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SAGE peer review <Noreply.Peerreview@sagepub.com>

Wed, 17 Jan, 17:24 (10 days ago)

to me

17-Jan-2024

Dear Dr. Ahmad Azmy,

I am writing to request your help in evaluating a new submission to Journal of Human Values.

Given your expertise in the subject area of the manuscript, I would be grateful if you can please review the submission and return it within a month's time or sooner. The abstract of the submission is appended below for your consideration.

You may respond by clicking the following link, which enables you to accept or decline the invitation.

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Reminder 1: JHV-2023-0279: Follow-up on review invitation for Journal of Human Values

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SAGE peer review <Noreply.Peerreview@sagepub.com>
to me

Mon, 22 Jan, 05:44 (5 days ago)

22-Jan-2024

Dear Dr. Azmy,

JHV-2023-0279: Studying the impact of Work Environment, Compensation, and Organizational Policies on Employee Engagement.

Recently, I invited you to review this manuscript. I have yet to hear from you about this.

This e-mail is simply a reminder to respond to the invitation to review. You may e-mail me with your reply or click the appropriate link at the bottom of the page to automatically register your reply with our online manuscript submission and review system.

I appreciate your help in accomplishing our goal of having an expedited reviewing process. Please do not hesitate to contact me if I can be of any assistance.

Sincerely,

This manuscript has been submitted to Journal of Human Values

Journal Name: Journal of Human Values	Manuscript ID: JHV-2023-0279
Manuscript Type: Original Article	Manuscript Title: Studying the impact of Work Environment, Compensation, and Organizational Policies on Employee Engagement.
Keywords: culture, Human Resource Development, Employee Benefits, Creativity	
MeSH terms:	
<p>Abstract: Essentially, this study enhances our comprehension of how elements such as the work environment, compensation, and organizational policies shape employee engagement. It also sheds light on the reciprocal influence of employee engagement on employee performance. This research will have a meaningful impact on the organization by enhancing the development of comprehensive organizational policies. The significance of these policies lies in their capacity to provide employees with a clear understanding of behavioral and performance expectations. The aim of this paper is to examine the impact of Work Environment, Compensation, and Organizational Policies on Employee Engagement and Employee Performance and to test whether creativity mediates the relationship between employee engagement and employee performance. Our research report consisted of 324 respondents working in the NESPAK Company. The questionnaire included developed measures linking to employee engagement and employee performance and creativity additionally to different demographic questions. The results of our report showed a significant positive effect of employee engagement on employee performance. Subsequent researchers are encouraged to leverage our findings and delve deeper into the relationship between creativity and its constituent elements in the context of the interplay between engagement and performance.</p>	

For Peer Review

1 Studying the impact of Work Environment, Compensation, and 2 Organizational Policies on Employee Engagement and its impact on Employee 3 Performance 4

5 ABSTRACT

6 Essentially, this study enhances our comprehension of how elements such as the work
7 environment, compensation, and organizational policies shape employee engagement. It also sheds
8 light on the reciprocal influence of employee engagement on employee performance. This research
9 will have a meaningful impact on the organization by enhancing the development of
10 comprehensive organizational policies. The significance of these policies lies in their capacity to
11 provide employees with a clear understanding of behavioral and performance expectations. The
12 aim of this paper is to examine the impact of Work Environment, Compensation, and
13 Organizational Policies on Employee Engagement and Employee Performance and to test whether
14 creativity mediates the relationship between employee engagement and employee performance.
15 Our research report consisted of 324 respondents working in the NESPAK Company. The
16 questionnaire included developed measures linking to employee engagement and employee
17 performance and creativity additionally to different demographic questions. The results of our
18 report showed a significant positive effect of employee engagement on employee performance.
19 Subsequent researchers are encouraged to leverage our findings and delve deeper into the
20 relationship between creativity and its constituent elements in the context of the interplay between
21 engagement and performance.

22 **Keywords:** work environment, compensation, organizational policies, employee engagement,
23 employee performance, and creativity.
24

25 1. Introduction:

26 1.1. Introduction:

27 Employee Engagement is the word that can explain the engagement of the employees in
28 achieving performance. Employee engagement can contribute to improving performance and can
29 give financial support to the organization. The level of commitment of employees can be
30 determined by the length of service or resistance to the work in an organization. The employees
31 engaged often do a very difficult job, but they are very loyal to the organization and have a positive
32 impact on the success of the organization (Ali & Ali, 2011). Accordingly, Iddagoda & Opatha,
33 (2020) & Graçal (2019) stated that the employee attitudes create strong sense of belonging to the
34 organization. This foundation enables employees to be trustworthy and empowers them to perform
35 organization functions in accordance with specific job categories of programs. Employee
36 engagement can also be said to be a supporter in fulfilling responsibilities in the organization.

37 Thus, the inclusion of positive features can build an organization's success. Employee is our most
38 valuable asset, a common statement in organizational annual reports. C the affected employees
39 are the property of the organization. A high level of employee engagement enhances the image of
40 the organization in the community and a high level of retention reduces absenteeism, creativity
41 and positive spirit. The end of high level of employee engagement is the high level of employee
42 performance and financial performance of the organization (Anitha, 2014; Iddagoda &
43 Gunawardana, 2017). Afterward there are three factors that affect employee engagement: Firstly,
44 Work Environment is everything around the employees that helps them to fulfill their activities
45 smoothly and excellently which are assigned to them. A great work environment can make
46 employees carry out undoubtedly and they spend all of their energies and thoughts to work
47 optimally. Employees can carry out tasks optimally, are healthy, happy, safe, and comfortable and
48 create a harmonious relationship between the employees in the work environment. Work
49 environment is everything around the employees at the organization both physically and non-
50 physically, directly or indirectly, that can affect the employees and their work at organization. The
51 organization's work environment is called to be great if it can motivate and give comfortable
52 environment in the positions so that it can affect employee performance that is getting better as
53 well. The work environment is important for the employees because it's directly linked to the tasks
54 carried out by the employees Nitisemito (2019). According to Gouzali (2020), the organizations
55 should focus on the work environment to create a great work environment and working conditions
56 that can motivate the employees to improve their performance.

57 Work environment is the generally work facilities and framework around employees carrying
58 out work that can influence the work itself. Moreover Sitepu (2020) supported that physical and
59 non-physical work environment significantly and positively influence the employee performance.
60 Employee performance will increase if the work environment is implemented correctly and
61 adequately. Secondly, Compensation of employee plays a very important role in human resource
62 management. Benefits, incentives, employee income, etc. are officially used to assess and confirm
63 performance towards developed standards. This procedure is used to govern employees and
64 ignores human traits. But, with the arrival of the human useful resource idea, organizations use
65 this era to identify the needs of employees who want it and organize it, so this era is very beneficial
66 to personnel, and on this era, the employee will empower the company. Compensation is one of
67 the factors that builds the motivation of employees. Additionally, due to employee's compensation
68 such as being provided awards and prizes for their professional achievements shows there has been
69 an employee engagement (Ganyang & Lestari, 2022). It can be argued that compensation can be
70 said to give money which is often called wages. Employees are basically working in certain
71 companies, that is, the goal is to earn money to support families and individuals. On the other
72 hand, corporations that make jobs for profit also really need employees. As a way of thanking the
73 employees for their efforts and productivity, compensation is required of companies to pay their
74 employees. Thirdly, Organizational policies, tactics, frameworks and programs decide their scope
75 of employees running within the company. It has been evident from the beginning research that
76 the applicable regulations and techniques of the organization are very important for employee
77 engagement and accomplishment in keeping organizational objectives. Key policies and
78 approaches can consist of proper recruitment and choice, flexibility over the years, assistance in
79 balancing work and health, and honest promotional policies. According to Schneider (2013), the
80 organization's policy contains a direct impact on the engagement and commitment of the future
81 employees. Moreover, Richman (2013) argued that flexible organizational policies have a
82 significant positive impact in engagement of an employee. Additionally, Woodruffe and Rama

83 Devi (2013) discussed the importance of the high-quality organizational policies and strategies aid
84 flexible programs that help to employee work and home environment; the companies with such
85 preparations are much more likely to affect employees. Worker overall performance is surely the
86 outcomes attained and the accomplishments made in the company and the performance is the
87 coronary heart of overall performance control (Cardy 2013). The performance of the employees
88 and the employer closely depends on all of the organizational policies, practices, and design
89 capabilities of the employer. Employees are the most important asset of any organization for
90 ensuring progress and accomplishment (Ahmed, 2017). The fulfillment and failure of any business
91 especially depend upon its employees' overall performance closer to reaching organizational goals
92 and targets (Pradhan & Jena, 2017). Delery and Doty (2013), suggested that the integrative
93 perspective represents a configuration method to the strategic human resources control which
94 argues that the patterns of human resources duties are crucial to pursue organizational goals. In
95 this project creativity is playing the function of mediator which may be called the cognitive
96 capability that emerges as a singular or skill-based total product, incorporating emerging problem
97 solving procedures, and using human intelligence talents to produce inside the first location
98 (original way) (Aslan, 2016). For this reason, all of the personnel can accomplish innovative
99 outcomes depending on their capabilities and knowledge and career motivation (Bandura, 2018).
100 In recent times, innovative employees use novel data technology correctly, have an innovative
101 questioning, and display creative talents while solving difficult problems they face in their
102 organizations or in ordinary life. The creativity of personnel is a crucial requirement for retaining
103 competitiveness in nowadays businesses in face of uncertainty and risk growth (Pattnaik & Sahoo,
104 2021). Innovative employees are the ones who are most likely to succeed and win the competition
105 for new thoughts (Ambile & Pratt, 2016).

106 According to Kadir, Al Hosani and Fadillah (2019), previous research studies highlight few
107 research gaps, which inspire the context of the topic as there were only a few studies carried out
108 on this context of the subject in "work environment, compensation, and organizational policies"
109 in organization. This research will stud the inside context of work environment, compensation,
110 and organizational policies and as a few empirical studies have been carried out on those variables
111 together, so, this research will be an advent inside the context of this subject matter. Another
112 studies gap in this document in step with, is that there isn't a right check at the engagement and
113 performance of the personnel because in organizations employees are generally fresher and
114 maximum of the personnel are not encouraged due to the fact the organization has not paid them
115 for their overall performance. Compensation may be very important to inspire the employees of
116 the organization to perform better. Compensation relates to all the rewards employees obtained, in
117 again for their work. On this context of the topic, these researches are hardly performed in Pakistani
118 context. Slatten, Mehmatoglu and Alfes (2013) and Harter (2018) highlighted the need to study
119 the effect of contextual factors on engagement of employees considering the creativity as the
120 linking agent for improving employee performance.

121 **1.1. Significance of the study:**

122 Work environment plays a crucial role in achieving the welfare of employees in an
123 organization. If employees are happy wherein they work and the environment they walk into every
124 day, they're in all likelihood to be greater efficient asset and make fewer mistakes. At the same
125 time as the poor work environment can decreases the productivity, leading personnel to emerge as
126 demotivated. After that, it's been noticed that motivating the personnel to work in an environment
127 highly important and evokes the employees to take interest in their work can work for organization

128 wellbeing. If we provide great work environment to employees they'll be influenced, glad and
129 relaxed to finish their responsibilities. A work environment must be more effective and efficient
130 so to decrease stress and improve performance, and whilst the employees are happy and motivated
131 they invest all their energy to acquire the satisfactory outcome, having a positive work
132 environment, employees will show positive attitude in which they may be open to any kind of
133 challenges, the employees are happy then whilst inside the appropriate work environment the
134 employees are spurred to be extra creative in giving solutions. The supportive work environment
135 motivates the employees for teamwork. The employees with positive mind are more willing to
136 have interaction with their fellow workers and maintain a good relationship with them. If the
137 employees may be stimulated to interact with them of their creativity inspire willpower,
138 confidence, loyalty and in the long run achievement of the employee. The compensation systems
139 have been developed to induce the productivity of the employees. When the employees are
140 properly compensated they feel motivated to work hard in the organization. It is made for the future
141 with a proper retirement plan. A good retirement plan is also a very beneficial to our organization.
142 It will be a good plan in an organization for the employee will help to attract the seniors and top
143 talent. As a result, induce productivity, morale will become high, help in the retention of the
144 employee and also the level of job satisfaction will increase. The high level of the morale will
145 make sure that employees are motivated to come to the organization. The performance of the
146 employees will be check through the performance appraisal and will give incentives and benefits
147 if they bring any creativity in the organization and then the suggestions and strategic plans will
148 consider and implement if it has any potential. If the strategic plan will succeed then the company
149 will provide promotion to an employee. We are able to have a look at the overall performance of
150 the year in what methods the precise employees contribute to the fulfillment of the company
151 (creativity, strategic plan, and overall performance and so forth.).

152 The employees will be nominated and may be rewarded with the employee of the 12 months
153 by way of the business enterprise every year. The organizational policies have been developed in
154 the organization to bring uniformity to the operations of organization and thus reduce the risk of
155 unwanted incident. The importance of organizational policies is to offer employees with good
156 knowledge about what is expected of them like behavior and performance, gives guidelines to the
157 employees to make decision in routine, employees will be treated equally and fairly, gives good
158 method of dealing with complaints to help ignore claims of biasness.

159 **1. Literature Review:**

160 **2.1. Factors Affecting Employee Engagement**

161 **2.1.1 Work environment:**

162 According to Zeytinoglu & Denton, (2017), the work environment is the first factors that
163 influence employee's decision to stay with the organization. Furthermore, Lewin, Lippitt & White,
164 (2017), they believed that an environment means the mutual considerations of the cluster, about
165 its surroundings. Afterward, Zeytinoglu (2017), work environment is an important factor that
166 impacts an employee's retention. Moreover, Edgar & Geare, (2017), working environment has
167 been denoted as the safe physical working atmosphere. According to Ollukkaran (2017), work
168 environment have positive impact as well as negative on few outcomes of the job such as
169 engagement, performance and intention to stay in an organization.

170 A great work environment gives a sense of security and encourages the employees to
171 perform optimally. It can be influence the emotions of the employees. The employee will feel
172 comfortable if they like the work environment where he/she performs their tasks, performing their
173 tasks so that working time is used effectively. The productivity will be increase and the employee
174 performance will also be automatically high Anggi (2015).

175 The work environment is the one of an important attributes that identifies the engagement level of
176 the employees. According to Deci& Ryan, (2018), the management which provides a supportive
177 work environment basically shows the concerns towards the employees' needs, and also gives a
178 great feedback and encourages their employees to voice their problems to enhance new skills and
179 expertise to solve their issues. A work environment is an atmosphere in which the employees can
180 perform great and it is also used to explain the surroundings situations in which an employee
181 operates. And, a positive work environment increases employee wellbeing, productivity, and
182 growth.

183 According to Damija, (2019), in the work environment there is health. A strong work
184 environment includes, workplace lighting, and discusses temperature, employee benefits
185 requirements, color usage, maintenance of hygiene, and the arrangement of various offices
186 required by employees, such as, changing rooms, and dignified areas. Additionally
187 Kompasso&Sridevi (2018), organizations should provide a psychologically secured work
188 environment to improve employee engagement. The culture of the organization begins when
189 managers create a psychologically secure work environment. Companies need to increase training
190 applications that concentrate on competencies that impact employee performance and employee
191 engagement.

192 Slack, Orife, & Anderson, (2020), describe the engagement of personnel and hyperlinks to
193 other organizations employee engagement is regularly referred the organization's dedication or
194 citizenship and is an active and intellectual commitment to the company. Fardale&Murrer, (2015)
195 be aware the engagement of employees as while personnel sat physically, perceptively, and
196 without delay whilst finishing each day tasks. Furthermore, Saks and Gruman (2014), grouped
197 worker engagement into two stages: attention and retention. The quantity of time an employee
198 spends considering approximately his or her part inside the employer as consideration. The degree
199 of pressure of a proxy into its current additives is called an analogy.

200 Chan &Huak (2020) the work environment can be the place where a particular work will
201 be done. It includes other factors such as quality, price, handles, strategy and benefits. Suggest the
202 work environment considering the social, environmental, physical, environmental, and intellectual
203 of the employees of the organization in which they operate. Moreover McCoy &Evans (2020),
204 point out that the workplace means a series of attractive activities that do not stretch between
205 employees to fulfill their final duty.

206 On the other hand according to Sageer(2012), the work is completely satisfied and
207 empowered by the working environment, due to the good conditions the employees feel safe and
208 comfortable. Moreover Saks (2016), numerous analysts have mentioned the connection between
209 the work environment and the employee engagement. Distinct analysts have extraordinary
210 conclusions approximately employee engagement and the work environment. Clarifying the work
211 environment could be a major indicator of employee engagement. It is also considered to be an
212 important figure in employee engagement. The work environment encompasses the strong impact
213 of employee engagement.

214 **H₁: The work environment has a positive impact on employee engagement in a company.**

215 **2.1.2. Compensation:**

216 Compensation is a necessary factor for employee engagement which encourages the
217 employ~~ee~~ to accomplish more and more and hence focus more on work and also on personal
218 development. The compensation includes financial and non-financial rewards. It is a combination
219 of pay, bonuses, and, other financial rewards and as well as also non-financial rewards e.g. extra
220 holidays. The level of satisfaction of employee engagement depends upon the attractiveness of the
221 compensation and rewards that they received. The compensation is the sign that is given by the
222 organizations to their employees to perform greatly in ~~the~~ every of the organization. If the
223 employees will show a higher level of engagement and performance in their work in the
224 organizational goals, then the employees will experience an increase in their salary and will receive
225 other rewards.

226 Milkovich& Newman (2015), "The compensation is a system that indicates types of
227 financial returns and tangible benefits which employees receive as a result of an
228 employmentrelationship". The compensation is an attribute that facilitates the presence of
229 employee engagement mentioned by Indriyani&Heruwasto (2017), Anita (2014),&Milkovich&
230 Newman (2005). Indriyani&Heruwasto (2017) & Abel (2013) described in their study that "the
231 more success and profit increases by the employee engagement if the employees are satisfied".
232 Employee engagement came from the feeling that the employees get a good compensation package
233 for their work. However, Saks &Rotman (2016) mentioned that "the rewards compensations are
234 significant earlier of employee engagement". They feel that when the organization gave rearwards
235 benefits to their employees, they will feel required to perform with a high level of engagement.

236 According to Kahn (2018), the level of engagement of the employees is the result of their
237 perceptions of the rewards they receive. For that reason, no matter what kind of reward they are
238 getting, it is the employee's understanding that they feel satisfied and therefore one's engagement
239 in the job. It is an absolutely necessary for the management to present an acceptable standard of
240 compensation and rewards for their employees if they want to accomplish a great level of
241 engagement. In addition, Mangkunegara (2014), "compensation as the payment in the form of cash
242 for work services or salary is basic to the employees on an hourly, daily, and half-day basis". The
243 salary is paid to the employees for their work given monthly. Benefits and services are the direct
244 financial monetary value that can be identified easily and meanwhile service is a direct financial
245 monetary value that cannot be easily determined.

246 Harianjia (2018), the compensation is the whole thing for employees as the remuneration
247 for work. It's also called an award for the employees, which can be in the form of directly or
248 indirectly and a financial (e.g. earnings, benefits, bonuses or incentives, and commissions) or non-
249 economic rewards (e.g. education, authority, responsibility, popularity of performance, as well as
250 a supportive working surroundings) for the employees for their overall performance in engaging
251 in goals of the company. According to Anitha(2014), "the employee feels obliged to perform with
252 higher levels of engagement after receiving their compensation and rewards". Accordingly,
253 Ologbo&Sauda (2011), the employees who perform outstanding work they do to be distinctively
254 compensated and rewarded especially when the salary is related to the performance. Hence, it is
255 proved that the compensation matters and impacts the employee engagement. According to this,
256 we proposed another hypothesis that is:

257 **H₂: Compensation has a positive impact on employee engagement in a company.**

258 **2.1.3. Organizational Policies:**

259 Teryima, Faajir, & John (2016), job status centered on awaiting the explosion date, which
260 has a positive effect on organizational policy on employee fine, employee health, in employee
261 engagement, employees are expected to expose a high degree of engagement and positive attitudes
262 towards it organizational policy, consequently, each employee needs a policy framework a good
263 way to determine the high-quality in their paintings. Organizational rules, methods, frameworks,
264 and programs determine the scope of employees operating within the company. It has been glaring
265 from the start of studies that the applicable guidelines and tactics of the company are very
266 important through employee engagement and achievement in keeping business targets. Key rules
267 and approaches can include right recruitment and choice, flexibility over time, assistance in
268 balancing work and health, and fair promotional rules.

269 Dickson (2012), say that management needs to be aware about staff concerns about
270 organizational policy approaches and robust relationships with particular issues or conditions that
271 have an effect on the work environment of employees. Thompson, Lemmon, & Walter (2015),
272 counseled that suggest for better levels of employee engagement employee has to do high-quality
273 work. Absolutely, for the same old of residing of the work to be achieved, there's something greater
274 than a generation of innovative ideas or information is critical. However managers need to
275 recognize the value of the worker contribution to organizational policy as it enables managers and
276 employees to agree on a commonplace purpose to benefit the vision of the company.

277 Tella, Ayeni, &Popoola (2017), state that one-way managers' one-manner inspire
278 suggestion are to present information about the results in their actions to others. In contemporary
279 competitive, complicated and international environment, worker engagement in organizational
280 coverage will play a vital function in all stages of coverage improvement of their implementation
281 place of job; an appropriate work environment will set up the dedication of employees. Yousef
282 (2017), organizational commitment contributes to activity pride. But, for the employee to be able
283 and take part in contributing to the sustainability and attracting global attention to the preference
284 for creation organizational performance, employee wishes same and worrying company that
285 acknowledges the need for paintings in an environment of all shortcomings regarding the nice of
286 work-existence the work-lifestyles employee engagement. In keeping withKanten&Sadullah
287 (2012), if a company affords first-class of lifestyles for its personnel, it is a great indicator that
288 enhances its photo in attracting and maintaining personnel. These are wide variety of factors that
289 have an effect on organizational policy in assist of the quality of lifestyles of the employees the
290 image proven makes use of the coverage commitment as a point of evaluation of comparableterms.

291 Edwards (2017) &Lasrado (2016), policy formulation within the context of administrative
292 help group of workers the plan may additionally contain a stakeholder engagement company also
293 referred to as team constructing. showing that is a superb contribution employees systems can have
294 a tremendous effect on extended production, attractiveness, implementation, and evaluation of
295 crew constructing. Okoroma (2016), Van Dijk& Van Den Ende, (2016), organizational coverage
296 support and committed offerings are needed to improve staff quality expert life in the four tiers of
297 organizational policy together with creation, adoption, implementation, and evaluation of
298 thoughts. whilst worker contribution requirements are met, transfers will take vicinity from worker
299 construction to possible ideas, to offer organizations big and non-stop provision of applicable
300 challenge ideas.

301 Consistent with (Ali & Ahmed, 2019), employee must be rewarded no longer most

302 effective with material things but additionally with tangible blessings. Employee communication
303 exists it is vital for the employer. Employee desires to listen that the delivery of their overall
304 performance can be rewarded. Employee ought to be emotionally rewarded and recognized each
305 within and out of doors the employer in the right manner. Furthermore, Welbourne (2017), the
306 organizational coverage have to make sure that employee tips are taken into consideration
307 internally and in intermediate interactions to lessen worker pressure and enhance interpersonal
308 relationships as well. Organizations have the benefit to maintain employees influenced and
309 concerned in their union policy.

310 According to (Schneider & Richman, 2019), lessons indicate that the organization's
311 recruitment policy has an impact on the engagement and performance of the future employees.
312 They argue that organizational flexible organizational life policies have a significant positive
313 impact on employee involvement. Accordingly (Woodruffe & Rama Devi, 2015), the importance
314 of the best organizational policies and procedures support flexible applications that help balance
315 employees and home workplaces; organizations with such arrangements are more likely to have
316 affected employees. Moreover, (Rath & Harter, 2020), suggested that occupational well-being is a
317 complete step that enhances employee engagement. (Narehan, Hairunnisa, Norfadzillah, and
318 Freziamella, 2014), describe that the organizational policy should be detailed enough to help
319 employees know the nature of their vision and what it is like being informed of the organization
320 and the relationship of their contribution to the quality of the workplace health improvement
321 programs. Employee engagement improves when a work-related response comes from
322 management and supervisors focus on strengths and not on employees' weaknesses.

323 **H₃: The organizational policies have a positive effect on employee engagement**

324 **2.2. Relationship between the employee engagement and the employee performance**

325 Consistent with (Adhitama & Riyanto, 2020), Employee engagement is seen as one of the
326 important issues which organization strives to maintain among its employees and to ensure that
327 employees place 100 percent of their commitment. Additionally, Baumruk, Frank (2017) & Shaw
328 (2015), the interest and mental commitment to participation or the degree of voluntary effort are
329 shown by employees in their work. However, (Kahn & Truss, 2017), described, even though it is
330 obvious and recognized that employee engagement can be a multifaceted development; it views
331 employee engagement as a 'work motivation', an attitude that covers three-dimensional
332 conversations and holds common ground. Employee engagement, fulfillment, and aspiration for
333 the work he or she does. (Robbins & Judge, 2017), Long-term employees have a strong work ethic
334 and have a close relationship with their organization, and employee who have a lot of relationships
335 can be called diverse, especially as they spend/devote their time to their work without being rigid
336 and considerate. Makinen (2013) & Xanthopoulo (2019), the concept of employee engagement
337 may be a work-related situation characterized by employee components of firmness, commitment,
338 and retention. Part of the strength refers to the long levels of stamina in the workplace and the
339 appearance of mental resistance while working. On the other hand, commitment involves the
340 involvement of one's work ethic, the value of one's work, and the strength with which one attaches
341 itself. In terms of absorption, it includes a commitment to spending money in a fun way and
342 focusing entirely on the job as well. In short, the employees who are committed to the job are
343 highly motivated people and, therefore, include a surprisingly enthusiastic trade in their work. In
344 extension, work interactions have been assessed with reliable measurements on a few bases.

345 Saks, A.M. (2016), employee engagement has become a hot topic between consulting firms
346 and well-known commercial newspapers over time. Even so, Employee engagement is rarely
347 considered in academic writing and little is known about its predecessors and outcomes. The
348 rationale for this consideration was to examine the predictions of the predecessors and the results
349 of the job interview with the organization based on the concept of public commerce.
350 (Schaufeli, SetyoRiyanto&Supriyanto&Hapzi Ali, 2017), Engagement is characterized as a
351 positive state of mind, full of meaning and inspiration, which is characterized by energy,
352 commitment, and retention. Cendani&Tjahjaningsih (2015), Riyanto, (2017), Pratama&Aima
353 (2018), &Prabasari (2018) stamped by the state of mind of concentration and are exceptionally
354 charmed in one's work where time passes rapidly and somebody has trouble getting away from the
355 office. That employee Engagement had a noteworthy impact on employee execution however it
356 isn't always in step with come approximately that employee Engagement had no widespread
357 impact on employees overall performance. Kahn, (2018), employee engagement is characterized
358 in common as the extent of performance and engagement of employees has closer to their
359 association and its values.

360 During engagement “humans make use of and specific themselves physically, cognitively,
361 and emotional mind element, performances, one-of-a-kind variables symbolize an employee as
362 a locked-in employee. The idea has superior deliberating the unique practices displayed through
363 an emphatically useful employee. This paper acknowledges the important thing factors via a
364 cautious writing have a look at that describes employee engagement and recognizes the exceptional
365 of effect of employee engagement on employee execution.

366 Makinen&Xanthopoulos, (2019), the concept of employee engagement may be a work-related
367 situation characterized by employee components of firmness, commitment, and retention. Part of
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377 considered in academic writing and little is known about its predecessors and outcomes. The
378 rationale for this consideration was to examine the predictions of the predecessors and the results
379 of the job interview with the organization based on the concept of public commerce. Satata, D. B.
380 M. (2021), Employee Engagement may be a physical and mental condition related to working with
381 understanding, integrity, and ethics to achieve organizational goals. The purpose of this research
382 article is to summarize and discuss the involvement of employees as a part of an effort to advance
383 the work within the organization.

384 Performance is the behavior on how quality, quantity, and purpose are achieved effectively.
385 Employees who have work well by means of growing their skills for you to do higher. Employee
386 overall performance displays the monetary or non-financial effect of an employee having a direct
387 courting with the functioning of the business enterprise and its effectiveness. A number of research

388 display that an crucial way to improve employee performance is to recognition on sell worker
389 engagement. research Christian (2011), Fleming & Asplund (2020), rich (2020), Richman (2018),
390 Macey& Schneider (2018), Holbeche&Springett (2018), Leiter& Bakker (2020), also shows the
391 life of better stages employee engagement improves activity overall performance, task overall
392 performance, and company citizenship conduct, productivity, self-dedication, affective dedication,
393 continuity commitment, mental standards, and customer service. As an effect of employee
394 engagement on employee performance within the work of the worker were verified in those in
395 advance. The observe objectives to study the ability effect of employee engagement has on
396 employee performance.

397 Simamora (2019), overall performance became a response to diverse problems such as
398 fatigue, shortcomings, and strength and was useful to placing desires, track, profession
399 development plan and mainly the organization. Further, it became explained that overall
400 performance as a degree of performance may be completed through character, unit, or type the
401 usage of current competencies and limitations to gain desires. Moreover, Hasibuan (2019), overall
402 performance depends on the overall performance of the process or the fulfillment of the employee
403 on the job. Work ethic is the result of the best and quantity of labor achieved in the performance
404 of employees' obligations according with the job duties assigned to businesses or organizations
405 (Gayathiri, Ramakrishnan, Babatunde, Banerjee, & Islam, 2013).

406 **H₄: Employee engagement has a positive effect on employee performance in an organization.**

407 **2.3. Creativity as a mediator of employee engagement and employee performance** 408 **relationship:**

409 In our report the constructs are identify separately, which shows a relationship between
410 employee engagement and creativity on the one hand and on the other hand it shows the
411 relationship between employee performance and creativity, shows that the creativity may play a
412 mediating role between employee engagement and performance. According to this literature, the
413 research frame work particularly hypothesizes that employee engagement in work results in
414 enhanced creativity at work which in returned changed to great performance on the job. Whatever
415 may be, Barron (2018), focuses, especially on people with long health. Creativity is where the key
416 to arbitration is not part of the original applications recorded within the court. (Isaksen&Ekvall,
417 2018), "notes that when employees experience a deep sense of belonging and experience a climate
418 that allows for creative ingenuity, the result of a variety of business benefits, including work
419 performance". In the founding concept of (Amabile& Mueller, 2018), "incentive or participation
420 in one's work reflects one of the most important inventions in the workplace. Cleverly as they
421 begin to create creative ways to solve work problems that positively affect the overall performance
422 of the work (Amabile and Kramer, 2018). On the other hand when the employees found their jobs
423 uninteresting, they may become demotivated and they will not show their engagement in their
424 work, which can decrease their motivation level to think creatively in solving work problems and
425 therefore lead to performance issues.

426 **H₅: Creativity mediates the relationship between employees engagement and employee**
427 **performance in the organization**

428
429
430

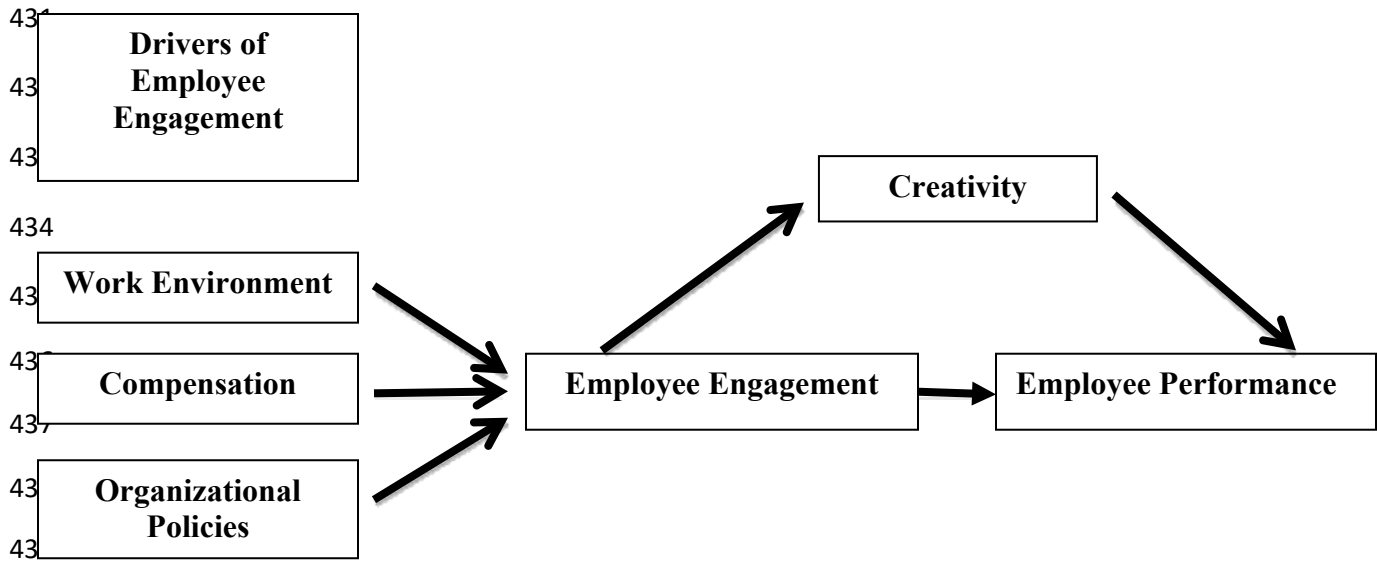


Figure 1

Theoretical Framework

3. Methodology:

3.1. Data collection and sampling

Data were collected from workers working in small and medium-size enterprises within the university. A cover letter explained the purpose of the instrument, assured the respondents of the confidentiality of their responses, and informed them that the information collected would only be utilized for research purposes. Before data collection, we tested the reliability and validity of the questionnaire through a pilot study. A convenience sample of 500 respondents of NESPAK Pvt. Limited Company took part in this report. Furthermore, through WhatsApp (a social network application) and emails, we distributed 500 questionnaires among senior employees, middle-level employees, and administrative staff of the NESPAK Pvt. Limited Company and received a total of 324 filled responses. After further refinement, the completed sample size was 301. A convenience sampling is mainly used data collection method which gives researchers with fastest access to the compared to the other types of sampling method (Frankfort-Nachmias & Nachmias, 2018). Consequently, a convenience sample is a well-founded alternative. Compare to other reports, convenience sampling data collection techniques, one of the members of our group of this study asked for the help from his contacts to distribute questionnaires to their colleagues working in the NESPAK organization. After 3 weeks, a total number of 324 complete questionnaires were returned. All the tools were completed in their original language English as Pakistanis have a good command of English language. English language is taught at every schools, colleges, and universities in Pakistan a long with Urdu. This research design is depends upon a survey questionnaires on respondents feelings. There are three independent variables which are work

466 environment, compensation, and organizational policies in the questionnaire. Accordingly,
467 employee engagement and employee performance are dependent variable. There are total 20
468 questions according to the variables.

469 **3.2. Respondents' Summary**

470 This questionnaire was reserved for 500 experts working for NESPAK. A range of 345
471 peoples answers were obtained, of which 255 were used for this paper. In this review, we have
472 estimation. Overall majority of the respondents in this assessment were men, i.e. about 53.99%
473 people and 46.61% female. The level of respondents working more than 14 years was 27.98%,
474 with more than 11-16 years was 34.67%, and 6-11 years was 38.99%. Mainly, the situations from
475 which we collected information were organizing managers (28.99%), center level managers
476 (35.88%) and actual team (56.87%). Finally, the respondents' level of coaching included masters
477 (28.99%), graduate (49.14%), and other (23.21%). Point-by-point test financial problems are
478 introduced in Table 1.

479 **Table 1**

480 **Respondents' summary.**

Characteristics	Category	Frequency (<i>n</i>)	Percentage (%)
Gender	Male	164	54.44
	Female	137	45.51
Working experience	5–10 years	119	39.53
	10–15 years	102	33.88
	Above 15 years	80	26.57
Positions	Senior manager	81	26.91
	Middle manager	108	35.88
	Administrative staff	112	37.20
Education	Post-graduate	90	29.90
	Undergraduate	145	48.17
	Others	66	21.92

481

482

483 **4. Analysis**

484 SEM (SEM) revealed by SPSS 3.199 to evaluate this relationship in this test. We chose SPSS
485 for our analysis because it follows a transformation-based SEM theory, which is less sensitive to
486 test for size differences than applications that use covariance like AMOS (Analysis of Moment
487 Structures) based on SEM approaches. In this format, we tested the bonds between office climate,
488 moderated help, delegate success, and master responsibility. Thus, prior to testing the hypotheses,
489 each construct was tested for consistency quality and validity.

490 The apparent quality and originality data are present in Table 2. The proportion of each item
 491 stacking was more important than the cut-off value of 0.70. Similarly, Cronbach's alpha, rho_A,
 492 and composite univariate quality measures for projects all exceeded the proposed value of 0.7.
 493 Furthermore, the normalized change separated for each improvement was greater than the
 494 recommend number of 0.8. In addition, we examined the consistent perception of each used Mac
 495 and clarified the consensus rationale. Discriminant was valid attempt. The squared specification
 496 of the standard distribution should be greater than the usual caution between swear words for each
 497 progression. Therefore, the scale meets the requirements of consistent quality and validity.

498 **Table 4.1 Reliability and validity of the construct**

Constructs	Loading	Alpha	rho_A	CR	AVE
Work Environment					
WE1	0.874				
WE2	0.842				
WE3	0.798				
WE4	0.792	0.935	0.94	0.946	0.685
WE5	0.810				
WE6	0.840				
WE7	0.792				
WE8	0.868				
Organizational Policies					
OP1	0.680				
OP2	0.820	0.784	0.795	0.862	0.612
OP3	0.887				
OP4	0.725				
Employee Performance					
EP1	0.789				
EP2	0.795				
EP3	0.829	0.843	0.846	0.889	0.616
EP4	0.716				
EP5	0.791				
Employee Engagement					
EE1	0.758				
EE2	0.818	0.759	0.776	0.846	0.578
EE3	0.733				
EE4	0.730				

500 **4.1. Discriminant Validity**

501 Indeed, Hensler, Ringel, criticized Fornell and Larcker's assessment criteria and suggested
502 that discriminant validity surveys are not robust. Hensler, Ringel proposed another approach
503 considering HTMT (multi-trait-multi-method matrix) to survey discriminant validity. This is
504 another way to measure actual valid or not. In this audit, we strengthened the Htmt for discriminant
505 validity assessment. The HTMT is shown as the mean value of what produces a correlation with
506 the (numerical) mean of the regular correlation for the items assessing the essentially inseparable
507 structure. Hensler, Ringel proposed a SV of 0.90 for HTML. Therefore, an HTMT above 1.89
508 would suggest that discriminant validity is lacking. Table 3 presents the HTML value of each Mac.
509 The results show that each has an HTML value of less than 0.90. Therefore, the scale meets the
510 essentials of real valued validity.

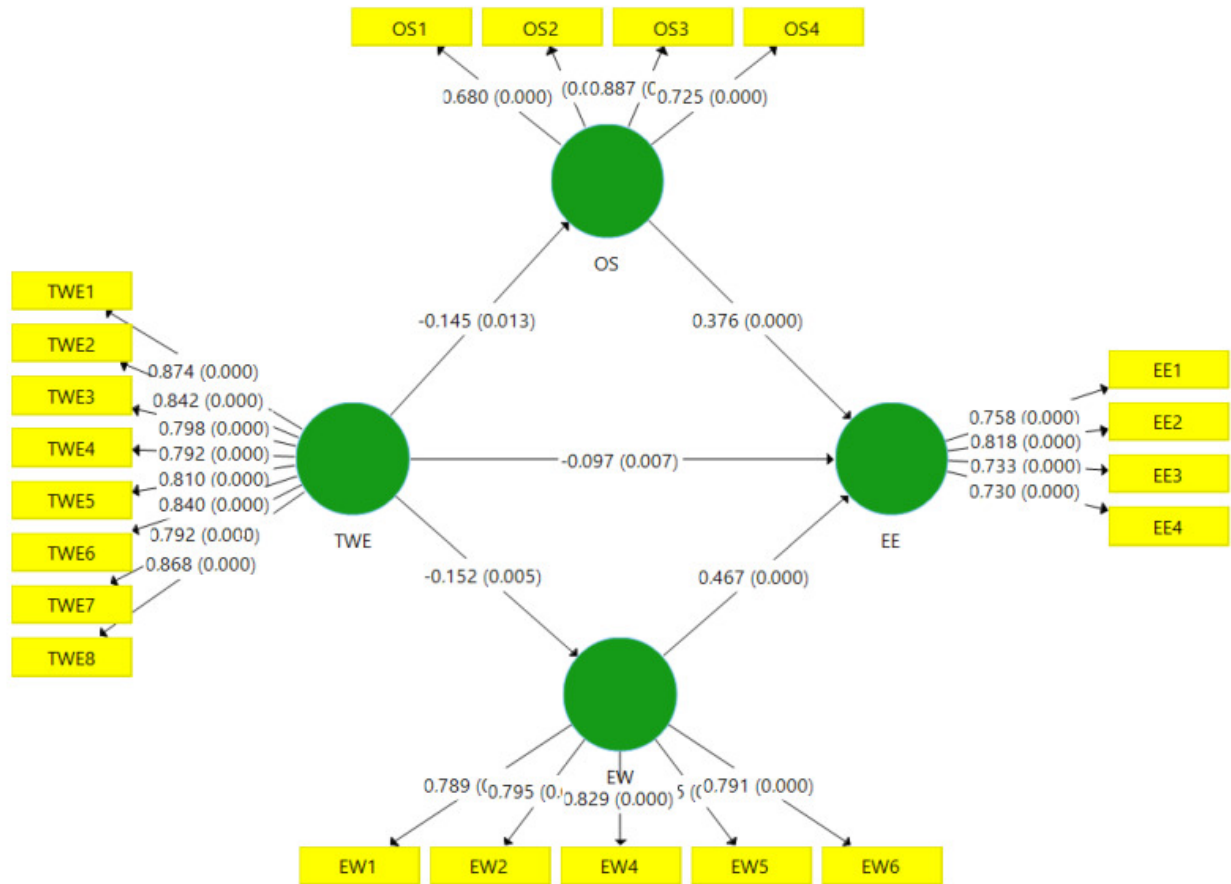
511 **Table 4.2**

Constructs	EE	EP	OP
Employee' relationship with others			
Employee betterment	0.852		
Organizational policies	0.759	0.533	
work environment	0.244	0.157	0.166

512

513 **4.2. Results**

514 We have used SPSS with bootstrapping structure to select test method and separate t-values,
515 p-values. The effects of various relationships, close t-value, p-value, and confidence-increasing
516 effects in the applied model are introduced in Table 4. The results show that hazardous work
517 environment climate is significance and negative one. Correlation with delegate risk ($\beta = -0.0897$,
518 $p < 0.499$). Additionally, an unsafe working environment had a strong and negative relationship
519 with differential peer support ($\beta = -0.145$, $p < 0.05$). The results were consistent with the
520 hypotheses of H2a. Various uniform aids intervened. Moreover, hypothesis H2c was observed. In
521 addition, a fearful work environment climate was significantly associated with increased
522 delegation ($\beta = -0.152$, $p < 0.05$). Then, hypothesis H3a was observed from the ratio. Ace
523 flourishing was indeed associated with delegate risk ($\beta = 0.467$, $p < 0.05$). Accordingly, hypothesis
524 H3b of this study was similarly observed. Finally, delegation moderated the relationship between
525 a TWE and EE ($\beta = -0.061$, $p < 0.05$), and the survey held hypothesis H3c in mind. Furthermore,
526 when in doubt, the results of this study bear in mind the assumptions made in Table 4. Thus, the
527 detailed data of the method coefficients of the evaluation model are mainly contained in Figure 2



528

529

Figure 2

530

Path coefficients of the research model

531

532

Table 4.3 Direct and indirect paths

Direct Paths	Coefficients	Mean	SD	t-Values	p-Values	Results
WE → EE	-0.089	-0.099	0.087	3.590	0.020	Significant
WE → OP	-0.564	-0.160	0.064	2.982	0.007	Significant
OP → EE	0.421	0.380	0.064	9.12	0.000	Significant
WE → EP	-0.157	-0.162	0.060	3.123	0.018	Significant
EP → EE	0.467	0.506	0.05	10.01	0.000	Significant
Indirect Paths						
WE → EP → EE	-0.098	-0.072	0.066	3.01	0.001	Significant
WE → OS → EE	-0.069	-0.087	0.034	3.096	0.10	Significant

533

Significant level $p < 0.05$ SD, standard deviation WE Work Environment, EE Employee

534

Engagement, OP organizational support, EP Employee Performance.

535 5. Discussion

536

537 The environment of the workplace and the employees responsibility are clearly limited
538 enough to see the variously constituted informed experts. Initially, such assessments were carried
539 out in high-level countries. This is the critical assessment with which to work in a developing
540 country like Pakistan.

541 In any case, the catalytic effects of a bad work area climate on the master are at least not
542 permanent, and the beginning of this evaluation shows that the work area climate affects delegation
543 riskdoes which supports the hypothesis H1. In addition to preliminary assessments, it was
544 warranted that the poor climate of the working environment is related to the danger of the
545 delegates. Additionally, a monster degree frame was shaped that was connected to Pakistan's
546 money district(Knapp et al., 2012; Brzeziński, 2016). The results of their framework confirmed
547 that an effective work area climate has a negative relationship with delegate commitment, which
548 reduces the mental presence of the sole master. The beginnings of this assessment are in addition
549 to keeping the hypothesis in mind. Similarly, it is further observed that the development of experts
550 is affected by high work demands and work pressure. Thus, effects, for example, brain crushing,
551 lead state, stress problems, restlessness, burnout, and depression occur. In this way, it is suggested
552 that some potential projects in hazardous work environments for SMEs specialists may turn into a
553 spring of mitigation, which will promote long-term worker commitment. Small and medium-sized
554 endeavors need to see outstanding experts who are the main drivers of a bad working environment
555 and a short time frame later will give him/her with the expectation of a critical finish (Widerszal-
556 Bazyl and Cieślak, 2000). Second, SMEs should go with every responsible head, including
557 executives, that experts define almost nothing and medium effort. As such, they should be
558 monitored in the same way as association resources. These activities will reduce the hazardous
559 work area climate and promote pro-responsibility among professionals in small and medium
560 enterprises in Pakistan.

561 Second, we turned to some data on the negative relationship between a hostile work
562 environment and moderated support(Schaufeli and Bakker, 2004). The finding of this study
563 warrants a negative relationship between risky work area climate and moderated support, which
564 bears in mind the hypotheses of H2a. Their diagram suggests that the incivility of the work
565 environment reduces support from affiliations. These concentration holes are taken into account
566 by the reliable support assumption. Also, in this review, we sought a positive relationship between
567 moderated support and expert responsibility. This evaluation finding confirms that there is a
568 positive relationship between different homogeneous support and representative risk, bearing in
569 mind the hypothesis of H2b.Tremblay zeroed in on 115 specialty units of an overall retailer, and
570 the openings of their evaluation showed that different evened out help is unequivocally connected
571 with worker commitment. These openings are other than remained mindful of by different evened
572 out help hypothesis. We other than inspected the intervening spot of dependable help with the
573 connection between at working environment climate and expert risk. The findings of this
574 evaluation demands solid areas for that intervenes the connection between a harming working
575 environment climate and representative obligation, which support speculation H2c. Past appraisals
576 similarly support our outcomes. Different evened out help hypothesis thusly remains mindful of
577 our outcomes. Different evened out help hypothesis recommends that individuals exchange their
578 time and exertion at work for respected results. As required, expecting that Chinese little and

579 medium-size attempts give market-based pay and advantages, then, at that point, specialists will
580 be fulfilled and draw in with the vision of the affiliations. Additionally, they showed that
581 dependable help is how much specialists see that their association respects their commitment and
582 regularly contemplates their prosperity

583 Third, we inspected the negative connection between a stunning work environment climate
584 and worker achievement(Halbesleben, 2010). The results of this evaluation guarantee the negative
585 connection between a poisonous work environment climate and representative achievement, which
586 stays mindful of speculation H3a. they segregated 254 specialists utilized at for the most don't part
587 anything and medium-size endeavor (SMEs) worked with in Pakistan, and the possible results of
588 their framework showed that a repulsive work area climate forebodingly impacts delegate
589 flourishing. In particular, in this relationship, hypothesis affirms that predominantly by a long shot
590 the majority of SMEs are conflicting with working environment genuineness, which achieves a
591 vigilant demeanor among the arranged taught specialists, which unfavorably influences the fair
592 and tremendous achievement relationship with the vision and mission of the association. In
593 addition, in this review, we attempted the positive connection between worker flourishing and ace
594 responsibility. The openings of this paper demand that there is a positive connection between
595 moderate help and expert risk, which stays mindful of speculation H3b. The demand of proposed
596 that a specialist's flourishing excess parts insoluble with laborer commitment (Stetz et al., 2006).
597 Absolutely when affiliations give flourishing and cash related help, specialists really focus at work.
598 The openings of this study are additionally remained mindful of by certifiable help hypothesis.
599 Plus, we involved ace normal as a second intervening variable in the connection between at
600 horrendous work area climate and representative responsibility. The consequences of this
601 evaluation confirm that expert flourishing genuinely and as per a general perspective intercedes in
602 the connection between a dangerous work area climate and representative obligation, which stays
603 mindful of speculation H3c. the segregated 336 specialists utilized at near nothing and medium-
604 size endeavors, and the aftereffects of their review asserted that star achievement diminishes
605 working environment asking, mobbing, and hurt. Thus, it further makes innovative work lead,
606 which increases pro obligation. For the most part, past evaluations correspondingly support our
607 outcomes. This relationship is remained mindful of by guaranteed help hypothesis. In this manner,
608 the above conversations shows that dependably making help and representative achievement
609 decline a horrible work area climate and increment the degree of expert responsibility(Gelderens
610 and Bik, 2016). Likewise, it is correspondingly shown that expert achievement is more enormous
611 than moderate help.

612 **6. Implications**

613

614 For the most part, this study adds to the confined gathering of works investigating the
615 abnormal methods of the association among engagement and performance, and subsequently helps
616 in additional creating speculation. Focuses on that perceive potential mediators that could
617 influence the relationship between the engagement and performance can help in making
618 speculation around here (Kim et al., 2013). As indicated by our survey results, including new
619 crucial parts into our model, similar to creative mind, upholds further creating speculation through
620 cultivating our cognizance further of the frameworks and associations among employee
621 engagement and performance. Additionally, our survey shows that the relationship among

622 employee engagement and performance is not an essential one, yet is influenced by various
623 components that ought to be examined and used to cultivate current theory. The continuous audit
624 includes the occupation of creative mind in this relationship and credits support to Amabile's
625 (1996) componential speculation of creative mind connecting with the meaning of creative mind
626 in this relationship.

627 Future researchers are asked to use our results and investigate creativity and its
628 subcomponents further in the association among engagement and performance, which can at last
629 help with chipping away at our theoretical cognizance of this area and guide careful investigation
630 even more exactly. This audit gives huge encounters to scientists in the Asian region, when in
631 doubt, Pakistan in explicit.

632 As per a feasible perspective, affiliations are urged to develop delegate responsibility at
633 capability as most of the assessments recalling this audit for the country of Pakistan show its
634 influence on work execution. For example, different ancestors to drive agent responsibility at work
635 have been noted in the composition, going from giving execution analysis to the level of chance
636 at work. Also, as per the perspective of this audit, it is huge for tip top execution relationship to
637 cultivate a work environment which supports creative mind to get the awards of responsibility
638 concerning extended work execution. Without a doubt, on the meaning of the work environment,
639 a Salanova et al. (2005) study shown that creativity plays a mediating role among employee
640 engagement and performance. Considering this audit, corporate heads are urged to empower and
641 advance ingenuity at work which could uphold the effect of responsibility on work execution. At
642 last, the audit has novel consequences for the Pakistan's business. Various Pakistan and Asian
643 organizations have usually taken on standard and administrative organization systems that are
644 known to invest ingenuity at energy down (Ismail, 2013), and hence hamper the impact of
645 responsibility on execution as this study illustrates. The continuous audit shows the value of agent
646 obligation to chiefs besides, its impact on work execution at work. Chiefs are asked to secure their
647 delegates at work by focusing in a more prominent measure of their undertakings on the parts of
648 job improvement and occupation plan, the two of which address slight areas affiliations (Ismail,
649 2013; Ismail and El Nakkache, 2014). Execution assessments its affiliations could have to change
650 from a regular focus on business needs to one that bright lights on both business and agent calling
651 needs. This is obviously achieved through an assessment system that relates the necessities of the
652 business with the job needs of laborers wishing to foster inside the affiliation. Another report by
653 Ismail and, truly Rishani (2018) in Lebanon shows the meaning of consolidating job organizing in
654 execution assessments for raising ingenuity at work. Also company managers should outfit their
655 laborers with extra entrancing place that can help with attracting people at work. All the while, all
656 legitimate drives that hope to further foster delegate responsibility at work ought to happen inside
657 a culture that advance agent ingenuity as the association among engagement and performance is
658 dependent upon creative mind as showed in this report.

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