

THE IMPACT OF WORK ENVIRONMENT AND TRANSACTIONAL LEADERSHIP STYLE ON EMPLOYEES' PERFORMANCE: JOB SATISFACTION AS A MEDIATOR

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Abstract

Tourism has supported Malaysia's rapid economic expansion; it is the third largest contributor to the country's GDP, following manufacturing and commodities. The hotel industry also helps to the expansion of local and international tourism. Given the tourism industry's rapid annual changes and the unexpected shift in the economic situation, hotel owners should reconsider their client loyalty and performance strategies. Furthermore, the international environment, such as the global spread of dangerous diseases, may influence hotel performance. The COVID-19 outbreak has taken a significant toll on the travel and tourist industry. Using quantitative methodologies, the researcher identified two elements that influence employee performance: work environment and transformational leadership. In addition, this study will look into the role of job satisfaction as a mediator in the interaction between work environment and transformational leadership in terms of employee performance in a five-star hotel in Selangor. This study discovered that firms in the hospitality industry rely largely on their employees to deliver services in order to obtain a competitive advantage and achieve long-term success. As seen in the service profit chain, satisfied employees can increase tourist satisfaction and hotel profitability. Furthermore, pleased employees are expected to reduce disengagement and promote corporate citizenship. This study aims to assess employee job satisfaction and its relationship to attrition intentions and organizational citizenship actions in Malaysian hospitality.

Keywords: Work Environment; Transactional Leadership Style; Employees' Performance; Job Satisfaction.

Introduction

Tourism has contributed to Malaysia's rapid economic growth (Izzah et al., 2023; Xin & Chandrashekar, 2023; Hashemi et al., 2023). After manufacturing and commodities, it makes the third largest contribution to Malaysia's GDP. Tourism contributed RM84.1 billion to Malaysia's economy in 2018, and RM41.69 billion in the first half of 2019 (Ooi, Amran, & Chew, 2023). This is a 6.8% increase in tourist receipts from the previous year. The hotel, as one of the most well-known facilities in the tourism industry, plays an essential role. Tourism and hotel development are therefore closely interwoven (Wu, 2023; Patwary, Aziz, & Hashim, 2023). The hotel business contributes to this objective by creating jobs, expanding secondary activities such as equipment and material suppliers, and providing additional revenue to rural communities (Sien Leong et al., 2023). The hotel industry also helps to the expansion of local and international tourism. Given the tourism industry's rapid annual changes and the unexpected shift in the economic situation, hotel owners should reconsider their client loyalty and performance strategies. Furthermore, the international environment, such as the global spread of dangerous

diseases, may influence hotel performance. The COVID-19 outbreak has taken a significant toll on the travel and tourist industry.

The Covid-19 pandemic nearly caused the global economy to collapse (UNWTO, 2020). The epidemic offers a significant danger to the hotel industry. Community lockdowns, social distancing, stay-at-home orders, travel and mobility restrictions, and other COVID-19-flattening strategies have resulted in the temporary closure of a number of hospitality businesses, as well as a significant drop in demand for those that were allowed to continue operations (Tan & Soon, 2023). Despite the fact that the hospitality industry is gradually rebounding, the COVID-19 pandemic has had a significant impact on how hospitality businesses operate.

Several countries have issued travel advice, closed borders, and implemented emergency measures. Since February 2020, major global economic, social, and sporting events have been canceled due to the spread of an infectious sickness that began in Wuhan, China, in November 2019. The unprecedented event has affected the global hotel industry. For example, the hotel industry in India is seen as one of the many victims of the Covid-19 outbreak due to a significant decline in demand caused by global travel advisories, visa restrictions, and bans on public gatherings (Rozekhi, Hussin, & Anuar, 2023; Gan et al., 2023). The effectiveness of Malaysia's hotel business is increasing as the coronavirus pandemic expands. According to a recent poll conducted by the Malaysian Association of Hotels (MAH), the COVID-19 outbreak will necessitate the closure of around 15% of Malaysia's hotels (Thanasegaran & Chandrashekar 2023). According to MAH's CEO, half of the hotels questioned are considering closing their doors, while 35% would temporarily halt operations. Given the aforementioned issues, the purpose of this study is to investigate the impact of COVID-19 on the performance of Malaysia's hotel industry. This study also seeks to reveal hotel sector initiatives to improve employee performance following the COVID-19 outbreak through transformational leadership (Tsunokawa, Yunus, & Latip, 2023).

Several studies have revealed that good worker performance during a pandemic crisis is primarily dependent on leadership. The use of leadership style to reduce employee tension during COVID-19 enhances the literature on employee performance (Zakaria et al., 2023). Modern workplaces have been shown to have an impact on employee performance, but severe settings, such as COVID-19, enhance this stress (Rastegar, Seyfi, & Shahi, 2023). This needs a leadership style among those who advise and manage the workforce. A hotel is an essential part of any visitor's trip. According to Travel & Tourism Economic Impact 2016, the Hotel Industry is a subsector. It offers rooms customized to the needs of travelers (Rastegar, Seyfi, & Shahi, 2023). Chau and colleagues (2023) and Abdul-Rahman et al. et al., (2023) underlined that the hotel industry, which is based on experience and service, is particularly labor-intensive. According to Zakaria et al., employee loyalty and job happiness are essential components in a hotel's success and achievement of its goals (2023).

Hotel employees' job satisfaction has a significant impact on their performance and completion rates. The hotel industry is one of Malaysia's primary revenue sources (Tsunokawa, Yunus, & Latip, 2023). Tourism money has accelerated Malaysia's economic development. Malaysia's hotel industry has been steadily developing since the early 1990s (Chau et al., 2023). The World Tourism Organization (2022) ranks Malaysia as one of the world's most popular tourist

destinations. Malaysia was also ranked ninth on CNN's list of the world's top 25 tourist destinations. Irresistible Cities. As Malaysia's tourism industry rises in popularity, local hotels compete fiercely for success. As a result, Malaysian hotels continue to provide innovative services while enhancing quality (Sarpong & Alarussi, 2023).

Malaysia's tourism industry was able to increase tourists by 11.01 million over the course of nine years, bringing the total to 27.44 million in 2014. Furthermore, revenue grew by MYR 40.0 billion, from MYR 32.0 billion in 2005 to MYR 72.0 billion in 2014. Although arrivals and receipts declined to 25.7 million and MYR 69.1 billion, respectively, in 2015, there are indications of a rebound in 2016. In 2016, there were 26.8 million tourists, generating a total revenue of RM82.1 billion. In 2014, 4,072 hotels and 262,012 rooms were registered. In 2015, there were 4,799 registered hotels. There are 304,721 rooms available. The majority of working-age adults require employment to address their physical, social, and material requirements (Tan et al., 2023). It takes up a significant portion of a person's time (Ab Rahman, Bachok, & Mahamod, 2023). Job satisfaction is defined as the inner calm and delight that one has while working. According to Bari, Fanchen, and Baloch (2016), there is a significant relationship between job satisfaction and work environment, organizational practices, and management (Tan et al., 2023).

Job satisfaction appears to reflect employees' overall contentment at work. Positive workplace attitudes have the potential to increase employee job satisfaction. Meanwhile, poor sentiments toward the office environment contributed to job discontent. (Pathak et al., 2023). Employees that are content with their jobs are more likely to stay with the company and be productive. Employees that are unsatisfied with their jobs are less productive, which causes workplace friction, tension, lower loyalty, more absenteeism, a higher risk of resignation, and less commitment. These consequences will have an impact on employee turnover, reputation, and performance (Ingram, Murphy, and Weinland, 2023). The workplace refers to the physical location where employees do their duties. Lestari, Rosman, and Millenia (2023) state that infrastructure, resources, and other working components vary by workplace. According to Vuong (2023), working conditions have a significant impact on employee job satisfaction. Individuals with an unbalanced work-life balance are more likely to stay in the office longer in the twenty-first century. They struggle to reconcile work quality and family life (Ghaderi et al., 2023). The work environment refers to the social, technical, and economic exchanges that occur amongst employees while they are at work. The three features include the organization's culture, structure, and management methods (Tumati & Al Yousfi, 2023; Ghaderi et al., 2023). According to Vuong (2023), firms must provide their employees with a healthy work environment in order to provide favorable working conditions, hence increasing job satisfaction and ensuring a higher level of work quality. Bustamam et al. According to et al. (2023), the work environment consists of both physical components such as design, equipment, and devices, as well as a psychological environment. Authors: Abolnasser et al. According to et al. (2023), the work environment includes workplace safety, job stability, decision-making authority, coworker relationships, and recognition. Work-life balance is also a feature of the workplace (Tsagkanou & Polychroniou, 2023). According to the experts, in order to satisfy its employees and remain competitive in the market, a business must strive to create a positive work environment for them. According to the Maslow Theory of requirements, physiological requirements are the most fundamental and crucial for all people, and so rank at the bottom of

the hierarchy. As a result, the needs that needed to be met were those for safety, belonging, and respect. Employees must adhere to specific workplace rules. It helps to promote job happiness, which boosts dedication and productivity (Maslow, 1943; Salunke, 2015). As globalisation, technological innovation, and economic expansion continue to have an impact on modern organisations, businesses seek a competitive advantage to ensure long-term success (Ingram, Murphy, & Weinland, 2023). Employees are the most important asset for firms to maintain their competitive advantage since they are human-made entities that rely on human expertise to achieve their objectives (Lestari, Rosman, & Millenia, 2023). Authors: Ghaderi et al. Employees are the most valuable resource, according to et al. (2023), and how people perceive their jobs has a direct impact on firms. Organizations began to assess employee job satisfaction in order to retain their most valuable employees. Job satisfaction research has been conducted for many years (Tumati & Al Yousfi, 2023). Kunin's Faces Scale, established in 1955, was the first method to quantifying employment satisfaction (Pathak et al., 2023). Smith, Kendall, and Hulin established the Job Descriptive Index (JDI) in 1969 (Bustamam et al., 2023). Job happiness has been and continues to be a hot topic in research, with several papers (Tumati & Al Yousfi, 2023). These papers generally seek to investigate job satisfaction across industries, as well as its origins and consequences (Ghaderi et al., 2023). Similarly, globalization and a competitive business environment have prompted the hospitality industry to take the lead in addressing human resource issues in order to provide exceptional customer service (Ghaderi et al., 2023). As a result, satisfied, proactive, trustworthy, and dedicated employees are important to the success of labor-intensive hotel businesses (Abolnasser et al., 2023). The 'Service Profit Chain', which highlighted the relationship between satisfied employees and an organization's profitability (Yew, 2008), underscored the significance of job satisfaction in the hotel business. According to Heskett et al.'s (1994) Service Profit Chain, content employees provide higher-quality services to customers, increasing customer satisfaction and loyalty and so contributing to an organization's performance.

According to the Hotel Industry Employment Report (Rabiul et al., 2023), the attrition rate among operational staff in Malaysia's hotel industry was 65.7% in 1998/1999. High staff attrition stifles expansion in the hotel industry (Kassim, 2023) and harms organizational morale, productivity, reputation, and survival (Siyal et al., 2023). Furthermore, when employees depart frequently, employers incur higher operational expenditures. The two most serious consequences of high turnover in the hospitality industry are lower profitability and inconsistent service quality provided to consumers (Rabiul et al., 2023), which undermines the hotel's reputation. Reduced profitability could be attributed to higher costs associated with hiring new staff, offering training, and other fees, as well as the cost of losing potential customers due to unequal service delivery. As a result, businesses should ramp up efforts to reduce the economic impact of employee turnover by increasing job satisfaction and decreasing turnover intentions.

When market competition heats up, Organization Citizenship Behaviour (OCB), which can boost organizational performance in a variety of ways (Kim et al., 2009), should be considered. Many studies have been conducted in recent years on organizational citizenship behaviors (OCBs) (Siyal et al., 2023). Barnard (1938) was the first scholar to identify the importance of collaborative efforts in meeting organizational goals. Organ (1988) coined the term "OCB" to refer to these joint actions. Organ (1988) defines OCBs as discretionary and extra-role conduct demonstrated indirectly by employees but not acknowledged by the organization's formal reward

systems. Organ (1988) classified OCBs into five categories: altruism, conscientiousness, sportsmanship, civic virtue, and politeness. Individual efforts and the willingness to go above and beyond their allocated position or task are acknowledged as critical to the organization's long-term viability (Katz and Kahn, 1966). OCBs, on the other hand, are just as crucial to hotel operations that rely on employees to provide excellent customer service. OCBs have a significant impact on both the passenger experience and organizational success (Kim et al., 2009), as they strengthen colleague relationships, promote improved performance and efficacy, facilitate resource procurement, and improve organizational communication (Mkheimer et al., 2023). Given the foregoing, hospitality companies place a high importance on their employees as service providers in order to obtain a competitive advantage and long-term success. As seen in the service profit chain, satisfied employees can increase tourist satisfaction and hotel profitability. Furthermore, pleased employees are expected to reduce disengagement and promote corporate citizenship. This study aims to assess employee job satisfaction and its relationship to attrition intentions and organizational citizenship behaviors in Malaysian hospitality.

Literature Review

Employee performance

Employee performance refers to the deliberate work-related tasks performed by an employee and the level of excellence exhibited in carrying out those tasks. Nevertheless, it encompasses much more than just that. According to Tsunokawa (2023), the concept of performance focuses solely on an employee's behaviors and does not take into account the effects of such behaviors. Performance is not determined by the output or outcomes of workers' work, but rather by their behavior or actions. Tsunokawa (2023) argues that an employee's behavior has a continuous impact on their work performance during the entire process, rather than only after its completion. Businesses and organizations should prioritize improving employee performance by providing them with a variety of tools and expertise to help them navigate changing conditions and overcome challenges (Supriadi, et. al., 2023). Given the constant evolution of the world, businesses and organizations must stay abreast of any emerging developments that could enhance their operations and facilitate increased commercial activity. However, in order to stay competitive in the market, firms will get advantages from providing staff training and adopting new, efficient supplies. Employee performance, as defined by Flanagan & Phi (2023), pertains to the behavior and effectiveness of workers in fulfilling their assigned job responsibilities.

The interaction between employees and customers results in employee behavior influencing customer satisfaction or dissatisfaction (Flanagan & Phi, 2023). Enhanced performance leads to increased customer satisfaction, thus leading to greater staff happiness. Employees that possess a positive demeanor and exceptional customer service skills are more inclined to aid clients. Therefore, clients enjoy a more favorable purchasing experience, leading to enhanced customer loyalty and increased profitability. A study has been conducted to investigate the correlation between employee performance and customer satisfaction. Customer satisfaction is a crucial metric for measuring the success of a firm, and it is influenced by the performance of the personnel (Faeni et. al., 2023). Employee performance is influenced by three elements: knowledge and skills, motivation, and working environment. If any of these factors is affected, the other two will inevitably be affected as well. The working conditions of employees are

considered to play a crucial effect in reducing turnover. Nevertheless, the challenge lies in enhancing staff engagement within the organization. In order to enhance work fulfillment, motivate individuals to consistently achieve exceptional levels of performance, and enhance consumer contentment, it is imperative to comprehend the underlying motivations of each individual. Contemporary businesses are progressively exploring methods to connect client satisfaction with employee involvement. According to Elshaer et. al. (2023), reliability, empathy, and expertise are three attributes that are believed to influence customer satisfaction. When performance objectives are explicitly established, employees demonstrate more commitment to tasks aimed at meeting customer expectations (Bui & Le, 2023). As stated by Ausat (2023), the performance of individual employees can have an impact on the overall effectiveness of the business. This can be measured by the perception of the service by consumers, their satisfaction with the experience, and their loyalty to the brand. Prior studies (Elshaer et. al., 2023; Bui & Le, 2023) have demonstrated a substantial correlation between staff performance and service quality.

Working Conditions

Lopes and Gomes (2023) define the work environment as the physical aspect of a workplace that impacts job satisfaction, well-being, concentration, and efficiency. The study suggested that cultivating a happy work environment is the most pragmatic approach to reducing sick leave, mitigating employee turnover, and enhancing individual employee productivity, job satisfaction, and performance. Elshaer et. al. (2023) and Flanagan & Phi (2023) have found that workers can feel dissatisfied as a result of a negative work environment. Jaaron, Pham, and Cogonon (2023) assert that the work environment functions as a connection between employees and their place of work. The location or context in which workers carry out their jobs is known as the setting. Bilińska et. al. (2023) found that workplace conditions had a direct impact on the levels of stress and job satisfaction experienced by workers. Employee productivity frequently increases when an organization is capable of establishing a pleasant working environment. According to Spector (1997), the work environment encompasses job stability, employee safety, interpersonal interactions, recognition, and the opportunity to participate in decision-making. When employees perceive that they are appreciated and esteemed by the organization, their likelihood of experiencing elevated levels of job satisfaction increases.

Lopes and Gomes (2023) categorize work situations into three distinct kinds. Initially, the technical environment was characterized as the physical elements, such as implements, apparatus, and technological framework, that are commonly seen in a professional setting and enable employees to carry out their tasks. Furthermore, the social environment plays a pivotal role in facilitating casual workplace contacts that encourage the sharing of ideas, knowledge, and information. Peers, a work team, management, and leadership were cited as instances of the human environment. The organisational environment is a distinct sub-environment, differing from others. It is an environment in which management possesses the authority to shape the workplace. There exist various organizational philosophies, values, systems, processes, and practices, for example. The researcher asserted that work environments encompass ventilation, lighting, equipment, tools, facilities, space, and other elements, as referenced by Herzberg (1966). The work environment include fair treatment, communication, culture, regulations, and procedures, as stated by Benaraba et. al., (2023) and Herzberg (1996), in addition to previously discussed factors. As per Jones (2022), an individual's work environment encompasses the physical spaces and necessary facilities for carrying out their responsibilities, their interactions

with higher authorities, the prevailing culture of fairness, the modes of communication employed, motivations for selecting that specific company as their employer, and strategies for mitigating risks. Workplace environments can be classified into three categories (Sun et al., 2023). The physical, mental, and social settings were categorized into these three distinct groups. Physical environments encompass elements such as the climatic conditions, amount of noise, infrastructure, and available facilities. Fatigue, tedium, and interpersonal dynamics between colleagues are a few instances of the elements that constitute the cognitive atmosphere. The sense of affiliation that a worker experiences within the social group they have joined is commonly known as their social environment.

Safety

Colmekcioglu et. al. (2023) defines workplace safety as the measures taken by an organization to safeguard its employees from harm and injury. The study argued that organizations should give top priority to employee safety as it directly affects the financial well-being of firms and industries. Su et. al., (2023), stated that organizations engage in acceptable safety behavior to proactively mitigate the incidence of any adverse consequences. According to Johann (2022), safety can be defined as the likelihood of encountering danger, physical harm, damage, or any form of unintended or deliberate injury. Research undertaken by Szlachciuk et al. (2022) indicates that employees who hold a negative impression of workplace safety are more prone to engaging in risky behavior. This suggests that employees who are believed to be suffering job anxiety, tension, and insecurity will display negative thoughts and behaviors. (Koh, 2020). Yin and Ni (2021) refer to beverage items in the food and beverage industry. Hence, it is imperative for organizations to provide utmost importance to workplace safety in order to minimize or eliminate the possibility of unethical or unlawful conduct among employees. Akwue (2011) asserts that workplace safety must be upheld to a precise standard in order to regulate acknowledged hazards and bolster the organization's ability to resolve unidentified safety issues. Every individual inside an organization, including executives, mid-level managers, and staff members, are required to strictly follow safety protocols and standards (Cahyadi & Newsome, 2021).

Gupta and Sahu (2021) argue that in order to establish safety criteria, it is important to determine the conditions that can fulfill employees' safety needs and the types of threats that can jeopardize workplace safety. Organizations should promote employee engagement in safety training to bolster workplace safety (Gupta & Sahu, 2021). In contrast to the prevailing belief that safety is a top priority for most employees, Yin and Ni (2021) found that individuals who are driven by a strong desire to accomplish a particular goal or aim often prioritize the potential reward or incentive over workplace safety. As a result, these employees are more likely to engage in risky activity. According to Mulder (2020), employee theft is a major threat in all industries, especially in the hotel industry.

Employee-employee relationship

The work environment encompasses the dynamic interaction between employees and the surrounding conditions in which they carry out their tasks (McCartney et. al., 2022). (Chong et al., 2023) Coworkers are individuals who collaborate in the workplace and hold similar jobs or ranks (Gerung et al., 2022). Abdou et. al. (2022) assert that coworker relationships constitute a type of interpersonal relationship. The concept can be categorized into two dimensions: leader-

member connections and interactions among coworkers. The leader-member connection includes both vertical and horizontal ties among colleagues, other teams, and the entire organization. In the study conducted by Hamouche, Koritos, and Papastathopoulos (2023), coworkers were described as individuals who exhibit empathy, helpfulness, concern, and provide counsel to their colleagues. Usman et. al. (2021) found that the relationship among coworkers is defined by friendliness, acceptance, and loyalty. The coworker relationships are characterized by the level of trust, confidence, and respect that subordinates have for their superiors (Shin et. al., 2022).

According to Maslow's Theory of Social Needs, social support is essential. Social requirements refer to the innate desire for affiliation, highlighting the importance of establishing and maintaining relationships with colleagues. For example, the provision of social assistance to employees is crucial for improving employee performance and fostering positive connections with colleagues (Dewi, 2021). Based on a study conducted by Cahill and Sias (1997), it is common for employees to establish relationships with their colleagues in order to obtain social support and companionship. The presence of a small number of affable and encouraging colleagues in the workplace will enhance employees' job happiness. Elshaer et. al. (2023) conducted a study which identified four main objectives of coworker interactions. The main objective of colleague interactions is to facilitate occupational socialization, as they enable the evaluation of apprentices and the granting of professional membership. Positive interpersonal ties among employees foster a sense of mutual support and solidarity, leading to increased protection and advocacy for one another within the organization. Furthermore, when colleagues cultivate supportive ties, they are inclined to collaborate against individuals with higher levels of authority inside the organization. Finally, coworker relationships help establish group identities by engaging in activities like birthday celebrations.

Behavioural Analysis

The behavioural leadership theory prioritizes the study of leaders' potential behaviours as it argues that the most reliable indicator of leadership success lies in the ability to watch leaders' actions in different situations. The primary behavioral learning theory is recognized for its emphasis on actions rather than attributes. The behavioural theory has categorized and examined behavior patterns as robust leadership styles. Several leadership ideologies encompass authoritarian leadership, task-oriented leadership, and people-oriented leadership. The organization's success is accurately demonstrated through the genuine behavior and actions of its executives. The behavioural hypothesis has several advantages. Initially, leaders can effectively identify and analyze the various jobs they need to perform in order to establish the types of leaders that are necessary for producing the fundamental needs for work happiness. It empowers leaders to modify and adjust their behavior based on many characteristics. Furthermore, effective leadership theories suggest that anybody has the potential to become a proficient leader. However, only a small number of behavioral theories challenge its capacity to adapt to changes, as it provides explicit guidelines on how to behave in different circumstances. The behavioural theory of leadership is associated with several leadership ideologies (Faulwasser et al., 2023).

Conceptual Framework

1.2.1

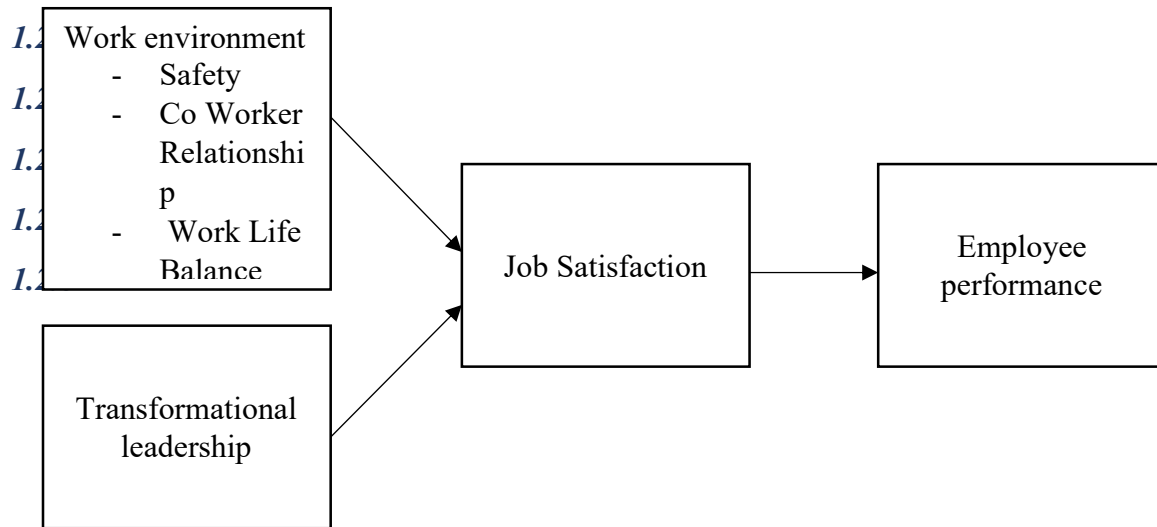


Figure 1 Conceptual Framework

The researchers' theoretical framework encompassed the independent variable of work environment, which covered factors such as safety, relationships with coworkers, and work-life balance, as well as transformational leadership. Furthermore, this paradigm also establishes the significance of a mediating variable, specifically job satisfaction, in relation to employee performance as the dependent variable. The main objective of this study is to determine whether there is a substantial correlation between the work environment and employee job satisfaction in the hotel business of Malaysia. Given the scarcity of study on this subject (Rumman, Jawabreh, Alhyasat, & Hamour, 2014; Yildirim, Gulmez, & Yildirim, 2016), the researchers aim to further investigate this area and enhance our understanding of the connection between these variables.

Research Methodology

This research utilized quantitative approaches to emphasize the significance of assessing the influence of transformational leadership in the service industry. The researcher has identified two aspects, namely work environment and transformational leadership, that are considered to have an impact on employee performance. This study aims to examine the function of job satisfaction as a mediator in the interaction between work environment and transformational leadership on employee performance in a Five-star Hotel in Selangor, Malaysia. Hence, this study aims to examine the elements that impact the job performance of hotel employees, as well as the role of job satisfaction in mediating the relationship between leadership style, work environment, and employee performance.

Results

Table 1; construct reliability and validity

In order to measure the reliability of each item, the factor loading should be measured. According to (Ringle et. al.,2023), a threshold value of equal or greater than 0.7 for each item’s loading is considered as reliable. In addition, the Cronbach’s Alpha and composite reliability values should be equal or greater than 0.7. Besides, the average variance extracted (AVE) is defined as the grand mean value of the squared loadings of the items related to the construct, and the common measure for establishing the convergent validity. A value of 0.5 or greater for the AVE specifies that the construct elucidates more than half of the variance of its items (Ringle et. al.,2023) As shown in Table 2, the Cronbach’s Alpha and composite reliability values are greater than 0.7, and the AVE values are greater than 0.5. Thus, the constructs’ convergent validity is established.

Table 2; Discriminant validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Coworker Relationships	0.966	0.966	0.974	0.682
Employee Performance	0.957	0.958	0.966	0.652
Job Satisfaction	0.963	0.963	0.971	0.670
Safety	0.947	0.950	0.960	0.626
Transformational Leaderships	0.957	0.958	0.967	0.652
Work Life Ballance	0.936	0.941	0.951	0.595

	Coworker Relationships	Employee Performance	Job Satisfaction	Safety	Transformational Leaderships	Work Life Ballance
Coworker Relationships	0.839					
Employee	0.830	0.823				

Performance						
Job Satisfaction	0.903	0.906	0.833			
Safety	0.843	0.962	0.880	0.809		
Transformational Leaderships	0.924	0.868	0.944	0.892	0.823	
Work Life Ballance	0.910	0.784	0.885	0.806	0.913	0.892

In order to establish the discriminant validity, the Fornell-Larcker criterion, cross loadings, and the Heterotrait-Monotrait Ratio should be examined. In terms of the Fornell-Larcker criterion, the square root of AVE (diagonal value) for each variable should exceed the correlation of latent variables, which is met in the present study as described in Table 2. With regard to the cross loadings, the loading of each indicator should be higher than the loadings of its corresponding variables' indicators.

Table 3; HTMT

	Coworker Relationships	Employee Performance	Job Satisfaction	Safety	Transformational Leaderships	Work Life Ballance
Coworker Relationships						
Employee Performance	0.864					
Job Satisfaction	0.836	0.743				
Safety	0.881	0.810	0.820			
Transformational Leaderships	0.861	0.807	0.782	0.839		
Work Life Ballance	0.851	0.822	0.828	0.850	0.759	

We can observe that the cross loadings criterion is fulfilled. Regarding the Heterotrait-Monotrait ratio (HTMT), a value of less than 0.85 for HTMT should be confirmed. According to Table 3, it can be deduced that the HTMT criterion is met, thus indicating that the discriminant validity is established.

Table 4 ; Direct relationship

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Coworker Relationships -> Employee Performance	0.133	0.140	0.064	2.087	0.037
Coworker Relationships -> Job Satisfaction					

Job Satisfaction -> Employee Performance					
Safety -> Employee Performance	0.160	0.170	0.061	2.600	0.010
Safety -> Job Satisfaction					
Transformational Leaderships -> Employee Performance	0.512	0.499	0.073	6.971	0.000
Transformational Leaderships -> Job Satisfaction					
Work Life Ballance -> Employee Performance	0.084	0.079	0.045	1.885	0.060
Work Life Ballance -> Job Satisfaction					

Hypothesis 1, proposed authoritarian Coworker Relationships has significant relationship with Employee Performance. The result as presented in Table 4 show a significant relationship with the score ($\beta = 0.064$, $t = 2.087$, $p < 0.037$) which indicate hypothesis 1 is supported. Hypothesis 2, proposed there has a significant Safety and Employee Performance. The result show a significant relationship with the score ($\beta = 0.160$, $t = 0.170$, $p < 0.010$) which indicate this hypothesis is supported. Hypothesis 3 show un significant relationship between Transformational Leaderships with Employee Performance with the score ($\beta = 0.512$, $t = 0.499$, $p < 0.000$). Hypothesis 4 proposed Work Life Ballance show un significant relationship with Employee Performance ($\beta = 0.084$, $t = 0.079$, $p < 0.060$).

Table 5; Indirect relationship

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Coworker Relationships -> Job Satisfaction -> Employee Performance	0.133	0.140	0.064	2.087	0.037
Safety -> Job Satisfaction -> Employee Performance	0.160	0.170	0.061	2.600	0.010
Transformational Leaderships -> Job Satisfaction -> Employee Performance	0.512	0.499	0.073	6.971	0.000
Work Life Ballance -> Job Satisfaction -> Employee Performance	0.084	0.079	0.045	1.885	0.060

Table 5 demonstrates that hypothesis 7 reveals a noteworthy mediation impact of Job Satisfaction on the association between Coworker Relationships and Employee Performance, with a score of $\beta = 0.064$, $t = 2.087$, and $p < 0.037$. Hypothesis 8 suggests that Job Satisfaction plays a key role in mediating the link between Safety and Employee Performance. The statistical analysis shows a positive correlation ($\beta = 0.160$, $t = 0.170$, $p < 0.010$), indicating support for hypothesis 8. Hypothesis 9 demonstrates a significant mediating impact of Job Satisfaction on

the connection between Transformational Leaderships and Employee Performance Hypothesis 10 demonstrates a statistically insignificant mediation effect Job Satisfaction in the association between Work Life Ballance and Employee Performance, as shown by the score ($\beta = 0.084$, $t = 0.079$, $p < 0.060$).

Table 6; R Square

	R Square	R Square Adjusted
Employee Performance	0.820	0.820
Job Satisfaction	0.904	0.903

Table 6 shows the R Square for Employee Performance at 0.820, and Job Satisfaction at 0.904 which considered high.

Discussion

Workers' performance pertains to their behavior or actions rather than the outcomes or results of their job. Tsunokawa (2023) asserts that an employee's behaviors have a greater impact on their work performance throughout the process rather than afterwards. It is crucial for businesses and organizations to prioritize improving employee performance by offering a range of tools and information to help employees effectively handle changing events and difficulties (Supriadi et al., 2023). In order to remain competitive, businesses and organizations must adapt to the ever-evolving globe by being abreast of any emerging advancements that can enhance their operations and increase their profitability. Businesses, however, will gain advantages from the introduction of new, streamlined resources and workforce development programs to maintain their competitiveness. Employee performance, as defined by Flanagan and Phi (2023), encompasses the behavior of workers in the workplace and their ability to effectively fulfill their assigned job responsibilities.

The behavior of employees plays a crucial role in determining whether clients are satisfied or dissatisfied during interactions with the staff (Flanagan & Phi, 2023). Enhanced efficiency results in increased customer satisfaction, hence leading to greater employee contentment. Employees that possess a favorable demeanor and provide exceptional customer service are more inclined to aid clients. Consequently, customers enjoy a more enjoyable purchasing experience, leading to increased consumer loyalty and profitability. A study has been conducted on the correlation between staff performance and customer satisfaction. Customer satisfaction is a crucial metric for determining a company's success, and it is influenced by the performance of its workers (Faeni et al., 2023). Employee performance is contingent upon three factors: knowledge and abilities, motivation, and working environment. If any of these criteria are compromised, the other two will inevitably be affected. The working circumstances of employees are considered to have a substantial influence on employee turnover. The issue at hand is the identification of strategies to enhance employee engagement within the firm. Gaining insight into the factors that drive each person is essential for improving job contentment, motivating staff to consistently achieve exceptional levels of productivity, and promoting customer pleasure. Contemporary businesses are becoming more and more focused on establishing a connection between client satisfaction and staff involvement. Customer satisfaction is believed to be influenced by three attributes: reliability, empathy, and knowledge (Elshaer et al., 2023). When performance goals are explicitly established, staff are more committed to adopting behaviors that help them fulfill customer expectations (Bui & Le, 2023). As stated by Ausat (2023), the performance of

individual employees has the potential to impact the entire effectiveness of the firm. This may be evaluated based on the perception of consumers regarding the service, their level of happiness with the experience, and their loyalty towards the brand. Prior studies conducted by Elshaer et al. (2023) and Bui & Le (2023) have found a strong correlation between the performance of staff members and the quality of service provided.

Lopes and Gomes (2023) describe the work environment as the physical aspect of a workplace that impacts job satisfaction, well-being, concentration, and efficiency. The study suggests that the most effective method for decreasing sick days, reducing turnover rates, and improving individual employee productivity, job satisfaction, and performance is to establish a positive and joyful work environment. Elshaer et al. (2023) and Flanagan & Phi (2023) suggest that employees may experience dissatisfaction with their work environment. Jaaron, Pham, and Cogonon (2023) suggest that the work environment functions as a connection between employees and their place of work. The setting refers to the specific physical, social, and cultural context in which individuals carry out their activities and responsibilities. Biliska et al. (2023) found that office environments significantly influence employees' stress levels and job satisfaction. The provision of a pleasant working environment often leads to a notable enhancement in employee productivity. As per Spector (1997), the work environment includes factors such as job security, occupational safety, interpersonal connections, acknowledgment, and the opportunity to be involved in decision-making. Job satisfaction among employees is positively correlated with the level of appreciation they receive from the company. Lopes and Gomes (2023) classify work situations into three categories. The technical environment refers to the physical elements of a workplace, including tools, equipment, and technology infrastructure, that enable employees to carry out their duties. Furthermore, a robust social atmosphere is essential for fostering casual workplace connections that facilitate the sharing of ideas, expertise, and information. Examples of the human environment include peers, work teams, management, and leadership. The organizational environment refers to the third sub-environment. This is a scenario where management has the ability to influence the workplace. For instance, the organizational ideologies, beliefs, systems, processes, and practices. Herzberg (1966) defines work environments as encompassing factors such as ventilation, lighting, equipment, tools, facilities, space, and other related elements. Benaraba et al. (2023) and Herzberg (1996) have identified other components of the work environment, including fair treatment, communication, culture, regulations, and processes, in addition to the factors already discussed. According to Jones (2022), a person's work environment encompasses the physical spaces and necessary facilities for carrying out their job responsibilities, their interactions with their supervisors, the prevailing culture of fairness and equality, the methods of communication employed, the factors influencing their decision to work for a specific company, and the measures taken to mitigate risks. Three distinct categories of work settings exist in the workplace (Sun et al., 2023). The three settings were categorized as physical, mental, and social. Physical environments encompass factors such as climate, noise levels, infrastructure, and facilities. Fatigue, tedium, and colleague interactions are a few instances that exemplify the psychological atmosphere. The social environment of a worker pertains to their feeling of inclusion within the social collective they have become a part of. According to Colmekcioglu et al. (2023), occupational safety refers to the measures taken by an organization to safeguard its employees from harm and injury. Based on the study, it is crucial for firms to prioritize employee safety as it has a direct impact on the financial well-being of

enterprises and sectors. Su et al. (2023) state that organizations adopt appropriate safety behaviors to reduce the probability of negative consequences. Johann (2022) defines safety as the state of being free from any potential harm, whether it is caused by danger, injury, loss, or purposeful actions. Szlachciuk et al. (2022) found that personnel with a negative attitude towards workplace safety exhibit a higher propensity for engaging in hazardous behavior. Employees that are regarded to have employment anxiety, tension, or insecurity will display negative cognitions and behaviors (Koh, 2020). Consequently, companies must prioritize workplace safety in order to mitigate or eradicate such unethical or illegal behavior among their personnel (Yin & Ni, 2021).

Akwue (2011) asserts that workplace safety should be upheld to a precise extent in order to manage acknowledged risks and enhance the organization's ability to tackle unforeseen safety issues. Every member of the team, from top executives to middle managers and entry-level employees, must comply with safety protocols and standards (Cahyadi & Newsome, 2021). Mulder (2020) defines workplace safety as the act of safeguarding employees from potential harm or damage. Moreover, safety can be described as the complete lack of harm or damage occurring during an employee's engagement with their work environment (Gupta & Sahu, 2021). Kreitner (2007) states that a secure working environment significantly influences worker satisfaction. Certain firms incorporate safety requirements into their policies to fulfill their employees' safety expectations and guarantee a secure working environment. According to Maslow's (1954) Hierarchy of Needs theory, safety is an essential and basic requirement for human beings. The researcher emphasizes the need of identifying safety standards by assessing the settings that can fulfill employees' safety requirements and identifying the types of hazards that can jeopardize workplace safety. Organizations should promote employee engagement in safety training to enhance workplace safety (Gupta & Sahu, 2021).

Yin and Ni (2021) found that persons with a strong desire to accomplish a certain goal tend to prioritize the potential reward or incentive over ensuring workplace safety. Employees exhibit hazardous behaviors as a consequence. As stated by Mulder (2020), employee theft poses a significant threat to all firms, particularly the hotel industry. This phenomenon arose due to the persistent exposure of employees in this industry to both monetary and material offerings such as presents and meals.

The work environment is the term used to describe the link between employees and the physical and social conditions in which they operate (McCartney et al., 2022). Coworkers are individuals who hold equivalent positions or ranks and collaborate in the workplace (Gerung et al., 2022). Abdou et al. (2022) define coworker connections as a type of interpersonal relationship. The concept is divided into two dimensions: the interpersonal dynamics among leaders and the interactions among colleagues. The leader-member relationship encompasses both hierarchical and lateral connections among employees, other teams, and the entire organization. In the study conducted by Hamouche, Koritos, and Papastathopoulos (2023), coworkers are defined as individuals who demonstrate empathy, provide assistance, show care, and offer guidance to their colleagues. According to Usman et al. (2021), coworker relationships are defined by amicability, inclusiveness, and devotion. The coworker relationships are defined by the trust, confidence, and respect that subordinates have for their superiors (Shin et al., 2022).

According to Maslow's Hierarchy of Needs, social support is essential. A social need is the innate desire for affiliation, which is dependent on establishing connections with colleagues. Employee social support is crucial for enhancing employee performance and fostering strong camaraderie among colleagues (Dewi, 2021). As per Cahill and Sias (1997), employees establish ties with their colleagues to get social support and foster camaraderie. Employee job satisfaction will increase when there are a small number of affable and encouraging coworkers in the office. Elshaer et al. (2023) identified four fundamental objectives of coworker interactions. Co-worker interactions play a crucial role in assessing apprentices and granting them membership in a profession, so supporting the primary objective of occupational socialization. Employees that have positive relationships will actively look out for one other within the organization. Additionally, when coworkers develop supportive ties, they are more inclined to support each other even if they have differing opinions from those in positions of authority within the company. Ultimately, coworker relationships enhance group cohesion by affording employees the opportunity to engage in communal activities, such as celebrating birthdays.

Uddin et al. (2023) define work-life balance as the deliberate effort made by an individual to achieve a harmonious equilibrium between their job and personal life. Experts define job-life balance as an individual's level of satisfaction with their professional and family duties. The concept of labor-life balance encompasses the equilibrium between three key elements: remunerated employment, unremunerated tasks, and individual recreational activities (Liu-Lastres, Wen, & Huang, 2023). Deshpande and Srivastava (2023) argue that work-life balance is essential across five dimensions of an individual's life. Examples encompass various aspects such as employment, familial relationships, acquaintanceships, personal well-being, and self-identity. Natakusumah et al. (2022) found that fostering a culture that prioritizes employees leads to increased productivity and job satisfaction among staff. If employers foster a work-life imbalance culture, such as excessive work, employees will have less time to spend with their families. They could disregard important occasions, such as the birthday of a family member. Work-life balance can be defined as the equilibrium between the time and energy individuals allocate to their professional pursuits and their obligations in sustaining a harmonious way of life. It is imperative for individuals to acquire the skill of managing and harmonizing their professional and personal life. Cho et al. (2022) found that certain companies incorporate work-life balance principles into their corporate culture, while others enhance employee well-being and job satisfaction through the implementation of work-life balance initiatives. Enhancing employees' work-life balance can be achieved by implementing flexible work schedules or reducing the number of working hours, so allowing employees to allocate more time to their families (Deshpande & Srivastava, 2023).

Conclusion

In recent years, tourism has had a rate of growth that has outpaced that of any other industry. As a result, it is currently the third largest contributor to Malaysia's gross domestic product, behind only manufacturing and commodities. One of the factors that has contributed to the expansion of the hotel sector is the rise of both domestic and international tourism. In view of the frequent and significant shifts that have occurred in the tourist industry as well as the unanticipated disruptions that have occurred in the economic environment, hotel owners ought to reevaluate their strategies for the cultivation of customer loyalty and the maintenance of profitability. Some

examples of variables that could have an effect on hotel operations in other countries include the global spread of contagious diseases, which is only one example. The pandemic caused by the COVID-19 virus has had a detrimental effect on a significant percentage of the tourism industry. What is the point at which an individual's personal life is no longer dominated by their professional life? The phrase "work-life balance" refers to these kinds of situations. Both the personal and professional lives of an individual ought to be taken into consideration with equal respect. In an effort to improve the health, happiness, and job satisfaction of its employees, several companies have implemented programs that are designed to assist their employees in striking a better balance between their work and personal lives. One way to improve employees' capacity to balance their personal and professional lives is to implement family-friendly policies that permit more flexible work arrangements or shorter working hours. This can help employees better manage their work and family lives.

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