

Impact of Employee Engagement on Job Satisfaction and Organizational Commitment among Civil Aviation Employees: Literature Review

Mohamed Ali Ramadan Akhlif¹; Albattat, Ahmad^{1*}; Jacqueline Tham¹

¹Post Graduate Centre, Management and Science University, University Drive, Off Persiaran Olahraga, Section 13, 40100, Selangor, Malaysia

Email address: ahmad_rasmi@msu.edu.my

Abstract— Human resource practices are organizational tools that can be adopted to attract and retain the best talented employees in order to achieve organizational objectives. To attract, retain and add to shareholder value innovative, Human Resource Management practices are required to be implemented. Using literature review, the aim of this research is in searching the antecedents of employees' patterns, to identify the human resource management factors that have impact on employees' satisfaction and employees' loyalty, to assess the perception level of Libyan civil aviation employees regarding their commitment, satisfaction, and engagement, to identify the critical antecedents of employees' satisfaction in Libyan civil aviation, and to identify the impact of the employees' job satisfaction on organizational commitment. The primary explanation of choosing the civil aviation in Libya is that the limited and few of the prior scientific studies regarding employees in Libya have been done in another sectors. The existing study focuses on the managerial practices and issues of the Libyan civil aviation and the impact of its on employees' commitment to the organization while job satisfaction and engagement to clarify the connection between practices as well as its influence on employees' commitment. Motivated with discussed gaps and the lack of studies done in this domain in Libya, this study are aiming to examine a wide range of employees' satisfaction and engagement antecedents and organisational commitment among employees' of civil vitiation in Libya, who are working in airports.

Keywords— Employee Engagement; Job Satisfaction; Organizational Commitment; Civil Aviation; Employees.

I. INTRODUCTION

The development of knowledge in the field of human resource management is so rapid as a form of application and resolution of the complexity of problems that arise in organizations. HRM refers to the policies and practices involved in carrying out the human resource aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations (Bratton & Gold, 2017). Human resource management (HRM) can be referred to the policies and practices involved in carrying out the 'human resource (HR) functions including human resource planning, job analysis,

recruitment, selection, orientation, compensation, performance appraisal, training and development and labor relations (Morgeson, Brannick, & Levine, 2019). HRM also can be defined as a composed of the policies, practices, and systems that influence employees' behavior, attitude and performance. The practices of HRM are defined as, organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals' (Nor, 2018). Human resource practices are organizational tools that can be adopted to attract and retain the best talented employees in order to achieve organizational objectives. To attract, retain and add to shareholder value innovative, Human Resource Management practices are required to be implemented. In today's knowledge organizations where value is locked in the heads of the work force, best HR practices only can ensure continued success of business organizations (Bratton & Gold, 2017; Nor, 2018; Yimer, 2018).

Organizational commitment is the level of an employee's loyalty and commitment to the organization and the goals of the organization (Agyemang & Ofei, 2013). Prior studies illustrated that organizational commitment is higher in private sector employees compared to public sector employees, which is referred to the extrinsic rewards (salary, fringe benefits, etc.) as critical factors in determining levels of commitment, especially in a robust economy (Bullock, Stritch, & Rainey, 2015). The business leaders believe the amount of their employees' commitment affects the performance of the business. Organizations that have high levels of employee organizational commitment result in higher levels of job satisfaction, better customer service, and employee longevity. Employees with organizational commitment share their knowledge for the betterment of the organization, causing the employees to become relevant to the organization (J.-C. Lee, Shiue, & Chen, 2016).

Employees' engagement is attractive for both scholars and professionals for three main reasons. First, employee

engagement is interwoven significantly with crucial business outcomes. An organisation with 'high' employee engagement might therefore be expected to outperform those with 'low' employee engagement, all else being equal (Snodgrass, 2015; Zedan Abd-Allah, 2016). Second, employee engagement mirrored the growing importance of human capital and psychological involvement of employees in business. Businesses have no choice but to produce more output with less employee input. In trying to do so, corporates need to engage not only the physical body, but also the mental mind and the innate soul of every individual employee (Go & Boco, 2018). Third, the increasing scientific interest in positive psychological movement research that aims to discover and promote the factors that allow individual, organisation, and societies to grow and provide the required fertile ground that encourages the growth of engagement research in academia (Go & Boco, 2018).

Job satisfaction as a form or positive emotional attitude as a result of work experience in the organization (Nor, 2018). Akafo & Boateng (2015) explained that job satisfaction can be formed from the efforts of organizations to give recognition to employees who have competence (Akafo & Boateng, 2015). Scholars state that increasing employee job satisfaction is one of the main tasks of management, especially for employees who are experienced and have good performance (Aguenza & Som, 2018). They are the most important resource among the resources that the organization has. Increased job satisfaction can be achieved by giving awards and recognition to these employees. Interaction with fellow coworkers and superiors in the organization, following rules and policies, meeting performance standards, working conditions and other factors can influence job satisfaction or dissatisfaction in the organization. Many scholars stated that there is a direct influence between rewards and recognition of job satisfaction and motivation, acknowledgment, salary, and employment benefits have a significant effect on job satisfaction (Usman, Maupa, Haerani, & Taba, 2018; Yimer, 2018). To accomplish the target of research in searching the antecedents of employees' patterns, the literature review will achieve the following objectives, to identify the human resource management factors that have impact on employees' satisfaction and employees' loyalty, to assess the perception level of Libyan civil aviation employees regarding their commitment, satisfaction, and engagement, to identify the critical antecedents of employees' satisfaction in Libyan civil aviation, and to identify the impact of the employees' job satisfaction on organizational commitment.

II. LITERATURE REVIEW

Libyan Civil Aviation Authority

The administrative framework for Libyan civil aviation created in 23rd Feb 1953 underneath the Libyan Aviation Administration, which presents legitimacy as well as legislative authority of the Libyan express in all the boards and in front side of bodies of international and local organizations in the area of civil aviation title. Civil Aviation Authority is actually worried about the implementation as well as program of the policies bundled in the Chicago Convention of 1944, signed by the Libyan express in 1953, becoming a fellow member of the International Civil Aviation Organization ICAO, the treaty offers the very first post on the atmosphere that the complete sovereignty of the state with the region in total (Caa.gov.ly, 2018). Libyan civil aviation authority vision is "For Safe And Efficient Flights", mission is "To Develop the Civil Aviation Sector In Libya", and goal is "Implementing the Highest Level of International Safety and Security Standards".

Libyan status, the massive geographical measurement, that exceed (1,750,000 square kilometers, almost Coast and) longitudinal ignoring the Mediterranean Sea (2000 kilometers), was an element of Malta region Aviation, that stretches out of the latitude of 36.30 amounts north to latitude 22.00 amounts up and north to Oriental for the region longitude twenty five degrees east longitude, as well as the boundaries of Western of the territory 11:30, and this area substantial air was Malta exercise the right of its to air sovereignty with the region and the whole Libyan territory, nonetheless, and also by the national components as well as personnel in the civil aviation segment, has been attained control and sovereignty of the whole Libyan airspace in the sixth of December 1973, as well as the establishment of the own territory of its as well as the establishment of the middle of short-term info for administration of the territory as well as influence, has educated national components and competent to dominate the reins in the managing of air traffic qualifies air traffic controllers and most of the various other disciplines which will carry out the job of civil aviation segment (Caa.gov.ly, 2018). Civil Aviation Administration of physical exercise wide capabilities of the managing of civil aviation facility and implementation of public policy of the area of civil aviation, in the framework of international laws and choices of the field of exercise.

The main international airport is Tripoli airport, but there is some other airports which is used either for domestic or international travel. The following is essential information of the Tripoli airport and list of the main airport which is active and still working (Temehu.com, 2019). Tripoli International Airport (TIP) is situated in the district of Ben Ghashir,

approximately 34km south of the capital's community center. The airport is actually operated by the Libyan Civil Aviation and Meteorology Bureau, as well as manages approximately 1.5 million passengers a season. You will find two primary areas of the airport: international flights work out of the International Passenger Terminal, while inner flights depart out of the National Terminal. Nevertheless, in case you're intending to perform some inner flying, then be ready for a completely different experience type: understand a little of Arabic or even let the guide of yours perform the translation since many signs in the airports are actually in Arabic; flight info boards appear to like being blank. Figure shows the primary entry of the airport terminal (Temehu.com, 2019).

Job Demands-Resources Model

The job demands resources model or maybe JD R design is an occupational strain design, which hints strain is a reaction to imbalance between needs on the person and also the information he or maybe she's to cope with those needs. Researchers Arnold Bakker and Evangelia Demerouti created the JD R Model in 2005, creating the findings of theirs in The Journal of Managerial Psychology (Bakker, & Euwema, Demerouti, 2005). They created the framework as a substitute to present designs of employee wellbeing. From the opinion of theirs, these merely dealt with a restricted number of variables, as well as didn't use to other folks or even industries. To deal with these perceived limits, Bakker as well as Demerouti's model provided a broad range of demands as well as resources/job positives that can fit some occupation as well as sector (Halbesleben, 2010). The JD R Model states that when employment demands are high and employment positives are burnout, stress, and low are typical. Alternatively, job positives that are great are able to offset the consequences of severe task demands, as well as inspire engagement and commitment. The JD R Model, revealed in figure below, will help you to recognize as well as reply to your team's requirements.

The JD R design assumes which whereas every profession might have its very own certain working attributes, these qualities could be classified in two normal groups (i.e. employment demands as well as employment resources), and hence constituting an overarching design that could be put on to different occupational configurations, regardless of the specific demands as well as materials involved. The main assumption of the JD R design is the fact that employment strain develops regardless of the type of occupation or maybe job when (certain) employment demands are actually top and when (certain) employment resources are actually limited. In comparison, job engagement is almost certainly when employment resources are actually top (also in the facial skin of higher task demands). This means that the JD R design

may be utilized as an instrument for human resource management (Halbesleben, 2010).

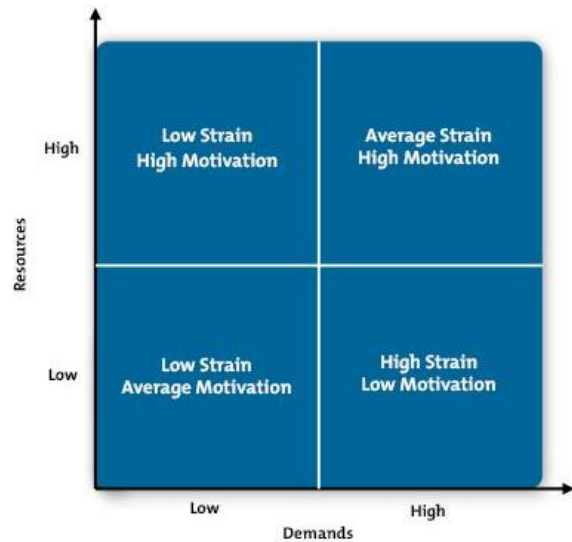


Fig. 1. The JD-R Model

Theory of Work Adjustment

The Theory of Work Adjustment (TWA) details the connection of the person to his or maybe her job atmosphere (Lofquist and Dawis, 1984). TWA details just how and explains why personnel adjust to the work environments of theirs. It depicts adjustment as the interaction of individual (P) with setting (E). Interaction refers to P as well as E acting on too as responding to one another. P as well as E interact since, to start with, each has demands that the other could fill up, and each has abilities to fill up the other's needs. When each is pleased with the results, the interaction is going to be looked after. But when one or perhaps both are disappointed with the results, adjustment is going to be attempted. The principle of job adjustment claims that pleasure as well as function feature rely not a great deal on P variables or maybe E variables, but on the specific mixture of P as well as E variables (TWA calls the mixture P E correspondence). As a result, in TWA, job adjustment is actually discussed as well as defined by 2 mental propositions: (a) Satisfaction pushes conduct, as well as (b) fulfillment is actually a characteristic of P E correspondence. (Here, pleasure extends to correspondence and dissatisfaction to discorrespondence) (Hansen, 2016).

Satisfaction is the affective analysis of a scenario. Inside TWA, P is actually satisfied when P needs are actually reinforced by E, and E is actually satisfied when E responsibilities are actually achieved by P. In order to stay away from confusion as well as in order to keep the emphasis on P, TWA calls E pleasure P satisfactoriness. (P pleasure stretches in order to P dissatisfaction, as well as P

satisfactoriness stretches to P unsatisfactoriness.) P pleasure as well as P satisfactoriness lead to tenure (length of keep on the job). For Tenure, satisfactoriness, satisfaction, and TWA are actually the signs of job feature in P (Hansen, 2016). Whereas the above mentioned explication of TWA is actually created with the emphasis on P, it's likewise easy to open job feature with the emphasis on E - that's, TWA is able to look at E as well as P as symmetrical. In this particular symmetrical view, E will have the type of needs plus abilities which P has, and the other way round. That's, E will have reinforce specifications (E requirements as well as E values) as well as result abilities (E techniques as well as E abilities) along with result specifications as well as reinforcement abilities, while P would in addition have reinforcement abilities (P reinforces and P bolster factors) as well as effect needs (P ability needs as well as P ability demands). There'd be also E fulfillment, E satisfactoriness, and E feature design (E flexibility, E reactivity, E activeness, and E perseverance). The chance of E design (E celerity, E rhythm, E pace, and E endurance) was already mentioned in the talk of P E like correspondence. And lastly, for E, just as for P, (a) fulfillment drives conduct, as well as (b) fulfillment is actually a characteristic of P E correspondence (Hansen, 2016).

Motivator-Hygiene Theory

Herzberg's Motivator Hygiene Theory of employment perceptions is actually a job satisfaction idea which poses which variables which create work satisfaction are actually unique from variables that produce work dissatisfaction (Herzberg, 1968). This particular concept, also called the Motivation Hygiene Theory or maybe the dual factor concept, was written by Frederick Herzberg found 1959. This American psychologist, that was extremely enthusiastic about people's commitment as well as work satisfaction, came up with the concept. He conducted the investigation of his by asking a team of individuals about their bad and good happenings at the office. He was shocked that the team answered questions about their great encounters very differently from the people about their terrible experiences (Linstead and Fulop, 2009).

From the theory of his, Herzberg claims these elements feature on the very same plane. Put simply, pleasure and dissatisfaction are not polar opposites. Driving away an employee's dissatisfaction? for instance by providing a greater salary? does not suggest the worker will likely then be satisfied. The employee is simply no longer dissatisfied. figure shows a demonstration of the concept (Linstead and Fulop, 2009).

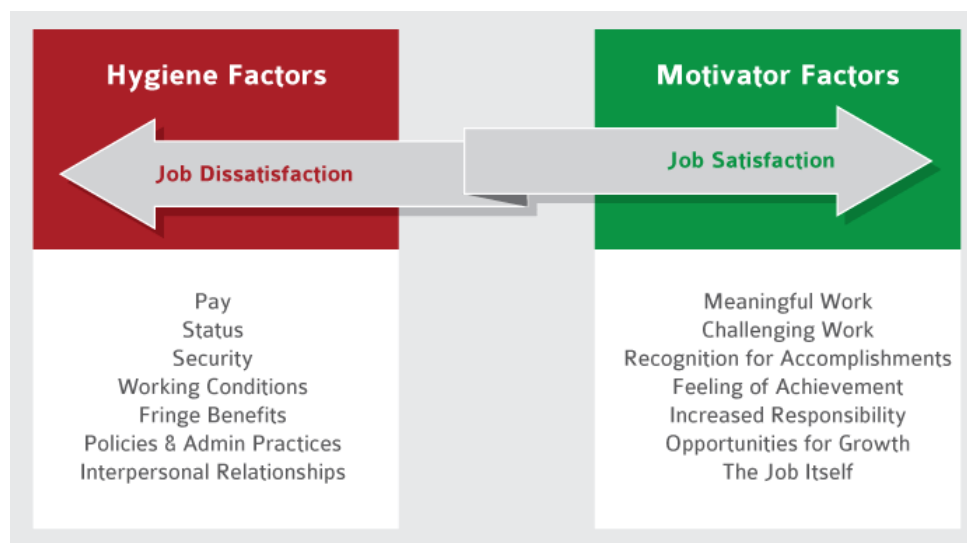


Fig. 2. Herzberg's Two Factor Theory

The foundation of the house contains two drivers focused on management practices. These two drivers are connected either directly or indirectly to all other drivers in the model and, as a result, have a significant impact on engagement.

III. METHODOLOGY

This research intends to fill the gap in the study Employee Engagement on Job Satisfaction and Organizational Commitment Among Civil Aviation Employees. Using

conceptual data from previous research, it is hoped that the findings of this research can help the civil aviation organizational commitment among their employees and ensure their satisfaction. The scope of this research is limited to and focused on the theoretical review of literature. This conceptual paper addresses the linkages between theories and previous studies addressing the conceptualization of the employee engagement and commitment.

IV. DISCUSSIONS

The success of any organization is built on people. Ensuring that employees are engaged in their work is critical for performance. Research in both the public and private sectors has shown that engaged employees are key to the achievement of positive organizational outcomes. Research shows that engaged employees are more productive, are less likely to resign, and provide better services. At its core, employee engagement encompasses two essential things: how satisfied employees are with their employment, and how committed they are to their organization. However, the impacts on employee engagement are much more complex, as both satisfaction and commitment are influenced by many factors that employees experience in their work environment. A robust employee engagement survey captures this kind of information so all employees can better understand the aspects within their own work environment that impact engagement.

Right now there are variations among attitude, results along with behaviour, in phrases of engagement. As worker could perform with dedication and pride (attitude); exhibit 3 beneficial behaviour, specifically Say (employees speak favorably about the organisation to others inside and out), Stay (employees exhibit a rigorous drive to be a part of the organisation) and Strive (employees exert additional effort and take part in behaviour that add to online business success) (De Lacy, 2009; Thu, 2018). Results might in that case result in alternative business results. Extensive scientific studies have revealed the presence of a statistical good connection between employee engagement as well as customer satisfaction, safety, employee retention, profitability, and business productivity. These three dimensions attitudes, outcome and behaviour, have to be perceived as parcel and part of the continuing engagement procedure (Thu, 2018; Witemeyer, 2013).

The phrase employee engagement, coined by the Gallup Research team, stayed appealing for three major factors. For starters, as stated earlier, employee engagement is actually interwoven considerably with essential business results. An organisation with 'high' employee engagement may as a result be anticipated to outperform individuals with 'low' employee engagement, everything else remaining the same (Snodgrass, 2015). Based on Gallup's study which was conducted on 142 nations in season 2014, results proved that 13 % of Egypt's workers are actually "engaged" and mentally dedicated to the work of theirs and very likely to be making beneficial efforts to the organisations of theirs. Whilst, 55 % of Egypt's workers are actually "not engaged" which means they lack inspiration and are not as likely to commit discretionary work in organizational objectives or maybe

outcomes; as well as 32 % are "actively disengaged" indicating" they're unproductive and unhappy at the office and likely to distribute negativity to coworkers (Zedan Abd Allah, 2016). Which means that about eighty seven % of Egyptian workers in the workforce aren't completely engaged or perhaps they're disengaged. This might account for Egyptian employees' efficiency gap as well as the ongoing national economic hardships.

Employee engagement mirrored the increasing significance of mental involvement and human capital of workers in company. Companies have no option but to create much more output with fewer employee input. In attempting to do so, corporates have to interact with not just the actual physical body, but additionally the psychological head as well as the innate soul of every person employee (Boco and Go, 2018). Third, the worsening scientific fascination with good mental campaign analysis which is designed to find out as well as encourage the elements that permit unique, organisation, and communities to cultivate as well as offer the essential fertile ground which stimulates the progress of engagement analysis in academia (Boco and Go, 2018). From the above discussion it is clear that engagement of employees are wide concept which could include different meaning and in this particular study it is associated with employee job satisfaction and the commitment to the organization, which is discussed in the next sections.

Job satisfaction is actually described as a good or maybe pleasurable psychological status resulting from a person's appreciation of his/her personal occupation or even experience (Locke, 1976). Some other scholars view work satisfaction as the mindset of employees toward the job of theirs, incentives they get, as well as the cultural, organizational, and actual physical attributes of the planet in which they conduct their functioning pursuits. And many others sees work satisfaction as the common mindset of a private toward his/her work (Brief & Weiss, 2002). JS. The term JS cited by Tsai et al. (2010) is actually suggested by Hoppock (1935) that implies JS means employees' attitude and feelings toward the careers of theirs (Wu and Tsai, 2010). Zeithaml et al. (1988) locate empirical evidence to propose that the frequency, accuracy and quality of downward correspondence moderates personnel role ambiguity and also raises JS. Arnett et al. (2002) declare each job satisfaction in addition to pride for the company are essential antecedents of constructive employee conduct (p. ninety four). This's congruent with the Ahmed and Rafiq (2000) type of IM for solutions. Gounaris (2008 Tsai and) et al. (2010) come across IM favorably influences JS among hospitality business workers in Taiwan and Greece, respectively. If the most appropriate IBM is actually implemented, workers have better JS, BC, along with a lower propensity to give up (Tsai et al.,

2010). Peltier et al. (2013) discover inner relationship marketing and advertising betters JS among nurses in 3 USA based healthcare institutions. For sharp contrast, Sutherland and Boyd (2006) discover JS isn't a requirement to experiencing the brand name with the experts hinting a re think with kids in Human Resource management (Peltier, & Nill, Schibrowsky, 2013).

Organizational commitment is the degree of an employee's commitment and loyalty resolve for the objectives and also the organization of the group (Ofei & Agyemang, 2013). Study illustrated that organizational commitment is actually greater in private sector employees compared to public sector employees. (Bullock, Stritch, & Rainey, 2015) supported these results by professing that extrinsic incentives (salary, fringe benefits, etc.) are actually critical elements in figuring out amounts of dedication, particularly in a strong economy. The industry executives think the quantity of their employees' dedication impacts the overall performance of the company. Businesses which have very high levels of personnel organizational commitment lead to greater levels of job fulfillment, much better customer support, and worker life expectancy. Personnel with organizational commitment share the expertise of theirs for the betterment of the business, making the staff to be applicable to the group (J. C. Lee, Shiue, & Chen, 2016).

Meyer along with Allen (1991) classified organizational dedication in 3 components: affective dedication, normative dedication, as well as continuance commitment. Affective dedication refers to the emotional connection to, identification with, and participation in the business (Ofei & Agyemang, 2013; Meyer & Allen, 1991). It's argued that the following three factors are actually needed with affective organizational commitment: (a) a solid perception of, and validation of, the organization's values and goals; (b) a willingness to put in a lot of effort on behalf of the business; and (c) an obvious desire to preserve club membership of the business. Normative dedication refers to the employee's thoughts of obligation to keep on employment resulting from pressures as a result of organizational needs (Memari et al., 2013; Meyer & Allen, 1991). Continuance commitment is actually the degree of connection related with the perceived expense of leaving the group (Memari et al., 2013; Meyer & Allen, 1991).

Wollard and Shuck (2010) conducted a literature review of employee engagement and out of 256 articles in various journals, they identified a set of individual antecedents and organizational antecedents to employee engagement (Shuck & Wollard, 2010). The Government of the Yukon and the Government of British Columbia (BC) in Canada use the same definition and framework, which were developed by BC Stats, to analyze employee engagement. Employee

engagement in these two jurisdictions is defined as job satisfaction and organizational commitment (Wong, 2017). The definition is premised on the idea that one's commitment to one's job tends to be related to one's satisfaction in that job. Following these two aspects of engagement, the BC Stats model consists of 12 engagement drivers.

The Yukon Government's 2016 survey contained 31 questions, but only four of these questions related to the organization commitment and job satisfaction aspects of employee engagement; the rest of the questions were related to the engagement drivers above. Based on the average score of these four questions, the Yukon Government measured an engagement score of 73. With respect to the other survey question scores, the Yukon Government noted that the senior leadership, vision/mission/goals, and recognition drivers received the lowest average scores while questions relating to teamwork, job suitability, and supervisory level management received the highest average scores (Wong, 2017). Senior Leadership reflects perceptions that senior leaders are genuinely interested in employees' well-being and provide clear direction for the future, and that essential information flows effectively from senior leadership to staff (three questions). Supervisory-Level Management includes survey questions that measure whether employees believe they have a positive working relationship with the person they report to, receive feedback that helps them improve their work performance and that the person they report to provides clear work expectations (three questions).

Three theories contribute to the design of the model and its relations, Job Demands-Resources model, theory of work adjustment, and motivator-hygiene theory. The job demands resources model or maybe JD R design is an occupational strain design, which hints strain is a reaction to imbalance between needs on the person and also the information he or maybe she's to cope with those needs. The Theory of Work Adjustment (TWA) details the connection of the person to his or maybe her job atmosphere. TWA details just how and explains why personnel adjust to the work environments of theirs. It depicts adjustment as the interaction of individual (P) with setting (E). Herzberg's Motivator Hygiene Theory of employment perceptions is actually a job satisfaction idea which poses which variables which create work satisfaction are actually unique from variables that produce work dissatisfaction. Based on the discussed theories, the proposed model have 12 antecedents or independent variables, which is imported from previous studies especially from the study of Wong (2017) that used the official survey used in different developed countries to assess their employees engagement. In Libya, this survey and this deep investigation into the factors of employees patterns and behaviour has not been done. The proposed 12 antecedents will be assessed as predictors for

employee engagement and job satisfaction and both engagement and satisfaction assumed to enhance the organisational commitment.

V. CONCLUSION

The primary explanation of choosing the civil aviation in Libya is that the limited and few of the prior scientific studies regarding employees in Libya have been done in another sectors. Our investigation cannot find any study performed among employees whom are working in airports in Libya. Thus, the existing study focuses on the managerial practices and issues of the Libyan civil aviation and the impact of its on employees' commitment to the organization while job satisfaction and engagement is utilized as mediator to clarify the connection between practices as well as its influence on employees' commitment. Motivated with discussed gaps and the lack of studies done in this domain in Libya, this study are aiming to examine a wide range of employees' satisfaction and engagement antecedents, in term of its association with organisational commitment among employees' of civil vitiation in Libya, who are working in airports. To accomplish the target of research in searching the antecedents of employees' patterns, the analysis will achieve the following objectives. First, to identify the human resource management factors that have impact on employees' satisfaction and employees' loyalty. Second, to assess the perception level of Libyan civil aviation employees regarding their commitment, satisfaction, and engagement. Third, to identify the critical antecedents of employees' satisfaction in Libyan civil aviation. Fourth, to identify the impact of the employees' job satisfaction on organizational commitment.

REFERENCES

- [1] AbdulkaderAssad. (2018). Traffic, Workers of civil aviation authority go on strike threatening to pause Libya's air. The Libya Observer Newsletter. Retrieved from <https://www.libyaobserver.ly/news/workers-civil-aviation-authority-go-strike-threatening-pause-libyas-air-traffic>
- [2] AbdulkaderAssad. (2018). Traffic, Workers of civil aviation authority go on strike threatening to pause Libya's air. The Libya Observer Newsletter. Retrieved from <https://www.libyaobserver.ly/news/workers-civil-aviation-authority-go-strike-threatening-pause-libyas-air-traffic>
- [3] Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee ' s turn- over intention, 10, 641–652. <https://doi.org/10.5267/j.msl.2019.9.015>
- [4] Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employees turnover intention. *Management Science Letters*, 10(3), 641–652.
- [5] Adresi, A. Al, & Darun, M. R. (2017). Determining relationship between strategic human resource management practices and organizational commitment. *International Journal of Engineering Business Management*, 9, 1847979017731669. <https://doi.org/10.1177/1847979017731669>
- [6] Agarwal, P., & Sajid, S. M. (2017). A study of job satisfaction, organizational commitment and turnover intention among public and private sector employees. *Journal of Management Research*, 17(3), 123–136.
- [7] Agarwal, R. N., & Dewan, P. (2016). A study on the relationship of employee satisfaction VIZ-A-VIZ attitude and perception of the employees towards the organization. *International Journal of Information, Business and Management*, 8(1), 67.
- [8] Aguenza, B. B., & Som, A. P. M. (2018). Motivational factors of employee retention and engagement in organizations. *IJAMEE*.
- [9] Ahmed, A., Arshad, M. A., Mahmood, A., & Akhtar, S. (2019). The influence of spiritual values on employee ' s helping behavior: the moderating role of Islamic work ethic The influence of spiritual values on employee ' s helping behavior: the moderating role of Islamic work ethic Adeel Ahmed , Mohd Anuar Arshad .. *Journal of Management, Spirituality & Religion*, 00(00), 1–29. <https://doi.org/10.1080/14766086.2019.1572529>
- [10] Al Adresi, A., & Darun, M. R. (2017). Determining relationship between strategic human resource management practices and organizational commitment. *International Journal of Engineering Business Management*, 9, 1–9. <https://doi.org/10.1177/1847979017731669>
- [11] Alkhateri, A. S., Abuelhassan, A. E., Khalifa, G. S. A., Nusari, M., & Ameen, A. (2018). The Impact of perceived supervisor support on employees turnover intention: The Mediating role of job satisfaction and affective organizational commitment. *International Business Management*, 12(7), 477–492.
- [12] Askolani, A., & Maulid, D. L. (2019). The Effect of Job Satisfaction and Organizational Commitment to Performance of Employees Dinas Pendidikan Kota Bandung, 65(Icebef 2018), 264–269.
- [13] Azman, I., & Ridwan, A. R. M. (2016). The Effect of Job Satisfaction on Organizational Commitment and. *Management & Marketing*, XIV(1). <https://doi.org/10.13140/RG.2.1.4082.3280>
- [14] BaniMelhem, H., Elanain, H. M. A., & Hussain, M. (2019). Impact of Human Resource Management Practices on Employees' Turnover Intention in United Arab Emirates (UAE) Health Care Services. In *Human Performance Technology* (pp. 1244–1267). {IGI} Global. <https://doi.org/10.4018/978-1-5225-8356-1.ch060>
- [15] Bryman, A. (2016). *Social research methods*. Oxford university press.
- [16] Cheng, C. C. J., & Shiu, E. (2016). The Link between Training Satisfaction, Work Engagement and Turnover Intention. <https://doi.org/10.1108/IJEBR-02-2016-0064>
- [17] Cohen, J. (1988). *Statistical power analysis for the behavioural sciences*. Hillsdale, NJ: erlbaum.
- [18] Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- [19] Dar, A. T. (2014). Mediating Role of Employee Motivation in Relationship to Post-Selection HRM Practices and Organizational Performance, 4(3), 224–238.
- [20] De Vito, L., Brown, A., Bannister, B., Cianci, M., & Mujtaba, B. G. (2018). Employee motivation based on the hierarchy of needs, expectancy and the two-factor theories applied with higher education employees. *IJAMEE*.
- [21] Dhar, B. K., Rouhoma, H., Masruki, R., Mohammed, M., & Absar, N. (2017). Impact of Islamic Human Resource Practices on Organizational Performance through Organizational Commitment in the Banking Sector of Bangladesh, (May 2018).
- [22] Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human Resource Management*, 56(4), 613–627.
- [23] Eliyana, A., & Ma, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iemeen.2019.05.001>
- [24] Farooq, W. (2019). Islamic Human Resource Management (IHRM) Practices Impact on Employees ' Work En gagement : An Empirical Study, 51.
- [25] Go, H. A., & Boco, L. B. (2018). The Effect of Workplace Design to Employee Engagement, Collaborative Capability, and Perceived Work Performance in Coworking Spaces.
- [26] Gray, D. E. (2019). *Doing research in the business world*. Sage Publications Limited.
- [27] Hadjri, M. I., Perizade, B., Marwa, T., & Hanafi, A. (2019). Islamic Human Resource Management , Organizational Commitment and

- Employee Performance: A Case Study on Sharia Bank in South Sumatera, 9(1), 123–128.
- [28] Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). A primer on partial least squares structural equation modeling (PLS-SEM). Sage Publications.
- [29] Hashim, J. (2010). Human resource management practices on organisational commitment. *Personnel Review*.
- [30] Heyrani, M., & Hamehkhani, S. (2017). To Investigate the Moderating Role of Intrinsic Motivation Related to Islamic Working Ethics and Staff's Job Satisfaction, 5(3), 296–303. <https://doi.org/10.17354/ijssJuneI/2017/44>
- [31] Hussinki, H. (2017). Review of empirical research on knowledge management practices and firm performance *Journal of Knowledge Management Article information* :, (April 2016). <https://doi.org/10.1108/JKM-09-2015-0336>
- [32] Irawanto, D. W. (2017). Indonesia Human Resource Management Practices: Cultural Dimension and PESTLE Analysis. In *Conference Proceedings International Conference on Social Science and Management ICSSAM* (pp. 574–590).
- [33] Jaiswal, D., & Dhar, R. L. (2017). Impact of human resources practices on employee creativity in the hotel industry: The impact of job autonomy. *Journal of Human Resources in Hospitality and Tourism*, 16(1), 1–21. <https://doi.org/10.1080/15332845.2016.1202035>
- [34] Jones, B. (2018). The Relationship of Employee Engagement and Employee Job Satisfaction to Organizational Commitment.
- [35] Kang, H. J., Gatling, A., & Kim, J. (2015). The impact of supervisory support on organizational commitment, career satisfaction, and turnover intention for hospitality frontline employees. *Journal of Human Resources in Hospitality & Tourism*, 14(1), 68–89.
- [36] Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educ Psychol Meas*.
- [37] Kumar, V., & Pansari, A. (2016). Competitive advantage through engagement. *Journal of Marketing Research*, 53(4), 497–514.
- [38] Lee, J.-C., Shiue, Y.-C., & Chen, C.-Y. (2016). Examining the impacts of organizational culture and top management support of knowledge sharing on the success of software process improvement. *Computers in Human Behavior*, 54, 462–474.
- [39] Lee, T. W., Hom, P., Eberly, M., & Li, J. J. (2017). Managing employee retention and turnover with 21st century ideas. *Organizational Dynamics*.
- [40] Lu, L., Lu, A. C. C., Gursoy, D., & Neale, N. R. (2016). Work engagement, job satisfaction, and turnover intentions: A comparison between supervisors and line-level employees. *International Journal of Contemporary Hospitality Management*, 28(4), 737–761.
- [41] Morgeson, F. P., Brannick, M. T., & Levine, E. L. (2019). *Job and work analysis: Methods, research, and applications for human resource management*. Sage Publications.
- [42] Nasab, A. H., & Afshari, L. (2019). Authentic leadership and employee performance: mediating role of organizational commitment. <https://doi.org/10.1108/LODJ-01-2019-0026>
- [43] Pavlov, A., Mura, M., Franco-Santos, M., & Bourne, M. (2017). Modelling the impact of performance management practices on firm performance: interaction with human resource management practices. *Production Planning & Control*, 28(5), 431–443.
- [44] Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, 72, 386–399.
- [45] Rana, M. H., & Malik, M. S. (2017). Impact of human resource (HR) practices on organizational performance. *International Journal of Islamic and Middle Eastern Finance and Management*.
- [46] Rita, H. (2018). Human resource management practices and service delivery in local governments: a case study of Namayingo district-Uganda. KYAMBOGO UNIVERSITY.
- [47] Rubin, A., & Babbie, E. R. (2016). *Empowerment series: Research methods for social work*. Cengage Learning.
- [48] Sablok, G., Stanton, P., Bartram, T., Burgess, J., & Boyle, B. (2017). Human resource development practices, managers and multinational enterprises in Australia. *Education+ Training*.
- [49] Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- [50] Tang, G., Chen, Y., Jiang, Y., Paille, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31–55.
- [51] Temehu.com. (2019). International & Internal Flights & Schedules. Retrieved from <https://www.temehu.com/internal-flights-and-airports.htm>
- [52] Wong, K. K. (2013). Partial Least Squares Structural Equation Modeling (PLS-SEM) Techniques Using SmartPLS. *Marketing Bulletin*, 24(1), 1–32. <https://doi.org/10.1108/EBR-10-2013-0128>
- [53] Yimer, F. (2018). The effect of the motivation of the employees on their performance. *The Federal Public Procurement and Property Disposal Service*.
- [54] Zhao, X. R., Ghiselli, R., Law, R., & Ma, J. (2016). Motivating frontline employees: Role of job characteristics in work and life satisfaction. *Journal of Hospitality and Tourism Management*, 27, 27–38.
- [55] Zhong, L., Wayne, S. J., & Liden, R. C. (2016). Job engagement, perceived organizational support, high performance human resource practices, and cultural value orientations: A cross level investigation. *Journal of Organizational Behavior*, 37(6), 823–844.