

# Impact of Workplace Environment on Employees' Performance: A Multi - Mediation Model

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**Abstract:** *This study examined the impact of workplace environment on employee task performance under the mediating role employee commitment and achievement –striving ability. For this purpose, data were collected from the academic staff under a cross - sectional research design, and they were approached through convenience sampling technique. As per recommendations of established sample size criteria, we distributed a sum of 420 questionnaires among the respondents. Among these distributed questionnaires, only 330 were received back. The returned questionnaires were checked for missing and incomplete responses and after discarding the missing responses useable responses were 314 which were used for the data analysis. Data had been analyzed through structural equation modeling (SEM) by using Smart PLS. The SEM was done based on measurement models and structural models. The results indicated that a positive work environment had the power to improve employee performance. Similarly, a positive work environment also improved the employee commitment level and achievement - striving ability significantly. Both employee commitment and achievement - striving ability also improved employee performance. While in the case of mediation, it had also been observed that workplace environment triggered employee commitment and employee achievement - striving ability which further improved employee performance.*

**Keyword:** Workplace environment, Employees' performance, Multi - mediation Model

## 1. Introduction

According to the assumptions of human resource management (HRM), improved performance is accomplished through the employees of the organization. Employees are thus viewed as a valuable asset to every firm to improve performance. The physical and behavioral aspects are the two facets of a healthy working climate. The prior refers to the factors which are linked with the ability of employees to remain physically associated to their workplaces. While the etiquettes of office bearers are influenced by the behavioral aspects of the environment, the workplace environment plays an important role in shaping behaviors of employees individually. Consequently, employees' motivation to work hard, their efficiency and performance are shaped by the influence of the quality of the workplace. Worker' levels of willingness to keep motivated, creative, engaged with colleagues, and loyal to job are all influenced by the factors of workplace environment. According to some researchers, these features of relatedness with workplace environment have mixed beneficial and adverse impacts.

The majority of the workplace environments in developing countries are not up to the mark. Unfortunately, most firms consider a safe and healthy work environment to be an unnecessary expenditure and do not invest heavily in sustaining a comfortable working environment. For sustainable development, it is vital for any firm to have dedicated employees who are committed to their goals. When people work in groups, there is a possibility that they may behave as if they are entrepreneurs, so every group member engages in as many tasks as possible to demonstrate that he/she is the most promising person in the group. Employee commitment levels boost employee performance in firms which enhance their commitment levels. Previously, firms have given their employees job security to boost their dedication to the firm and efficiency. Employee performance is tied to employee commitment. Few academics have argued that each commitment element's psychological status varies from one worker to another.

Employees' performance has been evaluated before in different business sectors, leaving behind the gap for a specific sector's evaluation. Moreover, different firm level environmental factors along with job - related factors have been evaluated with specific mediation of employee - related factors such as motivation, adaptability, flexibility, proactivity, skill level, and commitment for evaluating the employee' performance. This kind of evaluation left a gap for assessing the specific mediating role of employees' commitment between their workplace environment and performance. Therefore, we utilized the employees' commitment as a potential mediator between social interaction and job performance. Leaving a gap for evaluation the impact achievement - striving ability between workplace environment and employees' performance. Therefore, this was designed to evaluate the mediating roles of employees' commitment and achievement - striving ability.

## 2. Theoretical and Hypothesis Support

Employee performance is achieved through the organizations according to HR management theory. To increase the performance, employees are thus considered as a vital asset in any company. Previous to the later decades of the 20<sup>th</sup> Century, performance was considered as a combination of ability and motivation when given sufficient resources, and therefore motivated people, become a key element of the most of the management practices. When HR is employed to its full potential, a company may achieve unattainable levels of production, efficiency, as well as performance. So, this study gets motivation form HR management theory for evaluating the performance of employees.

The willingness as well as openness of employees to fulfill their work determines their performance. Furthermore, if employees are enthusiastic and motivated to accomplish their jobs, their performance is likely to improve, contributing to increased productivity. All this could be achieved under the premises of HRM theory. This study also gets a support from the theory of ecological systems. This theory is also known as

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“individual theory” according to this theory; people in a specific environment have a dynamic relationship with their social, physiological, and physical environments. This theory also states that the workplace environments are inter-related in which the job stings are connected with each other and have an effect on activities at workplace in terms of context, time and processes. This theory underpins the importance of environment at workplace for the workers and individuals involved in organization processes.

### **Relationship of Workplace Environment with Employees' Performance**

Employees spend a major considerable amount of time at work, and their working environment has an impact on their performance in integrated ways. Employees who are satisfied with their work environment are more likely to have positive work output. The terms “appealing climate” or “supportive atmosphere” refers to a situation which draws people and motivates them to work by giving them possibilities to accomplish. Workers are more willing to integrate their extraordinary use of skills, abilities, and knowledge to achieve success in a welcoming and supportive workplace environment. Employees will be motivated for a number of reasons to accomplish optimal performance and productivity inside a firm: such motivations could be endogenous or exogenous. Endogenous motivations help in accomplishing certain difficult tasks and exogenous motivations are the reward which are given in terms of the acknowledgements and advanced salaries.

Another appropriate workplace strategy is to motivate employees to set their goals. Employees' performance improves as result of this type of incentive program, and the productivity of the company rises. Goal setting serves two main functions as follows: first, to improve the behaviors of the individuals; second, to motivate them to work so that they can work effectively and efficiently. Generalized objectives are less successful than a particular aim. Furthermore, in contrast to an achievable objective, excellent performance attained through hard goals. Based on the strategies of providing a better workplace environment to the employees, a few empirical investigations have been done in recent past in different contexts. These studies hinted to explore this kind of relationship even further for establishing this association as a set parameter in achieving improved employees' performance. Therefore, we suggested the hypothesis as given in the following.

**H1:** Employees workplace environment has positive and significant effect on employees' performance.

### **Impact of Employee Workplace Environment on Employees' Commitment**

According to prior study, the employees working atmosphere in the firm is vital and has a significant impact on employees in a variety of aspects. If the working environment fails to attract employees and they have a bad perception of many workplace aspects such as sick leave, performance, mental illness, and performance, their demand will ultimately be lowered to a low level, impacting the institution's growth and productivity. Employee commitment to the workplace, innovation, efficiency, commitment, and financial wellbeing

all benefit from a nice, secure, and reliable workplace, all of which affect the institution's development.

When employees work in groups, the individuals behave as if they are entrepreneurs, and every person in the group engages in as many events as possible to demonstrate how he or she is the brightest in the group, worker level of commitment boost employee productivity in firms which improve their levels of commitment. Companies have traditionally offered job protection to the workers to boost their loyalty toward the company and performance. Employee performance is linked to employee commitment, which has three facets (affective commitment, continued commitment, and normative commitment). It was previously established that the office atmosphere had a favorable influence on worker's commitment to perform). As a result of this literature support, we hypothesized the following:

**H2:** Employee workplace environment significantly affects employees' commitment.

### **Impact of Employee workplace Environment on Employees' Achievement - striving Ability**

One of the most critical factors influencing employee performance in an organization is the working environment. In today's competitive corporate world, monetary benefits are insufficient to motivate employees to reach better levels of performance levels. A mix of monetary and non-monetary rewards, on the other hand, is more effective better levels of employee performance, which results in increasing of achievement aims of the company for an instance, and it was observed that the employees of certain sector of companies wanted a pleasant, relaxing environment, and to achieve a higher degree of performance, a cooperative working atmosphere is required.

Billings noted that the employees are the focus of organizational decisions as they are present at their workplaces most of the day. In contemporary organizations, justice is not always administered through the equal distribution of employment resources as well as the provision of clear and acceptable explanations for choices taken, and employees are not always treated with dignity and respect throughout policy and procedure execution. This leads to a worse workplace environment while, it is proven that a better workplace environment is always suitable in achieving something good for the organizations. Achievement striving is totally the drive for achieving the targeted goals by the employees. The employees who are more targeted towards the goals are more productive in terms of their performance. In this way, if employees are given suitable workplace environment, then it could initiate achievement - striving ability in employees. So, based on this possible logic, we devised the following hypothesis.

**H3:** Employee workplace environment significantly affects employees' achievement - striving ability.

### **Mediation between Workplace Environment and Employees' Performance**

The performance of employees is a popular issue, and this is influenced in a range of ways by the workplace. Behavioral and physical features of a typical working environment are critical. All components which are linked to an employees'

ability to physically engage with the workplace are referred to as the physical setting. While behavioral environmental components relate workplace occupants' etiquettes with one another. The workplace atmosphere has a positive impact on individual employee behavior. Consequently, workplace environment quality has a significant impact on workers and their motivation, enthusiasm, creativity, and efficiency. Work motivation, innovative behavior, attendance, colleagues' engagement, and career management are all influenced by how strongly they are connected to a company.

Depending on the physical circumstances in the workplace, it might have a beneficial or harmful impact. The majority of the working environment in underdeveloped nations is insecure and dangerous. However, most businesses consider a safe and healthy work atmosphere to the absolute waste of money and therefore do not invest extensively in keeping it in good shape. Employees working in an unstable and

unhealthy atmosphere, putting them at risk for occupational sickness related to the adverse effects of the environment on their productivity, which has an impact on the organization's total productivity. Employees are dealing with serious environmental issues at work, particularly in the software business, which makes it difficult to provide necessary amenities to improve their performance level.

Scholars recently examined software house workers' performance in the presence of physical and behavioral workplace ambient variable. As a result, this study's major goal is to analyze and evaluate the factors of the working as well as behavioral environment that influence employee performance. Based on this need, employees' commitment and achievement - striving ability of employees, which are discussed in previous section, are used as mediators of this study, so we proposed the following conceptual framework. (see Figure1).

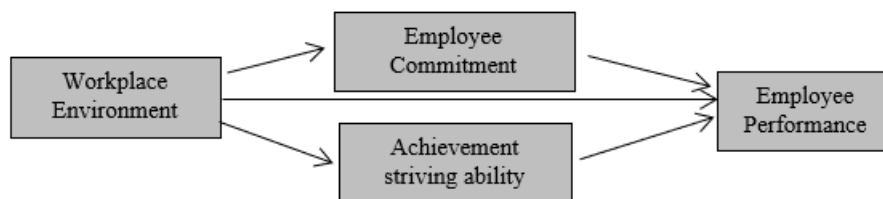


Figure 1: Conceptual framework

**H4:** Employee commitment significantly mediates the relationship between employee workplace environment and employee performance.

**H5:** Achievement striving significantly mediates the relationship between employee workplace environment and employee performance.

### Research Methods

This study used a cross-sectional research design to collect data from the participants. This research design was commonly used in survey research and previously the researchers have used cross-sectional research design in their studies. This study design was most suitable to our aim of the study which was to investigate the impact of the workplace environment on employee performance. So, we had obtained the perception of the respondents through a cross-sectional research design. The respondents in this study were selected based on previous studies, where professional employees were approached for data collection to study the impact of workplace environment. Before approaching the professional staff or data collection, we sought formal approval from the administration.

### Instrument Development

We followed a five-point Likert scale to collect the data for all exogenous and endogenous constructs ranging from five to one on a description of strongly agree to strongly disagree. The independent variable in this study (workplace environment) is used in this study, which denotes the positive side of the workplace environment. Sample items for this scale include, "the transparency of rules in institutions is making work easier, and company is a positive workplace. This scale contains reverse coded questions, and we have also used these reverse coded questions to restrict the respondents from proving monotonic responses. The outcome variable in

this study, employee performance is measured through six-item scale covering the perception of employees' task performance. This scale is developed by Koopmans *et al.*

## 3. Results

### Assessment of measurement and structural Model

We have employed a multi-variate data analysis tool in this study to test the hypotheses through structural equation modeling (SEM). For this purpose, the most commonly used partial least square (PLS) approach was used. This software deals very well with the complex nature of research frameworks/models. In addition to this, smart PLS has good predicting capability even with a small sample size and it deals with small sample size very well. Lastly, it does deal better with the non-normal data and the issue of normality is handled by smart PLS very well. Assessment of SEM is based on two approached methods, the first one is based on the measurement model while the second one is based on structural model.

Table 1 illustrates the reliability and validity of the study constructs, based on the assessment of the measurement model. At this stage reliability and validity of the study, the model has been confirmed. For the issue of reliability, the first measure in this regard that is used is Cronbach Alpha. The minimum acceptable value for this indicator of reliability is 0.60. Alpha statistics have been found statistically high above this benchmark: for instance, the alpha value for the construct, workplace environment is 0.929, for employee performance it is 0.745, for achievement - striving ability it is 0.839 and for employee commitment is 0.893. Thus, all the constructs possess good alpha reliability. Similarly, the second measure of reliability (rho - A) is also within the acceptable range (>0.60). The value of Rho - A for the workplace environment

is 0.939, for the employee performance is 0.768, for the achievement - striving ability is 0.877, and for the employee commitment is 0.925. Thus, the second measure of reliability is also met. The third measure of reliability is based on

composite reliability, which also shows good level. The values for composite reliability are within a range of 0.830 - 0.41, illustrating good composite reliability.

**Table 1: Reliability and validity of the study constructs**

Construct	Cronbach's alpha	Roh - A	Composite Reliability	AVE
Achievement - striving ability	0.839	0.877	0.887	0.663
Employee commitment	0.893	0.925	0.918	0.653
Employee performance	0.745	0.768	0.830	0.551
Workplace environment	0.929	0.939	0.941	0.641

In the case of validity, it has been tested through average variance extracted (AVE) and it has been found that the AVE of the respective constructs is greater than the threshold limits of the acceptable range ( $\geq 0.50$ ). All the study constructs possess greater EVE value ( $\geq 0.50$ ) which indicate that the convergent validity has been established as illustrated through Table 1. The AVE values range between 0.551 and 0.663.

The second measure to assess the convergent validity is outer loadings. At this stage, each indicator was checked for outer loadings, and it was observed that outer loadings are above the threshold value of 0.708. Table 2 illustrates the outer loadings of all study constructs. Two items have been dropped in this study due to weak or poor outer loadings. One item from the study constructor's workplace environment (WE - 10). Similarly, from employee performance, two items (ETP - 3 and ETP - 6) have been dropped due to poor outer loadings. Once item from the construct achievement - striving ability (AS - 4) was dropped. One item with slightly low outer

loading (ETP - 2) was retained in employee performance as the EVA of this construct was above the threshold value ( $\geq 0.50$ ). Thus, all the indicators met with convergent validity criteria, and it can be referred that the model possesses convergent validity.

While testing the other side of validity (discriminant validity), we have followed two well - established criteria, the first one is fornell and Larker and Heterotrait - monotrait (HTMT) ratio of correlations rations. Table 3, 4 illustrate these two criteria. The first criterion in this regard indicates that the square root of the AVE of variables is higher than the correlations among them. For instance, the square root of AVE of achievement - striving ability is 0.814 which is higher than the correlations in that column (bold and underlined values in diagonal). Similarly, the square root of AVE of employee commitment is 0.808 which is also higher in that column. Same pattern is observed for employee performance and workplace environment.

**Table 3: Discriminant validity (fornell - Larker - 1981 criteria)**

Construct	Achievement - striving ability	Employee commitment	Employee performance	Workplace environment
Achievement - striving ability	<b>0.814</b>			
Employee commitment	0.401	<b>0.808</b>		
Employee performance	0.492	0.521	<b>0.742</b>	
Workplace environment	0.323	0.287	0.701	<b>0.801</b>

Note: Value in the diagonal and bold are square root of AVE

**Table 4: Discriminant validity (HTMT)**

Construct	Achievement - striving ability	Employee commitment	Employee performance	Workplace environment
Achievement - striving ability	-			
Employee commitment	0.450	-		
Employee performance	0.573	0.635	-	
Workplace environment	0.347	0.300	0.723	-

The HTMT ratio is used as the second measure to assess the discriminant validity. Two criteria were observed in this regard (liberal and conservative). Both criteria were met as the values of HTMT ratios in all columns are  $< 0.90$  and  $0.85$ , describing those both liberal and conservative criteria are met. Liberal criteria HTMT ratio indicates that value of HTMT should not be higher than 0.90 while conservative criteria indicate that value of HTMT should not be higher than 0.85. Table 4 illustrates the discriminant validity through HTMT ratio. Two criteria were used to assess the model fitness, namely, the coefficient of determination ( $R^2$ ) and effect size ( $f^2$ ). Table 5 illustrates the quality criteria based on coefficient of determination. Here, it has been observed that predictors (workplace environment) along with the mediators

(achievement - striving ability and employee commitment) are explaining 63% variation in employee performance: thus, predicting good and reasonable model fitness. Similarly, 10% change is observed in achievement - striving ability and 8% change in employee commitment as a result of the workplace environment. Figure 2 also illustrates the coefficient of determination, and it can be assumed that these values of coefficient of determination are satisfactory (60). Table 6 illustrates the effect size in terms of  $f^2$ . All the effect sizes have been found satisfactory and depict good quality criteria. In addition to this, we have also tested the model predictive relevance based on  $Q^2$  and all the values of  $Q^2$  have been found to be higher than zero, indicating model predictive relevance.



**Table 5:** Coefficient of determination

Construct	R <sup>2</sup>	R <sup>2</sup> adjusted
Achievement - striving ability	0.104	0.101
Employee commitment	0.083	0.080
Employee performance	0.634	0.630

**Table 6:** Discriminant validity (Fornell - Larker - 1981 criteria)

Construct	Achievement - striving ability	Employee commitment	Employee performance
Achievement - striving ability	-	-	0.086
Employee commitment	-	-	0.175
Workplace environment	0.116	0.090	0.729

**Hypotheses Testing**

At the final stage, we tested hypotheses based on t - and p - statistics (see figures 1 and 3). Direct hypotheses have been tested based on direct paths while hypotheses related to the mediation relations have been tested based on indirect paths (indirect effects). Table 7 illustrates direct and total paths while table 8 indicates hypotheses testing status. The first hypothesis of this study (H1) related to the relationship of the workplace environment and employee performance has been

found statistically significant based on t - and p - statistics and it is accepted. The regression coefficient in this regard indicates that one unit change in the workplace environment will bring 0.55 unit change in employee performance. Moreover, this path also indicates that in the presence of positive workplace environment, employee performance (task performance) moves upward and positive change in task performance is observed.

**Table 7:** Direct, indirect, and total path estimates

			β	SD	t	P
<b>Direct path</b>						
Achievement - striving ability	- >	Employee performance	0.202	0.053	3.794	0.000
Employee commitment	- >	Employee performance	0.282	0.041	6.873	0.000
Workplace environment	- >	Achievement - striving ability	0.323	0.055	5.917	0.000
Workplace environment	- >	Employee commitment	0.289	0.056	5.169	0.000
Workplace environment	- >	Employee performance	0.555	0.036	15.245	0.000
<b>Indirect path</b>						
Workplace environment	- >	Achievement - striving ability - > Employee	0.065	0.020	3.172	0.002
Workplace environment	- >	Employee commitment - > Employee performance	0.082	0.020	3.998	0.000
<b>Total path</b>						
Workplace environment	- >	Employee performance	0.701	0.029	24.444	0.000

**Table 8:** Hypotheses testing

			Coefficient β	SD	t	P	Status
<b>Hypotheses</b>							
H1	Employee environment - >	Employee performance	0.202	0.053	3.794	0.000	supported
H2	Employee environment - >	Employee commitment	0.282	0.041	6.873	0.000	supported
H3	Employee environment - >	Achievement - striving	0.323	0.055	5.917	0.000	supported
<b>Mediation hypotheses</b>							
H4	Employee environment - > Employee performance	Employee commitment	0.555	0.036	15.245	0.000	supported
H5	Employee environment - > Ability - > Employee	Achievement - striving performance	0.701	0.029	24.444	0.000	supported

Similarly, the second hypothesis (H2) of this study which is based on the relationship of the workplace environment and employee commitment has also been found statistically significant as evident from the p - and t - statistics (H2 supported). This state of affairs indicates that with the upward change in the workplace environment there will be positive change in employee commitment. It can be safely assumed that a positive workplace environment tends to promote employee commitment. The third hypothesis of this study was based on the relationship of the workplace environment and achievement - striving ability, which has also been found statistically significant as illustrated in Table 8 (H3 is supported). Thus, A positive change in the workplace environment increases the achievement - striving ability of the employees at the workplace.

effect for the path workplace environment → Employee performance has been found statistically significant (p<0.005) which indicates that employee workplace environment positively increases the employee commitment level which further triggers employees to demonstrate a higher level of employee performance (H4 supported). Similarly, the indirect effect in H5, i. e., Workplace Environment → Achievement striving Ability → Employee Performance has also been found statistically significant (p<0.05) (H5 supported). This indicates that a positive workplace environment improves employees' achievement - striving ability which further enhances their ability to show a higher level of performance.

**4. Discussion**

While taking to mediation hypotheses, these have been tested through the indirect effects as illustrated in Table 7. Indirect

This study analyzed the impact of employee workplace environment on employee related factors including employee

commitment and achievement - striving ability of the employees. The hypothesis of this research indicated that the workplace environment had a significant impact on shaping the performance of employees. A lot of research in the past had evaluated the similar kind of relationships in which changing environments and the factors of environments of workplace had significant contribution towards the job performance of employees. For instance, the work stated that with an increase in per unit variance for physical and behavioral environmental factors, employee's performance was increased which supported our argument. The possible reason behind this outcome was the psychological ability of employees which molded or reshaped the behaviors of employees in case of conducive and restrictive environments of workplace. All employees may not work in the same way since they have distinct working styles due to different workplace environments. Some personnel have the greatest potential regardless of the workplace conditions, whereas others benefit from a supportive environment of the workplace.

The direct effects of workplace environment of employees on employee commitment and achievement - striving ability were also evaluated in this study and found significant outcomes indicating that workplace environment influences the employee - based factors as well. The direct effects on employee commitment showed that if a conducive environment at the workplace was provided, then it could develop a stronger sense of commitment in the employees towards their job and organizations.

Another dimension to this study was exploration of the relationship between workplace environment and achievement - striving ability of employees. The results indicated similarly the positive association between workplace environment and achievement - striving ability of employees. This kind of relationship evaluation was new as no one in past had evaluated the direct association of workplace environment of employees to achievement - striving ability of employees. The majority of the workplace environment in underdeveloped countries is not safe. Unfortunately, most firms consider a safe and healthy work environment to be an unnecessary expenditure and do not invest heavily in providing a comfortable working environment. The indirect effects of employee commitment and achievement - striving ability between workplace environment of employees and their performance are also evaluated in this study.

Both indirect effects of employee commitment and achievement - striving ability proved to be significantly mediation the relationship of workplace environment of employees and employee performance. This indicates that if employees were more committed to their work, then association of workplace environment and employee performance would be enhanced. Similarly, if employees had good ability of achievement striving then association of workplace environment with employees' performance would also be strengthened. Few researchers have claimed that the psychological status of every commitment element differs from one employee to the other. It is assumed that organizational commitment and employee performance have appositive relationship, implying that employees who

perceive a firm's behavior toward companions is decent (i. e., humane treatment, involvement in judgment) might very well boost their sentimental commitment with the organization and their performance in the organization. The results of this study are related to the discussed in but with a limitation that they evaluated the mediation link of employee commitment along with some moderators as well.

### Theoretical and Practical Implications

From a theoretical perspective, this study tends to add to the existing body of knowledge by investigating the impact of a positive work environment on employee performance which is the contribution of the study. Moreover, this study has tested two mediating mechanisms and proved that achievement - striving ability and employee commitment as a mediator increase employee task performance, which is also a unique contribution. Then perception of professional staff has been documented in this study which is the contribution of the study. From the practical point of view, this study advocates that organizations should focus on the creation and provision of a positive workplace environment at the workplace to improve the task performance of the employees. Similarly, a positive work environment promotes the achievement - striving ability of the employees, so organizations should also focus on improving the achievement - striving ability of the employees through a positive workplace environment.

## 5. Conclusions

Based on the empirical findings of this study, it can be concluded that a positive work environment promotes employee performance within organizational circuits. More specifically, the workplace environment can improve the achievement - striving ability of the employees, and employees tend to bounce back in difficult situations. Similarly, a positive work environment provides a nurturing and pleasant work environment which promotes employee commitment and employees tend to be loyal to their organizations. In addition to this, it can also be concluded that the employee commitment has the potency to enhance the task performance of the employees: because employees show a higher level of task performance when they are committed to their employer or organization. Similarly, employees with higher achievement - striving ability tend to show a higher level of task performance even in difficult situations. Further it can be endorsed that motivational activities in organizational cultures are triggered under social exchanges, and positive behaviors at workplace are promoted in shape of employee commitment. This increased commitment can result in enhanced and improved individual and organizational performance.

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