



A theoretical and scientific investigation on work engagement

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Abstract

Work engagement is defined as a positive state of mind, well-grounded emotional and cognitive state associated to work. Work engagement has an effect on individual job performance, work attitude and behavior factors, and organizational outcome variables such as customer satisfaction, productivity, profit margins, and overall unit performance. Individual characteristic such as, work-related factors, and family-related factors, among others, are contributing elements of work engagement. Based on a thorough evaluation of previous research on work engagement; the study concludes that future research should improve the discussion of five areas, including the intervention mechanism of work engagement.

Keywords: Work engagement, Measurement, Predictors of work engagement, Outcomes of work engagement

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1 INTRODUCTION

1.1 Overview of work engagement

Despite the facts that the Hawthorne experiment was a landmark in the history of organizational behavior study (Franke & Kaul, 1978). Researchers exposed at the start of the study that characteristic such as positive traits and good optimistic attitude (Pennbrant & Dåderman, 2021; Wu, Rafiq, & Chin, 2017). Employee attitudes can be positively influenced by mood and other variables (Meynhardt, Brieger, & Hermann, 2020). Even humor may have a large beneficial influence on performance, yet traditional organizational behavior concentrates on the organization's and its members' negative and problematic characteristics (Z. Li, Dai, Chin, & Rafiq, 2019). By following the online Google random search, I searched and discovered that about 473,000,000 Google pages are on people's negative state, while about 419,000,000 are about positive people's states.

Nowadays, thanks to advances in positive psychology and positive organizational behavior research, human talents and positive mental qualities have been progressively followed and

researched area (Rafiq, Wu, Chin, & Nasir, 2019; Vincent-Höper, Muser, & Janneck, 2012). In this setting, work engagement (work/job engagement) has entered people's consciousness as a good personal condition and has emerged as a new leader in the disciplines of organizational behavior and human resource management (Xu, Zhang, Bu, & He, 2022). Taking a serious look at this, the goal of this research is to perform a theoretical and scientific inquiry of work engagement.

1.2 Concept of work engagement

Kahn (1990), an early promoter of this notion, describes job engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". Kahn further elaborated that job roles appear to be in a dynamic and mutually altering process: when work engagement is strong, people commit their energy to role behaviors in the middle (self-employment) and express themselves in the character (self-expression); on the other hand, when work engagement is low, people withdrawal from their work roles to prevent self-inflicted harm. So, create the required performance for the job role, which might lead to willing turnover.

Based on the foregoing argument, Kahn further divides job engagement into three dimensions: physiological (physical), cognition (cognitive), and emotions (emotional). Physiological engagement refers to an individual's ability to maintain a high level of physical involvement when performing the role tasks; cognitive engagement refers to individuals who are cognitively active and aroused, and who have a clear understanding of their role and use in a specific work situation. Emotional involvement refers to maintaining oneself and other people (for example, colleagues and superiors) as well as being sensitive to the feelings of others. The preceding each element is largely self-contained. For example, an individual maintains a high degree of physical engagement; cognition and emotion can be in a state of inactivity. However, in general, the more effort an individual puts in a certain dimension, the higher the overall labor input.

Roelen et al. (2015) identified that Maslach and colleagues who have made significant contributions to the field of work burnout research consider work engagement and job burnout to be three-dimensional continuum poles, in which energy is invested. These factors are aid in minimizing ineffectiveness (lack of professional efficacy), whereas burnout is the polar opposite. Individuals with high levels of engagement have a sense of enthusiasm, enter work efficiently, get along with people, and believe they are totally capable for all duties at work (Rafiq, Shehzad, Farrukh, & Khan, 2022). Individuals with severe burnout, on the other hand, have a sensation of inefficiency and excessive energy usage. For example, exhausted and estranged from work and people (Rafiq et al., 2022).

Although work engagement is still viewed as the opposite pole of burnout this grounds it on happiness (well-being), the two aspects of happiness, pleasure and excitement on the basis of this more clear classification system (Oberländer & Bipp, 2022). According to this theory, work exhaustion is defined by low levels of happiness and motivation, whereas job engagement is defined by high levels of pleasure and arousal. In the course of theoretical deductions and practical interviews work engagement, according to Schaufeli, is a good, well-rounded emotional and cognitive state associated to work (W. Schaufeli & M. Salanova, 2007). Rather than a single aim, event, or scenario, this mood is constant and broad; work engagement itself is a positive experience, indicating high energy levels and great recognition at work. Specifically, empathy and undivided attention are required for it. In terms of the structure of work engagement, Schaufeli et c believe that it has three dimensions: vitality (vigour), devotion (dedication), and focus (absorption).

Individuals with a lot of energy and good mental toughness, who are willing to work hard for their own work without getting tired easily, and who have the ability to persevere in the face of pride, and who are full of enthusiasm for work, able to devote himself to the work, and who have the courage to accept the challenges in the work; focus on vitality characteristics (Farrukh et al., 2021; Jiatong et al., 2021; Shahzad, Ahmad, Hassan, & Rafiq, 2021). The notion is that the individual enjoys his profession and can utilize it to make him happy, that time passes quickly, and that he does not want to be away from it. Furthermore, Britt, Adler, and Bartone (2001) the triangle model of responsibility proposing that work engagement defined as an individual's devotion to one's own job; involves a sense of responsibility (perceived responsibility), promise (commitment), and performance effect perception (perceived influence of job performance) dimension.

2 LITERATURE REVIEW

2.1 *The relationship between work engagement and related constructs*

2.1.1 *Work engagement and work involvement (job involvement)*

Involvement refers to a state of mind and person's psychological identification with their work, which is the part of cognitive or belief system (Bhutta et al., 2021; Karn, Sapkota, Karna, & Rafiq, 2020; Ren, JIN, Rafiq, Chin, & Lee, 2019). Work is viewed as having the capacity to satisfy the individual's primary needs and expectations in this stage. Work engagement is mostly a cognitive assessment, in which the individual assesses how effectively a work fits your requirements (Rafiq & Chin, 2019; Rafiq & Weiwei, 2017; Wu et al., 2017). Work engagement and work participation vary in the former stresses how to control and express oneself, whilst the latter focuses on how to control and express oneself in addition to the cognitive component (Antoncic & Hisrich, 2001; Downey, van der Werff, Thomas, & Plaut, 2015), investing encompasses both emotional and behavioral components. In comparison to other words, job involvement is more "statically" described, whereas work engagement is more "dynamically" explained. Individuals may feel disengagement even if they perceive that work has not satisfied their requirements (disengage), therefore work engagement may be seen as an antecedent variable of work participation, that is, when work engagement is strong, and individuals will more identify their work.

2.1.2 *The relationship between work engagement and organizational commitment*

Organizational commitment often refers to an individual's affiliation with the organization's aims and ideals to work hard for the organization, and want to remain (Rabiul & Yean, 2021). According to Kahn (1990), while organizational commitment can help people to understand how they view themselves, their job, and how the two are connected, this knowledge is too broad and is limited to people in specific work settings, day-to-day performance. Focus on how an individual's psychological experience of work and work conditions influences their self-expression during the task performance process (Z. Li et al., 2019; Rafiq, 2019). Individuals who are highly engaged at work are more likely to be committed to the organization as a whole. The same is true; yet, persons can have high work engagement and low organizational commitment, or have low work engagement and strong organizational commitment (Frare & Beuren, 2021; Ibrar, Mi, Mumtaz, Rafiq, & Buriro, 2018; Ibrar, Mi, Rafiq, & Ali, 2019; Ibrar, Mi, Shah, & Rafiq, 2017).

2.2 *The impact of work engagement*

What are the outcomes of the individual's work engagement? As a result, academics have performed extensive empirical research based on available literature. As you can see, the outcome factors of work engagement may be classified as individual variables and organizational variables. Individual variables include work attitude, work performance and behavior, and occupational stress, among other aspects. The following is a synopsis of related international research.

2.2.1 *The impact of work engagement on individuals*

Previous research has looked at a wide variety of work attitude characteristics; job satisfaction, organizational commitment, inclination to quit, and retention are all factors to consider. Previous scholarship found a significant positive correlation between work engagement and positive organizational commitment.

According to the Hakanen, Bakker, and Schaufeli (2006) study, individual work engagement has an influence on work resources (including work control, superior support, information, organizational atmosphere, and so on) and has a substantial association with organizational commitment. Work engagement and turnover Intention W. B. Schaufeli and M. Salanova (2007) study results suggest that work engagement is strongly adversely connected with turnover intention, and there is a significant negative association between work engagement and turnover intention. The association between source and turnover intention has a substantial mediation effect (Zhang et al., 2021). Aggarwal et al. (2016) research discovered that the racial mix of superiors and subordinates (race dyad) moderates the relationship between employee job engagement and retention intentions: ethnicity has no bearing on employees are less likely to stay when their job engagement is low, and more eager to stay when their work engagement is high.

2.2.2 *The relationship between work engagement and job performance and behavior*

Indeed, the notion of job engagement was introduced as early as one of the first, Kahn. Individual work engagement and job performance should have a considerable positive link, according to the research. However, Tims, Twemlow, and Fong (2022) discovered that work engagement does not directly predict employee performance effectiveness, but rather entirely through service climate (the behaviors related to customer service and service quality that employees expect, support, and reward the organization). The latter face influence is favorably influenced by a mediator (common impression of how things are done) (Ibrar, Mi, & Rafiq, 2016; Ibrar et al., 2017; Rafiq, Javed, Khan, & Ahmed, 2012). Furthermore, Lazauskaite-Zabielske, Ziedelis, and Urbanaviciute (2021) research has revealed that job engagement and prospective behavior are related in terms of work behavior (Proactive conduct, such as persons actively taking action, pursuing learning objectives, and so on) show a substantial positive association and have an influence on rehabilitation. Persons whose self-perceptions were entirely recovered in their leisure time had a substantial mediation impact, while individuals whose self-perceptions were totally recovered in their spare time had a significant mediating effect (Ali, Mi, Shah, Rafiq, & Ibrar, 2016; Javed, Rafiq, Ahmed, & Khan, 2012; Rehman, G, Mansoor, & Rafiq, 2012; Rehman, Mansoor, Rafiq, & Rashid, 2011). Work engagement is higher on subsequent work days, and this high level is maintained. In turn, the amount of job involvement increases the individual's forward-thinking behavior.

2.2.3 *Work engagement and stressors (stressors) and nervous (strains) relationship*

Fiabane, Giorgi, Sguazzin, and Argentero (2013) and van Mol, Nijkamp, Bakker, Schaufeli, and Kompanje (2018) studied the impact of job involvement in the link between

stresses and occupational tension. Years of study discovered that when participants were worked more, the more likely they were to feel stress from work events (Ibrar et al., 2018; Ibrar et al., 2019; Ibrar, Mi, Rafiq, & Karn, 2016; Karn, YE, & Rafiq, 2016). Work engagement acts as a buffer between the stressors: when the intensity of stressors (including the amount of sleep, work-related and family-related pressures) are high, and work compared to individuals with low income, individuals with high work engagement have less psychological stress. The intensity is reduced, as are the somatic symptoms. Researchers believe that this is related to the fact that the greater the work commitment, the more cognitive resources individuals devote to their jobs (W. Li et al., 2020; Meynhardt et al., 2020). The larger the corresponding and recognition of relevant stressors in the external environment for processing, the less knowledge resources available, and hence the greater the negative impact of stressors. Few studies show a complex interaction between work engagement and various stressors, specifically: for work engagement low individual, objective workload (objective workload, such as working hours) and happiness (well-being) have a significant negative correlation and a significant positive correlation with physiological symptoms; for those individual with high work engagement, the negative impact of objective workload is not significant; but high workload has a significant positive correlation with physiological symptoms (De Simone, Cicotto, Pinna, & Giustiniano, 2016). The impact of engagement on physiological symptoms is exacerbated by the impression of job overload (perceptions of work overload).

The researchers believe that this is due to individuals with high work engagement having higher expectations for their own performance (Black, Balanos, & Whittaker, 2017). They are also more concerned with the success or failure of their jobs, so when they believe tasks or responsibility exceeds one's ability to bear, oneself cannot achieve high performance, the negative impact is magnified. When individuals confronted with a stressor or in a stressful situation, it can be seen that a high level of individual work engagement is like a double-edged sword: on the one hand, it can effectively buffer the negative effects of objective stressors; on the other hand, once the individual perceives great pressure, it will in turn increase the negative effects of this subjective perception of drama.

2.2.4 The effect of work engagement on group or organizational effectiveness

Because a high degree of work engagement may influence an individual's work attitude, it has a major positive impact on behavior, which is certain to improve the individual's performance. E.g A meta-analysis was conducted by 42 research (involving 36 companies are approaching 8000 separate business unit), and the results revealed that employee work engagement was associated with customer satisfaction, productivity, organizational outcome variables such as profit margins, and overall unit performance (Knight, Patterson, & Dawson, 2017). Employee turnover has a substantial positive connection, whereas accident rates have a large negative association.

Yu, Zheng, Wang, Dai, and Yan (2018) discovered that organizational resources (encompassing characteristics like as training, autonomy, technology, and so on) and work engagement had a substantial influence on service atmosphere at the work group level. The influence of job engagement on organizational resources and service atmosphere, as well as its predictive validity relationships has been completely mediated.

2.3 Factors Influencing Work Engagement

Previous research has often focused on the elements that influence work engagement. Factors are classified into three types: (1) Individual qualities such as a person's psychological state, personality traits, and sense of effectiveness all have an impact on job engagement, in a

certain way; (2) work-related elements such as job type, job resources, interpersonal interactions, and leader support, and so on. Some of these elements are more direct, while others play a function via an intermediary variable; (3) and family-related factors. There is currently just a handful related research incorporating such parameters. However, its significance cannot be overstated the precise influence of these factors on job satisfaction. The following are the consequences:

2.3.1 Individual characteristic factors

2.3.1.1 Work engagement related factor to mental state

Kahn (1990) believes that psychological significance psychological meaningfulness, psychological safety, and psychological availability are the mental states [2] that have the most impact on work engagement. Psychological significance entails an individual's evaluation and judgment of the value of work goals and their relationship to their own ideals or standards; psychological safety entails an individual's evaluation and judgment of the value of work goals and their relationship to their own ideals or standards.

2.3.1.2 Work engagement related factors related to family

Langove and Isha (2017) investigated the dynamics of the interplay between people's commitment to work and commitment to family. What they discovered: Negative emotions at work dramatically lower women's attention to family, whilst good emotions at work improve women's concentration on work; positive emotions at work boost men's commitment to family. Chan (2019) discovered that work engagement & burnout were much greater in office-worker couples (working couples), that there is a large cross-transmission effect, and that the two variables were significantly related. The size of the transmission impact as well as the magnitude of the transfer effect from husband to wife or from wife to husband, there was no statistically significant difference in the son's transmission impact to the husband.

3 CONCLUSION

To date, the domains of organizational behavior and human resource management have made significant progress in research on job engagement. Coverage of the structure, measurement, and causes of work engagement is extensive. In many ways, some very useful outcomes have also been produced. Understanding the influence of work engagement on individual employee job performance, as well as associated work attitudes and behaviors, has a substantial beneficial impact and contributes to the enhancement of body or tissue performance. As a result, work engagement is unquestionably a research issue with promising future development potential. However, as a newcomer, in the realm of research, the notion of work engagement was introduced barely more than 20 years ago, and systematic empirical study has only recently been conducted.

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