

DOI: <https://doi.org/10.53555/ks.v12i1.1439>

Towards Understanding Work Engagement: Proposing a Unique Framework for Future Scholars

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Abstract:

This paper presents a comprehensive framework for understanding work engagement, a critical concept in organizational psychology that embodies the energy, enthusiasm, and commitment employees bring to their roles. Work engagement, characterized by vigor, dedication, and absorption, goes beyond mere job satisfaction and motivation, fostering a profound emotional and cognitive connection to one's work and organizational values. Research indicates that high levels of work engagement lead to significant benefits for both employees and organizations, including increased job satisfaction, psychological well-being, and reduced burnout, enhanced job performance (Nayyab et al., 2011), lower absenteeism, and reduced turnover intentions. The paper explores the pivotal role of job resources, such as social support, professional development opportunities, autonomy, feedback, and recognition, in fostering work engagement. It also highlights the significant impact of a supportive organizational climate and effective human resource management (HRM) practices on sustaining employee engagement. Furthermore, it addresses the disparities in global work engagement statistics and the critical need for organizations worldwide to enhance engagement levels to improve productivity, innovation, and overall organizational performance. The proposed framework encourages organizational scholars to delve deeper into the role of job resources, HRM, and psychological capital in nurturing work engagement. By understanding these dynamics, organizations can create a resilient and productive workforce, ultimately driving business success and employee well-being. This study serves as a valuable resource for developing strategies to build and maintain high levels of work engagement within organizational settings.

Keywords: Work Engagement, HRM, Job resources, Psychological capital, Conceptual framework

Introduction:

The concept of work engagement is very important in organizational psychology, as it signifies the energy, enthusiasm, and commitment that individuals bring to their roles. It is a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al., 2019). This goes far beyond mere

contentment with working conditions by creating an intense emotional and cognitive connection with one's job as well as congruency with corporate values. Considering its numerous impacts on employees and organizations at large, knowledge about work engagement has become vital in human resource management (HRM) and organizational development (Meijerink et al., 2020).

Research has consistently demonstrated that both individuals and organizations experience considerable benefits from work engagement. In terms of employees, this higher level of engagement is linked to more job satisfaction (Salanova et al., 2020), greater psychological wellbeing (Perrigino et al., 2021), and lower levels of burnout (Bakker et al., 2022). As regard the organization itself, engaged workers generally exhibit better job performance (Demerouti et al., 2019), fewer absenteeism and turnover intentions (Bal & Kooij, 2011) as well as enhanced organizational citizenship behaviors (Sonnetag & Mojza, 2020). The results above demonstrate that through work engagement, a productive and resilient workforce can be developed. Work engagement does not merely constitute drive for business success; it encompasses much more than just employee motivation or satisfaction. Even though motivation and satisfaction are fundamental ingredients in the workplace environment, they do not fully explain the sustained, pervasive impact possible through engagement. While motivation is usually about any specific task influenced by immediate incentives, satisfaction pertains to being happy with some aspects of employment, such as pay or benefits. On the other hand, work engagement involves a deep internal attachment to both one's job and organization, resulting in long-term and all-encompassing positive effects on performance and well-being (Chua & Ayoko, 2021).

Engagement is characterized by three key elements: vigor, dedication, and absorption. Vigor is about high energy levels and mental resilience during work; dedication includes a strong commitment to one's work that entails feeling important as well as excited about it; and absorption relates to full concentration and engagement in one's job. With these components at play, engaged employees are not only motivated to accomplish tasks or happy with their jobs; they love what they do and always perform well. This intrinsic commitment results in more productivity since engaged workers willingly invest their discretionary effort, which goes beyond the basic requirements of the job (Jaya & Ariyanto, 2021).

Work engagement has longer-lasting repercussions than motivation or satisfaction. Motivation may fluctuate due to external circumstances, whereas satisfaction can be changed temporarily by altering job conditions; however, engagement is a resilient link to work (Llorens et al., 2017). Such resilience manifests itself in higher levels of persistence and adaptability, which are vital qualities in the fast-paced business world today. Additionally, engaged employees tend to have deeper emotional-cognitive connections with their organizations, which has been shown to affect retention as well as organizational loyalty significantly (Rothbard & Wilk, 2021). Unlike satisfaction, which might keep an employee happy for a short time, engagement brings about strong feelings of belongingness and commitment towards organizational goals, reducing turnover rates and maintaining a stable, experienced workforce (Olivier & Rothmann, 2007). Further, engaged workers positively influence the culture and state of the workplace. Their zeal and commitment may motivate and move their colleagues to work together more as one team. As a result, this means that the overall motivation and satisfaction levels may rise among the employees, thus demonstrating how employee engagement can be a starting point for increased benefits at all levels (Abid et al., 2019).

In terms of business outcomes, there is evidence suggesting that work engagement leads to higher profitability, customer satisfaction, and innovation. Engaged employees are often prone to take initiative and come up with new ideas, hence keeping the organization ahead of its rivals. In addition, they also provide excellent customer service because they have truly dedicated themselves to helping the company grow, thereby increasing customer satisfaction and loyalty (Rahmansyah et al., 2023). These salient elements of work engagement require organizations to know how to build an engaged workforce. Also, businesses need to understand ways in which they should keep their employees' engagement at a satisfactory level, as well as have policies put in place concerning this issue (Rothwell et al., 2014). This now requires more research scholars who would assist organizations in understanding what conditions really matter, specifically. The current study therefore attempts to propose a framework through which it encourages organizational scholars to investigate the likely role of job resources, HRM, and psychological capital in harnessing work engagement. It is against this background that this paper suggests a framework potentially serving as an avenue where corporations could learn about important aspects through which engagement can be harnessed within their premises (Zanabazar et al., 2024).

Work Engagement

The energy, enthusiasm, and dedication that one puts into his work are what constitute work engagement. Work engagement is defined as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli et al., 2019). It is not enough to be just satisfied with the working conditions; it requires deeper emotional and cognitive engagement in tasks, including company values. Research has shown that engaging in work has consequences for individuals and organizations. For individuals, high levels of job satisfaction (Salanova et al., 2020), psychological well-being (Perrigino et al., 2021), or burnout reduction (Bakker et al., 2022) are outcomes of a higher level of employees' engagement. From a company-level perspective, work engagement has been found to result in increased job performance (Demerouti et al., 2019), reduced absenteeism and turnover intentions (Kooij et al., 2023), and higher organizational citizenship behaviors (Sonnentag & Mojza, 2020). These findings also stress the significance of promoting employee engagement for better individual and organizational outcomes (Ahmed et al., 2016).

Work engagement matters more for business success than employee motivation or satisfaction alone because of its all-encompassing impact on organizational performance and employee wellbeing. While motivation and satisfaction have a role to play at the workplace, they do not capture all the benefits of being engaged at work. Employee motivation, which talks about the inclination to achieve goals or complete tasks, can be task-specific and externally motivated by rewards or immediate incentives. Satisfaction, on the other hand, focuses on how much an employee likes their employment conditions, like pay rates, benefits, and work environment (Pitaloka & Sofia, 2014). It is therefore important to underscore that both motivation and satisfaction are needed but not sufficient for optimal performance. Work engagement refers to deep intrinsic commitment towards one's job, such as in an organization, beyond these elements, creating a lasting, pervasive positive effect on individual and organizational outcomes (Masvaure & Maharaj, 2014). Engagement encompasses vigor, dedication, and absorption in work, which are more than mere motivation or satisfaction (Mazzetti et al., 2023). Vigor stands for higher energy levels and mental resilience during work, while dedication implies a strong participation in one's job and experiencing a feeling of importance and enthusiasm, whereas absorption is being concentrated upon fully

doing one's job. These attributes ensure that engaged employees not only put effort into completing tasks or liking their jobs but also have a passion for what they do, ensuring consistent high performance among them. It drives up productivity, as workers willingly choose to expend discretionary efforts above their duties without any external inducement (Ojo et al., 2021). Also, work engagement has longer-lasting and more widespread effects than motivation or satisfaction. Motivation may be affected by fluctuations in drive depending on matters such as rewards or recognition, while satisfaction can be temporary, especially when there are changes in working conditions or employee benefits (Jufrizen et al., 2022). In contrast, engaged employees remain connected through all situations with their work organization. Such resilience leads to high levels of persistence and adaptability, which are necessary in these fast-paced, dynamic business environments today.

These statements are not meant to be factual but rather to illustrate the point that overall satisfaction by itself may not necessarily lead to loyalty. Work engagement also creates an emotional bond between employees and the organization, making it hard for them to leave. For instance, highly engaged personnel are likely to identify with the goals of their organization as well as its values, which leads to lower turnover rates. This is particularly important in maintaining a knowledgeable workforce since a large picture of organizational memory will have been built (Chen et al., 2020). Also, engaged workers can make positive contributions to the culture and work environment. These people's passion, commitment, and dedication can serve as inspiration and motivation for other employees, leading to more harmonious collaboration at work. Consequently, this builds up an optimistic atmosphere within the workplace, thus boosting general motivation levels and employee satisfaction, showing how engagement serves as one of the catalysts for wider organizational benefits (Bakker et al., 2020).

Conversely, work engagement is associated with high profitability levels because an engaged worker takes risks and suggests new things that give his or her company a competitive advantage over others in the market (Erum et al., 2020). As such, they offer better customer service owing to their genuine concern about the organization's achievements, which enhances consumer satisfaction and hence creates loyalty amongst them.

Global Statistics on Work Engagement:

Regarding employee engagement, global statistics show significant disparities between various regions, and hence there is an urgent need for organizations all over the world to improve on it. Gallup's State of the Global Workplace reports show that only 20% of employees worldwide are engaged at work. This statistic shows a big problem since most people from around the globe do not feel connected emotionally or mentally to their jobs, which can have negative impacts on productivity, innovation, and overall organizational performance.

When these figures are broken down by region, however, engagement level differences become pronounced. According to Gallup's 2020 data, North America typically has the highest number of employees who are engaged, at around 34%. This relatively higher level of engagement could be attributed to various reasons, such as better working conditions, more robust HR practices, and a greater focus on employee well-being as well as development. Conversely, regions such as Europe and East Asia have significantly lower levels of engagement, where Europe is around 14% and East Asia goes even lower to about 6%. These small numbers in Europe and East Asia can be linked to issues like economic instability, cultural attitudes towards work, and less emphasis on employee-centric workplace policies (Gallup Inc, 2020). The impact of global engagement statistics is far-reaching. For instance, low levels of engagement in East Asia, including major economies like China and Japan, imply that a large chunk of

the workforce is underutilized, thus stunting economic growth as well as innovation in these important areas. Similarly, Europe's sluggish economic growth compared to other parts of the world may also be attributed partially to its low level of engagement recently. Moreover, within countries themselves, there are gaps between different industries and types of employment regarding participation. In some cases, this involves technical sectors like software development or medicine having more engagement than traditional manufacturing or shops employing many people. Such discrepancies arise out of variations in job characteristics with regard to career advancement prospects or sense among workers alike. Jobs with increased self-determination opportunities and variety are associated with higher levels of work engagement (Harter, 2020).

Another crucial aspect reflected in the global statistics is the link between employee engagement and organizational outcomes. Based on Gallup's research, companies that have highly engaged employees perform better than those who do not in a number of key areas, including productivity, profitability, and customer satisfaction. For example, organizations in the top 25% percentile of engagement metrics have 21% higher profitability and 17% higher productivity compared to those in the bottom quartile. This data thus emphasizes the need to invest in employee engagement as it brings tangible results (Sorosen, 2013). Additionally, work engagement has been significantly impacted globally by the COVID-19 pandemic. Working from home, economic uncertainty, and increased stress levels present issues in maintaining engagement. However, some studies suggest that companies that effectively supported their employees during the pandemic experienced an increase in their level of employee engagement. This shows how important it is for organizations to support and adapt even when there are crises happening for them to sustain employee interest (Chanana & Sangeeta, 2021).

Need for Work Engagement:

In today's competitive and dynamic marketplace, engaged employees are a critical resource for businesses. There is tremendous evidence that employee engagement has direct links to various favorable business outcomes (Markos, 2010). The main reason why companies need engaged workers is because productivity can improve substantially through their engagement. Research consistently shows that engaged employees tend to be more productive as they are more efficient and effective in their duties. Productivity originates from having committed themselves deeply to organizational goals and feeling more responsible for their work, hence going beyond the call of duty.

Additionally, engaged employees notably enhance overall work quality by reducing error rates and encouraging innovations (Thomas, 2009). When an employee is engaged in his or her job, he or she takes pride in it, thereby paying a lot of attention to details, which leads to high standards of output. This emphasis on quality can be particularly useful in industries where accuracy is paramount, such as healthcare, manufacturing, or information technology, among others. Furthermore, engaged workers often have innovative minds since they are emotionally invested in their roles, leading them to think outside the box and suggest new ideas, thus enhancing the organization's ability to innovate and sustain its success (Salem et al., 2023). Accordingly, engaged employees are unlikely to quit, therefore creating a stable workforce that accumulates experience over time while remaining knowledgeable about the jobs they do. In addition, this stability reduces expenses incurred due to staff replacement while fostering team spirit within organizations, which eventually leads to building up stronger cultures within a

firm. As a result of having strong cultures, many companies find themselves caught up in virtuous cycles between engagement and retention (Nordgren & Ingemarsson Björs, 2023).

Another factor closely associated with employee engagement is customer satisfaction. Well engaged workers who feel like stakeholders in their places of work are likely to give better service than those who feel they are just employees. Positive attitude and commitment are some of the contributing factors to a better customer experience, leading to a higher degree of customer satisfaction and loyalty. This point is particularly relevant to service industries that have intense customer interactions. Satisfied customers often become repeat buyers as well as refer other people to buy from this firm, hence raising its name in the market and therefore profit (Zaid & Patwayati, 2021).

Additionally, having engaged employees can enhance the financial performance of a company. It has been established through research that companies with high levels of employee engagement outperform their peers financially in terms of growth in sales, profitability, and shareholder returns. Engaged workers are more productive, innovative, and committed to organizational success, which goes hand in hand with improved financial results. Moreover, such employees usually work smarter, thereby reducing operations costs through process improvements and waste minimization (Parlina & Maiyaliza, 2023).

Engagement also affects the mental, emotional, and physical health conditions of workers positively. Employees who are engaged tend to have low levels of stress and burnout, which implies better overall health for them. Wellness translates into fewer sick days being taken by them, along with a reduction in medical bills incurred by organizations on their behalf. Furthermore, an encouraging environment at work can lead to a good work-life balance, enabling those involved to enjoy their jobs while staying loyal to them all the way the way through

Job Resources and Work Engagement

Job resources refer to the physical, social, or organizational aspects of a job that aid in achieving work goals, reducing job demands, and stimulating personal growth and development. Research consistently highlights that job resources are strongly related to high levels of employee engagement since they provide employees with the support and tools necessary for them to excel in their roles. The connection between job resources and work engagement is significant for organizations seeking greater productivity from their workers.

One of the greatest contributors to work engagement is social support from colleagues and supervisors. Social support involves emotional support, feedback provision, and practical aids. In the event that employees sense that they are supported by their colleagues or supervisors, there is a likelihood that they will develop trust and identification with the organization (O. Ugwu et al., 2014). Such feelings, among others, tend to foster higher levels of engagement because employees feel secure and valued. What researchers have found out is that such types of social support buffer against stressors at work, thereby increasing the resilience of employees and enabling them to remain engaged even when faced with challenges.

In addition to this, one more important job resource can be named: opportunities for professional development and career growth. Providing access to training programs, mentoring opportunities, and options for advancement can significantly raise employee engagement levels. Employees are likely to perceive an investment in their own personal growth by the organization if it offers them such opportunities; hence, they reciprocate by exhibiting more commitment and exerting effort on tasks assigned to them. It follows then that such developmental

investment not only equips staff members with additional skills as well as knowledge, but it also increases their loyalty and overall satisfaction at work, thus driving engagement (Nguyen et al., 2011).

Also critical is autonomy, or how much freedom an individual has over his or her tasks while working, which boosts engagement levels greatly. Autonomy allows individuals to make decisions concerning their jobs, which leads to a greater responsibility and increased intrinsic motivation in them (Gagné & Deci, 2005). When people have leeway in terms of what innovation style they should use when conducting certain tasks, it enhances their commitment to the job as they can align what they do with their personal strengths and interests. Literature supports the idea the idea that high autonomy levels are linked to improved employee satisfaction, greater engagement, and reduced stress (Wood et al., 2020).

In addition, there is another key job resource known as work-life balance, which might impact engagement. This would lead to higher levels of job satisfaction and engagement if people were allowed by management to manage both their professional lives and relationships effectively (Greenhaus & Allen 2011). For instance, flexible work options like telecommuting, flextime, or generous leave policies enable staff members to meet family duties without ditching their employment obligations. Thus, equilibrium cuts down on burnout in employees, reducing stress that keeps them engaged on task (Schaufeli, 2017).

Furthermore, a supportive organizational climate that promotes collaboration, trust, and open communication is essential to enhancing work engagement. An all-embracing culture where workers feel listened to and respected breeds a positive working environment favoring engagement. The existence of an environment that encourages human connection inside the organization through things like cultural programs, inclusion activities, team-building sessions, and transparent dialogues, amongst others, creates an atmosphere where employees are more likely to be engaged and committed to their work.

HRM and Work Engagement:

Proposedly, HRM is considered the main authority for formulating strategies and guiding organizations on matters concerning employees. A number of studies have found the significant influence of HRM practices on positive employee and organizational outcomes such as performance (Chand & Katou, 2007), turnover (Jo, 2020; Ozolina-Ozola, 2014), productivity (Huselid, 1994), commitment (Lamba & Choudhary, 2013), and operational performance (Ahmad & Schroeder, 2003).

In the majority cases, it is the HR department that has been tasked with seeking ways and means through which management can positively affect the behaviors and outcomes of employees at work. Similarly, it is about employee work engagement. Arrowsmith and Parker (2013) have indicated that, unfortunately, the role of HRM in relation to employees' work engagement at work is still unclear. The problem with research on work engagement is that it mainly focuses on jobrelated personal predictors without investigating the potential role of HRM factors in promoting healthy employee attitudes at work (Ahmed et al., 2020). There are implications for human resource development professionals to consider their core functions in this regard to enhance work engagement by examining work engagement from an employee perspective (Shuck, Rocco, & Albornoz., 2019). By integrating findings from magnet hospitals, Shuck et al. (1986) suggested that human resource departments need to go beyond mere conventional methods by incorporating recruitment criteria focusing on engagement within their policies.

For example, training has little or no relationship with work engagement, as known by current researchers, because only a few previous studies have highlighted training as one of the most important predictors of work engagement (Fletcher, 2016). In addition, the review shows that there is a gap between training and work engagement when Gruman and Saks (2011) argue that enhancing self-efficiency or resilience through training can improve work engagement.

Thus, the arguments by Crawshaw et al. (2012) suggest that career orientation is an increasingly important issue given its acute influence on work behaviors. Organizations need to provide different kinds of career opportunities to achieve positive employee outcomes such as job commitment and engagement (Aryee & Chen, 2004), job satisfaction, and turnover intention (Chen, Chang, & Yeh, 2004).

According to the researcher's knowledge, there have been very few studies analyzing such issues as career opportunities for employees at the workplace and their level of engagement in the labor process. A study conducted by Barbier et al. (2013) argues that available career opportunities can significantly enhance work engagement among employees. Moreover, findings suggest that organizations should strengthen career development opportunities in order to become responsive to employee outcomes. Schaufeli (2013) maintained that employees must be provided with opportunities for career development if they are to ensure their continued engagement at work. According to some reports from consulting groups, Aon Hewitt, the global engagement consulting company, undertook a recent survey that identified training opportunities and career opportunities as the most important HR drivers of engagement at work (Ahmed et al., 2017). In a similar vein, Towers Watson's (2014) survey report also highlights career development opportunities and training as key ways to enhance employees' engagement. Moreover, in order to improve employee engagement, they have highlighted how vital these two components are within an organization (Bedarkar & Pandita, 2013). Hence, this research looks at extending the JD-R model by introducing training opportunities and career development opportunities as predictor variables so as to assess their impact on the work engagement construct based on this authentic evidence.

Gruman and Saks (2011) argue against Khan's psychological contract theory (1990), where he stated that one of the fastest ways organizations can enhance employees' work engagement is by providing them with better career opportunities. For instance, Bakker et al. (2011) argued that companies must remove barriers to employees' career advancement if they want to increase their levels of work engagement. There is much literature arguing that promotion or job rotation policies, for example, can significantly improve an individual worker's level of commitment or loyalty towards their future with the firm.

However, despite numerous scholarly attempts at it, most studies on work engagement have been conducted in the USA, Europe, and Africa only (Karatepe & Olugbade, 2009). This suggests, therefore, that there has been no empirical research in the Asian region, particularly Pakistan. Thus, more knowledge needs to be generated about what increases work engagement among Pakistani employees since results from previous studies cannot be generalized for Pakistan because of organizational variance and cultural diversities, among others.

In addition to other employee work behaviors and outcomes, this review also stresses that training and favorable perceptions about training opportunities can enhance work engagement for the better. Employees who perceive that their employer offers sufficient training opportunities to grow and develop feel valued and behave at work as per organizational expectations (Dysvik & Kuvaas, 2008). This means a positive employee perception of HRM practices, such as training opportunities, which can help organizations achieve high levels of work engagement. Such positive perceptions make sure that there is a higher level of commitment among the employees in their respective workplaces. In other words, work-based learning helps organizations retain more engaged staff members.

Psychological Capital and Work Engagement

Work engagement, or the positive and fulfilling experience one has related to work, is greatly affected by psychological capital, which is a favorable psychological state consisting of self-efficacy, optimism, hope, and resiliency. Of the three key parts of psychological capital, resilience and efficacy have been particularly seen as instrumental in improving employees' engagement at work. Confidence that one can effectively organize and execute courses of action required for handling prospective situations directly influences work engagement through cultivating employees' sense of confidence and competence. People are likely to be highly involved in their duties if they believe that they can manage their job responsibilities with determination, dedication, and absorption—the elements of work engagement. This mastery orientation not only encourages proactive behavior and initiative but also reduces anxiety and stress commonly associated with disengagement.

Besides being able to recover from setbacks and adapt effectively to difficult situations while maintaining stable psychological health, resilience also plays an important role in maintaining high levels of work engagement. Employees who have resilience are better equipped to deal with workplace stressors as well as rebound from negative experiences without disengaging themselves from the organizational setting. By so doing, these individuals become committed to their duties despite facing obstacles along the way. Consequently, this trait helps them maintain positivity throughout prolonged durations, thereby remaining energetic about their vocation (Kaplan et al., 2014). Additionally, it encourages openness among workers, allowing colleagues to offer mutual support that boosts collective participation.

In the context of psychological capital, self-efficacy and resilience synergistically build a solid foundation for sustainable work engagement among workers over time (Loi et al., 2011). For example, having self-assurance about personal capabilities and viewing all latter challenges as opportunities for growing up leads to more resilient employees (Meyers et al., 2013). Henceforth, these are motivated for longer periods since they do not see any problem as insurmountable and regard every single endeavor as critically instrumental towards their own achievements. Besides, organizations that invest in building psychological capital through training and development initiatives are likely to have employees with higher levels of self-efficacy and resilience (Huang et al., 2013). This would result in a much more engaged workforce, which is well known for its high productivity, low turnover rates, and increased overall job satisfaction (Zhang et al., 2018). Psychological capital has been shown to be positively correlated with work engagement, according to empirical research. Furthermore, it is linked to greater

job satisfaction, higher commitment, and a stronger sense of purpose at the workplace. Luthans et al. (2008) found that those individuals with high levels of psychological capital were extremely engaged, as measured by their vigor, dedication, and absorption in what they were doing both at work and at home. Such workers also had greater staying power when faced with difficulties as well as an active problem-solving approach (Simons & Buitendach, 2013).

Moreover, besides these impacts, the relationship between psychological capital components and work engagement is short-tempered by other positive work-related outcomes. A good example is the rise in innovative behavior linked to self-efficacy; employees who are confident contribute more frequently to new proposals than others. In addition to this aspect, it also results in a highly dynamic work environment where their colleagues are also able to get involved with what they consider important at work as well as highly engaged themselves too. Consequently, resilience has been found to be associated with lower levels of burnout and turnover intentions, thus sustaining high levels of engagement among all members across organizations (Tian et al., 2019). Equally significant, interventions targeting psychological capital have shown meaningful advantages for employee's work engagement. Building self-efficiency and resilience through training programs like mastery experiences, vicarious learning, and positive feedback can provide robust psychological capital for employees. Often, such programs as goal-setting or even stress management techniques and the development of coping strategies reinforce employees' selfbeliefs regarding their abilities to succeed or bounce back, respectively, from failure (Peek et al., 2015).

Critical Appraisal:

The paper offers a comprehensive exploration of work engagement, examining various factors influencing this construct, including job resources, human resource management (HRM) practices, and psychological capital. The appraisal of the literature systematically leads towards building a conceptual framework that integrates these elements to propose strategies for enhancing work engagement across organizations. Accordingly, the paper integrates a wide array of theoretical perspectives and empirical findings.

Conceptual Framework

Based on the critical appraisal of the literature, the paper presents the following framework and prepositions for future scholars to understand work engagement and its antecedents to help solve its depleting levels across the globe.

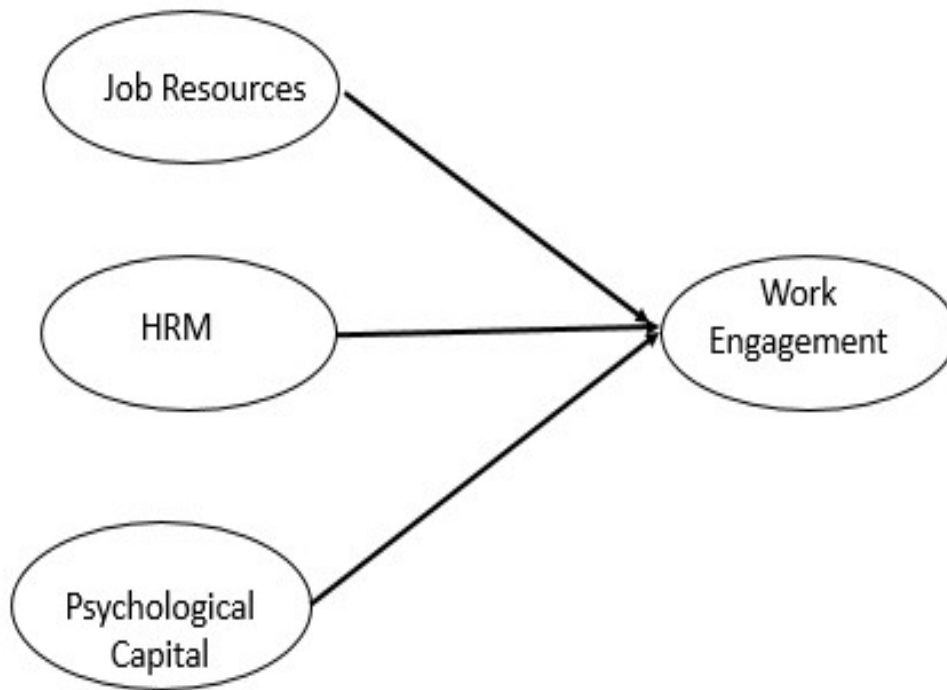


Figure 1: Conceptual Framework

P1: Job resources will be positively related to work engagement

P2: HRM will be positively related to work engagement

P3: Psychological capital will be positively related to Work engagement

The proposed framework is well-structured, identifying key antecedents of work engagement such as job resources, HRM practices, and psychological capital. This holistic approach facilitates a deeper understanding of the multifaceted nature of work engagement and provides clear propositions for future research

Conclusion

In short, this article provides a framework for increasing work engagement, which includes the utilization of supportive job resources, effective HRM practices, and investing in psychological capital. Job resources such as social support networks, professional development opportunities, and autonomy were elements required to engage individuals according to the proposed framework we have presented here for examination in our recent study. Moreover, HRM practices that include comprehensive training initiatives along with clearly defined career progression routes promote a motivated workforce that does not perish in difficult situations (Chang & Edwards 2020). Additionally, psychological capital, consisting mainly of self-efficacy and resilience, strengthens the ability of employees to manage challenges while staying committed to their jobs. Therefore, developing these areas will lead to committed staff who are ready to perform any tasks as needed by their employers so as to bring about long-term success and sustainability in an organization.

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