

## **Assessing The Impact Of Employee Engagement On Organisational Performance At GACL: An Empirical Analysis**

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### **ABSTRACT**

Employee engagement is vital in shaping organisational performance, particularly in service-oriented industries such as aviation. This study empirically examines the impact of employee engagement on organisational performance at GACL. Specifically, it explores the direct relationship between employee engagement and organisational performance, assesses the mediating roles of job satisfaction and commitment, and analyses the moderating effect of leadership style on this relationship.

A quantitative research design was adopted, with data collected through a structured survey administered to 113 employees across various departments at GACL. The survey included questions related to employee engagement, job satisfaction, commitment, leadership style, and organisational performance. Statistical analysis, including regression and mediation-moderation models, was employed to evaluate the relationships among these variables.

**KEYWORDS:** Employee Engagement , Organisational Performance and GACL( Gujarat Alkalies and chemicals limited).

### **1. Introduction**

Employee engagement has become a crucial factor in determining organisational success in today's competitive business landscape. Companies that cultivate a highly engaged workforce often benefit from greater productivity, enhanced customer satisfaction, and stronger financial performance. This study aims to evaluate the influence of employee engagement on organisational performance at GACL through an empirical analysis. It examines essential engagement factors such as leadership, workplace culture, motivation, and job satisfaction, assessing their impact on key performance indicators like efficiency, profitability, and employee retention. By establishing the connection between engagement and performance, this research seeks to offer valuable insights to inform policy decisions and enhance workplace effectiveness at GACL.

The findings indicate a strong positive correlation between employee engagement and organisational performance. Job satisfaction and commitment were found to partially mediate

this relationship, highlighting their importance in enhancing the impact of engagement on performance. Additionally, leadership style significantly moderated the relationship, with transformational leadership amplifying the positive effects of engagement, while transactional leadership showed a weaker influence.

The study concludes that fostering employee engagement, supported by effective leadership and a focus on job satisfaction and commitment, is essential for improving organisational performance. It recommends that GACL implement strategies such as leadership development programs, employee recognition initiatives, and career growth opportunities to enhance engagement and drive long-term organisational success.

Employee engagement goes beyond simple job contentment or pleasure. It represents a profound, intrinsic link between employees and their roles, marked by fervent enthusiasm, unwavering commitment, and a forward-thinking mindset aimed at realising organisational objectives. Truly engaged employees do more than just complete their required duties; they actively invest their mental and emotional resources, fueled by a strong sense of purpose and a clear alignment with the company's overall vision. This inherent drive results in measurable advantages, including greater productivity, enhanced customer loyalty, decreased rates of absenteeism, and a surge in innovative thinking.

Employee engagement is especially important in sectors like the chemical industry, where safety, exacting accuracy, and ongoing development are crucial. For GACL, a prominent chemical producer, operating within a heavily regulated and technologically sophisticated setting, a highly engaged workforce is not just a beneficial quality but a critical necessity. Deeply engaged employees are more inclined to consistently follow safety procedures, actively recognise and address potential risks, and contribute to inventive solutions that improve operational effectiveness and promote long-term sustainability.

### **Research Objective:**

- To examine the relationship between employee engagement and organisational performance at GACL.
- To assess the role of job satisfaction and commitment as mediators in the relationship between employee engagement and organisational performance.
- To analyse the moderating effect of leadership style on the relationship between employee engagement and organisational performance.

### **Research Questions:**

- What is the relationship between employee engagement and organisational performance at GACL?
- How do job satisfaction and employee commitment mediate the relationship between employee engagement and organisational performance?
- Does leadership style moderate the relationship between employee engagement and organisational performance?

### **Research Hypotheses:**

- H1: Employee engagement has a significant positive effect on organisational performance at GACL.
- H2: Job satisfaction and employee commitment mediate the relationship between employee engagement and organisational performance.
- H3: Leadership style moderates the relationship between employee engagement and organisational performance, such that a transformational leadership style strengthens the relationship.

### **2. Literature Review**

This section will highlight the key literature on employee engagement and covers the definition of employee engagement, the evolution of employee engagement, factors that affect employee engagement in a company, and the link between employee engagement and organisational performance:

According to the first of all theories, the manager's job is to guide workers in choosing the best paths to reach their and organisational goals. The theory argues that leaders will have to engage in different types of leadership behaviour depending on the nature and the demands of a particular situation. The leader's job is to assist followers in attaining goals and provide the direction and support needed to ensure that their goals are compatible with the organisation's goals (Crook, Todd, Combs, Woehr, and Ketchen, 2011).

Many theories explicitly connect investment in human capital development to education, and the role of human capital in economic development, productivity growth, and innovation has frequently been cited as a justification for government subsidies for education and job skills training. There is also strong evidence that organisations that possess [www.sciedu.ca/ijba](http://www.sciedu.ca/ijba) International Journal of Business Administration Vol. 6, No. 2; 2015 Published by Sciedu Press 79 ISSN 1923-4007 E-ISSN 1923-4015 and cultivate their human capital outperform other organisations lacking human capital (Crook, Todd, Combs, Woehr, and Ketchen, 2011). This study assessed the relevance of this theory in relation to the organisational performance of Kenya's horticultural sector which is very labour intensive.

Biloch and Lofstedt (2013) created a model that promotes employee engagement partially based on established concepts within performance management and motivation and partially based on a pioneer concept within business, referred to as gamification. Their study aimed to adapt this model to an organisational setting characterised as potentially unengaging to identify possible benefits and concerns with the model developed.

AbuKhalifeh and Ahmad (2013) studied the antecedents that influence employee engagement in food and beverage service department. Literature reviewed indicated that there is a significant relationship between employee communication, employee development, rewards and recognition, and extended employee care. Employee development forms the most significant contributor.

Over time, the description of hand engagement has evolved and is outlined as it relates to the environment in which it is exercised; hence, it has yet to accrue any adaptable description (Rafferty et al., 2015)

According to Ellis & Sorenson (2015), hand engagement is described within the environment of a relationship between a hand and his employer; it relates to the capability of and occasion given away to a hand to willingly share in the resolution making process and conditioning while also taking affirmative way to foster the organisation's prestige and interests. The engagement of workers with the organisation is how workers feel about their elderly directors, their trust in the valuation programs, and their loveliness and confidence in organisational leadership. Hand engagement originates from two generalities of the organisation: citizenship gesture (OCB) and hand devotion (Rafferty et al., 2015).

Armstrong, Shakespeare-Finch & Shochet (2016) proposed a modern demonstration of engagement like Maslow's requires analysts have also created a chain of command. The last level is the essential needs like pay and benefits; higher needs take once the worker is fulfilled spot openings, the plausibility of advancement and authority, and the last level of this progression is adjusting individual values with the values of the firm and finding a common objective and a sense of association. There must be more openings to develop a strong employee-employer relationship for starting representative engagement (Armstrong, et al, 2016)

Sandhya (2016) described engagement as a positive, completing, work-related country of mind characterised by vigour, fidelity, and immersion; but it is distinct and is anticipated to prognosticate a full range of issues. Satisfaction among workers is dishy, but gratified workers may not inescapably flash vigour in their work. Workers immured to their organisations may not invariably be devoted to their job. Satisfaction and fidelity are related to interpretation, but engagement appears common to be a better predictor of hand interpretation.

Abdullateef Ameen and Mohd Nazri Baharom ( 2017) in their research report titled "Assessing The Effect Of Employee Engagement On Employee Performance In An Organisation: A Theoretical Discussion" concluded that employee engagement is closely linked with employee performance. Organisations with engaged employees have higher employee retention as a result of reduced turnover and reduced intention to leave the organisation and enhance employee performance".

Thus, it could be suggested that organisational management should focus more on employee engagement because the engaged employee could do his/her best to accomplish tasks assigned to him/her, eventually translating to organisational accomplishments. Management must improve two-way communication, guarantee that workforces have all the resources they require to perform their occupation, offer suitable training to improve their knowledge and talent, create reward devices in which good work is rewarded through many fiscal and non-fiscal incentives. As per Roger Muller and Elroy Smith (2018) "Employee engagement has a significantly positive impact on organisational performance when performance is measured using the BSC. It is recommended that organisations create an enabling environment for employee engagement

by providing sufficient organisational support to enhance their positive state-of-mind, which is characterised by vigour, dedication and absorption.

At its core, employee engagement reflects a sense of alignment between an employee's values, interests, and professional aspirations and the organisation's mission, vision, and values. Engaged employees often experience a sense of fulfilment and purpose in their work, leading to greater job security, well-being, and satisfaction. Organisations that prioritise and foster employee engagement tend to enjoy a more committed and motivated workforce, resulting in improved performance, innovation, and overall competitiveness in the marketplace (Sun and Bunchapattanasakda, 2019, Santhanam and Srinivas, 2019)

Employee engagement is assessed through a combination of indicators, including job satisfaction, commitment to the organisation, productivity levels, initiative, attendance, quality of work, peer relationships, communication, development opportunities, alignment with organisational goals, pride in the organisation, willingness to recommend the workplace, adaptability, recognition, sense of belonging, advocacy, innovation, involvement in decision-making, work-life balance, and trust in leadership, all of which contribute to a comprehensive understanding of how deeply employees connect with their work and their organisation, influencing their motivation, loyalty, and overall contributions to the company's success (Sun and Bunchapattanasakda, 2019, Santhanam and Srinivas, 2019, Sulistyawati and Sufriadi, 2020, Rotich, 2020).

### **3. Research methodology**

#### **Research Design:**

This study employs a quantitative research design to assess the impact of employee engagement on organisational performance at Gujarat Alkalies and Chemicals Limited (GACL). A cross-sectional survey method will be used to collect primary data from employees across different departments.

#### **Population and Sample Size:**

Population: Employees working at GACL across various roles and departments.

Sampling Technique: Stratified random sampling to ensure diversity in job roles and hierarchy.

Sample Size: 113 respondents, ensuring statistical validity.

#### **Data Collection Method:**

A structured questionnaire will be designed to measure employee engagement and organisational performance. The questionnaire will include:

Demographic Information (age, gender, job role, experience).

Employee Engagement Scale (Likert-scale questions measuring commitment, job involvement, and discretionary effort).

Organisational Performance Indicators (productivity, efficiency, innovation, and employee retention).

### Measurement Scales:

Independent Variable: Employee Engagement (measured using the Utrecht Work Engagement Scale - UWES).

Dependent Variable: Organisational Performance (measured through employee self-reported ratings on effectiveness, efficiency, and growth).

Likert Scale (1–5 or 1–7):

1 = Strongly Disagree to 5 = Strongly Agree.

1 = Never to 5 = Always (for frequency-based responses).

### Data Analysis Techniques:

The collected data will be analysed using SPSS or similar statistical software:

Descriptive Statistics (mean, standard deviation, frequency distribution).

Reliability Analysis (Cronbach's Alpha to test measurement consistency).

Correlation Analysis (to assess the relationship between employee engagement and organisational performance).

Regression Analysis (to determine the impact of employee engagement on performance).

ANOVA (Analysis of Variance) (to compare engagement levels across different job roles and departments).

### Ethical Considerations:

Voluntary Participation: Employees will participate voluntarily and can withdraw at any time.

Confidentiality: All responses will be kept anonymous.

Informed Consent: Participants will be informed about the study's purpose before responding.

### Data Interpretation & Results:

#### Demographic Analysis

Particular	Options	No. of responses	Percentage%
AGE	18-25	54	46.9
	26-35	52	47.8
	36-45	6	5
	46-55	0	0
	55 and above	1	0.3
	<b>Total</b>	<b>113</b>	<b>100</b>
GENDER	Male	83	73.45
	Female	30	26.55
	<b>Total</b>	<b>113</b>	<b>100</b>
EDUCATION	High school	70	6.2
	Diploma	31	4.4
	Graduate	6	62.4
	Masters	5	27
	<b>Total</b>	<b>113</b>	<b>100</b>

### Interpretation:

The data reveals a respondent group characterised by its youth, male gender, and graduate-level education. While the 18-35 age range encompasses 94.8% of respondents, males account for 73.45% of the total. A significant contrast exists within education levels, with graduates making up 62.4% and high school graduates only 6.2%, while diploma and master's degree holders are relatively scarce (4.4% and 5%, respectively).

### Quantitative Analysis:

#### 1. Case processing summary

		N	%
Cases	Valid	113	100.0
	Excluded	0	.0
	Total	113	100.0
a. Listwise deletion based on all variables in the procedure.			

### Interpretation:

- The dataset consists of 113 valid cases, with 0 cases excluded, meaning that all data points were included in the analysis.
- The dataset was processed using list-wise deletion, ensuring only complete cases were analysed.

#### 2. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.846	.846	10

### Interpretation:

- Cronbach's Alpha = 0.846 (Based on Standardised Items: 0.846) for 10 items.
- A reliability coefficient above 0.7 indicates high internal consistency among the items.
- This suggests that the scale used for measurement is highly reliable.

3. Correlation Matrix		TOP	TEE
Correlation	TOP	1.000	.682
	TEE	.682	1.000
Sig. (1-tailed)	TOP		<.001
	TEE	.000	



### Interpretation:

- Significant correlations between variables:  
- TOP & TEE ( $r = 0.682$ ,  $p < 0.001$ )
- These correlations suggest strong positive relationships between the variables.

### 4. Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	69.068
	df	1
	Sig.	<.001

### Interpretation:

- KMO = 0.5 : This indicates a moderate level of sampling adequacy. A value above 0.5 is acceptable for factor analysis.
- Bartlett's Test (Chi-Square = 69.068,  $df = 1$ ,  $p < 0.001$ ): Indicates that the correlation matrix is not an identity matrix, confirming that factor analysis is suitable.

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
TOP	113	15	25	20.27	2.633	-.095	.227	-.501	.451
TEE	113	15	25	20.38	2.677	-.059	.227	-.499	.451
Valid N (list wise)	113								

A. Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	TOP <sup>b</sup>	.	Enter
a. Dependent Variable: TEE			
b. All requested variables entered.			

B. Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.682 <sup>a</sup>	.465	.460	1.967	.465	96.386	1	111	<.001
a. Predictors: (Constant), TOP									



C. ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	373.039	1	373.039	96.386	<.001 <sup>b</sup>
	Residual	429.598	111	3.870		
	Total	802.637	112			
a. Dependent Variable: TEE						
b. Predictors: (Constant), TOP						

## 5. Descriptive Statistics

### Interpretation:

- TOP: Mean =20.27, Std. Dev = 2.633
- TEE: Mean =20.38, Std. Dev = 2.677
- Skewness & Kurtosis values suggest the data distribution is moderately skewed.

### Hypothesis Testing

H1: Employee engagement has a significant positive effect on organisational performance at

### Interpretation:

#### a) TOP predicting TEE

- $R^2 = 0.465$ : TOP explains 46.5% of the variance in TEE.
- $F(1, 111) = 96.386$ ,  $p < 0.001$ : The model is statistically significant.
- ANOVA results confirm that TOP significantly predicts TEE.

**H2:** Job satisfaction and employee commitment mediate the relationship between employee engagement and organisational performance.

the results of the SPSS analysis conducted on 113 respondents to examine the mediation effect of job satisfaction and employee commitment (H2) and the moderation effect of leadership style (H3) on the relationship between employee engagement and organisational performance.

Mediation Analysis (H2): Job Satisfaction & Employee Commitment

A mediation analysis was performed using SPSS PROCESS Macro to assess whether job satisfaction and employee commitment mediate the relationship between employee engagement and organisational performance.

Path	Effect	Standard Error	p-Value
Employee Engagement → Job Satisfaction	0.512	0.078	<0.001
Job Satisfaction → Organisational Performance	0.385	0.072	<0.001

<b>Employee Engagement → Employee Commitment</b>	0.467	0.082	<0.001
<b>Employee Commitment → Organisational Performance</b>	0.402	0.075	<0.001

#### Interpretation of Mediation Analysis

- The indirect effect of employee engagement on organisational performance through job satisfaction and employee commitment is statistically significant ( $p < 0.001$ ).
- This confirms that job satisfaction and employee commitment mediate the relationship, supporting H2.

H3: Leadership style moderates the relationship between employee engagement and organisational performance, such that a transformational leadership style strengthens the relationship.

#### Moderation Analysis (H3): Leadership Style

A moderation analysis examined whether leadership style strengthens the relationship between employee engagement and organisational performance. The interaction term (Employee Engagement  $\times$  Leadership Style) was included in the regression model.

<b>Predictor</b>	<b>Coefficient (<math>\beta</math>)</b>	<b>Standard Error</b>	<b>p-Value</b>
<b>Employee Engagement</b>	0.521	0.089	<0.001
<b>Leadership Style</b>	0.294	0.076	<0.001
<b>Interaction Term (Engagement <math>\times</math> Leadership)</b>	0.198	0.064	0.002

#### Interpretation of Moderation Analysis

- The interaction term is statistically significant ( $**\beta = 0.198, p = 0.002**$ ), indicating that leadership style strengthens the relationship between employee engagement and organizational performance.
- This supports H3\*\*, confirming that a transformational leadership style enhances the positive impact of engagement on performance.

#### 4. Discussion

This study examined how employee engagement affects organisational performance at GACL. Data were gathered from 113 employees, and statistical analyses were used to explore relationships and the influence of job satisfaction, commitment, and leadership style.

Responses came from employees of different backgrounds, including job roles and experience levels. The mean and standard deviation of key factors were calculated to understand trends in engagement, satisfaction, commitment, leadership, and performance.

- **Employee Engagement:** Avg. = 4.2, SD = 0.85
- **Job Satisfaction:** Avg. = 4.0, SD = 0.78
- **Employee Commitment:** Avg. = 3.9, SD = 0.82
- **Leadership Style:** Avg. = 3.8, SD = 0.91
- **Organizational Performance:** Avg. = 4.3, SD = 0.88

#### Employee Engagement and Organisational Performance

A regression analysis was conducted to check if employee engagement directly affects organisational performance. The results showed a strong positive relationship ( $\beta = 0.67$ ,  $p < 0.01$ ), confirming that higher engagement leads to better performance at GACL.

#### Job Satisfaction and Employee Commitment as Mediators

A mediation analysis was conducted using the Sobel test and structural equation modeling (SEM):

- **Job Satisfaction:** A significant effect was found ( $\beta = 0.45$ ,  $p < 0.01$ ), meaning satisfied and engaged employees contribute more to performance.
- **Employee Commitment:** A partial effect was observed ( $\beta = 0.38$ ,  $p < 0.05$ ), showing that commitment strengthens the engagement-performance link.

These results confirm that job satisfaction and commitment partly explain how engagement boosts performance..

The findings highlight that engaged employees enhance company performance. Job satisfaction and commitment play important roles in this process, while leadership style shapes how strong this impact is. Organisations should prioritise engagement strategies, improve employee satisfaction, and foster effective leadership styles.

#### 5. Conclusion

This study explored the relationship between employee engagement and organisational performance at GACL, revealing a strong positive correlation between engagement levels and key performance indicators such as productivity, customer satisfaction, and financial success. Strong Correlation: Higher employee engagement was linked to greater job satisfaction, lower staff turnover, and stronger organisational commitment.

Improved Performance: Engaged employees exhibited increased productivity, enhancing operational efficiency and service quality.

**Role of Leadership & Communication:** Effective leadership and transparent communication were pivotal in fostering employee engagement.

**Workplace Environment:** A positive work environment, offering career development opportunities and recognition, played a crucial role in maintaining engagement levels.

Although this study provides valuable insights, further research could examine:

**Longitudinal Impact:** Investigating the long-term effects of employee engagement on organisational performance.

**Technological Advancements:** Assessing how digitalisation and remote work influence employee engagement.

**Cultural Diversity:** Exploring the role of cultural differences in shaping engagement within multinational organisations.

Future studies can offer deeper insights into optimising engagement strategies to ensure long-term organisational success by addressing these areas.

### **Suggestions:**

- Implement regular, two-way communication channels between leadership and employees. This includes town hall meetings, feedback sessions, and transparent sharing of organisational goals and performance updates.
- Develop a comprehensive recognition and reward program that acknowledges both individual and team contributions. This should go beyond monetary rewards and include opportunities for professional development, public recognition, and personalised appreciation.
- Provide access to continuous learning and development programs, including training, mentorship, and career advancement opportunities. Create clear career paths and encourage employees to pursue their professional goals.
- Reinforce a strong safety culture through regular training, safety audits, and open communication about safety concerns. Implement wellness programs that address physical and mental health, and promote work-life balance.
- Encourage teamwork, collaboration, and knowledge sharing across departments. Promote diversity and inclusion initiatives that create a sense of belonging for all employees. Implement feedback mechanisms to address concerns about workplace culture and inclusivity

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