

# Analyzing Factors of Employee Engagements to Enhance Job Satisfaction among the Employees in United Arab Emirates

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To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v14-i8/22567>

DOI:10.6007/IJARBSS/v14-i8/22567

**Published Date:** 17 August 2024

## Abstract

Employee satisfaction is increasing in importance, as the competition for talent is high and still growing. Unengaged employees cause unsatisfied employees which eventually lead to high turnover rate that slow down the organization growth. However, up to this date, there is limited study regarding the job satisfaction that involve of employee engagement in UAE. This paper focus on identifying and analysing employee engagement's factors that can enhance job satisfaction among the employees. A literature survey has been conducted to identify the factors that influence the job satisfaction among the employees. A total of 6 significant factors are obtained through literature review which are working environment, leadership, perceived organization support, training and development, rewards and salary. A survey method was used to collect data from 392 respondents. The data were analysed based on regression model to test the six hypotheses. The results derived show that there are only three significant factors which are working environment, leadership and perceived organization support. There are three insignificant factors, which are training and development, rewards and salary towards employee's job satisfaction. The findings of this paper can act as reference or guide for organization leaders and managements about the guideline the findings of this paper can act as reference for the employer to achieve job satisfaction among their employees.

**Keywords:** Employee Engagement; Job Satisfaction, Success Factors.

## Introduction

Employee engagement and job satisfaction have long been acknowledged as critical determinants in corporate performance and employee well-being. Understanding the delicate interplay between these two structures has become critical as firms attempt to

maintain a competitive edge in today's dynamic business climate (Janse, 2019). The importance of these studies derives from the critical responsibilities that engaged and satisfied employees perform inside companies (Keerthika et al., 2018) Employees that are emotionally committed, enthusiastic, and dedicated to their work are more willing to contribute discretionary effort, positively improving organizational performance and productivity (Nadeem et al., 2018). Similarly, job satisfaction, defined as an employee's contentment with their function and work environment, has been connected to higher retention rates, lower turnover, and overall well-being. Based on the previous research, the factors of job satisfaction also has been conducted which the targeted domain is for industry sector (Jena et al., 2019). In an attempt to examines the relationship between supervisory communication and job satisfaction, Ibrahim, Syed, Yatim (2019), conducted survey and framework among SME's employees. Likewise et al (2023), carried out a study to present the importance and factors that contributes to job satisfaction in palm oil industry.

In addition, there are also the similar researches that study specifically the factors of motivation towards job satisfaction among employee by developing a framework in the education (Bryngelson et al., 2021 ; Cascio et al., 2019 ; Asif et al., 2021). There other research regarding the factors that affect job satisfaction coming with different domain. For example, Blom et al (2020), focus the factors in private sector, Jacobson et al (2021), focus in healthcare sector, meanwhile there are also research developed for identifying the factors of job satisfaction in business organization (Abdulrahman et al., 2022). The research has been conducted in order to examined how intrinsic and extrinsic rewards affected job satisfaction (Ahmed et al., 2022). The research also suggested that the employer should focus attention to financial rewards to enable staff of the organization to meet. their primary needs for maximum job satisfaction. Similarly, Rajashekar et al (2023), also include rewards as a significance impact towards employee's job satisfaction.

While various research has independently investigated the notions of employee engagement and work satisfaction, the complicated link between the two remains relatively unexplored in the available literature. This study tries to close the gap by researching the elements that influence employee engagement and job satisfaction.

### **Factors of Employee Engagement to Enhance Job Satisfaction**

Job satisfaction among the employees can be related to many factors. This paper will focus on employee engagement factors. In this section, the important factors which found through literature study shown in Figure. 1 will be discussed in detail. The factors are working environment, leadership, perceived organization support, training and development, rewards and salary (Jena et al., 2019 ; Casio et al., 2019 ; Asif et al., 2021 ; Samithamby et al., 2018) wouldl be explained briefly in the next section.

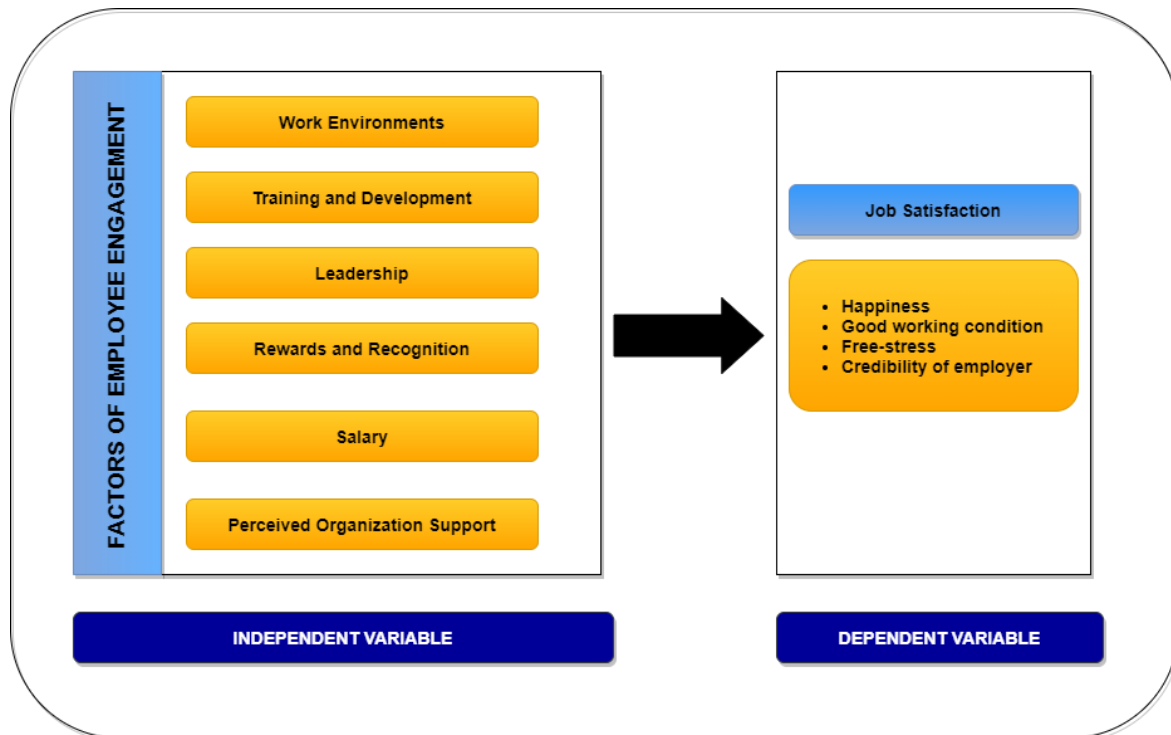


Figure 1. Conceptual frameworks based on literature studies

### Working Environment

The workplace environment is a critical component of employee engagement that has a significant impact on raising job satisfaction (Jena et al., 2019 ; Casio et al., 2019 ; Asif et al., 2021 ; Samithamby et al., 2018). Employees feel more at home and secure in a supportive work environment, which is defined by elements like physical comfort, a collaborative culture, and managerial support (Samithamby et al., 2018). People are more inclined to engage with their tasks enthusiastically when they feel appreciated and safe at work. As a result of their roles' fulfillment, employees who are engaged at work are more likely to be satisfied with their jobs (Cascio, 2019). In addition to fostering effective interactions, a positive work atmosphere also lowers stress and burnout, ensures that staff members are happy and engaged in their daily activities, and fosters a positive cycle of engagement and job satisfaction (Smith, 2020).

### Training and Development

Training and development initiatives are vital employee engagement factors that have the ability to greatly improve employee work satisfaction (Bryngelson, 2021). Employees feel valued and empowered when firms engage in ongoing skill development and provide chances for personal and professional advancement [6]. They become more involved in their work as they see a clear route for promotion and skill enhancement, which leads to higher job satisfaction (Smith, 2020). Furthermore, well-designed training programs not only increase job performance but also develop a sense of accomplishment and self-worth, which positively contributes to overall job satisfaction (Samithamby et al., 2018). As a result, a deliberate emphasis on training and development benefits not only individual employees but also an organization's capacity to retain talent and maintain a motivated, pleased workforce.

**Leadership**

Leadership is a fundamental employee engagement aspect that has a major impact on employee job satisfaction (Jena et al., 2019 ; Casio et al., 2019 ; Asif et al., 2021 ; Samithamby et al., 2018). Effective leadership establishes the tone for the workplace, influencing how employees perceive their jobs and the organization as a whole (Samithamby et al., 2018). Transparent leaders who display empathy and real concern for their team members promote trust and open communication, resulting in a healthy and inclusive workplace culture. Employee engagement increases when they feel heard, respected, and supported by their leaders. Employees who are engaged are more likely to find purpose in their job, to feel a sense of success, and to be satisfied with their efforts .

**Rewards and Recognition**

Employee engagement and, by extension, job happiness are influenced by a plethora of factors, including rewards and recognition (Kosar et al., 2016). Employees who receive meaningful recognition and are rewarded for their accomplishments are more likely to feel respected and appreciated inside their firms (Nadeem, 2019). This sense of gratitude feeds their involvement, as they are more driven to devote time and energy to their tasks (Jacobsen et al., 2021). Furthermore, rewards and recognition systems give practical incentives for employees to perform at their peak, increasing job satisfaction by instilling a sense of success (Jacobsen et al., 2021). Employees who feel engaged as a result of rewards and recognition are more likely to be satisfied with their work, generating a virtuous cycle that can greatly contribute to organizational success and employee well-being (Samithamby et al., 2018)

**Salary**

Salary is an important employee engagement component that has a direct impact on job satisfaction (Ibrahim et al., 2019). A competitive and equitable compensation not only recognizes an employee's value, but also serves as a physical manifestation of an organization's dedication to their well-being (Achmad et al., 2023). Employees who feel sufficiently compensated for their efforts are more likely to be satisfied with their jobs since their financial requirements and expectations match their wages (Asif et al., 2021). This, in turn, generates a sense of recognition, security, and motivation, which increases their involvement in their work (Ahmed, 2022). Furthermore, a fair compensation can contribute to a positive workplace culture in which employees feel valued and driven to perform to the best of their abilities, eventually benefiting both the individual and the business by fostering a pleasant and productive work environment (Smith, 2020)

**Perceived Organization Support**

The crucial employee engagement component of perceived organizational support (POS) stands out as having a significant impact on employees' job happiness (Asif et al., 2021). Employees are more likely to feel engaged in their work when they perceive that their company genuinely cares about their well-being, values their contributions, and encourages their growth and development (Nautwima, 2022). This feeling of support encourages employees to feel emotionally connected to their company, which improves job happiness (Cascio, 2019). Employees who feel like they have a lot of support are not only more devoted and driven, but they also feel more secure in their jobs, have less stress, and have a better work-life balance (Ahmadi et al., 2022). As a result, firms that want to foster a more contented

and engaged workforce must strategically prioritize identifying and nurturing perceived organizational support.

### **Methodology**

In order to gather and impartially examine empirical data, the study employed a quantitative research approach. Its goal was to pinpoint the elements that are most closely linked to employee engagement and how they affect job satisfaction. To determine the meaningful connections between these parameters and job satisfaction, six hypotheses were looked at. A questionnaire was used to collect data since it allows for quick and economical connection with respondents. The survey was divided into three sections: section A dealt with demographic data, section B with the independent variables, which included six distinct characteristics, and section C with the dependent variable, which was work satisfaction.

Respondents supplied information about their gender, age, education level, and prior travel experience in Section A. Six elements made up Section B: assurance of safety, information dependability, flood resilience, communication method, flood management, and marketing tactics. Making travel decisions was the focus of Section C. Items were modified from a reputable source to guarantee the validity of the questionnaire (Jena, 2019). The Likert Scale, which ranges from 1 (absolutely disagree) to 5 (completely agree), was used by respondents to rate the items in Sections B and C. Prior to the survey's administration, face validity and a pilot test were undertaken to ensure its validity.

By distributing a modified version of the questionnaire to 392 employees from various local and multinational companies in the UAE, a representative sample that closely resembled the target population was used to evaluate the questionnaire's dependability. Utilizing paper surveys, a stratified random sample strategy was used to distribute the questionnaire. The survey and a pen were given to respondents who filled out the physical copy version.

### **Result**

In this section, the analysis technique used was demographic analysis, reliability analysis, and regression analysis for hypothesis testing.

#### **Demographic Analysis**

Frequency analysis was used to examine the respondents' and their companies' backgrounds. Background information on the respondents was obtained, including gender, age, level of education, position in the company, and number of employees. In Table 1, the demographic analysis results are shown.

Table 1

*Demographic Analysis*

<b>Respondent Information</b>	<b>Item</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>	<b>Male</b>	<b>98</b>	<b>48.9</b>
	<b>Female</b>	<b>102</b>	<b>51.1</b>
<b>Age</b>	<b>21-30 year</b>	<b>30</b>	<b>15</b>
	<b>31-40 year</b>	<b>76</b>	<b>38</b>
	<b>41-50 year</b>	<b>76</b>	<b>38</b>
	<b>Above 51 years</b>	<b>18</b>	<b>9</b>
<b>Education Level</b>	<b>Bachelor</b>	<b>39</b>	<b>19.5</b>
	<b>Master</b>	<b>44</b>	<b>22</b>
	<b>Doctorate</b>	<b>117</b>	<b>58.5</b>
<b>Job Position</b>	<b>Manager</b>	<b>102</b>	<b>51</b>
	<b>Senior executive</b>	<b>80</b>	<b>40</b>
	<b>Executive</b>	<b>18</b>	<b>9</b>

Table 1 shows the gender of the respondents. According to the results, 51 percent (or 102) of the respondents were female, while 49 percent (or 98) were male. Participants were divided into three age groups: "Below 30 years old," "31 years to 50 years old," and "Above 50 years old." According to Table 1, which depicts the age distribution of the respondents, the highest number belongs to the "31 years to 51 years old" group, which, at 38 percent, equals 76 respondents; the second highest number belongs to the "Below 30 years old" group, which, at 15 percent, equals 30 respondents; and the lowest number belongs to the "Above 51 years old" group, which, at 9.0 percent, equals 76 respondents.

In addition, the respondents were asked to indicate their educational level based on six different levels: Bachelor, Master and Doctorate. As shown in Table 1, 19.5% of the respondents has bachelor qualification, 22% with a Master qualification and 58.5% has Doctorate qualification. The largest group of respondents was those with Doctorate degree (58.5%). The smaller groups of respondents were those with bachelor (19.5%) and Master qualification (22%).

Based on 1, the respondents were requested to indicate their level of occupation based on three level occupations: Executive, Managerial and Professional. As shown in Table 1, 51% of the respondents working as manager, 40% working as senior executive and only 9% working as executive. The largest group of respondents was those with Manager (51%). The smaller groups of respondents was those with executive (9%). The smallest groups of respondents with less than 10 percent were those with executive (9%).

### Reliability Analysis

Reliability analysis is used to assess the dependability of questions in order to generate reliable data. The reliability analysis informs the researcher whether the designed questionnaire is acceptable or unacceptable. As a result, the researcher will employ the SPSS software to assess Cronbach Alpha reliability.

According to George and Mallery (2003), if the Cronbach Alpha coefficient is greater than 0.7, the data is considered acceptable. They are considered reliable if the Cronbach Alpha coefficient is greater than 0.8. Furthermore, the Cronbach Alpha coefficient will be greater than 0.9, indicating that the questionnaire is extremely reliable. Table 2 shows the reliability range of the Cronbach Alpha coefficient.

Table 2

*Cronbach Alpha Coefficient (Source: George and Mallery, 2003)*

Cronbach's Alpha Coefficient	Reliability
Less than 0.5	Unacceptable
More than 0.5	Poor
More than 0.6	Questionable
More than 0.7	Acceptable
More than 0.8	Good
More than 0.9	Excellent

The reliability statistic is shown in Table 3 based on the 29 questions asked in the researcher's questionnaire. The Cronbach' alpha coefficient is 0.986, as shown in Table 3. The reliability of the questionnaire is greater than 0.9, according to the coefficient computed by SPSS software, and this is classified as an excellent reliability result. According to Gliem and Gliem (2003), a reliability coefficient of 0.7 is acceptable, but lower thresholds are frequently reported in the literature, depending on the nature and context of the study. Then we conducted reliability test for each variable. The result show that the reliability in each construct is also more than 0.7 is an acceptable reliability coefficient.

Table 3

*Reliability Analysis Results*

Hypothesis	Construct/Variables	Number of items in Scales	Cronbach's alpha
	All Questions	28	0.986
H <sub>1</sub>	Work Environments	4	0.961
H <sub>2</sub>	Training and developments	4	0.985
H <sub>3</sub>	Leadership	4	0.714
H <sub>4</sub>	Rewards and recognition	4	0.721
H <sub>5</sub>	Salary	4	0.931
H <sub>6</sub>	Perceived Organization support	4	0.992
H <sub>7</sub>	Job Satisfaction	4	0.982

**Hypothesis Testing**

Table 4 shows the summary of hypothesis testing of this study. As shown in Table 4, three hypotheses were accepted, while another three hypothesis was rejected.

Table 4

*Summary of Hypothesis Testing*

Hypothesis	Relations	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Significance	Sign
H1	Work Environments → Job satisfaction	0.173	0.172	0.055	3.128	<b>0.002</b>	<b>Yes</b>	+
H2	Training and developments → Job satisfaction	-0.043	-0.040	0.061	0.706	0.480	No	-
H3	Leadership → Job satisfaction	0.183	0.188	0.072	2.546	<b>0.011</b>	<b>Yes</b>	+
H4	Rewards and recognition → Job satisfaction	-0.006	-0.012	0.059	0.108	0.914	No	-
H6	Perceived organization support → Job satisfaction	0.742	0.742	0.043	17.121	<b>0.000</b>	<b>Yes</b>	+

Based on the above table 4, the present study's hypotheses were answered as follows below:

**Hypothesis 1: Work Environment has Positive Development on Job Satisfaction.**



Table 5

Summary Results for "work environment" Hypotheses 1

Hypothesis	Relations	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Significance	Sign
H1	Work Environments → Job satisfaction	0.173	0.172	0.055	3.128	0.002	Yes	+

Work environment -> Job satisfaction; this hypothesis suggested that work environment has positive with job satisfaction. The model demonstrated a significant relationship between the two constructs; Table 4 shows that the (P-value=0.001, T statistics=3.128) at significance level of 0.95% and two-tailed test. Following Hair (2014) rule of thumb, the result indicated that work environment has significant relationship influence on job satisfaction. Therefore, H1 is accepted.

**Hypothesis 2: Training and development has positive development on job satisfaction.**

Table 6

Summary Results for "training and development" Hypotheses 2

Hypothesis	Relations	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values	Significance	Sign
H2	Training and developments → Job satisfaction	-0.043	-0.040	0.061	0.706	0.480	No	-

Training and development -> Job satisfaction; this hypothesis suggested that training development has positive with job satisfaction. The model demonstrated a significant relationship between the two constructs; Table 6 shows that the (P-value=0.480, T statistics=0.706) at significance level of 0.95% and two-tailed test. Following Hair (2014) rule of thumb, the result indicated that training and development not significant relationship influence on job satisfaction. Therefore, H2 is rejected.

**Hypothesis 3: Leadership and Development has Positive Development on Job Satisfaction.**

Table 7

*Summary Results for "leadership" Hypotheses 3*

Hypothesis	Relations	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values	Significance	Sign
H3	Leadership → Job satisfaction	0.183	0.188	0.072	2.546	0.011	Yes	+

Leadership → Job satisfaction; this hypothesis suggested that leadership has positive with job satisfaction. The model demonstrated a significant relationship between the two constructs; Table 7 shows that the (P-value=0.011, T statistics=2.546) at significance level of 0.95% and two-tailed test. Following Hair (2014) rule of thumb, the result indicated that leadership have significant relationship influence on job satisfaction. Therefore, H3 is accepted.

**Hypothesis 4: Rewards and Recognition and Development has Positive Development on job Satisfaction.**

Table 8

*Summary Results for "leadership" Hypotheses 4*

Hypothesis	Relations	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values	Significance	Sign
H4	Rewards and recognition → Job satisfaction	-0.006	-0.012	0.059	0.108	0.914	No	-

Rewards and recognition → Job satisfaction; this hypothesis suggested that rewards and recognition have positive with job satisfaction. The model demonstrated a significant relationship between the two constructs; Table 8 shows that the (P-value=0.914, T statistics=0.108) at significance level of 0.95% and two-tailed test. Following Hair (2014) rule of thumb, the result indicated that rewards and recognition not have significant relationship influence on job satisfaction. Therefore, H4 is rejected.

**Hypothesis 6: Perceived Organization Support and Development has Positive Development on Job Satisfaction.**

Table 9

Summary Results for “perceived organization support” Hypotheses 5

Hypothesis	Relations	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Significance	Sign
H6	Perceived organization support → Job satisfaction	0.742	0.742	0.043	17.121	0.000	Yes	+

Perceived organization support -> Job satisfaction; this hypothesis suggested that leadership has positive with job satisfaction. The model demonstrated a significant relationship between the two constructs; Table 9 shows that the (P-value=0.000, T statistics=17.121 at significance level of 0.95% and two-tailed test. Following Hair (2014) rule of thumb, the result indicated that perceived organization support has significant relationship influence on job satisfaction. Therefore, H6 is accepted.

### Conclusions

In light of the outcomes highlighted in the previous section, the following conclusions are drawn: Based on the survey involving 392 respondents who are random employees in UAE, the factors which are working environment, leadership, perceived organization support, training and development, rewards and salary were analysed based on regression model and hypothesis testing. The findings indicate that there are just three major factors: working environment, leadership, and perceived organizational support. Training and development, awards, and remuneration are all unimportant determinants in employee work satisfaction. The conclusions of this research can serve as a reference or guide for organization leaders and managements about the guidelines that employers can use to attain job satisfaction among their employees. Future research could delve deeper into understanding why working environment, leadership, and perceived organizational support are more critical to employee job satisfaction compared to training, rewards, and salary. Longitudinal studies could track these factors over time to see how they evolve and impact employee satisfaction and retention. Expanding the sample size and including diverse industries across different regions would help generalize the findings. Additionally, qualitative studies, such as interviews or focus groups, could provide richer insights into employee perceptions and experiences. Finally, exploring the role of cultural differences in job satisfaction could offer a more nuanced understanding of the factors at play in various organizational contexts.

### Acknowledgement

The authors are thankful for the financial and knowledge support received from Universiti Teknikal Malaysia Melaka (UTeM).

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