahavy, 2012; Barnes & Colliers, 2013; Salanova et al., 2005). As a result, the COR theory (Hobfoll, 2001) may also be used to explain the possibility for moderation of service climate. In order to explain how organisational justice views or climate impact work-related outcomes, social exchange theory has been frequently employed as a key lens (Cho & Sai, 2012; Cohen-Charash & Spector, 2001; Colquitt et al., 2013). This hypothesis has been supported by a number of studies. The value of employee engagement in improving organisational performance has been widely recognised, as shown by a number of studies that have highlighted the positive effect that it has on a variety of performance measures. There has been a discernible shift in the academic community's attention in recent years towards gaining an understanding of the complex link that exists between employee engagement and the contextual factors that are present within the framework of the corporate environment. The major purpose of this literature review is to study the moderating impact of service climate on the correlation between employee engagement and organisational success. Specifically, the research will focus on the relationship between the two. It is being more recognised that the idea of service climate, which refers to the collective judgements of service quality and customer attention, is a significant contextual aspect that influences the actions and attitudes of staff members.

CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

H1: There is a positive relationship between employee engagement and organizational performance.

H2: There is a significant relationship between Service Climate and organizational performance

H3: There is positive relationship between employee engagement and organizational performance is moderated by service climate.

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:

- a. **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 (Johnson & Christensen, 2014) to select a sample of 180 participants from the different sector in India. The questionnaires were obtained via the online surveys for remote participants through Google Form platform. A final count of 250 Questionnaires from service enterprise out of total the 200 questionnaires, were collected and deemed suitable for analysis.
- b. **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 (completely agree) to 7 (completely disagree).

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. Becker et al. (2013) assert that the 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 III shows that all elements in this research fulfill numerous academics' requirements.

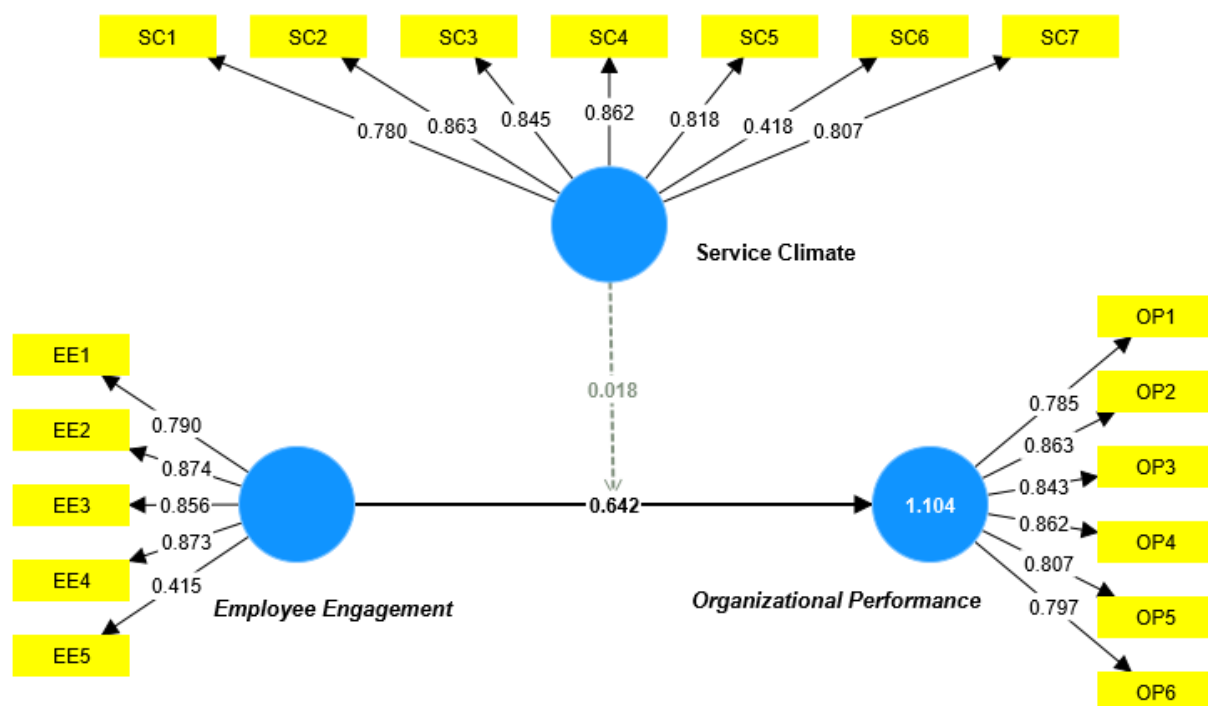


Figure II: Measurement model.

Common method bias

The issue of common method variance (CMV) arises when the same individual rates both the independent and dependent variables (Campbell & Fiske, 1959; Podsakoff et al., 2012). The Harman's single-factor analysis was conducted, revealing that only 93.6% of the total variance was accounted for in our dataset (insert table III).

Table III: Measurement model for constructs		
Construct	Indicator	Factor loading
Employee Engagement	EE1	0.790
	EE2	0.874
	EE3	0.856
	EE4	0.873
	EE5	0.415
Organizational Performance	OP1	0.785
	OP2	0.863
	OP3	0.843
	OP4	0.862
	OP5	0.807
	OP6	0.797
Service Climate	SC1	0.780
	SC2	0.863
	SC3	0.845
	SC4	0.862
		0.818
		0.418
		0.807

Measurement model

The study conducted by Joe F. Hair 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 IV, indicating that all variables exhibit values over the threshold of 0.70, as suggested by Fornell & Larcker, (1981). According to Joe F. Hair 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 II).

Table IV: Constructs' reliability and convergent validity.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Engagement	0.870	0.909	0.882	0.611
Organizational Performance	0.928	0.929	0.928	0.684
Service Climate	0.911	0.929	0.915	0.615

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: Discriminant validity Heterotrait-Monotrait ratio (HTMT)

	Employee Engagement	Organizational Performance	Service Climate
Employee Engagement	1.065		
Organizational Performance	1.063	1.074	
Service Climate	0.348	0.324	0.326

According to Henseler et al. (2015), it is recommended to utilize Heterotrait-Monotrait (HTMT) values. According to Kline (2015), HTMT values below 0.85 indicate discriminant validity.

Table VI: Direct effects

	Hypothesis	Beta	Standard deviation	T- value	P values
Employee Engagement -> Organizational Performance	H1	0.642	0.041	15.663	Significant (0.00)
Service Climate -> Organizational Performance	H2	0.405	0.040	10.133	Significant (0.00)
Service Climate x Employee Engagement -> Organizational Performance	H3	0.018	0.005	3.335	Significant (0.01)

DISCUSSION

The relevance of service climate as a critical component in this link is shown by the fact that it is evident that the service environment has a moderating effect in the relationship between employee engagement and the performance of the company. As was the case with our own research (Berberoglu, 2018), the results of a simple linear regression showed that the environment of an organisation is a major factor in predicting both the level of commitment to the organisation and the level of perceived success of the organisation. This was shown in a similar manner by the outcomes of the basic regression equation. Service environment, which is marked by the collective viewpoints of service quality and customer attention, has the potential to boost the beneficial effects that worker engagement has on the performance of the company. This is because service atmosphere is distinguished by employee participation. In addition, research that was carried out in the year 2020 indicated that there is a significant positive link between the performance of a company and the level of employee engagement that the business has (Fidyah & Setiawati, 2020).

In the context of a strong service environment, this statement indicates that a staff that is highly engaged has the potential to considerably increase the level of happiness that customers feel, the level of loyalty that customers feel, and the overall success that the organisation achieves. Additionally, Chatterjee et al. (2021) state that the performance of the organisation will, in the end, have a positive influence on the value of the company. The results of research that was conducted by Supriyanto and colleagues (2021) indicate that the degree of employee engagement makes a direct contribution to the level of employee performance. This was an important conclusion. According to the moderating effects that were discussed before, it is of utmost significance for businesses to establish an atmosphere that is favourable to offering outstanding customer service. In addition to the fact that these climates are crucial in their own right as contributors to performance, they also serve as essential components that increase the influence that employee engagement has on the performance of the business. The reason for this is because the level of employee engagement has a direct impact on the success of the organisation.

CONCLUSION AND FUTURE RESEARCH

In a nutshell, the findings of this study highlight the vital significance of the service atmosphere as a major component that influences the connection between employee engagement and the success of the organisation. The results of this research shed light on the significant role that organisational climates play in enhancing the influence that employee engagement has on performance across the board in an organisation. As a result of the amplification impact that is shown by service climate, it is possible that the establishment of a pleasant atmosphere that is characterised by service quality may greatly increase the beneficial influence that employee engagement has on the overall performance of an organisation. It is imperative that businesses place a strong emphasis on the study and development of these environments as important tactics in order to improve their efficiency and provide themselves a competitive advantage. It is the growth of a culture that is focused on providing service, which places a priority on the pleasure of customers and the delivery of high-quality service, that has an influence

that maximises the advantages that are gained from workers who are devoted, which finally results in enhanced performance. The purpose of this research is to fill a large knowledge gap about the impact of contextual elements on engagement-performance linkages by uncovering the effects of service climate amplification. In order to promote academic models and motivate additional scholarly study into the complexities of these intricacies across a variety of organisational contexts, it presents insights that have been independently tested via empirical research. In addition, the results provide managers with evidence that can be put into action to prioritise integrated strategies that aim to improve employee engagement in combination with the creation of supportive environments that maximise the potential of people and maintain a competitive edge.

The results of the research have major implications for the policies and practices being implemented by organisations. In the context of the association between employee engagement and organisational success, having an understanding of the key roles performed by service climate as a moderator gives vital insights for management and human resources practices. The implementation of training programmes, the reform of policies, and clear communication that are in line with these cultures have the potential to make a substantial contribution to the attainment of organisational performance. Furthermore, the findings emphasise the need of ensuring that the climate and culture of the organisation are in line with the strategic goals of the organisation. This highlights the need of implementing comprehensive strategies that not only concentrate on the level of employee engagement but also take into account the broader organisational environment in order to get the best possible results in terms of performance.

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