

Literature Review On The Role Of Human Resource Department To Arrange Motivational Program For The Airline Staff To Manage Daily Challenge In Malaysia

Tan Chee Yong

Geomatika University, Malaysia.
Email: datoroger@synergy-group.my

Abstract

This study is a review of the literature on the role of human resources in organizing motivating programs for airline employees in Malaysia to deal with daily challenges. This article examines Malaysia Airlines Berhad's detailed investigation of human resource management. Based on survey questions and findings from workers as well as a full examination of business profiles, the study was carried out in line with the current circumstances in place by the current aviation world. The primary findings reveal a lack of dedication and motivation, which is currently wreaking havoc on the company's relationship. As a result, the report includes suggestions and recommendations for resolving the issue. Malaysia Airlines Berhad, in the author's opinion, will be able to relaunch to Bursa Malaysia shortly after recovering staff engagement and drive. The key component of a successful business is employee happiness. The happier your employees are at work, the more effective your corporate flow will be - it's that simple. Employees must be motivated, devoted, productive, and able to work successfully in order to be good at what they do.

I. INTRODUCTION

Malaysia Airlines Berhad's extensive investigation into human resource management is the subject of this investigation. A thorough evaluation of their professional backgrounds was conducted in accordance with the current state of affairs in the aviation industry, and the findings were based on survey data and the insights of the employees themselves, in addition to a thorough evaluation of their survey responses (Sadžak, 2015). There is a lack of dedication and motivation revealed by the significant findings, which is now affecting the company's relationship, which is a serious problem for the company (Ajala, 2012). Because of this, the document provides suggestions and alternatives for resolving the problem. In order for Malaysia Airlines Berhad to achieve long-term success, the author believes that the company must rekindle employee engagement and motivation. He anticipates that the company will return to

Bursa Malaysia soon, where the stock exchange is housed (Shehawyet al., 2018; Sirota & Klein, 2013). No question: the more satisfied your employees are at their jobs, the more smoothly your company runs. Employees, on the other hand, must be motivated, devoted, productive, and effective in order to be successful in their positions of responsibility (Sadžak, 2015). Because of the corporate culture, the majority of the time, the work is completed in an environment where employees feel comfortable and relaxed. What happens if the overall motivation of employees begins to wane, even in the best of circumstances?

Human resource managers congregate in this room. Human resources directors have gathered in this location. Human resource managers, particularly in larger organisations, are responsible for monitoring and maintaining a positive company climate, as well as serving as a liaison between employees and upper-level management. Every company can have a happy

and productive workforce if they put forth the necessary effort and care. Here are a few suggestions for human resource managers to use to motivate their employees (Alderfer, 1969; Andries & Dodd, 2016).

Employee training is a critical component of the management of human resources because it allows for: Employee training has long been recognized for its importance and value, and this has been true for many years. "Give a man a fish, and he will eat for a day," according to a well-known Chinese proverb. "Teach a person to fish, and you'll provide him with food for the rest of his life," says the proverb. As previously stated, (Holy See 2002:7), the author of this insightful remark was Confucius, a contemplative philosopher and scholar who lived during the first century BCE. This comment brought attention to the importance of training an employee, not only to provide him or her with a source of income, but also to ensure his or her long-term employment with the company. Because of today's rapidly changing business environment and the rapid growth of technology, there is a greater need for training than ever before (Alan Price, 2007; Arulrajah, 2015).

II. BACKGROUND OF THE STUDY

Since the revolutionary period of the nineteenth century, there has been a significant advancement in human resource management. Throughout the manufacturing process, human labour and organisation were utilised to assist in the production process. At the time, the plant's primary focus was on increasing production levels. An entirely new era of market management and consumer satisfaction began to emerge in the late twentieth century, bringing with it an entirely new level of competitiveness for workers (Bahuguna, Kumari & Srivastava, 2009). Examples include the relocation of their industrial bases to low-wage countries as well as the establishment of more investment-friendly regulatory frameworks as a result of globalisation. Considering that there aren't many strong labour unions in my area, I decided to start a business there. This has

resulted in an increase in both market and environmental competition (Aston, 2008). According to Boselie (2011), as a result of intense competition and globalisation in the 1980s and 1990s, organisations have become more dynamic and complex, making technological adaptations to competition easier to accomplish. As a result, buyers' desire to purchase is heightened as a result of widespread information dissemination via the Internet. Following these shifts, scientists developed a variety of new management approaches, including resource base theory, management and evaluation systems for the entire organisation, or organisational learning and development (Shehawyet al., 2018; Sirota & Klein, 2013).

Until now, the perceptions of airline employees about their embedded employment have been overlooked. The goal of this study is to develop and evaluate a model that examines the determinants, consequences, and effects of staff integration in the aviation industry in order to better understand the importance of frontline personnel in perspective-related job embedding (Spacey John, 2017). The model will be used to examine the determinants, consequences, and effects of staff integration in the aviation industry. Another objective is to provide an overview of social exchange theory, as well as a scale for evaluating it in the literature on human resources in the transportation services sector, which is critical to the tourism industry's survival (Sadžak, 2015).

As a business owner, you may be surprised by how much value your employees can bring to the table. It's possible that something has gone unnoticed by management that your employees are aware of. Involving employees in the decision-making process – and in the decisions they make – is a powerful motivator for them. Additionally, when they use this strategy, they will feel a sense of belonging and a sense that the airline is interested in their ideas (Dodd, 2016; Du Plessis et al., 2013).

Pilot retention was a major source of concern for airlines that were having difficulty recruiting and retaining qualified pilots. The

purpose of this study is to identify the characteristics that contribute to pilot retention and to determine whether these characteristics differ depending on the pilot's gender, age, and amount of flying experience (Nel et al., 2015; Rusua & Avasilcaia, 2014). A number of different strategies have been implemented. 394 pilots of Ryanair were asked to take part in an online survey in order to gather quantitative information. Up to this point, nine in-depth interviews with eminent experts have taken place. As a result of their interviews and secondary research, the pilots have identified numerous key retention indicators across seven different areas (Saif et al., 2012; Salleh et al., 2020). According to the findings of these studies, the most important retention characteristics are a stable airline with a defined line of business, competitive pay, and a secure employment situation. There is evidence to suggest that aviation companies may design, update, and, if necessary, adjust the practices of their profession in order to increase the motivation of pilots to remain in the industry (Shehawy, Y.M., Elbaz, A. & Agag, G.M. Airlines, 2018).

III. LITERATURE REVIEW

A thorough examination of risk assessment implementation and comprehension of the results is provided in this section. We were able to provide a historical overview of risk management as it has been applied to the aviation industry by citing a number of works from the literature. Previous research conducted in other countries as well as works of art relating to the subject matter can be used as a starting point for developing a knowledge base in risk management.

IV. ABOUT MALAYSIA AIRLINES BERHAD

Malaysia Airlines bhd has been in operation since May 1, 1947, marking seventy-four years in total (as Malayan Airways). After the Malaysian Airline System (MAS) was decommissioned by the Malaysian Stock

Exchange (Bursa Malaysia) in 2014, Malaysia Airlines Berhad (MAB) assumed the role of the country's flag carrier and served the country until August 31, 2015. Malaysia Airlines Bhd describes itself as 'An Airline of Excellence' (Malaysia Airlines Bhd). As well as other accolades, Malaysia Airlines bhd has been named "The World's 5-Star Airline" by Skytrax three times (in 2009, 2012, and 2013) and "Asia's Leading Airline" by the World Travel Awards, among other distinctions (2010, 2011 and 2013). Chung and colleagues have published a new study. In response to Khazanah Group's drastic reorganization of Malaysia Airlines System, which resulted in the collapse of its predecessor Malaysia Airlines System (MAS), it was established on November 7, 2014. (MAS).

With the goal of connecting Malaysia with other countries in the region and throughout the world on economic terms rather than at any cost, MAB aspires to be the preferred alternative for connecting Malaysia with other countries in the region and throughout the world (Spacey John, 2017). More than three decades after it was established by Malaysia Airlines, Malaysia Airlines Berhad (MAB) has established a stellar reputation as a provider of world-class services. There are currently more than 100 locations throughout the world that are served by its 40,000 daily passengers. The Malaysia Airlines Berhad (MAB) corporate offices are located on Level 1 of the Administration Building in the South Support Zone of Kuala Lumpur International Airport, which is accessible via the South Support Zone walkway. While AirAsia Group employs more than 17,000 people, MAB employs only 12000 plus people under CEO Capt Izham Ismail, which is a small number when compared to the company's largest competitor (Gholami et al., 2016; Gneezy et al., 2011).

With its One World alliance network, MAB can fly to 53 destinations around the world, compared to MAS's approximately 70 destinations before it was forced to close its doors due to financial difficulties. MAB's One World alliance includes 15 airlines and more

than 40 affiliates, allowing customers to travel seamlessly between destinations. At present, Malaysia Airlines' current fleet includes Boeing 737-800 : 47 planes , A330-200 : 6 planes, A330-300 : 15 planes, A330-200F : 3 planes, A350-900 : 6 planes, A380-800 Malaysia Airlines' current fleet is used for domestic and regional flights throughout Asia, as well as international flights to the Middle East and Australia (Kasidi. 2010; Fatima et al., 2017).

V. RISK MANAGEMENT, USING VARIOUS LITERATURE IN AIRLINE INDUSTRY

DEFINITION OF RISK

Every business and every individual must deal with risk on a daily basis in order to succeed. Keeping ourselves informed about the numerous dangers we face on a daily basis is one of the most important things we can do to protect ourselves from potential losses (Schein, 2004). Car accidents, fires, floods, and other natural disasters are just a few of the most common types of accidents (Spacey John, 2017). Every situation that has the potential to undermine an organization's goals and aspirations may be categorized as a risk. it is possible for anything to occur that is different from what was anticipated, but only when it has a negative impact (Kasidy, 2010). The word "risk" comes from the Italian word for "dare," which means to challenge. This term is the origin of the English word "risk," which literally translates as "to take a risk." Taking a risk is something you can choose to do rather than something that happens to you¹. We all face risks in life, and the most important thing is to remain alert and prepared so that we can respond appropriately when the unexpected occurs (Dodd, 2016; Du Plessis et al., 2013).

Risk management experts disagree on what constitutes a risk, and as a result, there isn't a consensus on what constitutes a risk at this time. A list of some of the more frequently used terms is provided below, organised alphabetically: "For the purposes of this definition, "Risk" refers to the likelihood that an

organization's ability to achieve its planned goals will be negatively impacted by some future event, whether positive or negative. As an alternative, "Risk" refers to the possibility that something will have a negative impact on an organization's ability to achieve its objectives"(Kasidi. 2010; Fatima et al., 2017).

When assessing the likelihood and impact of a vulnerability, the risk associated with that vulnerability is defined as the sum of its positive and negative consequences. There is a metric that assesses the likelihood and severity of an unfavorable outcome occurring. When assessing risk, it is important to consider both absolute and relative magnitudes. If investors are well-versed in risk and its many manifestations, they will be able to properly evaluate the advantages, disadvantages, and costs of various investment strategies (Armstrong, 2016).

When defining risk, the performance capabilities of a system are a function of the state vector of the system. Similarly, the vulnerability and resilience vectors of a system are dependent on the input, the time of occurrence, and the state of the system. Finally, the outcomes of events are determined by the specificity and timing of the event, as well as the state vectors of the system (Armstrong, 2016).

RISK MANAGEMENT

A critical component of risk management is the identification and evaluation of potential threats to a company's capital and profitability. The following are just a few of the threats that businesses are currently facing legal obligations, financial instability, technological impediments, accidents, strategic management blunders, and natural disasters (Spacey John, 2017). Risk managers are responsible for the design and implementation of the company's risk management processes. Risk management refers to a systematic and comprehensive strategy for identifying, organizing, and responding to risks in order to achieve project objectives. It is also referred to as the "risk management process" (Bahamid et al., 2017).

The day-to-day activities of an organisation are fraught with inherent risks, which risk management seeks to identify, analyse, and mitigate as much as possible. In accordance with an old adage, proactive risk management is preferable to reactive risk management when it comes to preventing future catastrophes from occurring (Stahl, 2012; Stojanović, 2015). By employing appropriate risk management techniques, it is possible to reduce both the likelihood of a risk occurring as well as the potential consequences of that risk occurring. The identification and evaluation of potential hazards, as well as the development of a plan to mitigate those risks, are all important aspects of risk management (AON Hewitt, 2011; Armstrong, & Taylor, 2014).

Risk management is the process of evaluating and prioritizing risks in order to limit or control the likelihood or impact of unfortunate events, or to maximize opportunities for success. A cost-effective approach to resource utilization is followed after risk evaluation and prioritization has been completed. When properly implemented, a well-structured risk management approach can assist management in identifying appropriate controls for providing mission-essential security capabilities to the organisation, thereby reducing costs and increasing efficiency (Kasidi, 2010; Fatima et al., 2017). In addition to other factors, an effective risk management technique may aid in the evaluation of systems in terms of their operating environment and their requirements. Before taking any risks, one must first determine whether or not it is worthwhile to do so. The concept of risk management is intrinsically linked to the safety and financial stability of an organisation, and risk assessment is a critical component of any risk management strategy or program. The identification, analysis, and monitoring of all risks faced by an organisation should be carried out as part of the organization's risk management strategy in order to prevent risks from exceeding a specified limit established by management (Aston Centre for Human Resources, 2008).

VI. PRINCIPLES OF RISK MANAGEMENT

TRANSPARENCY

One of the most common causes of problems is the failure of the activity to disclose all of its potential hazards at the outset of the activity (AON Hewitt, 2011; Armstrong, & Taylor, 2014).

ACCURATE MEASUREMENT

A continuous investment in a variety of risk management tactics and tools is required for an effective risk management strategy to be implemented.

QUALITY INFORMATION ON TIME

This principle determines the precision with which measurements are taken and the quality with which decisions are made.

DIVERSIFICATION

Diversification is an important component of a successful risk management strategy, and it necessitates regular and persistent monitoring (Stahl, 2012; Stojanović, 2015).

INDEPENDENCE

We should have a thorough discussion about how risk management and other groups / units interact in a company, the firm's goal, and how risk management groups engage with other groups / units, including those that carry out transactions by incurring specific risks (Bahamid & Doh, 2017).

DISCIPLINE DECISION PATTERNS

During the decision-making process, it is critical that management determines the most effective way to use specific tools and techniques while also understanding the limitations of such approaches (Susan, 2002; Ulrich, 2006).

POLICY

The clarity of a company's risk management policies, manual, and procedures is critical to the effectiveness of those policies, manual, and

procedures. Both internal and external partners agree that making risk management more transparent is a top priority in their respective organisations (Boselie, 2011; Bratton & Gold, 2012).

VII. IMPORTANCE OF RISK MANAGEMENT

For any company, risk management is essential because it provides the tools necessary for identifying and responding to potential hazards. Recognizing a threat is the first step toward preventing it from occurring. Through the reduction of uncertainty, risk management helps a company's decision-making abilities to be more effective. Risk management plans should include the identification and control of potential hazards, which should be integrated into the overall risk management strategy of the organisation. There must be an evaluation of the company's risk management plan, as well as the implementation of measures to reduce the risk of the company. The risk-management process includes the identification, measurement, and decision on how to protect an organisation from danger. These are all critical components of the process. Managing risk is a multi-step process that must be followed. Certain risks are more significant than others in the context of a company's operations. When identifying and analyzing exposures, risk managers consider both the importance of the exposure and the ability of the exposure to influence the outcome (Bahamid & Doh, 2017).

On the other hand, proactive risk management ensures that serious situations are dealt with as quickly and efficiently as possible. Managers will have access to the information they require in order to make sound decisions and keep the company's finances in good shape. In the event that a risk occurs, risk management aims to reduce or mitigate the potential for damage to the organisation. The safety and security of an organisation can be ensured by identifying, evaluating, and responding to potential threats (AON Hewitt, 2011; Armstrong, & Taylor, 2014).

It is at this point that risk management is necessary. Businesses benefit from it because it allows them to gain a better understanding of the risks they face and take appropriate action to mitigate them. In the following section, we will look at how this role changes depending on the time period under consideration (Du Plessis, 2015; Fatima et al., 2017). When conducting a risk assessment, the goal is to identify potential dangers in order to prevent an incident from occurring. Performing a post-event risk assessment serves the purpose of ensuring that the organization's operations continue to grow and advance. One advantage of implementing a risk management system is that it allows a company to become more economically efficient. Simply put, the organization's leadership must be forthright and honest about the risks that it faces, and they must take proactive steps to mitigate those risks before they become a serious problem (Boselie, 2011; Bratton & Gold, 2012).

VIII. BENEFITS OF RISK MANAGEMENT

It is possible to reap a number of benefits from effectively managing risks that could have a negative or positive impact on a company's capital and profitability. Keeping up with compliance, governance, and risk management requirements can be difficult, even for well-established businesses. In today's constantly shifting business environment, risk management is critical. If a company wants to achieve its objectives, add value to its operations, and meet its objectives, it must first determine how much risk it is willing to accept in order to do so.

Organizational risk management is a critical component of overall success and must be integrated into all aspects of the organization's daily operations. Aiming for the best possible outcome, it should be linked to both corporate governance and performance management procedures in an ideal scenario. The following are some of the benefits of risk management:

- To put it another way, by including risk in the planning process, the organisation is more confident in its long-term goals and aspirations and can achieve them.
- The integration of regulatory and internal compliance rules results in improved compliance as well as improved operational efficiency (Du Plessis, 2015; Fatima et al., 2017).
- Because of the implementation of risk protocols and controls, a more secure workplace is created for both employees and clients. In addition, a significant competitive advantage is gained as a result of this.
- If the organisation is to achieve its objectives, it is necessary to increase the likelihood of success, increase knowledge of risks and their consequences, increase attention to critical issues, limit the consequences through effective internal controls, and accept a certain level of tolerance (Nel et al., 2015; Rusua & Avasilcaia, 2014).

IX. CONCLUSION

Several human resource management issues are encountered by Malaysia Airlines Berhad employees, according to the findings of the study. If the findings of this study are not addressed, it is possible that a lack of employee participation and motivation will have a negative impact on every aspect of the organisation (Susan, 2002; Ulrich, 2006). Part 4 of the research strongly recommends that the company implement the concepts and proposals presented in this section as soon as possible after the conclusion of the research. According to the author, incorporating Alderfer and Sirota's ideas into the strategic human resources management recommendations should result in immediate and significant positive outcomes for all parties involved (Bahuguna et al., 2008; Bateman & Snell, 2013).

Human resource management has been critical to the success of the airline company's workforce because a positive working relationship between management and

employees is essential to the success of the company's workforce (Nel et al., 2015; Rusua & Avasilcaia, 2014). Successful management of human resources can be achieved through collaboration, and staff training is the most effective technique for achieving this goal. Businesses today require a significant amount of training for their employees. The benefits of employee training can be realized in a variety of ways, including reduced study time, increased workplace efficiency, a boost to their competitiveness in rapidly changing environments, and a reduction in damage and waste. It is intended to encourage employees to improve their skills and knowledge by providing them with the opportunity to instruct their coworkers.

REFERENCES

1. Aircraft Maintenance Engineer (AME) Salary (Malaysia) . 2017. Aircraft Maintenance Engineer (AME) Salary (Malaysia) . [ONLINE] Available at: [http://www.payscale.com/research/MY/Job=Aircraft_Maintenance_Engineer_\(AME\)/Salary](http://www.payscale.com/research/MY/Job=Aircraft_Maintenance_Engineer_(AME)/Salary). [Accessed 13 May 2021].
2. Ajala, E. M. (2012). "The influence of workplace environment on workers' welfare, performance and productivity." *The African Symposium* 12(1): 141-149.
3. Alan Price. 2007. *Human Resource Management in a business context*. 3rd Edition. London. Thomson Learning.
4. Arulrajah, A. A. (2015). *Green Human Resource Management Practices: A Review Literature Review on Green HRM Practices*, 5(1), 1–16.
5. Alderfer, C.P., 1969. An empirical test of a new theory of human needs. *Organizational behavior and human performance*, 4(2), pp.142-175.
6. Andries J. and Dodd, Patrick (2016) *HRM in Relation To Employee Motivation and Job Performance in the Hospitality Industry* - *Journal of International Business Research and Marketing* Volume 1, Issue 4, May, 2016 pp13/14.
7. AON Hewitt. 2011. *Talent Challenges and Compensation Budgets Malaysia*. Aon Hewitt Hot Topic Survey, 2011 Q1. Kuala Lumpur: AON Hewitt.

8. Armstrong, M. and Taylor, S., 2014. *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
9. Armstrong, M., 2016. *Armstrong's Handbook of Management and Leadership for HR*. 4th ed. London, United Kingdom: Koganpage.
10. Aston Centre for Human Resources. (2008). *Strategic Human Resource Management*. London: CIPD.
11. Bahamid, R., and Doh, S. (2017). A review of risk management process in construction projects of developing countries. *IOP Conference Series: Materials Science and Engineering* 271 012042.
12. Bahugana, P. C., Kumari, P., Srivastava. (2008). *Changing Face of Human Resource Management: a Strategic Partner in Business*. *Management Insight*, 5(2), 96-109.
13. Bateman T. S. and Snell S. A. (2013) *MANAGEMENT: Leading & Collaborating in a Competitive World* Tenth edition. Published by McGraw-Hill/Irwin *Better Workplaces* (n.d) *Employer Resource Kit Motivate Manage and Reward Performance*. 67. 1 business.tas.gov.au pp67/70.
14. BizJournals. "Changing role of human resources has vast implications." <https://www.bizjournals.com/wichita/stories/1997/07/14/focus1.html> Accessed March 2022
15. Bloomberg 2020 Bloomberg China is trying to salvage its bruised electric-car industry <http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=143509132&site=eds-live> Chapter 8 (n.d) *Performance Management and Appraisal - Semantic Scholar* p326 du Plessis
16. Boselie, P. (2011). *Strategic Human Resource Management: a Balanced Approach*. New Delhi: Tata McGrawHill.
17. Bratton, J. & Gold J. (2012) *Human Resource Management*, 4th Edition, Palgrave Macmillan, Hampshire
18. J. and Dodd, Patrick (2016) *HRM in Relation To Employee Motivation and Job Performance in the Hospitality Industry - Journal of International Business Research and Marketing* Volume 1, Issue 4, May, 2016 pp13/14.
19. David G. Collings, Hugh Scullion, and Paula M. Caligiuri, 2019. "Global Talent Management," Chapter 5. https://books.google.com.pk/books?id=1HdyDwAAQBAJ&printsec=frontcover&redir_esc=y#v=onepage&q&f=false
20. Douglas W.S. Renwick, T. R., & Maguire, S. (2013). *Green Human Resource Management: A Review and*, 44(January), 0–35.
21. Du Plessis, A., Toh, W., & Chen, J. (2013). Integrating leadership development, talent retention and knowledge management: HRM's role. *International Journal of Contemporary Business Studies*, 4(8), August: 43-55.
22. Du Plessis, A.J (2015)(general editor), Munyeka, W., Chipunza, C., Samuel, M. O., Naidoo, K., Keyser, E. & Gura, M. *HRM and ER in South Africa: contemporary theory and practice*. Juta Publishers, Cape Town, South Africa.
23. Fatima, S., Ragas, P., Mae, F., Tantay, A., Joyce, L., Chua, C., ... Tantay, A. (2017). *Green lifestyle moderates GHRM 's impact on job performance*.
24. Gholami, H., Rezaei, G., Zameri, M., & Saman, M. (2016). *State-of-the-art Green HRM System: sustainability in the sports center in Malaysia using a multi-methods approach and opportunities for future research*, 124.
25. Gneezy, U., Meier, S. and Rey-Biel, P., 2011. When and why incentives (don't) work to modify behavior. *The Journal of Economic Perspectives*, 25(4), pp.191-209.
26. Kasidi. 2010. *Risk Management*. Jakarta: Ghalia Indonesia. Mulyawar Setia, 2015, *Risk Management*, Bandung: CV of Faithful Library.
27. Malaysia Airlines Website. 2016. *Corporate Info Malaysia Aviation Group*. [ONLINE] Available at: http://www.malaysiaairlines.com/my/en/corporateinfo/malaysia_aviation_group.html. [Accessed 28 March 2022].
28. Mdhawiet, Kumar, K., and Narayanan, RM. (2020). Review on construction risk and development of risk management procedural index – A case study from Chennai construction sector. *Materials Today: Proceedings*

29. Medallia. 2017. Net Promoter Score - Medallia. [ONLINE] Available at: <http://www.medallia.com/net-promoter-score/>. [Accessed 12 May 2021].
30. Mulyawar Setia, 2015, Risk Management, Bandung: CV of Faithful Library
31. Nel, P. S., Werner, A., Botha, C. J., Du Plessis, A. J., Mey, M., Ngalo, O., Poiat, P., Van Hoek, L. (2015). Human Resources Management (9th ed.). Cape Town, South Africa: Oxford University Press.
32. Rusua Gabriela and Avasilcaia Silvia (2014) Linking human resources motivation to organizational climate 2014 The Authors. Published by Elsevier Ltd. Selection and peer-review under responsibility of SIM 2013/12th International Symposium in Management
33. Sadžak, M., Rado, I., Dejana, S., (2015). Human Resources in Global - International Management. Faculty of Sport and Physical Education, University of Sarajevo, Fojnica D.D.
34. Saif, K.F., Nawaz, A., Jan, A. and Khan, M.I. Synthesizing the theories of job-satisfaction across the cultural/attitudinal dimensions. *Interdisciplinary Journal of Contemporary Research in Business*, 2012,3 (9): 1382-1396.
35. Salleh, F., Palaniappan, S., Theng, I., Mohd Helmi, H., Abd Hamid, A., and Md Kassim, N. (2020). A REVIEW ON RISK MANAGEMENT IMPLEMENTATION. *Journal of Critical Reviews*, 7(11), 562- 567
36. Schein, Edgar H. (2004). *Organizational Culture and Leadership*. 3rs Ed. USA: Josey-Bass.
37. Shehawy, Y.M., Elbaz, A. and Agag, G.M. (2018), "Factors affecting employees' job embeddedness in the Egyptian airline industry", *Tourism Review*, Vol. 73 No. 4, pp. 548-571.
38. Sirota, D. and Klein, D., 2013. *The enthusiastic employee: How companies profit by giving workers what they want*. FT Press.
39. Spacey John, (2017) 24 Types of work performance retrieved from <https://simplicable.com/new/work-performance>
40. Stahl, G. K. (2012). *Handbook of research in international human resource management*. Edward Elgar Publishing.
41. Stojanović, R. (2015). Material motivation as the carrier of a successful reorganization of the company. Niš. *The central European journal of regional development and tourism*, 62.
42. Susan, D. McClelland 2002. *The Graduate School University of Wisconsin Stout. A Training Needs Assessment for the United Way of Dunn County Wisconsin*.
43. Ulrich, D. (2006) *The HR Value Proposition: A dozen things we know about organizations*. Michigan: The RBL group.