

**DETERMINANTS OF WORK ENGAGEMENT AND THE
MEDIATING ROLE OF MEANINGFUL WORK IN
BANGLADESH PRIVATE BANKS**

Rubaba Nawrin

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Human Resource and Organization Development)
School of Human Resource Development
National Institute of Development Administration
2017**

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March 2018

ABSTRACT

Title of Dissertation	Determinants of Work Engagement and the Mediating Role of Meaningful Work in Bangladesh Private Banks
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Degree	Doctor of Philosophy (Human Resource and Organization Development)
Year	2017

The aim of this research is in two-fold: (1) to investigate the effect of determinants (meaningful work, organizational, job, and personal resources) on work engagement in a sample of employees working in the private banking sector in Bangladesh and (2) to examine the mediating effect of meaningful work on the relationship between resources and work engagement. This study was grounded with job demand-resource (JD-R) model, conservation of resources (COR) theory and social exchange theory (SET).

A questionnaire survey was conducted among a sample of employees working in Bangladesh private banks ($n=440$). To validate the content of the items, questionnaires were sent to two bank managers and one HRD scholar. Both hierarchical and multiple regression analysis was performed to test the research model.

Hierarchical regression analysis confirmed the positive significant effect of all the determinants of work engagement in Bangladesh private banks. As hypothesized, meaningful work, organizational resources, job resources and personal resources has a significant effect on work engagement. Furthermore, the influence of personal resources on work engagement was reported as the highest among other resources in Bangladesh private banks. Besides, multiple regression analysis was applied to test the mediation hypothesis. The result revealed the partial mediation effect of meaningful work between all the resources and work engagement. In addition, no

positive association was found between demographic variables and work engagement in Bangladesh private banks.

The comprehensive study regarding determinants and their relationship with work engagement in Bangladesh private banks brings a new light among the researchers and practitioners in this region. Although the research model supported the motivational process of JD-R framework, future research can also implement the proposed model in different organizational settings with a different group of participants to generalize the findings. Applying verities of data analytical technique also validate the findings. Furthermore, a better understanding of the influence of resources on work engagement in Bangladesh perspective is also essential. Therefore, the researchers in Bangladesh should emphasize more by identifying the constructs of resources that addresses the psychological needs, according to the regional cultural context.

As it is confirmed that resources and meaningful work are the strong predictors of work engagement across different settings, it's now time for the organizations in Bangladesh to understand their significant role to motivate and engage the employees on their work. Organizations in Bangladesh might usefully put their emphasis by aligning the above-mentioned determinants in strategic HR planning to elevate the engagement level of the employees.

ACKNOWLEDGEMENTS

Praise be to God for guiding me to cross this path with patience and perseverance.

My Ph.D. journey would not be successful without the consistent facilitation and guidance of my major advisor, Associate Prof. Dr. Juthamas Kaewpijit. I am also grateful to my Ph.D. committee Chair, Prof. Dr. Kalayanee Senasu for her constructive critiques. I appreciate her constant effort to facilitate my work. Her guidance to develop my methodological part enables me to be a better researcher in the end. I am also thankful to my external committee member, Dr. Joseph Nantawut Leeamornsiri for his immense support throughout my journey. My cordial appreciation also goes to Dr. Arnond Sakworawich for assisting me on my data analytical process. My gratitude is also expressed to all the faculty members of HRD School for sharing their thoughts in this journey.

I owe this accomplishment to my parents who have always been the biggest support in my life. They have always believed in me even when I did not. My appreciation also goes to the Managing Director, Standard Bank, Bangladesh, Mr. Mamun-ur-Rashid, my uncle, for his constant support on my journey. My special thanks go to my cousins Shatil and Mohona for their help to gather documents to join in this program. I am also thankful to my brother, Abir, for sharing his thoughts during my journey. I extend my deepest gratitude to my husband, Md Abdus Salam for his wholehearted support and encouragement during this journey. Besides, I am overwhelmed with encouragement from my all relatives and friends throughout this period.

Special thanks also be expressed to Dr. Meena Madhvan and Dr. Divya Shukla, my colleagues, for their enormous support for finding the appropriate journal to publish. Last but not least, I am truly touched by Dr. Piyada Wattanasa, President, St. Theresa International College and Associate Prof. Dr. Temie Phiromswad, Vice President, St. Theresa International College, for their mentoring.

I would like to dedicate this dissertation to my parents for their inspiration to pursue this doctoral degree.

Rubaba Nawrin

March 2018

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ABBREVIATION

Abbreviation	Description
WE	Work Engagement
MW	Meaningful Work
OR	Organizational Resources
JR	Job Resources
PR	Personal Resources
HRM	Human Resource Management
JD-R	Job-Demand Resources
COR	Conservation of Resources
SET	Social Exchange Theory
OBSE	Organization Based Self-Esteem
WHI	Work Home Interface
POS	Perceived Organization Support
NCB	Nationalized Commercial Banks
PCB	Private Commercial Banks
SCB	Specialized Commercial Banks
FCB	Foreign Commercial Banks
IMF	International Monetary Funds

CHAPTER 1

INTRODUCTION

This chapter begins with the background of the study, followed by the problem statement, an overview of the private banking industry in Bangladesh, purpose of the study and research question. Next, it provides a detailed idea regarding its contribution in the theoretical and practical field.

1.1 Background to the Problem

In today's organizations, employees are the driving force to attaining its objective. They are considered as the most important factor in order for the organization to sustain in the long run. Rapid changes in the business environment, fast technological movement and easy mobility of the workforce carry the uncertain conditions of the organizations that creates a significant impact on both employers and employees. According to Campbell, Coff, and Kryscynski (2012), employees are considered as the key to sustaining the competitive advantage. No strategic decision would ever be possible to accomplish without their effort. The organizations can see the best fruit once the employees found themselves engaged in their work. To cope with this uncertain global business world and to accommodate the dynamic changes, the organizations' prime action is to focus on their workforces. By considering the indispensable element, engaged employees also bring numerous benefits to the organization (Shuck & Wollard, 2010). Literature found that work engagement brings numerous benefits to the organization (Shuck & Wollard, 2010). Employees who are engaged in their work possesses lower absenteeism and turnover rate (Harter, Schmidt, Killham, & Agrawal, 2009). Not only these, it is also accountable for various individual outcomes such as building up positive workplace attitudes, psychosomatic health and motivation (Schaufeli & Salanova, 2007). Work

engagement also develops cooperative behavior and increases the interest of the work of the employees (Bakker & Xanthopoulou, 2009; Alfes, Truss, Soane, Rees, & Gatenby, 2010; Rich, Lepine, & Crawford, 2010), as well as lower turnover intentions (Shuck, Twyford, Reio, & Shuck, 2014). Literature also shows that engagement of the employees towards their job results into job satisfaction, and also brings commitment towards their organizations (Freeney & Tiernan, 2006; Brunetto, Teo, Shacklock, & Farr-Wharton, 2012). Researchers admitted that employees who are engaged towards their jobs are more energetic, and also put extra effort in achieving the required success (Bakker & Schaufeli, 2008; Bakker, 2009).

The notion of engagement has started gaining its interest since the last decade (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Hallberg & Schaufeli, 2006; Saks & Gruman, 2011). Although the consulting firms were the first to bring this issue into the limelight, academics also demonstrated their interest in doing plentiful research to develop the constructs, antecedents and outcomes of the variables. Gallup categorized the engagement into three parts: engaged, not engaged and actively disengaged. The term, engaged, defined the employees who feel the passion and connection towards their work. On the other hand, “not engaged” employees are labeled as those who do not connect with their work, whereas actively disengaged employees are noted as a damage factor for the organizations. Because of their negative attitude towards work and organization, as well as their ability to transfer their feelings to others, the last group is identified and eliminated from the organization. Research has shown the reasons why engaged employees perform better than disengaged employees. First, positive emotion enhances the productivity. Secondly, it brings good health to the employees which, in turn, bring some advantages to perform well. Thirdly, engaged employees create and mobilize the resources and finally, engagement is the cause of increasing performance of the members of the organization (Bakker & Demerouti, 2007). Therefore, research reveals that organizations can attain its benefits if they could turn the disengaged employees into engaged ones. As a result, organizations are interested to learn the strategies to make their workforce engaged, by focusing on understanding its determinants.

To understand the determinants and its relationship with work engagement, Job demand- resources (JD-R) model, a predominant framework of engagement literature, provides a holistic approach of understanding the job and its associates with regards to individuals. JD-R model explains a variety of job characteristics (Bakker & Demerouti, 2007) and associates with various work-related outcomes. This theoretical framework posits the psychological process of an individual, in terms of job strain and motivation. While job demands such as poor job design, produce negative job outcomes like exhaustion, and job resources, which are considered as a “motivation potential” (Bakker & Demerouti, 2007, p. 313). By having appropriate job resources, employees can enjoy a higher level of engagement, job satisfaction and low cynicism (Bakker & Demerouti, 2007). Researchers identified a number of job resources that influenced the employees to engage in their work. Job resources such as autonomy, support from the leader, coaching, and opportunities for development are found as the major attributes which have strong relationships with work engagement. According to Hakanen, Bakker, and Schaufeli (2006), job resources can make employees develop interest in their work, as well as increase the engagement level. In addition, Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007) argued that personal characteristics such as self-esteem, self-efficacy, resiliency, etc., also have a significant impact on an individual regarding the perception of the environment. Therefore, personal resources are important elements in the JD-R model. According to Albrecht (2012), job and personal resources bring positive individual, team and organization outcomes. In their study, Xanthopoulou, Bakker, Demerouti, and Schaufeli (2009) stated that holding personal resources can increase the capabilities of the employees. Their findings also argued that with its ability to facilitate attaining goals, employees become more optimistic, which in turn make them more engaged towards their work. The recent inclusion in JD-R model is organizational resources. Albrecht (2010) suggested in expanding the JD-R model by recognizing the impact of organizational level resources. He claimed that recognizing the organizational level resources can enable researchers to focus the resources from various backgrounds, which will help to understand the engagement, well-being, performance and so on. Although various types of resources have been examined with work engagement in a

different context, a holistic level of approach is yet to be explored in an organizational setting.

To explore the relationship between the determinants and work engagement at the holistic level, an important psychological mechanism is needed to understand it i.e. meaningful work. Albrecht (2010) claimed that psychological mechanism can provide a valuable insight into work engagement literature, as well as to recognize the impact of the determinants. Since the beginning of the engagement literature, it is profound that meaningful work is an important antecedent for engagement. Research showed that there is a positive relationship between meaningful work and employee engagement (Kahn, 1990; May et al., 2004). According to Albrecht (2012), the degree of satisfaction regarding meaningful work can be managed well with the work engagement. Later on, Albrecht (2013) established that meaningful work mediates between job resources and work engagement and urged to verify the result in different contexts. Although meaningful work plays a significant role, the relationship between organizational and personal resources, along with meaningful work is yet to be explored. Thereby, researchers are urged to see the mediating effect of meaningful work between personal and organizational resources, and work engagement (Albrecht, 2012; Albrecht, 2013).

1.2 Problem Statement

Over the past two decades, there has been a significant progress observed in engagement literature. Researchers developed several theories and models to redefine the concept, antecedents and outcomes of work engagement. Despite having this, four out of every ten employees are not engaged in their work and two out of every ten employees are actively disengaged (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). Such low levels of engagement brought attention among the researchers to understand the situation beneath it. The researchers claimed that the integrated HRM practices, policies and procedures would allow the organizations to create the engagement culture for their employees. A holistic approach needs to be undertaken, where every level of organizations' factors such as job level, organizational level and individual level will associate to bring out the best of work engagement of the

employees. However, it is also a matter of fact that the drivers of engagement are not universal. Rather, it highly depends on the cultural and social background of the employees. Reports showed that employees in Asia Pacific regions hold lower engagement level compared to North and Latin America (AON Hewitt Report, 2012). The engagement level for North America, Latin American, Europe and Asia Pacific are 64%, 71%, 58% and 52% respectively. The situation in the South Asian region is even worse. Comprised of the countries as Afghanistan, Bangladesh, India, Nepal, Pakistan and Sri Lanka, only 10% employees were found to be engaged in their work, whereas 61% are not engaged and 29% are actively disengaged. This result demonstrates a serious drawback for the organizations. Therefore, it is observed that the country's context also influence the engagement level of the employees. These findings reflect the lack of understanding and implication of work engagement in the South Asian region. Keeping this in mind, this research is going to focus on one of the prominent South Asian countries: Bangladesh.

Despite having political agitation, corruption, poor infrastructure and slow economic reform, the economic growth in Bangladesh is consistently uprising. According to the World Bank data, the GDP per capital of Bangladesh is \$1951.1 billion in 2011-2015 fiscal years (World Bank, 2015). The average growth rate from 2001-2012 was 5.9% (ADB, 2015). According to IMF in 2015, it ranked 37th as the largest economy in terms of purchasing power parity. Because of its fastest economic growth, Bangladesh has also been included in the list of Goldman Sach's Next Eleven (N-11) countries. Although Bangladesh has a huge potential to develop its economic condition, employee well-being in the organization is a challenging part of the management that needs to be addressed (Mozammel & Hann, 2016). In their research, Rubel and Kee (2013) discovered that due to its fewer acknowledgements in employee well-being, organizations face the problem of higher absenteeism rate and lower engagement level of the employees. In this regard, this study is going to address the problems of the financial sector of Bangladesh, which is quite underdeveloped compared to international standard (Nguyen, Islam, & Ali, 2011).

Over the period, the banking sectors of Bangladesh emerged as a significant contributor in the economy of Bangladesh (ADB, 2015). The financial intermediaries contribute 3.85%, whereas the banks' contribution is 3.21% (Bangladesh Bank,

2015). According to the report of ADB, the share of bank loans to the private sector increased from 91.0% in 2002 to 96.0% in 2011. The interest margin is able to maintain a high rate over gross income ratio since 2007 to 2011. It is also experienced that private and commercial banks now consistently have a high liquid ratio (ADB, 2015). Since mid-90's, private banking sector boomed in Bangladesh (Newaz, Ali, & Akhter, 2007). Currently, 49 banks are operating in Bangladesh, of which 35 are private commercial banks. According to Newaz et al. (2007), the financial sector in Bangladesh is largely dominated by them. In addition, their share is more than 93% among the total assets of financial institutions (ADB, 2015).

Although the private banks of Bangladesh contribute significantly in the country's economy, the work engagement level of the employees is not addressed properly. The organizations do not prioritize the employees' well-being which has an effect on their engagement level. Rubel and Kee (2013) argued that since the employees' well-being are being ignored, various unwanted circumstances occurs, such as absenteeism, turnover, dissatisfaction, low engagement level, and organization face. In their study, Mozammel and Hann (2016) claimed that employees' work engagement level are interrupted due to some common antecedents such as supervisory support, leadership skills and well-being in the private banking sector in Bangladesh. In addition, Majumdar (2012) addressed that HRM practices also influenced employee's satisfaction level significantly. Proper HRM practices are essential in the Bangladesh banking sector as inefficient HRM practices create dissatisfaction among the employees towards their job. In his study, he also identified that employees' satisfaction level are not only determined by compensation or reward package, but also create meaningful work and job design, and responsibilities. According to Rubel and Kee (2013), perceived organization support and perceived supervisor support are the antecedents of work engagement, which has been not been addressed enough to enhance the engagement level of the employees. Employees engage themselves in their work more, once they understand their role and relate it to their purpose. In addition, Ahmed (2015) urged the management of the banks in Bangladesh to invest more on the issues related to job security, supervisory role and discrepancies that create dissatisfaction among the employees. The insecurity and dissatisfaction eventually create leaving intentions among the employees (Newaz, Ali,

& Akhter, 2007). Despite identifying various antecedents that influence the work engagement, a holistic approach of determining the antecedents in different level in the organization setting is yet to be explored. To develop the work engagement level of the employees, an organization should address the determinants from all levels such as organizational, job, and personal level resources.

Therefore, the motivation of the study is to fill these gaps and bring new knowledge in engagement literature. More specifically, understanding the determinants such as organizational, job, and personal resources in the banking context and its relationship with work engagement will enhance the literature. Also, to see the effect of meaningful work, the psychological mechanism between the determinants and work engagement may generate significant knowledge in the research and practical field. The evidenced based model will focus on specific variables which can make the concept to be understood in a detailed way. According to the author's knowledge, the proposed model is a new framework in work engagement literature and has not been tested yet in any other context, especially in the banking sector. The following sections will deal with the overview of the private banks in Bangladesh.

1.3 Overview of the Private Banks in Bangladesh

Banking sector in Bangladesh has significant influence in national economy as the nation's economy is highly dominated by the banking enterprises (Islam, Siddiqui, & Islam, 2014). Having a mixed banking system, the country enjoys five types of banking categories, which are Nationalized Commercial Banks (NCBs), Specialized Commercial Banks (SCBs), Private Commercial Banks (PCBs), and Foreign Commercial Banks (FCBs) (Islam, Siddiqui, & Islam, 2014). Among these, there are four state-owned commercial banks, 31 private commercial banks, 10 specialized development banks and 10 foreign commercial banks (Podder, Venkatesh, Wongsurawat, & Badir, 2012). Bangladesh bank is the central bank of Bangladesh. Being a central bank, its prime duty is to formulate and regulate the monetary policies in the banking sectors.

Before the liberation war, the banking systems of the East Pakistan, presently Bangladesh, were private-owned and profit-oriented entities with a focus on urban people (Islam et al., 2014). The situation was altered after the nation achieved their independence in 1971. The Government of Bangladesh nationalized all the banks after the liberation and reorganized as well as regulated centrally (Islam et al., 2014, Podder et al., 2012). However, the nationalization order did not succeed due to bad debts, irregularities in the managing system, corruption, overdue loans and so on (Islam et al., 2014). These causes eventually led the local enterprises to disinvest in the banking industries. The concept of the privatization of banks emerged in early eighties because of the failure of nationalized banking system (Islam et al., 2014). The Private Commercial Banks (PCB) has started its journey since 1982 (Podder et al., 2012). Government of Bangladesh brought the PCBs with the aim of increasing competition in the banking system, reduce the deficit of government, improve the operating efficiency, improve economic activities, ensure flow of credit in different economic sectors, and improve the customer service (Islam et al., 2014). The decision of privatization eventually revolutionized the entire banking industries in Bangladesh.

The PCB's focus on the customer service enables them as the key player in the market. Their farsightedness towards the market helps them to understand the market more efficiently. According to the customer's expectation, a client-focused mentality pushes the organizations to develop their customer service. These actions not only enable rapid expansion in the market but also allow them to decrease the non-performing loans. Technological advancement in the banking industry also provides quick services to the customers (Podder et al., 2012).

Although in the early period of the privatization, PCBs performance was not satisfactory, it overcomes its limitations over the period. Currently, various indicators such as deposit, total asset, total equity and net income have an upward trend. Mentionable growth has been observed in the above-mentioned indicators since 2001-2010 periods (Podder et al., 2012). In addition, PCBs have founded 1494 branches since its establishment, which is $\frac{1}{2}$ of NCBs and it reflects its dominance in the banking industry (Islam et al., 2014). Gradual expansion and increasing growth makes them a major key player in the financial sector in Bangladesh.

1.4 Purpose of the Study

The rapid growth of the private banks in Bangladesh increases the potential to compete in the larger context and able to contribute significantly in the nation's economy. While these progresses bring an opportunity to grow, concentration towards workforce and organization development becomes inevitable factors in the private banking sectors in Bangladesh. In this regard, the private banks should prioritize and develop a holistic framework by addressing the employees' work engagement perspectives. Though many studies have been conducted to build up measurement, conceptualization and antecedents development regarding engagement concept in the Western context, issues related to developing a framework of work engagement through organizational, job and personal resources along with meaningful work in South Asian context, especially in the Bangladesh Banking industry are yet to be resolved. According to Albrecht (2012), identifying different constructs of the organizational, job, and personal resources in different contexts with the association of meaningful work explain the framework of work engagement better.

The purpose of the study is in two-fold:

- 1) investigate the influence of determinants on work engagement in the private commercial banking sector in Bangladesh, and
- 2) explore the mediating role of meaningful work in the relationship between resources (organizational, job, and personal) and work engagement in the private commercial banking sector in Bangladesh.

So, the research questions for this study are:

- 1) To what extent do the determinants influence work engagement in the private commercial banks in Bangladesh?
- 2) Is there any mediating effect of meaningful work in the relationship between resources (organizational, job, and personal resources) and work engagement in the private commercial banks in Bangladesh?

1.5 Significance

1.5.1 Theoretical Significance

The engagement literature is mostly dominated by its outcome knowledge. However, researchers argued to focus on the process of work engagement (Chalofsky & Krishna, 2009; Rosso et al., 2010). Moreover, developing the relationship of work engagement with antecedents of various types of resources is not studied on a large scale. In this study, the author creates an extended framework, including organizational, job and personal level resources, where the engagement literature will explore its antecedents in broader perspectives through the lens of meaningful work. Moreover, this research will also bring new knowledge about organizational resources as few researches have been notified in this issue. Therefore, the process of developing work engagement will generate new awareness in the literature.

Another important variable in this research is meaningful work. Playing as a mediating role, this variable will lit up new knowledge about the psychological process in both JD-R framework and engagement literature. Though previous studies supported the relationship between meaningful work and work engagement, and also job resources and meaningful work, the relationship with personal resources and organizational level resources are yet to be discovered. Researchers often approach a positive psychological behavior when they work on engagement issues. Seligman and Csikszentmihalyi (2000) stated that engagement is highly dependent on the condition where individuals flourish.

As organizational resources are considered as the extended new variable in the JD-R framework, the concept needs an intense analysis for deep understanding. Developing constructs of this variable will add new prospects for conducting research in different contexts. Moreover, considering an important predictor of work engagement, organizational resources will enhance the JD-R model through its motivation process (Albrecht, 2012).

1.5.2 Managerial Significance

The current study could provide a better concept than the previous ones regarding the process and procedures of work engagement. Serrano and Reichard (2011) stated that to prevent disengagement of the employees regarding their work, the managers should be well-aware of the engagement process. Therefore, it will be

expected from the training managers to develop an integrated training and development program to improve the level of work engagement of the employees. Ferdous and Razzak (2012) stated that the output of the workforce of the Bangladesh banking sector will increase if they can receive a proper on-the-job and off-the-job training. The study will facilitate the current organization setting regarding the engagement issues, as every year, the organizations put huge effort, both financial and non-financial, to increase the engagement level of the employees.

Furthermore, management will be able to understand different types of resources well and identify the ones that are suitable for their organization context. Through this, employees will also learn about the type of resources they should focus on more. Through the psychological intervention such as meaningful work, employers can provide better opportunities to engage the employees, as employees' work engagement level varies according to their psychological need (Albrecht & Su, 2012).

From the practitioner's report, it has been seen that due to disengagement, organizations incur a huge loss (Gallup, 2013). The evidence-based model of this study will help the organizations to reshape the training program as per the requirements of the context. In addition, the study will also help the decision-makers to view the perspectives from a new angle. For example, the senior management will have the opportunity to redesign the job by understanding the context of the organization, providing a participative workplace culture to the employees, developing an engagement-focused training program and so on. Interventions to develop the process of work engagement will also be stimulated through the development of feedback process (Albrecht, 2012).

The model presented in this research is unique and significant in nature, as this study exclusively focuses on the private banking sector in Bangladesh. This unique structure can help the organization, not only to develop the engagement level but also the retention level of the employees. In addition, the interventions of meaningful work would facilitate and develop a work engagement culture among the employees.

CHAPTER 2

REVIEW OF THE LITERATURE

This chapter provides a detail discussion of each variable and their constructs. Besides, it also discusses different theories that are associated with this research. Furthermore, a research model has been developed and generated a number of hypotheses.

2.1 Organizational Resources

Much work has not been done regarding the issues of organizational resources in the JD-R model. Organizational resources were aligned with job resources in most of the previous studies (Salanova, Bakker, & Llorens, 2006; Salanova, Agut, & Peiro', 2005). Researchers usually use the two terms under one umbrella. In JD-R framework, Albrecht (2012) first discussed on how to detach organizational level resources from job resources. He was directed to elaborate the JD-R model by identifying and including organizational resources. According to him, recognizing this variable will bring new ideas for the researchers to enrich the JD-R model and develop a new insight regarding employees' work engagement, employee well-being, and positive attitude. Bakker, Demerouti, and Euwema (2005) viewed it as a motivational antecedent for the employees regarding the influence on their working process. The notion also has been reflected as reducing the job stress and increase employees' skills and their personal growth and development (Demerouti et al., 2001). Therefore, the author of this research conceptualized organizational resources as a motivational construct that is provided by the organization to their employees which increases the efficiency level of the employees, and stimulates further development of the self, and the organization when the job demands are high.

According to Cable and Edwards (2004), organizations provide resources to their employees so that they can fulfill their requirements.

Previous research depicted the application of organizational resources in various backgrounds in organizational studies. Boudrias, Desrumaux, Gaudreau, Nelson, Brunet and Savoie (2011) tested the psychological health model in the workplace that include socio-organizational, job related and personal predictors and found that the satisfaction of needs mediates the relationship between socio-organizational resources (climate and justice) and psychological health. Xu, Huo, and Sun (2014) examined the effect of intra-organizational resources and business performance, and the result depicted that to improve supply chain integration, top management support and information technology must play a vital role. Adding to that, supplier integration has significant impact on business performance, whereas customer integration shows a marginal effect on business performance. In another research, Salanova, Agut, and Peiro´ (2005) portrayed that service climate mediates the relationship between organizational resources and work engagement in one hand and in opposite, employees' performance and customer loyalty. Other research also explained that personal and organizational resources had a positive relationship with work-related flow (Salanova, Bakker, & Llorens, 2006).

It is notable that researchers employed various constructs to generate more understanding about this variable. In this regard, Albrecht (2012) selected organizational climate as a construct of organizational resources and found out that employees become more engaged towards their job once they have receive a positive organizational climate. Besides, he suggested to include leadership or supervisor support, clear organizational vision, organizational support and supportive HRM policies in the future research of organizational resources. Salanova et al. (2006) found out that social support and clear goals are the two most important elements of organizational resources that bring a positive influence on work-related flow such as absorption, work enjoyment, and motivation. In their earlier study, Salanova et al. (2005) found that the relationship between organizational resources, work engagement and service climate, where the mediation model reflected that the service climate was predicted by organization resources and work engagement. Later, service climate has acted as a predictor of employee performance and customer loyalty. The

current study has been identified as five organizational resources, namely organization climate, value congruence, HRM practices, fairness, and organization support, due to having an existing relationship with work engagement in previous literature. A brief idea of the selected constructs is portrayed on the following table:

Table 2.1 Constructs of Organizational Resources

Constructs	Author	Definition
Organization Climate	Denison (1996)	It is the perception of the employees regarding the practices of the organization's policies and procedures as well as the expected behavior required from the employees.
Value Congruence	Edward and Cable (2009)	The similarity of values shared between individuals and the organizations.
HRM Practices	Gould-William (2007)	Positive exchange relationships, especially when managers are able to provide evidence of consideration and concern for needs of the individual worker
Organization Support	Eisenberger, Huntington, Hutchison and Sowa (1986)	The belief of the employees that the organizations acknowledge the effort of their work and concern for their well-being
Fairness	Adams (1965)	Fairness is determined by comparing the earning of the self and the coworkers' contribution.

2.1.1 Organization Climate

Organization climate refers as the perception of the employees regarding the practices of the organization's policies and procedures as well as the expected behavior required from the employees (Denison, 1996). Therefore, the concept of organization allows the organization to develop its objectives in a way so that it could provide a good working condition to the employees. Having a positive climate,

organizations inspire the individuals to be more motivated towards their work. Organization climate is considered as an essential predictor in work engagement. Researchers also found its significant contribution to the JD-R model, where they have a strong relationship with work engagement during high job demand (e.g., pupil misbehavior; Bakker, Hakkanen, Demerouti, & Xanthopoulou, 2007).

2.1.2 Value Congruence

Researchers define value as the enduring belief of the individuals having a standard set of guiding principles that develop an individual's attitude to justify his/her own action, as well as judging others (Rokeach, 1968; Erdogan, Kraimer, & Liden, 2004). Value congruence is referred to as the similarity of values sharing between individuals and the organizations (Edward & Cable 2009, Kristof, 1996). Considering it as a salient approach, value congruence exists when employees feel that they have similar viewpoints, perception and/or belief regarding values that match with the organizational values. Value congruence is associated with a person-organization fit approach that allows the individuals to look forward to work with those organizations where they find similar value system of the organization (Erdogan et al., 2004). Previous studies of value congruence discovered the fundamental psychological phenomenon. Researchers found that employees prefer to work with those organizations where they can match their own values (Cable & Judge, 1997). More specifically, employees feel more connected to the organizations when they feel secure in the value system they work with. The opposite of this situation leads to a situation whereby the employees are less motivated and connected to the organizations that eventually create dissatisfaction among them. On the other hand, organizations also portray their biases during the recruitment process. They prefer to recruit those candidates who have similar value systems that go well with the organization (Cable & Parsons, 2001).

The relationship between value congruence and work engagement are significant. According to Li, Wang, You, and Gao (2015), the more individuals and organization find similarities among themselves, the more engagement organizations can expect from their employees. Sorthaix, Dietrich, Chow, and Salmela-Aro (2013) found that the value congruence is positively related to work engagement among the

young adult group. Similar findings have also been explored among teachers' work. Li et al. (2015) found that the value congruence and work engagement are significantly correlated. Previous literature also shows that the value congruence assists to reduce the level of turnover rate and increase the performance of the employees as well as their satisfaction level (Edwards & Cable, 2009).

2.1.3 HRM Practices

To attain higher levels of organizational performance, a complementary set of HRM practices is essential (Bailey, Hillman, Arent, & Petitpas, 2013). HRM practices asserted as, “initiate positive exchange relationships, especially when managers are able to provide evidence of consideration and concern for the needs of the individual worker” (Gould-Williams, 2007, p. 1630). According to them, HRM practices are categorized in “hard” and “soft” approach. Here, hard approach achieved through controlling the employees with certain rules and procedures to reduce labor cost and increase the level of efficiency of the employees. On the other hand, soft approach or high commitment HRM approaches focuses on how to motivate employees to be proactive, capable of self-development, trustworthy, collaborative and participative in their work. Empowerment, development, and trustworthiness are the fundamentals of this approach. It is believed by the researchers that through a soft approach or high commitment HRM approach, an organization can achieve its desired success through the mutual understanding between employers and employees. Therefore, Snape and Redman (2010) defined such kind of HRM approach as an interconnected HRM practice whereby employees can have extensive skills and abilities that they have the chance to apply organization's success.

Scholars, over the period of time, find out the best practices for HRM. In his early work, Pfeffer (1998) identified seven elements to develop the best practices concept in HRM. These are a) employment security b) selective hiring; c) self-managed team or team working; d) high compensation contingent on organization performance; e) extensive training; f) reduction of status differences; g) sharing information. Wright and Boswell (2002) found that HRM practices mainly cover the following area: a) employee skills with an aim of recruiting and developing the talented employees, b) motivation through which employers can increase the

performance level of the employees such as initiating performance-based incentives, and c) empowerment program by which employees can share their work through the participative mechanism process.

Later on, Gould-Williams and Davies (2005) discussed other seven essential elements; where some elements are similar to Pfeffer's (1998) work, through which organizations can develop effective, and trustworthy HRM practices. He included, 1) empowerment and involvement in decision-making process, 2) communication program where employees have the opportunity to discover the functioning process of their work, as well as sharing their experience about their work, 3) organize training program through which employees can develop their skills and personal development; 4) hiring technique to find out the suitable employees for the organization; 5) team working activities where employees are encouraged to bring new ideas and provide creative solutions; 6) proper reward system in order to acknowledge and recognize the effort of the employees; and 7) minimize the status gap between management and workers by appreciating the contribution of the individuals in the organization.

HRM practices have significant influences on organizational performance. In their research, Conway and Monks (2009) found that HRM practices have a greater influence on affective commitment, intention to quit and job satisfaction. From the research of Bailey et al. (2013), it has also been seen that the perceived HRM practices are positively associated with the engagement.

2.1.4 Organization Support

Perceived organizational support (POS) refers to the belief of the employees that the organizations acknowledge the effort of their work and concern for their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Having this belief encourages individuals to be self-responsible for their work, as well as adjust their attitude and behavior towards their jobs. This norm also allows the employees to increase their level of trust towards their organization as they assume their effort will be recognized and rewarded (Saks, 2006). In his early work, Eisenberger et al. (1986) argued that the treatment in which the organization shows towards their employees is their perceived organizational support. Employees expect the organization to support them in a variety of situations, including illness, mistakes, as well as superior

performance and provide greater reward once they accomplish the organization's goal. This psychological safety phenomenon strengthens employees' motivation towards their work. Previous research showed that through POS, the various organization outcomes could be achieved; such as job satisfaction, organizational commitment, organizational identification, job performance and work engagement (Rhoades & Eisenberger, 2002; Saks, 2006; Gillet, Fouquereau, Forest, Brunault, & Colombat, 2012). In addition, Rich et al. (2010) found that the direct influence of POS over employee attitude and behavior and engagement. Finding out abusive supervision, Shoss, Eisenberg, and Zagenczyk (2013) explored that the abusive supervision is as a result of lower levels of POS.

2.1.5 Fairness

Fairness was first conceptualized by Adams (1965). According to him, fairness is determined by comparing the earning of the self and the coworkers as per their contribution. Practicing fairness allows the employees to concentrate more on their work as it increases their intrinsic motivation. Leiter and Maslach (2003) said that fairness enhances the self-worth of individual as it creates a mutual respect among the members of the organization. According to them, employees perceive fairness, once the organizations take the decision fairly and treat them with respect. Fogler and Konovski (1989) mentioned that employees' perception regarding fairness is associated with the decisions that the organization pursues towards the employees such as pay, promotion, etc. According to the basic element, fairness can lead to the effective functioning of the organizations (Greenberg, 1990). High perception regarding fairness obliges the employees about their roles, whereas low perception regarding fairness causes withdrawal from their work roles (Saks, 2006). Unfairness can cause alienation of the individuals from the workplace (Leiter & Maslach, 2003). Wang, Beland, and Zhang (2014) mentioned that fair process in the organization can assist the individuals to cope up with uncertainty. According to them, negative psychological thinking, such as job insecurity, would be less during an uncertain condition if the organization can implement fairness policy. A situation where fairness can increase work-related outcomes, such as engagement, job satisfaction, etc., unfairness can be a cause of burnout or exhaustion. In his research, Maslach,

Schaufeli and Leiter (2001) showed that the positive perception regarding fairness increase the level of work engagement of the employees whereas perception regarding unfairness can lead to a burnout.

2.2 Job Resources

Emerging as an important component in JD-R model, job resources is defined as “those physical, psychological, social, or organization aspects of the job that are either/or (1) functional in achieving work goals (2) reduce job demands and the associated physiological and psychological costs (3) stimulate personal growth, learning, and development” (Bakker & Demerouti, 2007, p. 312). Providing resources to the employees in various environments, job resources covers a broader area for it to be placed such as task level (e.g., autonomy, performance feedback, task significance, skill diversity), interpersonal level (e.g., colleague support, teamwork, leadership), social level (supervisor support, co-worker support, team climate), and so on (Agarwal, Datta, Blake-Beard, & Bhargava, 2012). According to them, different levels of job resources such as autonomy, performance feedback, job control and so on, act as a predictor for many studies. Job resources has an influence on job characteristics model (JCM) given by Hackman and Oldham (1976). De Lange, De Witte, and Notelaers (2008) mentioned that job resources comprise elements, such as opportunities for skill utilization, supervisor support, and career opportunities, from job characteristics model to broaden the aspect of usage. In JCM, task level discussed the motivation process using the concept of task significance, autonomy, and feedback. These, in line, Demerouti et al. (2001) introduced job resources in their JD-R model. Since the beginning, job resources have played an important part to clarify and recognize multiple organizational phenomena.

The literature has shown various impact of meaningful work in organizational studies. Nahrgang, Morgeson, and Hofmann (2011) tested the theoretical framework of workplace safety based on JD-R model and found that job demands (risk, hazard and complexity) negatively affect employees' health which leads to burnout whereas job resources (knowledge, autonomy and supportive environment) motivate employees towards engagement of their work. Bakker, Brummelhuis, Prins, and

Heijden (2011) explored the combine effect of job demands, job resources with work home interface (WHI) and results depicted that combination of high job demands, and low job resources had a positive relation with WHI. In another study, Ma'kikangas, Bakker, Aunola, and Demerouti (2010) examined the relationship between job resources and work-related flow by using a variable and person-oriented approaches where they came across that job resources and work flow are positively related. This exhaustion also acted as an important predictor of job resources and flow. Investigating the mediating role of career competencies in the JD-R model, Akkermans, Schaufeli, Brenninkmeijer, and Blonk (2013) revealed that career competencies has a positive relationship between job resources and work engagement whereas it did not find any interaction between job demands and exhaustion. In another research, Wingerden, Bakker, and Derks (2016) examined the impact of JD-R model intervention on psychological capital, job crafting, work engagement and performance. The result depicted that after JD-R intervene the system, employees' psychological capital, job crafting, work engagement and job performance increased significantly.

From the above discussion, it is clear that the availability of job resources facilitates the employees to meet their goal which eventually increases the commitment towards their job (Xanthopoulou et al., 2007) and increase their development (Demerouti et al., 2001). In addition, playing both intrinsic and extrinsic motivational roles, it counts as an influential factor of goal attainment. Acting as an intrinsic motivator, it fulfills the employees' basic needs (Deci & Ryan, 1985) whereas allowing an extrinsic factor, it exerts their effort towards their work (Gagné & Deci, 2005). As a process of intrinsic motivation, it has an impact on competence, autonomy, and relatedness (Ryan & Deci, 2000). For example, if the supervisor can give proper feedback to the employees, it not only boosts up their motivation level but also increase their competence (Van Den Broeck, Vansteenkiste, De Witte, & Lens, 2008). On the other hand, external factor, such as the environment of the organization has an impact on the motivational process of the employees regarding their performance. For instance, if the compensation package is associated with the performance criteria, individuals take this resource as a positive approach to move further. For this study, following job resources characteristics will be examined.

These are autonomy, social support, task significance, opportunities for learning and development, and performance feedback. As mentioned above, a positive association has been observed on job resources between work engagement and other organizational outcomes (Tims, Bakker, & Derks, 2013; Bakker, 2011; Bakker, Schaufeli, Leiter, & Taris, 2008). The following table provides an overview of the chosen constructs:

Table 2.2 Constructs of Job Resources

Constructs	Author	Definition
Autonomy	Hackman and Oldham (1976)	The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.
Social Support	Cobb (1976)	It is referred to as the information leading the subject to believe that he is cared for and loved, esteemed, and a member of a network of mutual obligations.
Task Significance	Hackman and Oldham (1976)	The degree to which the job has a substantial impact on the lives or work of other people, whether in the immediate organization or in the external environment.
Opportunities for learning and development	Akkermans et al. (2013)	It allows the employees to become an active learner in their continuous development as well as formulate plans for personal development.
Performance feedback	Hackman and Oldham (1976)	The degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance.

2.2.1 Autonomy

Autonomy refers to, “The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out” (Hackman & Oldham, 1976, p. 258). Therefore, autonomy offers the employees to use their freedom for doing the work. Autonomy increases the chance of a higher outcome concerning the fact that individuals put more effort if they have sufficient freedom to do their job. According to Organ, Podsakoff, and MacKenzie (2006), autonomy enhances the willingness of the employees to do their job through their own decision. The attitude towards decision-making ability as a consequence of autonomy facilitates the employees to be more responsible for their work. The influential nature of autonomy allows the employees to become self-responsible, accepting the success and failure of the job that they are accountable for. In the end, this will increase the motivational state of the employees that will have a significant influence on their psychological state. For instance, when employees have the autonomy to be responsible for their own outcome, they become more engaged towards their work that leads to various work-related outcomes such as organization citizenship behavior, job satisfaction and so on (Hackman & Oldham, 1976; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). In their study, Akkermans et al. (2013) showed that autonomy has the power to increase the development of career competencies that eventually stimulate the level of work engagement.

2.2.2 Task Significance

Task significance refers to, “the degree to which the job has a substantial impact on the lives or work of other people, whether in the immediate organization or in the external environment” (Hackman & Oldham, 1976, p. 257). If the job can contribute to other’s life, the individuals can realize the meaningfulness of their work. According to Hackman and Oldham (1976), “when an individual understands that the results of his work may have a significant effect on the well-being of other people, the

meaningfulness of that work is usually enhanced”. p. 257). Considering it as an important predictor of meaningful work (Pratt & Ashforth, 2003), task significance can increase intrinsic motivation of the employees that eventually affect their job satisfaction level and job performance (Grant, 2008; Humphrey, Nahrgang, & Morgeson, 2007). In job resource literature, task significance construct is mostly studied. Researchers also found its strong relationship with work engagement. In their study, Truxillo, Cadiz, Rineer, Zaniboni, and Fraccaroli (2012), found the positive relationship between task significance and engagement among older employees.

2.2.3 Social Support

Social support is defined as “information leading the subject to believe that he is cared for and loved, esteemed, and a member of a network of mutual obligations” (Cobb, 1976, p. 300). Social support is considered an essential requirement for a human being. Cobb (1976) claimed that human being is the first to observe this approach at their natal stage when the mother is ought to be the dominant figure to care for the baby. While time passes by, this support shift to other family members, friends, peers, colleagues, life partners and so on. Precisely, the nature of the human being attached to others is to get care, support, and love for the entire lifetime. Acting as a coping strategy, social support helps individuals to deal with crisis moment as well as adapt the culture of the organization. In organization perspective, individuals are highly dependent on others. “One superman” concept is already obsolete after finding numerous benefits of teamwork. Organizations primarily focus on building up teamwork system to ensure that individuals could learn new things, perform the task faster, motivated by others and so on. The support that individuals receive from their colleague, supervisor and the organization bring immense effect for one’s own development as well as organization development. As a construct in job resources, social support has been identified as a strong predictor of work-related outcomes as well as engagement. In their study, Tims et al. (2013) found out that social support has a strong influence on work engagement and job satisfaction, whereas it has a negative influence over burnout.

2.2.4 Performance Feedback

The notion refers to “the degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance” (Hackman & Oldham, 1976, p. 258). Performance feedback is both essential to the employers and employees. The chances of developing the performance increases when the employers provide effective feedback to their employees and, in return, the employees follow the feedback. In addition, Bakker, Van Veldhoven, and Xanthoupoulou (2010) found out that employees show the highest level of task enjoyment and commitment when they are given challenging task and provide sufficient feedback on their performance. According to Bakker & Demerouti (2014), performance feedback also acts as a predictor for dedication and turnover intention. In addition, they also claim that having the culture of performance feedback, the organization can reduce the stress of job demands such as burnout and exhaustion.

2.2.5 Opportunities for Learning and Development

Opportunities for learning and development are an essential element in job resources. Having positive learning culture organizations can motivate the employees to stimulate their learning process. Individuals, now-a-day, are highly looking for this resource in their organization (Bakker & Demerouti, 2014). Like performance feedback, opportunities for learning and development encourage the employees to find out their mistakes and come out of the situation. In addition, it also helps to learn new techniques, foster their mobility to experience new things, and eventually increase their performance level. According to Akkermans et al. (2013), it allows the employees to become an active learner in their continuous development as well as formulate plans for personal development. Researchers also believe that this resource works well in terms of retaining valuable employees (Bakker & Demerouti, 2014). In addition, having the scope of development and continued learning opportunity also influence the level of work engagement of the employees (Akkermans et al., 2013; Bakker & Demerouti, 2014).

2.3 Personal Resources

In the earlier JD-R model, where characteristics of the work environment were highly considered, the attributes of personal resources were completely ignored. After considering the interactive nature of the human being, personal resources became a part of the JD-R model. It is viewed that the human behavior is highly relied on the dealings between personal and work environment (Schaufeli & Taris, 2014). According to Kanfer, Chen and Pritchard (2008), individual's characteristics play a significant role regarding their performance. Numerous research has been included as a personal characteristic effect in job design. In their study, Li et al. (2014) found that proactive personality influences the work characteristics such as job demands, job resources, supervisor support and so on. Personal traits also, therefore, become a significant part of the job characteristics model. In the job characteristics model, Hackman and Oldham (1976) depicted the mediating role of employees' psychological states that affect the relationship between job characteristics and outcome; the relationship is also moderated by growth needs, strength and skills of the employees. Later on, JD-R model extended its theoretical framework by bringing up the concept of personal resources where individuals' factors such as self-efficacy, self-esteem, resilience, and so on are investigated (Prieto, Soria, Martinez, & Schaufeli, 2008; Xanthopoulou et al., 2007). Personal resources are an important inclusion, thereby, in JD-R model. However, like job resources, investigation of personal resources is not fully discovered. Understanding of personal resources is important as it is discretionary, highly malleable, and easy to build up. Therefore, personal resources are defined as the "lower-order, cognitive-affective aspects of personality; developable systems of positive beliefs about one's self (e.g., self-esteem, self-efficacy) and the world (e.g., optimism, faith) which motivate and facilitate goal-attainment, even in the face of adversity" (Van Den Heuvel, Demerouti, Bakker, & Schaufeli, 2010, p. 129). Therefore, personal resources are occurring as a motivational

process like job resources that assist attaining work goals and help improving personal growth (Schaufeli & Taris, 2014).

The role of personal resources is considered as an important determinant for work environment (Hobfoll, 1989; Judge, Bono, Erez, & Locke, 2005). Following the COR theory, personal resources are the characteristic of the individuals which are associated with resiliency. In terms of facing a challenging environment, personal resources enable the individuals to control and have an impact upon the environment (Xanthopoulou et al., 2007; Hobfoll, Johnson, Ennis, & Jackson, 2003). The reason is that such personal resources are associated with the self-regard of the individuals; i.e., the more personal resources an individual holds, the more self-concordance regarding goal is expected.

Several roles of personal resources have been observed in JD-R model. Xanthopoulou et al. (2007) identified the personal resources work as an antecedent of the job characteristics. They found out that holding personal resources can increase the level of confidence and capabilities of the employees to attain their goal. This optimistic approach will eventually lead to enhance work engagement. In addition, the positive aspects of personal resources lessen the pressure of job demands and reinforce job resources. Therefore, there is a complementary relationship between job and personal resources. For example, personal resources such as self-efficacy and hope negatively affect job demands that lead to exhaustion whereas it can positively affect the job resources that heading off work engagement (Xanthopoulou, et al., 2009; Demerouti, et al., 2007).

Secondly, personal resources also act as a moderator variable between the challenging working condition and well-being (Ma'kikangas & Kinnunen, 2003; Ma'kikangas, Kinnunen, & Feldt, 2004; Pierce & Gardner, 2004). Mäkikangas and Kinnunen (2003) showed that self-esteem and optimism have weak association with job demands. They showed that employees, who have a high level of optimism, feel less distress than those who have a low optimistic level. In addition, both COR theory and the section of buffer hypothesis in JD-R model claimed that personal resources could act as mediator in the health impairment process because of the more personal resources an individual can hold. With this, more opportunity will come to efficiently

deal with the job demands, which later eliminate negative outcomes such as exhaustion.

Lastly, in JD-R model, personal resources act as a mediator between job resources and work engagement (Xanthopoulou et al., 2007). Its role in explaining psychological mechanisms of the motivational process provides significant contributions in JD-R model. Personal resources can have a noteworthy contribution through job resources such as job resources can increase the level of self-efficacy, self-esteem, and optimism of the individuals. Therefore, the increasing level of personal resources eventually allows the individuals to become capable of controlling the environment and bring positive organizational outcomes. For example, job resources such as opportunities for professional development increase the feeling of the employees as an important part of the organization. This efficacious approach makes them more optimistic in their future that eventually leads them to stay engaged. This result also supports a cross-sectional (Llorens, Schaufeli, Bakker, & Salanova, 2007; Xanthopoulou et al., 2007) and day-to-day basis (Xanthopoulou et al., 2009).

Multiple research has been conducted regarding personal resources in various fields. Lorente, Salanova, Mart'inez, and Vera (2014) showed personal resources plays a predicting role of job resources that influence work engagement and self-rated performance. Xanthopoulou, Bakker, and Fischbach (2013) examined the effect of personal resources on emotional demands and emotion rule of dissonance of work engagement and found out that when self-efficacy becomes low, employees' emotional demands and dissonance are negatively related to work engagement. The opposite picture is demonstrated where engagement is positively related to emotional demands and emotional dissonance when self-efficacy is high. In another study, Tims, Bakker, and Xanthopoulou (2011) aimed to see the impact of daily fluctuations of the transformational leadership roles on their followers' work engagement through their daily personal resources and the result depicted that the day-level transformational leadership has a positive relationship with day-level engagement. In addition, this relationship is fully mediated by the day-level optimism. However, the mediating role of self-efficacy was not supported in this relationship. In addition, Karatepe (2015) examined that the mediating role of personal resources in perceived organizational support over emotional exhaustion and job outcomes. The result

revealed that personal resources mediate the perceived organizational support on emotional exhaustion, extra role customer service and turnover intentions. Xanthopoulou, Bakker, Demerouti, and Schaufeli (2012) explored that positive emotions act as a mediator between job resources and personal resources. By including personal resources, researchers generate important attributes of organizational settings.

Previous studies in personal resources incorporated limited constructs for discussing. These are self-efficacy, self-esteem and optimism. Therefore, there is a need to know more about other constructs in personal resources to get a comprehensive idea. Therefore, in this study, five general personal resources, namely, self-efficacy, organization-based self-esteem, optimism, hope, and resiliency are discussed. The constructs are briefly discussed in the following table:

Table 2.3 Constructs of Personal Resources

Constructs	Author	Definition
Self-efficacy	Bandura (1989)	Individuals' belief about their capabilities meet the demand and control the events that affect their lives.
Organization based self-esteem	Pierce, Gardner, Cummings and Dunham (1989)	Employees' belief about their satisfaction through participating in different roles in the organization.
Optimism	Scheier, Carver and Bridges (1994)	The tendency to believe that individuals will experience good outcomes in life.
Resiliency	Rutter, 1985	Bounce back from the adverse situation.
Hope	Snyder, 2000	Motivation to develop ability for goals.

2.3.1 Self-efficacy

In personal resources literature, self-efficacy is one of the most studied constructs that is largely used in organizational settings. Explaining through the social

learning theory, Bandura (1989) defined it as the belief of individuals' capability to apply their skills and meet with a particular situation demand. Being an influential motivational construct, self-efficacy not only focuses on seeing the influence of the knowledge over action but also the thought process and emotions of the individuals (Van Den Heuvel et al., 2010). In work engagement literature, researcher found a significant relationship between the variables (Llorens et al., 2007).

2.3.2 Optimism

Viewing as a positive outcome expectancy, optimism occurs when individuals believe about good occurrences in life. This, in turn, leads the optimists to fight and recover from threatening conditions. An active coping strategy is the fundamental approach for optimism (Iwanaga, Yokoyama, & Seiwa, 2004), which eventually is the cause of increasing adaptability in adverse situations (Youssef & Luthans, 2007). Optimism is analyzed in the different field of the organization study. In their study, Xanthoupoulou et al. (2009) found that optimism is a partial mediator between job resources and work engagement.

2.3.3 Organization Based Self-esteem (OBSE)

OBSE is a degree when individuals in the organization believe that by participating in the required roles, their need will be satisfied (Pierce & Gardner, 2004). OBSE is a strong predictor of job satisfaction and commitment. Mauno, Kinnunen, and Ruokolainen (2007) found out that OBSE is an important antecedent of work engagement.

2.3.4 Hope

Hope is defined as the ability of the individuals to motivate them to plan for their goals, instead of having obstacles (Snyder, 2000). Generally, hope deals with the motivation in terms of developing the ability to make a plan for their desired pathways. Two components are the fundamentals of the concept of hope; agency and motivation, which instigate individuals in setting their goals and building their pathways (Van Den Heuvel et al., 2010). Luthans et al. (2006) found that hope has a relationship with work engagement.

2.3.5 Resiliency

Resilience is introduced in the field of development psychology (Van Den Heuvel et al., 2010). It is defined as the ability of the individuals to bounce back from adverse situations (Rutter, 1985). According to Luthans et al. (2008) cognitive coaching intervention is the way of building up resilience among the individuals. More specifically, in a challenging or adverse situation, individuals should focus to maintain the positive outcomes through adaptation (Ryff & Singer, 1996). It is considered a modifiable process in terms of coping with adverse conditions (Luthar, Cicchetti & Becker, 2000). Resilience is an important factor of psychological capital which has a significant relationship with work engagement (Luthans et al., 2008).

Personal resources are considered as important predictors in terms of understanding employee well-being and outcomes such as work engagement. However, to the author's knowledge, how personal resources influence work engagement thorough psychological process is yet to be explored.

2.4 Meaningful Work

2.4.1 Origin of Meaningful Work

Before conceptualization of meaningful work, it is essential to identify with the connotation of meaning. Understanding the word "meaning" is very crucial to get this topic clearly. From the above quote, it is clear that the quest for meaning in life is inevitable and it transcends the domain of an individual life. According to Frankle (1967), meaning is an inherent quest for the survival of human existence. Therefore, it is considered a vital element in the perspective of a human being. The famous saying goes as "Without meaning, behavior is guided by impulse and instinct" (Baumeister, 1991, p. 18). To find the life as understandable and purposeful, seeking the meaning of life is considered inevitable (Steger, Oishi, & Kashdan, 2009). In addition, the meaning is also indispensable to comprehend and interpret the occurrence of the world (Yalom, 1980).

From psychiatrist to psychologist, the word "meaning" is derived in various forms. The very fundamental construct of meaning is defined by Baumeister (1991).

He perceived it as a non-physical reality that formulates a connection between two entities. Frankle (1967) explained it as a personal discovery of the individual's life purpose and experience. As a constitution of a positive aspect, Harrison (2008) considered meaning as a well-being indicator, whereas Sosik (2000) analyzed it as an influential motivator to control others and the associated environment. Hackman and Oldham (1976) asserted that the person who experiences meaningfulness could experience internal motivation and satisfaction with personal growth and opportunities. Fairlie (2011) promoted it as a self-transcendence by which individuals desire to transform themselves and their associates to find out their ultimate purpose. Csikszentmihalyi (1990) referred it as an intention of purpose that an individual holds.

In his early work, Frankle (1967) categorized meaning by three functions: (1) values and ideals (2) boomerang and (3) comprehension and integration of the personality. Later, Baumeister (1991) released four major needs of meaning. These are purpose, values, self-efficacy, and self-worth. According to him, finding meaning is important to understand the self-regulation of the individuals in respect to their own experience. In addition, Csikszentmihalyi (1990) proposed three dimensions to categorize the meaning. These are 1) construct identification, definition, and clarification, 2) individual's intention, and 3) purpose or significance of the meaning.

Work is considered as the most important and fundamental action (Harpaz & Xuanning, 2002) that plays a significant role in the life of human being (Wrzesniewski & Dutton, 2001). Through work, individuals can find their identity (Watson, 2008). Sometimes, work appears as a pleasure or joy, whereas sometimes, it may bring frustration (Wrzesniewski & Dutton, 2001). Whatever it brings, people are inherently chasing towards work to find out their identity and to compel the economic challenge. To define it, researchers expressed this term in various ways. Brief and Nord (1990) saw it as a purposeful activity. Frankl (1967) claimed that work is the primary domain in which people seek meaning. Drikx (1995) viewed it as a means of care for others, whereas for Schaefer and Darling (1996), it is an opportunity for providing service to others. It is also considered as a unique characteristic to express oneself in the world (Harrison, 2008). Focusing on the individualistic approach, Chalofsky (2003) defined work as a personal identity to bring meaning, enjoyment, and satisfaction of one's life.

2.4.2 Conceptualization of Meaningful Work

Meaningful work, a complex multidimensional construct in organization literature has been conceptualized in various perspectives by the researchers. From work motivation to work orientation literature, from work alienation to spirituality in the workplace, from the psychological perspective to social perspective (Baumeister, 1991), literature brings numerous ideas that eventually lead the definition of this concept has a challenging one. In fact, viewing this concept from different angles, researchers cannot come up with a single definition. Therefore, this brings an enormous opportunity for the writer of this paper to introduce the dynamic orientation of meaningful work, as it is also an urge from the researcher to have a proper clarification and differentiate from existing construct (Steers, Mowday, & Shapiro, 2005). The following table provides a brief idea of meaningful work from previous studies:

Table 2.4 Conceptualization of Meaningful Work over Time

Context	Author	Definitions
Work Motivation	Maslow (1971)	The state of meaningfulness is derived when the needs move from basic to higher order level.
Work redesign	Hackman and Oldham (1976)	Meaningful work as a psychological state of human being where individuals perceive and value the work as meaningful once they feel the importance of the jobs.
Psychological perspective	Kahn (1990)	Defining the term as psychological meaningfulness, he viewed it as a “feeling of return on investment (ROI) of oneself” based on his performance at work (p. 705)
	Isaksen (2000)	Viewing the concept as an intra-psychological phenomenon, he claimed that the meaningfulness state occurs during the individual interaction

Positive organizations	Wrzesniewski and Dutton (2001)	with the work environment. Conceptualizing the term as positive meaning in work, he claimed that individuals have the ability to frame their work as meaningful based on
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Table 2.4 (Continued)

Context	Author	Definitions
		certain approaches, i.e., thoughts, feelings and behavior.
Individual's value	May, Gilson and Harter (2004)	Meaningful work is defined as the individual's value regarding work goal according to their own standard.
Integrated wholeness	Chalofsky (2003)	Individuals pursue that the work is meaningful once the job can satisfy the purpose of the individuals as they desire. Sense of self, work itself and sense of balance- these three constructs have been emerging from his study.
Psychological and social aspect	Rosso et al. (2010)	They emphasized the effort of individuals by making the work significant and holding a positive meaning.
Purpose oriented	Steger, Dik and Duffy (2012)	Work becomes meaningful to the individuals when it brings significance and delivers a positive approach of meaning.

The ever-concerning approach from the motivation theorist is to ascertain the concept of the inherent need of human being. The notion of meaningful work in the organization literature first appears in work motivation context. The classic motivation theorist recognized the inherent need of a meaningful work-life of the individual from where they can satisfy their inner desire (Alderfer, 1972; Maslow,

1971). According to Maslow (1971), people cannot work to their fullest potential if they cannot view their work as meaningful. In addition, the state of meaningfulness derives when the needs move from basic to higher order level. This intrinsic motivation circumstance of the individual was termed as values. Exploration of this concept by Maslow (1971) brought the idea of B values which is comprised of ‘truth, transcendence, goodness, uniqueness, aliveness, justice, richness and meaningfulness’ (Chalofsky, 2010, p. 71). The notion of B values emerged during the investigation of the meaning of work from the theory of self-actualization. In his adding contribution, later he expanded the work of McGregor’s (1960) Theory X and Theory Y, labeled as Theory Z. In this state, people transcend self-actualization condition and become devoted to a task through vocation or calling approach. Besides his work, other motivation theorists like Rogers (1961) pursue the meaningfulness state in work through freedom experience, whereas Locke (1975) claimed that the notion as individual identification of personally-valued can satisfy their desire and emotions (Chalofsky, 2010).

Another interesting contribution to meaningful work literature is work redesign approach. Hackman and Oldham (1976) built up the theory of job characteristics model, where they developed job characteristics in respect to individual responses. Emerging as a pioneer to clarify the concept of meaningful work in work redefine approach, they defined the term as a psychological state of human being, where individuals perceive and value the work as meaningful once they feel the importance of the job. Under the construction of this model, the theorists made a relationship between core job dimensions and work outcomes by the influence of psychological states and the moderating effect of employee growth-need strength. A brief overview of this model considers the introduction of core job dimensions that are skill variety, task variety, task significance, autonomy and feedback, whereas the psychological states are the compilation of experienced meaningfulness of work, experienced responsibility of work outcome and knowledge of the result of work activities. Influencing effect between job dimensions and psychological states eventually assure a greater level of work outcome indicated as motivation, performance, satisfaction and low turnover and absenteeism. The model elucidates that the experiencing of meaningfulness of work is an outcome of the job

characteristics which are skill variety (exhibiting various skills and activities according to the requirement of the job), task identity (identification of viewing the holistic picture of the job with a visible outcome) and task significance (a significant impact on the job performance in the organization and the environment).

In the theory of personal engagement, Kahn (1990) illustrated the concept of meaningful work from a psychological perspective. According to him, the state occurs in terms of devotion to work, role satisfaction and fulfillment of an existential need. Defining the term as psychological meaningfulness, he viewed it as a “feeling of return on investment (ROI) of oneself” based on his performance at work (p. 705). The ROI, here, is determined through physical, cognitive and emotional energy. While the effort becomes worthy and valuable as well as satisfying the needs and contribution to society and self, individuals can experience the state of meaningfulness at work. The literature reveals three essential factors which shape the psychological meaningfulness in work. These are task characteristics, role characteristics, and work interaction. A brief understanding of the above factors is explained with task characteristics. A combination of challenge, variety, autonomy, clear procedure and goal in the task characteristics can bring the work meaningful. Following is the role characteristics which are associated with attractive identities, preferred self-image, status and influence of the job. Work interaction, the last factor of psychological meaningfulness, attained through dignity, self-appreciation, and sense of values during interpersonal communication. Later in the work of May et al. (2004), they categorized meaningfulness in work as job enrichment, work-role fit and co-worker relation. Whereas the last two factors are the simulation of role characteristics and work interaction mentioned by Kahn (1990), job enrichment is a little different from the original work of Kahn (1990). In the case of job enrichment, they chose the core job dimensions of the job characteristics model which was developed by Hackman and Oldham (1976).

Another psychological contribution of meaningful work has been brought up by Isaksen (2000). Viewing the concept as an intra-psychological phenomenon, he claimed that the meaningfulness state occurs during the individual interaction with the work environment. Multiple factors, such as reasons for choosing the particular work, seeking of work accomplishment and work experience through time, along the way

were also treated as the triggering features of having meaningful work. Three more approaches that are fundamental were also present in this regard. Concerns are focusing towards the general evaluation of the meaningfulness of working (abstract thought of work according to individual), evaluation of the meaningfulness of a specific type of work (general meaning in work) and evaluation of one's own specific job (personal meaning in work). From his study, categories that emerged to satisfy the concept of meaningful work are an attachment to the workplace and procedures, social relations at work, larger meaningful context, pleasure in learning, responsibility and pride of work, well-being of other people, development of work conditions, and the experience of autonomy of the work.

In the literature of work orientation, Wrzesniewski's (2003) viewpoint of meaningful work is associated with positive organization scholarship on organization context. Conceptualizing the term as positive meaning in work, he claimed that individuals have the ability to frame their work as meaningful based on certain approaches, i.e., thoughts, feelings, and behavior. Work orientation has a significant impact in developing these certain approaches. At work orientation, if individuals perceive that the work is valuable and has significant contribution, then the tendency to perceive the work as meaningful will increase. Following the work of Bellah, Madsen, Sullivan, Swidler, and Tipton (1985), three important work orientations have been acknowledged. The first orientation is categorized as job orientation where the material benefits would be able to bring pleasure in, from outside the domain of work; career orientation, second work orientation, focuses on the reward system of the organization for personal growth and advancement. Extrinsic motivational factors such as pay, prestige, status are the focal point in this area. The third approach for work orientation is called as calling orientation whereby individuals do not perform for any financial reward but for the work fulfillment. Considering the work as an end state, individuals focus on the self-worth and make the greater goodness to society through their work.

Contributing to the literature of interpersonal sense-making, Wrzesniewski, Dutton, and Debebe (2003) talked about work, which means the concept where they conceptualized it as an employees' understanding of the job and the significance of doing the work. In every aspect of life, individuals pursue different senses of meaning

based on their beliefs which not only shape their work but also life. To map the domain of work meaning, researchers developed three facets which are job meaning, role meaning, and self-meaning at work. Researchers expressed these facts by focusing on two dimensions of meaning at work, i.e., content and evaluation. From the content perspective, job meaning is categorized as the characteristics of tasks and activities according to the employee contribution, role meaning as the characteristics of individual role at work, based on his position in the social structure and self-meaning as individual attribution to carry out at work. On the other hand, from an evaluation standpoint, job meaning is expressed as the interpreted value of the job and the task as per employees' belief, role meaning is concerned about the individual role play at work according to his position and self-meaning is evaluated as the value of an individual's quality of job.

Approaching the meaningful work in the field of the motivational construct and viewing it as an integrated wholeness, Chalofsky (2010) tried to provide a holistic idea of this concept. According to him, creating purpose is the sole concern for meaningful work. Individuals pursue the work as meaningful once the job can satisfy the purpose of the individuals as they desire. The sense of self, work itself and sense of balance- these three themes have been emerging from his study. In his discussion regarding the sense of self, he urged the individuals to bring their whole selves, i.e. mind, body, emotion, and spirit, into the workplace. Focusing on the individual potentiality along with the alignment of work are also the attributes of this theme. In addition, the author also encouraged building up a positive belief system which ultimately supports the achievement of the purpose of the individual. In his next theme, work itself, he urged the employers to make the work challenging enough where they do not only grow themselves but also will get the opportunity to learn and find a creative approach to solving. To support the notion, he also emphasized on providing two work-related characteristics that are autonomy and empowerment. Prioritizing individual purpose of the work is also considered as an important contributor in this theme. The least theme, known as the sense of balance, is associated with work and personal self, spiritual self, and others.

A depth analysis regarding meaningful work by Rosso et al. (2010) has been constructed in psychological and social aspect. The theoretical approach is mainly

concerned with analyzing the sources of meaningful work and its mechanism. To define the term, they emphasized the effort of individuals by making the work significant and holding a positive meaning. The literature also provided detailed idea about the sources of meaningful work that are labeled as self, other persons, the work context and spiritual life. Furthermore, in their work, they also talked about the mechanism of making the work meaningful under the umbrella of psychological and social viewpoint. An overview of the sources of meaningful work is started with the term “self”, where it is claimed as an inclusive state of thinking and feeling of a person. Researchers, hence, divided this source into three domains, i.e., values, motivation and beliefs about work. The next sources of meaningful person are other persons with whom individuals have the opportunity to interact inside or outside the organization. Coworkers, leaders, groups, communities and families are the contributors in this regard. The third sources of meaningful work, the work context, comprises of the factors of the design of job, organization mission, financial circumstances, and national culture. Furthermore, in their theoretical development, researchers identified seven categories to create meaningful work which is authenticity, self-efficacy, self-esteem, purpose, belongingness, transcendence, cultural and interpersonal sense-making.

The MOW project (MOW International Research Team, 1987), which is believed to be the pioneer in meaningful work research coordinated in eight countries. Considering it as the most rigorous research (Brief, 1991), this research covered up the area of psychological and sociological aspect. According to MOW team, meaningfulness occurred as per the individual’s belief and value system along with the significance of the work. Five major constructs were identified for meaningful work which is work centrality, societal norms, valued work outcomes, the importance of work goals, and work role identification.

Stigger, Dik, and Duffy (2012) perceived meaningful the work as a growth or purpose-oriented. According to them, work becomes meaningful to the individuals when it brings significance and delivers a positive approach to meaning. Psychological meaningfulness in work, which means that making through work and greater good motivation are identified as important facets of meaningful work. Under the concept of the first facet, the authors claimed that individuals find the work

meaningful when the work itself brings the meaning and create a sense of purpose. The second facet approaches the broader part of the work as it deals with the larger life context. The authors' viewpoint in this regard pointed to receiving the benefit of making meaningful work from life's perspective. In the last facet, greater good motivation focuses on the impact of work on others. Work turn out to be meaningful once individuals have seen their effort in others.

Therefore, this study is going to adopt the definition of meaningful work from May et al.'s (2004) study. According to them, meaningful work is defined as the individual's value regarding the work goal according to their own standard.

2.4.3 Importance of Meaningful Work

Immense opportunities are associated with the nurturing of meaningful work. Scholars, across the time and fields, showed a greater benefit of the consequences of pursuing meaningful work. From attitudinal outcome to motivational purpose, psychological outcome to organizational outcome, creating the work as meaningful will enhance the overall growth of both individual and organizations. Attitudinal outcomes such as job satisfaction, internal work motivation and turnover cognition (May et al., 2004; Wrzesniewski, 2003) as well as loyalty and safety (Harter, Schmidt, and Hayes, 2002) have been linked up with meaningful work. Besides, a positive correlation has also been identified between the workers' belief regarding the purpose of the work and job performance through unit cohesion and work effort (Sparks & Schenk, 2001). Meaningful work encompasses with motivational perspective in a higher manner. When employees view their work as meaningful, they tend to be more committed to their work (Tyler & Blader, 2003) as an effect of the characteristics of internal motivation (May et al., 2004). Bringing the positive benefit (Britt, Adler & Bartone, 2001), meaningful work is also infused as a catalyst for personal growth and work motivation (Spritzer, Kizilos, & Nason, 1997).

Perceiving the work as meaningful from a psychological phenomenon can have an influence in creating both positive and negative outcomes. Employees who view their work as meaningful enjoy the benefit of positive psychological output such as psychological and physical health (Baumeister, 1991), engagement (May et al.,

2004) and happiness (Ryan & Deci, 2001). The opposite scenario is visible when the employees are not satisfied to pursue the work as meaningful. This lead to the consequences of employee cynicism (Cartwright & Holmes, 2006), stress symptoms (Isaksen, 2000), psychological stress (Morin, 2009), work alienation (Sarros, Tanewski, Winter, & Santora, 2002), long-term absence (Clausen, Nielson, Gomes, Carnerio, & Borg, 2012) as well as disengagement (May et al., 2004).

In addition, meaningful work also conveys positive outcomes through individual and organization performance (Neck & Milliman, 1994). From the individual perspective, it facilitates to reduce employee turnover (Harter, Schmedit, & Hayes, 2002) and workers' withdrawal behavior (Steger, Dik, & Duffy 2012) along with increase in the well-being of the workers (Nielson, Randall, Yarker & Brenner, 2008) and life satisfaction (Wrzesniewski, 2003). On the other hand, a number of positive outcomes have also been noticed from organization perspectives. Employees who perceive their work as meaningful are more committed to the organization (Wrzesniewski, 2003; Morin, 2009). Increasing customer satisfaction, profitability, and productivity (Harter et al., 2002) and decreasing employee turnover (Clausen & Borg, 2012) and absenteeism (Steger et al., 2011) are also deemed as positive organization outputs.

It is an opportunity for the organization to offer meaningful work for individuals, as it is an inherent need for individuals that attains personal values (Cartwright & Holmes, 2006). Nowadays, employees look through more to the fulfillment of personal values, meaning and purpose and self-expression (Berg, Dutton & Wrzesniewski, 2013) than pay and security (Rousseau, Ho, & Greenberg, 2006). Creating the opportunity for meaningful work, organizations can recruit the best individuals from the labor market. Apart from hiring the best individuals, organization benefit is also speculated in terms of retention and effective change management by offering meaningful work to the employees (Cartwright & Holmes, 2006).

The literature has shown various impact of meaningful work in organization studies. Steger, Dik, and Duffy (2012) found that meaningful work correlate with the work-related and general well-being as well as job and life satisfaction. They found the three key elements of experiencing meaningful work, which are positive meaning

in work, meaning making and greater goodness. Researchers also found out that employees who crafted their job demands and job resources can view their work as meaningful (Tims, Derk, & Bakker, 2016). In another research, Steger, Littman-Ovadia, Miller, Menger, and Rothmann (2012) discovered that meaningful work moderates the relationship between affective disposition and engagement. According to Soane, Shantz, Alfes, Truss, Rees, and Gatenby (2013) meaningful work influence the engagement which eventually lowers the absenteeism rate.

2.5 Work Engagement

Noting the term as “old wine in new bottle,” a huge admiration has been awarded since the consulting agencies brought it to the table. Figuring out the numerous prospects related to both organization and individual benefit, this new term conquered the attention of not only the employers but also the researchers, employees, and all the stakeholders associated with it (Wefald & Downey 2009). Arguments are highlighted regarding the conceptualization of this term, by focusing on a greater clarity (Macleod & Clarke, 2009). As a relatively new concept, unifying the definition is considered as a major challenge for the academics. According to Bakker, Schaufeli, Leiter, & Taris (2008), significant differences has been observed as the literature of employee engagement in both practitioners and academics, as the interest relates to different paradigms. A brief overview is discussed to portray the conceptual ambiguity of this phenomenon.

Drawing immense attention from both researchers and practitioners constructed the concept as a significant area of the HRD field. From the practitioners' perspectives, Gallup first introduces the idea of employee engagement about 30 years ago (Gadhi, 2012). According to Shuck and Wollard (2010), Gallup is initiated to conceptualize the idea of assessing the working conditions that increases the engagement of the employees in the organizations which also influence the organization profitability. They also categorized this term into three states: actively engaged, not engaged and engaged. Later on, other consulting companies took this concept as a base to create their own employee engagement model (Harter et al., 2002). MacLeod and Clarke (2009) viewed it as more of a mixture of job satisfaction,

organizational commitment, job involvement and empowerment of the employees. It is also portrayed as a positive attitude of the employees towards the organization and its values (Robinson, Perryman, & Hayday, 2002). Hewitt Association Research Brief (2004) claimed it as an intellectual and emotional commitment of the employees by emphasizing on measuring the three keys: say, stay and strive. According to the report of Tower Perrin (2007), work experience and work itself are the two important characteristics of the engaged employees whereas personal satisfaction has a relationship with the inspiration from the working environment.

On the other hand, academics viewed this point from psychological aspects. The following table portrays a brief overview of the development of work engagement concept over time:

Table 2.5 Development of Work Engagement over Time

Authors	Year	Definitions
Kahn	1990	Kahn proposed that people enter a state of engagement, noted by the employment of their preferred selves cognitively, affectively, and physically, when they find meaningfulness, safety, and availability in their work roles
Maslach, Schaufeli and Leiter	2001	The engagement was the direct opposite of burnout and comprised of energy, involvement, and efficacy. These three components were the opposite of the three burnout components: exhaustion, cynicism, and lack of efficacy, respectively.
Schaufeli, Martínez, Marques-Pinto, Salanova and Bakker	2002	A positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption.

The above table demonstrated that in the academic literature, this term was first, was introduced by Kahn (1990). Defining it as a personal engagement, he claimed it as the “harnessing of organizational members’ selves to their work roles” (p. 694). According to him, engaged employees are those who are physically, cognitively, and emotionally attached to their roles. In burnout literature, Maslach et al. (2001) claimed that the engaged employees do not face a burnout syndrome. According to him, job engagement is the opposite part of job burnout. In his model, he transformed the characteristics of burn out into engagement. Therefore, the dimensions of burnout, which are exhaustion, cynicism, and ineffectiveness, turned into high energy, high involvement, and personal efficacy respectively. Later on, Schaufeli et al. (2002) developed a three-factor model of engagement, where he attributed three characters that are vigor, dedication, and absorption. He defined employee engagement as a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption” (p. 74). Moreover, Macey and Schneider, (2008) proposed a multidimensional framework of employee’s engagement model, where they demonstrated three categories of employee engagement. These are state engagement, behavioral engagement, and trait engagement. According to them, employee engagement is a “desirable condition that has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort and energy” (p. 4).

Understanding the work engagement, a motivational construct, the study will adopt the definition of Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002). According to them, it is a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (p. 72). Here, vigor is referred to as the high level of energy and mental resilience, individual’s willingness and effort of their work and stay persistence during difficult periods. Dedication stands for the sense of enthusiasm, challenge, significance and pride at work and absorption refers as to be fully engrossed and deeply concentrated with happiness, where it becomes difficult to detach them, even the time would be over. Their measurement tool, known as (UWES-17) is considered as the most appropriate tool to measure the concept that would be used in this study (Simpson, 2009; Wefald, Reichard, & Serrano, 2011).

2.5.1 Importance of Work Engagement

Increasing interests are generated relating to this area due to numerous benefits. Organizations that practice the engagement among the employees tend to be more effective and gain competitive advantages (Wefald & Downey, 2009; Shuck, 2011). It is considered as the best variables to improve job performance (Saks & Gruman, 2011). Besides, carrying out the employee engagement culture will reduce the turnover intentions (Schaufeli & Bakker, 2004), increase organization commitment (Saks, 2006), job satisfaction (Wefald et al., 2011), and employee performance (Rich et al., 2010). Organizations with a high level of engaged employees also produce positive organization outcomes; such as positive organization citizenship behavior, and additional extra-role behavior (Rich et al., 2010; Schaufeli & Salanova, 2008; Shuck & Wollard, 2010). Encompassing such benefits, researchers and practitioners provide significant attention in terms of defining and assessing employee engagement (Schaufeli et al., 2002; Macey & Schneider, 2008). Anaza and Rutherford (2012) found out that employee-customer identification is an important factor for customer orientation and job engagement for the frontline employees in service industry. There is a significant relationship found between engagement and organization citizenship behavior (Rurkkhum & Bartlett, 2012) also partially mediation relationship has been discovered on engagement between HRD practices and turnover intentions. In another study, Musgrove, Ellinger, and Ellinger (2014) demonstrated that strategic profit affects employee engagement as well as service climate.

2.6 Theoretical Background

This section will provide a comprehensive overview of the theoretical backgrounds such as job demand resource (JD-R) model and social exchange theory (SET).

2.6.1 Job Demand-Resource (JD-R) Model

In an organizational psychology literature, job demand-resource (JD-R) model has a profound impact on work-related employee well-being; i.e., work engagement

(Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004; Demerouti et al., 2001). To understand the issue, researchers greatly relied on the two powerful job stress model which are demand –control model (DCM; Karasek, 1979) and effort-reward imbalance (ERI) model (Siegrist, 1996) prior to coming up of the model of JD-R (Bakker & Demerouti, 2007). According to them, in DCM and ERI, the number of predicting variables are limited, which sometimes even do not match with the job position. To cover a wide range of the working conditions and occupations, JD-R model has emerged as an integrated framework to solve the issues regarding work engagement. The core factor that is considered in this model is that every job has its own nature, thereby, follow the unique risk factors. Considering this assumption, the model was categorized into two categories: job demands and job resources. Job demands are allied with the strain of work such as work pressure, unfavorable physical environment, emotional demand, and so on whereas job resources are linked with motivation process and located at different levels such as task level, organization of work level, interpersonal relations level and so on.

In JD-R model, Bakker and Demerouti (2007) referred to job demands as “those physical, psychological, social, or organization aspects of the job that requires sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs (p. 312)”. The authors claim that job demands act as a job stressor if the job required extra effort from the employees and they cannot recover from that (Demerouti et al., 2001). On the other hand, job resources defined as “those physical, psychological, social, or organizational aspects of the job that are either/or: a) functional in achieving work goals, b) reduce job demands and the associated physiological and psychological costs and c) stimulate personal growth, learning, and development (Bakker & Demerouti, 2007, p. 312)”. Job resources, therefore, is considered as a requirement of human motivation factor besides its supportive role with job demands. Availability of the job resources facilitates the organizations to achieve its objectives.

In JD-R model, job demands predict the exhaustion whereas insufficient job resources create disengagement of the employees (Demerouti et al., 2001). Two psychological process; energetic and motivational processes are the underlying theories to understand JD-R model (Schaufeli & Bakker, 2004). In the energetic

process, individuals feel exhaustion once they experience excessive job demands such as work overload, emotional demands, time pressure, personal conflicts and so on. In the long run, the energy of the employees drained which will eventually cause the breakdown of the employees. On the other hand, through motivational perspective, job resources enhance employees' growth and development through fulfilling the basic human needs (Deci & Ryan, 1985).

The JD-R model claims an inevitable interaction between job demands and job resources. According to Bakker and Demerouti (2007), the interaction is significant in consequences with both job strain and motivation. Job resources have the ability to buffer the influence on job demands. However, this buffer effect exclusively depends on the job characteristics. Specific demand and resources will take place along with the interaction with a specific characteristic of jobs. For example, autonomy can buffer the effect of work overload that causes job stress. On this note, Kahn and Byosiore (1992) stated that in the strain-stress process, any variables can appear as a buffering effect such as individual's characteristics buffer the effects of a stressor in the different work situation (Bakker & Demerouti, 2007). Under the condition of high job demands, job resources have low impact in work enjoyment and organization commitment (Bakker et al., 2010).

Previous research depicted the uses of JD-R model in various backgrounds in organization literature. Schaufeli and Bakker (2004) examined that the burnout and engagement have negative relationship in JD-R model, where job demands acted as a predictor of burnout and job resources predicted for engagement. In addition, the results also describe the mediating effect of burnout between job demands and health problems, whereas engagement has a mediating effect between job resources and turnover intentions. Demerouti, Bakker, and Fried (2012) found that the work orientation acts as a moderator in the motivational process which is a cause of flow at work. According to Sulea, Virga, Maricutoiu, Schaufeli, Dumitru, and Sava (2012), the job and personal characteristics predicts the organizational citizenship behavior and counterproductive work behavior that explained employees' affective motivational state. Taking into account, the JD-R model as a theoretical background, researchers also discovered that team social resources have a positive relation with teamwork engagement that in turn is associated with team performance (Torrente,

Salanova, Llorens, & Schaufeli, 2012). Tims, Bakker, and Derks (2013) explored that crafting job resources positively increase the well-being of the employees as well as their job satisfaction whereas Airilia, Hakanen, Schaufeli, Luukkonen, Punakallio, and Lusa (2014) examined that the job and personal resources have a significant effect on engagement and the work ability in the long run. In addition, Schaufeli (2015) found that JD-R model explained the contribution of leadership, which has an indirect impact on burnout and engagement through job demands and job resources. However, it has a direct relationship with organization outcomes.

2.6.2 Conservation of Resource (COR) Theory

Conservation of Resource (COR) theory was proposed by Hobfoll (1989). For the long term, the impact of conservation of resources is enormous. To deal with stress phenomena under environmental and cognitive perspectives of the individuals, COR theory provides a better outlook in social and psychological resources literature. According to him, resources are defined as “those objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for the attainment of these objects, personal characteristics, conditions, or energies” (p. 516). More specifically, it is noted as “those entities that either are centrally valued in their own right, or act as means to obtain centrally valued ends” (Hobfoll, 2002, p. 307).

Resources are important as it has instrumental and symbolic value to the individuals through which they can define who they are. He also added that resource, especially personal resources, are threatened due to environmental circumstances. To avoid future loss, people work hard to develop the surpluses of the resources which eventually bring positive well-being among them. To gain resources, individuals either employ what they have or they look forward to the environment to supply. In his theory, Hobfoll (1989) stated four kinds of resources: object, condition, personal characteristics, and energies. On this note, the author focused on the issues that only personal characteristic resources have been used to operationalize personal resources in previous studies. The other three resources; object, condition, and energy, are yet to be done. A brief discussion regarding the types of resources is continued in the later paragraphs.

According to Hobfoll (1989), object resources are physical objects that individuals value according to the aspects, rarity or expense such as home and mansion that could be considered as object resources. In case of home, individuals view it as a shelter, whereas mansion could provide more value than shelter such as status. It has a high link with the socio-economic status which are considered as an essential element for stress resistance. The second resource of COR theory is condition resources. Condition resources are regarded as a state of being of the individuals which are related to social experience and role. For an example, marriage can act as a resistance resource and become an important source of stress resistance potential among individuals and groups. Personal characteristics resource, which is the foundation of personal resources, is another element in COR theory. It is characterized as the choice of individuals to have a positive view about themselves and the world. Acting as stress resistance, this resource aims to nurture one's best interest and facilitate the individual to look forward from a stressful situation. For example, self-efficacy of the individuals can generate significant influence over the environment and achieve the goals (Hobfoll, 2002). The last resource of COR theory is called energy resources. This type is associated with the acquisition of other resources. It enables individuals to attain resources such as time, money and knowledge (Hobfoll, 1989).

The central point of COR theory is its socio-cultural component which differentiates it with other resource-adaptation models (Hobfoll, 2002). Though resources are considered as a label in socio-cultural sector, sometimes it could play an individualistic role if the individuals are from the same socio-cultural niche. Besides, it also supports other resources such as material (e.g., shelter, transportation, and food) and condition (e.g., employment and social status) to see their interaction effect on social resources with other models. Moreover, the developmental process of COR theory helps to create *resource caravan*, where resources have the opportunity to aggregate by not staying in an isolating condition. COR theory assumed that in terms of loss, resource gained along with positive emotion can be an important aspect to cover up any issues where individuals may face the loss of the resource. It is incredibly important because with resource gain, individuals can sustain their goal accomplishment.

In the current study, two basic assumptions of COR theory will be focused. Firstly, to offset threatening condition and to prevent negative outcomes, individuals prefer to invest their resources (Hobfoll, 1989). Secondly, individuals prefer to accumulate the resources instead of only protecting them because of its characteristics to add or bring other resources. Therefore, this will lead to bringing positive outcome, such as well-being, better-coping strategies and so on (Hobfoll, 2002). Taking the above-mentioned assumption, Xanthopoulou et al. (2007) found common elements between COR theory and JD-R model. First, resources play a moderator role between various demands and negative outcomes. Moreover, applying the second assumption of the COR theory with JD-R model, job resources can add as a new resource which eventually brings positive outcomes. In their study, Llorens et al. (2007) found that task resources increase the efficacy belief of the individuals that leads to increase in engagement.

2.6.3 Social Exchange Theory (SET)

Before moving on the social exchange theory, it is needed to know what social exchange is. Thibaut and Kelley (1959) mentioned that it is a joint activity of two or more actors where each actor has something than other values. When they exchange this value, it generates greater benefit which an individual cannot achieve alone. Lawler, Thye, and Yoon (2008) explained that a social exchange occurs when two actors give something of value to one another and receive something of value in return.

Social exchange theory assumes self-interested actors who transect with other self-interested actors to accomplish individual goals that they cannot achieve alone (Lawler and Thye, 1999). The basic form of this theory is that it is a process of negotiated exchange between parties. Therefore, it is needed to deal with exchange behavior of human being where mutually contingent or mutually-rewarding process is involved in transaction or exchange (Emerson, 1976). He showed that the social exchange is conceived as limited to action that is a contingent or rewarding reaction to others.

Emerson (1976) defined social exchange theory as a collection of different theories. According to him, social exchange theory is not a theory; it is rather a frame of references where many theories come to speak together, whether in an argument or mutual support. Social exchange theory appears as more of an individualistic approach. Lawler, Thye, and Yoon (2008) described that it deals more on self-interest. They also mentioned that relationship here is only developed to the degree that the incentives exchange, preferences of actors and structures of opportunity are stable which is not similar to collectivist approach. The theory assumes that the ultimate goal of this relationship is intimacy when this might not always be the case. It values more in self-interest. Moreover, it mostly deals with the reward system from an organization perspective. But it is not viable to consider it in a different culture.

On the other hand, the major strength lies in its reciprocator values. It interacts with human being by considering the assumption of human acts with another human, where full recognition will be noticed and reciprocates accordingly. It creates a positive feeling among the individuals which are internally rewarding. Bridging the multilevel phase (macro and micro) is considered as the strength of social exchange theory.

Social exchange theory emphasizes the role of trust and commitment in stabilizing relationship that is purely based on instrumental and transaction term (Lawler, Thye, & Yoon, 2008). They also mentioned that the basic principle of this theory is laying on the greater individual profit.

Social exchange theory emerged from the social structure approach of exchange theory. Cook and Whitmeyer (1992) stated that exchange theorists advance the basic image of social structure where the relation involves the exchange of valued items. Furthermore, they claimed that social behavior is based upon behavior principle analysis. This thought eventually leads to the exchange relation of social structure and individual structure. Thibaut and Kelley (1959) also worked on the psychological concept but they are involved in the group level process by building up from the upward to downward process of social structure (Emerson, 1976). Blau (1964), in his earlier period, focused on the development of a social theory which is based upon a micro foundation. He introduced different aspects of microeconomic reasoning in social exchange context. He identified three major approaches to social

structure: (i) social structure as a configuration of social relations and positions, (ii) social structure as the substratum that underlies all of social life and history, and (iii) social structure as a "multidimensional space of the differentiated social positions of the people in a society or other collectivity Cook and Whitmeyer (1992). His work also incorporated complex indirect social exchange process (Lawler & Thye, 1999). All of their actions are eventually recognized as the development of social exchange theory.

Since the beginning, SET comprises the thought of negotiating the exchange. Social exchange theory deals with the human nature and social structure of a society and according to Emerson (1976), this theory can be advanced beyond its currently impoverished condition. Like, giving a gift is part of social relation. This theory extremely deals with the real context of the society. In addition, it also deals with both micro and macro level (multilevel) of research. Social exchange theory is a leading theory among sociological ground so it is needed to have more work on clarifying its different phenomenon in different perspective.

Social exchange theory (SET) can clearly explain the mechanisms of work engagement. Saks (2006) mentioned that when an individual performs, he offers cognitive, emotional and physical resources. A number of research that he offers are in terms of his performance concern, the equal amount of economic, social and emotional resources that he receives from the organization. For instance, the employees will be engaged to a greater extent once an appropriate reward and recognition are ensured. Kahn (1990) stated that employees feel more attachment with their organization and concentrate on their role performance once they are assured of their resources. On the other hand, employees do not feel obliged and disengage themselves when organizations cannot provide them with the required resources (Schaufeli, 2015). For example, Alfez, Shantz, Truss, and Soane (2013) showed the relationship between engagement, citizenship behavior and turnover intention, where the organization support and supervisory relationship act as a moderator. This explains the motto of SET where it has been shown that when employees receive proper care and support from their supervisor and also from the organization, their intentions to leave the organization becomes less, as well as it increases their engagement level. Later on, Albrecht (2013) studied social exchange theory in the job

and personal resources, meaningful work, felt obligation and work engagement. Throughout his study, he observed that meaningful work, felt obligation mediates the relationship between job and personal resources, and work engagement.

Previous research depicted the uses of SET in various backgrounds in an organization development. In one study, Karatepe (2015) found that the mediating role of work engagement between high performance work practices (HPWP) and extra-role customer service. He explored that training, empowerment and rewards in HPWP influence the work engagement, which in turn uplift the extra-role of customer service of the employees. In another study, Albrecht (2012) demonstrated that SET explained the positive effect between organizational culture and team resources, job resources, engagement, commitment and extra role behavior. In addition, he also noticed that the team climate was positively related to work engagement and job resources. Researching on the two different sample size; nurses and blue collar employees, Hu, Schaufeli, and Taris (2013) came across that under SET, equity mediated the relationship of job demands and job resources with burnout and the work engagement of the nurses. It was partly confirmed for the blue-collar Chinese workers. SET also explained clearly that the positive relationship between the perceived line manager behavior and perceived HRM practices with employee engagement, which in turn, has a link with individual performance.

2.7 Hypothesis and Research Model Development

2.7.1 Organizational Resources and Work Engagement

The organizational resources are predicted to become an important antecedent of employee engagement (Salanova et al., 2006; Albrecht, 2012). Often researchers include organizational resources as an aspect of job resources. Though the concept is relatively new and there are very limited works in this area, Albrecht (2012), first, distinguished organizational resources from job resources and demonstrated that there is a significant positive relationship between organizational resources and work engagement. In his study, he investigated the relationship between organizational climate and work engagement. However, he suggested to add clarity of organizational

goals, communication of vision, HRM practices, senior leadership support, organizational support and strategic alignment in organizational resources (Albrecht, 2012; Albrecht, 2013). According to him, these above-mentioned factors have a chance to influence the work engagement.

He also mentioned that the organizational resources acted as an additional distinct resource in JD-R model beside job resources to influence work engagement. In another research, Schaufeli (2015) discussed the organizational resources as a means of reducing organizational demand. According to him, alignment, value congruence, trust and justice are the parts of organizational resources that the inspiring leader should provide to their followers to create an environment where engagement will be promoted and demands will be reduced. In an earlier study, Salanova et al. (2006) found out that the organizational resources (social support, innovation orientation, rule orientation and goal orientation) facilitate work-related flow, such as work absorption, work enjoyment, and intrinsic work motivation. The motivational process of organizational resources can make the employees become responsible towards their job and influence the flow to their work (Salanova et al., 2006).

Previous research has been identified as the significant contribution of organizational resources over work engagement. In this study, the author has chosen the following constructs to study this variable. These are organizational climate, organizational support, value congruence, HRM practices, and fairness because significant association with work engagement has been observed in previous research.

Halbesleben, Harvey, and Bolino (2009) identified that the organizational climate work is an important antecedent for engagement. Later on, Albrecht (2012) showed that the organization climate has a strong association with work engagement through the influence of job resources. In addition, Gillet, Huart, Colombat, and Fouquereau (2013) found the positive relationship between perceived organizational support and work engagement. A positive relationship has also been observed between value congruence and work engagement (Sortheix et al., 2013). In addition, organization's HRM practices provide ideas to their employees about how much they are valued and trusted by the organizations that lead to obligatory feelings for the employees over their organization. Consequently, getting such kinds of support from

the organization eventually create high-performing employees from the organization (Alfes et al., 2013). On this note, Alfes et al. (2013) investigated the perceived line manager behavior along with the impact of HRM practices on employee engagement. With a sample of 1796 employees in the UK service sector, they identified that both perceived line manager behavior and perceived HRM practices are positively associated with engagement. Eventually, the engagement leads to a high level of task performance and innovative work behavior. In another research with 1058 employees in 17 health care units, Bal, Lange, Zacher, and Van Der Heijden (2013) showed that developmental HRM practices lead to work engagement through transactional psychological contract and relational psychological contract, whereas accommodative HRM practices lead to work engagement through SOC (selection, optimization, and compensation) strategies. Research has also developed the relationship between fairness and work engagement. Agarwal (2014) claimed that perceived fairness and trust explains the motivational process of work engagement. In his research, he showed that fairness and work engagement has a strong association that has been mediated by trust. In a study, Wang et al. (2014) investigated the interaction effect of job insecurity and organizational justice. They examined the interaction effect of the above-mentioned variables on employees' performance along with the mediating role of work engagement. The result depicted that perceiving low level of organizational justice leads to job insecurity, which eventually reduce job performance. Here, work engagement mediates the interaction effect of job insecurity and organizational justice on job performance. Results also discover that, by keeping a high level of organizational justice, job insecurity does not play any role over job performance.

Therefore, the study can propose the following hypothesis:

H1: Organizational resources have influence on work engagement.

2.7.2 Job Resources and Work Engagement

Job resources are one of the important antecedents of employee engagement. Several research have been conducted over time on these two variables, where it reflects its facilitating power over work engagement (Bakker & Demerouti, 2007; Bakker & Xanthopoulou, 2013; Tims et al., 2013). According to JD-R model, job resources have the characteristics to reduce job demands (e.g., stress, workload) and

its associated costs as well as its motivational aspects. It can stimulate the personal growth of the employees (Bakker & Xanthopoulos, 2013). Playing as both intrinsic and extrinsic motivators, job resources are enabled to foster the employees to meet their goals by being engaged in their work (Bakker & Demerouti, 2008). In addition, the state of engagement of work occurs as job resources can fulfill the basic needs and satisfy the achievement of work goals (Schaufeli & Taris, 2014).

According to JD-R theory (Bakker & Demerouti, 2014), employee well-being is an essential function in terms of several types of working condition. The theory proposes that job demands can result in strain and reduce the performance of individuals whereas the availability of job resources can boost up the performance of the employees and their work engagement level. Based on this, previous studies demonstrate the significant impact of job resources over work engagement in various contexts and time. Researchers have identified that job resources such as autonomy, skill utilization, professional development, social support and so on, have consistently shown that it is related to functional individual wellbeing and also related outcomes such as engagement, job satisfaction and health (Halbesleben, 2010). Schaufeli & Taris (2014) claimed that the feedback of the performance can enhance the learning opportunity of the employees that leads to increase in their competence as well. Akkermans et al. (2013) conducted a survey among Dutch professionals and interns in both Dutch educational sector and multinational sector. They tried to see the role of career competencies relationship in JD-R model. The result identified that career competencies have a positive relationship with job resources (social support, autonomy, opportunity for development) and work engagement. In addition, job resources have a partial mediating effect on career competencies and work engagement. In their study, Hu et al. (2013) investigated the relationship effect of job demand and job resources on employee well-being. Researching on 625 blue collar employees and 1381 nurses in China resulted that the relationship effect between the variables was mediated by equity. They found that the job demands increase burnout whereas job resources (job control, task clarity, opportunities for learning and development) increase work engagement of the employees. In a longitudinal study, Tims et al. (2013) examined how employees can impact their well-being by crafting their job demands and job resources. Results depicted that job resources (autonomy,

variety, opportunities for development, social support, feedback, and coaching) have a positive impact on work engagement, job satisfaction and negative impact on burnout. In another longitudinal study, Brough et al. (2013) evaluated the JD-R model with a prediction of psychological strain and work engagement. Having a sample size of 9404 among Chinese and Australian employees, the result supported the motivational effect of job resources (supervisor support and colleague support) that predicted work engagement whereas maintaining job performance in high working demands leads to psychological strain. In another study, Breevart et al. (2014) showed that daily self-management has a positive relationship with job resources (skill variety, feedback and development opportunities) of daily work environments that ultimately influence the daily work engagement of the employees.

The above discussion leads to the development of the following hypothesis:

H2: Job resources influence work engagement.

2.7.3 Personal Resources and Work Engagement

Emerging from COR theory, personal resources are considered the essential influence on employee well-being (Albrecht, 2012; Mache, Vitzthum, Wnake, Groneberg, Klapp, & Danzer, 2014). Though initially, JD-R model did not focus on this issue, after understanding the behavioral psychology of the person and its interaction process with the work environment, personal resources become an inevitable part of JD-R model (Scahufeli & Taris, 2014). Luthans et al. (2008) confirmed that the holding personal resources generates a greater career success and control their work environment. From the conservation of resources (COR) theory given by Hobfoll (1989), people look for resources that they can obtain and protect. However, this is not the end. Their main aim is not only to protect but also to accumulate them for use, by improving the wellbeing of the employees such as work engagement (Akkermans et al., 2013). Xanthoupoulou et al. (2007) first extended the JD-R model by including personal resources as a key determinant for work engagement beside job resources. According to them, personal resources clearly explain the transition point between job resources and work engagement.

Personal resources are considered as an important determinant of work engagement (Xanthoupoulou et al., 2013). Higher personal resources increase higher

investment of the energy of the employees to achieve their goals (Youssef & Luthans, 2007). Previous research has given an idea of the relationship effect between personal resources and work engagement in various contexts. In a study of female school principals, Bakker et al. (2006) experienced that having higher personal resources produce the highest level of work engagement. By using a two wave-10-year longitudinal study, Airila et al. (2014) examined the motivational process of JD-R model, where they investigated the mediating role of work engagement between personal resources and work ability. After conducting the survey among 403 Finnish firefighters, the result depicted that personal resources (self-esteem) have a long-term effect on work engagement. Similar research also found in Xanthoupoulou et al.'s (2009) study, where they have shown that personal resources (self-efficacy, optimism, and organizational-based self-esteem) predicted work engagement. Interestingly, Xanthoupoulou et al. (2009) also found that the work engagement predicted personal resources. This reciprocal relationship between the variables gives a new insight of motivational theory (Schaufeli & Taris, 2014). Similar result has been shown in the Ven et al.'s (2011) study where they have seen the positive relationship effect between personal resources (self-efficacy, optimism, resilience, and hope) and work engagement. In another study, Xanthoupoulou et al. (2013) investigated two-wave study where personal resources (self-efficacy and optimism) buffer emotional demand and emotional rule dissonance, over work engagement. The result reflected that in buffering situation; when self-efficacy was low, emotional demand and dissonance portrayed a negative relationship with work engagement. On the other hand, in boosting situation, self-efficacy had a positive relationship with work engagement. Lorente et al. (2014) tested the predicted effect of personal resources over self-rated job performance through job resources and work engagement. In their study, the result depicted that personal resources (self-efficacy, mental and emotional consequences) work as a predictor of job resources that eventually leads to work engagement and self-rated performance. Bakker & Xanthouppoulou (2013) identified the intervening role of personal resources (self-efficacy and resiliency) in two leadership behavior, i.e., creativity and charismatic leadership qualities among female school principals. In their study, they explored that personal resources partially mediate the relationship between job resources and work engagement and it indirectly affect the leadership

behaviors of the school principals. Acting as an internal drive of the employees, Sonnentag et al. (2010) claimed that personal resources can transform the opportunities that have been provided by the resources into action (i.e., work engagement). By acting as a strong predictor of work engagement, the following hypothesis could be derived:

H3: Personal resources have an influence on work engagement.

2.7.4 Meaningful Work and Work Engagement

Meaningful work has a significant influence on an individual's perception towards employees' work engagement. A growing number of researchers have studied the concept of meaningful work within the context of work engagement (Chalofsky & Krishna, 2009). Researchers refer the meaningful work as the perception of individuals towards their work (Rosso et al., 2010). According to Holbeche and Springett (2003), peoples' perception regarding their workplace is associated with their findings of meaning. They also claimed that people become more engaged towards their work if they can feel their work is meaningful, which eventually leads to increase in their performance. In the early literature of engagement, Kahn (1990) initially unleashed the word personal engagement and personal disengagement. Conducting a research through an interview in a summer camp, he discovered that three psychological conditions are associated with the engagement. These are meaningfulness, safety, and availability. According to him, employees feel more engaged towards their job once they are satisfied with the above-mentioned psychological conditions. Later on, May et al. (2004) tested the model of Kahn (1990) and found out that meaningful work has the strongest relationship with engagement in a situation where job enrichment and role fit are the significant predictors of meaningful work. Meanwhile, in the burnout literature, Maslach et al. (2001) claimed that work engagement is a reverse condition of burnout. According to them, there are six areas of work life, namely, workload, control, reward and recognition, community and social support, fairness and justice and meaningful and valued workplace that influence work engagement. Hirschi (2012) claimed that work could be meaningful through attaining certain job characteristics such as feedback, task clarity and so on. Being a predictor of various personal and organizational

outcomes, meaningful work performs a psychological condition for work engagement (Christian, Garza, & Slaughter, 2011).

Various researches have been done to see the relationship between these variables over the course of time. Fairlie (2011) showed a strong correlation between employees' work engagement and meaningful work. He added that employees feel more engaged in work that they view as personally meaningful (Fairlie, 2011). In a study carried out on 252 white-collar employees in Israel, Steger et al. (2012) depicted that meaningful work moderates the relationship between affective disposition and work engagement. Based on a study upon 529 German employees, Hirschi (2012) discovered that meaningful work as a mediator between calling and work engagement. Later on, Soane, Shantz, Alfes, Truss, Rees, and Gatenby (2013) examined the mediating and moderating factors that are associated with the employees' perception of work and absence. The result, therefore, depicted that meaningful work increases the level of work engagement. Results also showed that work engagement mediates the relationship between meaningful work and absenteeism. The impact of having meaningful work also varies in different generation over work engagement. In a study carried out on different generations, i.e., baby boomers, generation X and generation Y, Hoole and Bonnema (2015) found out that there is a strong relationship between meaningful work and work engagement. The result also portrayed that baby boomers generation has experienced the highest level of engagement towards their work for experiencing meaningful work, whereas Generation Y has the least impact on it. According to Holbeche and Springett (2003), since employees spend a significant amount of their period in the workplace, it is essential for them to find the purpose or meaning of their work. They also claimed that individuals prefer to quit the organization if they cannot find the meaning of their work. The engagement level of the employees increases if they find out that their organizations also share the same purpose as they hold. Consequently, the employees can connect to their organization, engage in their work through emotional aspect, and raise their personal aspiration (Holbeche & Springett, 2003). The above discussion can generate the following hypothesis:

H4: Meaningful work has an influence on work engagement.

2.7.5 Mediating Role of Meaningful Work between Determinants (Organizational, Job and Personal Resources) and Work Engagement

Meaningful work is an important psychological tool that every individual are looking for in his or her job. Finding purpose in work elevates the eagerness to pursue the work more seriously. Being an intrinsic motivator, therefore, it influenced the engagement level of the employees significantly (Kahn, 1990; May et al., 2004). In their revolutionary work of job characteristic model (JCM) for developing work redesign process, Hackman and Oldham (1976) initially discussed its importance over job dimensions and work outcomes. The model focuses on three psychological states of the employees which are experienced meaningfulness of the work, experienced responsibility of the outcome of the work and knowledge of the actual results of the work activities. The founders of this model claimed that the above-mentioned psychological states motivate employees' work behavior internally. The model explains that experiencing meaningful work could be attained through core job dimensions such as skill variety, task identity, and task significance. After ages, this model acted as an inspiration to develop the JD-R model by Demerouti et al. (2001). The model, as described earlier, initiated the concept of job demands and job resources and develops its relationship with burnout (Demerouti et al., 2001) and work engagement (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004). Though the psychological state of meaningfulness of work is considered as the core aspects understanding work design approach, few research have been done in the context of JD-R model. According to Clausen & Borg (2011), JD-R model can explain the relationship between psychological work environment and experience of meaningful work as both job demands and job resources can be deemed from the perspectives of basic needs. They also claimed that presence of job resources satisfies the psychological and social needs of individuals by creating a psychological work environment. This research would like to extend its area to see whether meaningful work can be influenced between determinants (various resources) and work engagement. Having intrinsic motivation factor of resources can fulfill the

psychological need of the meaningful work of the individual which also enhance the engagement level of the employees.

A number of research have been conducted previously regarding the establishment of the relationship between resources and work engagement. As discussed earlier, organizational resources is one of the important predictors of work engagement, has recently been included in JD-R framework. In JD-R framework, organizational resources are recently included by Albrecht (2012). Previously, organizational resources are generally included with job resources in the literature of JD-R framework. Albrecht (2012) urged to identify the organizational resources and separate this from job resources to understand better, the psychological mechanism of the employees.

However, in the academic field, this notion is yet to be developed. Constructs such as organizational climate, value congruence, and senior leader support might influence the psychological process (Albrecht 2013). Sivanathan, Arnold, Turner, and Barling (2004) examined that leadership has a positive association with congruence of values between leaders and followers (Jung & Avolio, 2000), which in turn leads to the employees to believe in the higher purpose of work (Sparks & Schenk, 2001). Such findings may provide a clear implication for leaders, leadership development, and employees' experiences of meaningfulness and engagement at work (Albrecht, 2013). Researchers also argued that through the HRM system, an organization can create a meaningful work environment for its employees (Gelade & Ivery, 2003). If the HRM system could be developed as a support system to its employees, it can influence the employees to view their job as meaningful to pursue. Salanova et al. (2006) stated that the motivational potential of the resources develops the work meaningful for the employees. In another sense, lacking of organizational resources is responsible for creating de-motivation among employees towards their work (Salanova et al., 2006), which can create disengagement among the employees. Besides, organizational climate can also provide significant influence in terms of experiencing meaningful work. By developing ethical organizational climate, employees' moral response increases and also motivate for higher order achievement, that ultimately increase job performance (Jaramillo, Mulki, & Solomon, 2006). In his research, Albrecht (2012) showed that organizational resources have a strong

influence over work engagement and he predicted that psychological state such as meaningful work might influence the relationships between organizational resources and work engagement.

Another influential predictors of work engagement in JD-R framework is job resources. According to Schaufeli & Bakker (2004), the intrinsic motivational aspect of job resources increases employees' growth and personal development by fulfilling basic human needs. Therefore, job resources act as a predictor of creating meaningful work in a psychological work environment (Clausen & Borg, 2011). If the work environment cannot provide a sufficient level of job resources, the motivation towards achieving the task, most importantly, the effort of the employees will be hindered (Bakker & Demerouti, 2008).

Many researches have been addressed regarding the relationship of meaningful work, job resources and work engagement. In his study, Kahn (1990) examined the relationship between job resources and psychological meaningfulness in work. According to him, meaningfulness is influenced by task characteristics, role characteristics, and work interaction. Similar findings were also observed from May et al.s' (2004) work. They discovered that meaningfulness occurred through job enrichment, work-role fit, and co-worker relation. In another research of Tims, Derks, & Bakker (2015), they investigated the influence of job crafting on a person-job fit and meaningfulness. The results demonstrated that individuals who craft their job through increasing job resources and with challenging job demands reported having a high level of person-job fit that will eventually optimize experiencing meaningful work. Therefore, job crafting plays an important role to determine work engagement level of the employees as well as create the job meaningfully. Besides, autonomy also influences individual ownership over the work, which is a cause to experience meaningfulness. In their research, Albrecht and Su (2012) studied in Chinese telecom sector and found out that three specified job resources (autonomy, colleague support, performance feedback) are positively related with meaningfulness at work along with felt obligation and positive mood. By using a cross-sectional analysis of the 284 US population, Young and Steelman (2016) examined how psychological states influence the individual and contextual factors to predict work engagement. The study also revealed that meaningful work, safety, and availability mediated the relationship

between autotelic personality and work engagement. In addition, the study also shows that the feedback environment moderates the relationship between autotelic personality and psychological states of meaningfulness with the presence of job autonomy.

Personal resources are considered as an important extension of the JD-R model (Bakker & Demerouti, 2014). Deriving from COR theory (Hobfoll, 1989), the concept describes itself as a positive self-evaluation of the individuals that linked to resiliency and individuals can control and put an impact on the environment according to their ability (Hobfoll et al., 2003). According to Bakker and Demerouti (2014), personal resources can act as a predictor of goal setting, motivation, performance and so on. Unlike job resources, personal resources also assist for individual growth and development through self-efficacy, self-esteem, optimism and so on (Xanthopoulou et al., 2007).

Researchers claimed that the motivational outcome of personal resources (optimism, resilience, self-efficacy, and hope) might have the influence of the psychological experience of meaningful work (Albrecht, 2013). According to Steger and Dik (2010), it is important to understand the type of personality trait or values that could experience meaningfulness. Hardiness, a personality trait, has positive associations to find meaning in work (Britt et al., 2001). In addition, Albrecht (2013) suggested that self-efficacy, attribution style, positivity and locus of control, sources of personal resources, might have an impact in perceiving the work as meaningful.

The association between personal resources and meaningful work has not been tested much before. The recent inclusion of personal resources in JD-R model (Xanthopoulou et al., 2007) encourages the researcher nowadays to investigate more on these two variables. In this regard, Albrecht (2013) developed a comprehensive conceptual framework where he tries to convey that personal resources influence the satisfaction of needs of meaningfulness that will result in work engagement. In another research, Jacob (2013) found out that job features and personal characteristics affect the work engagement through psychological conditions of meaningful work, safety, and availability. Albrecht (2013) explained that the necessity to understand the psychological process between personal resources and work engagement. In his conceptual framework, he developed the idea to see how the satisfaction of need of

meaningful work influence personal resources and work engagement. According to him, it is essential for the organization to recognize the individual differences through the resources that individual pursue to understand the influence of meaning and engagement at work.

To motivate employees and retain them, understanding the deeper needs of the individual is highly required (Cartwright & Holmes, 2006). Experiencing meaningful work can help the organization to achieve optimum outcomes for the employees (Steger & Dik, 2010). The JD-R model shows that resources have significant influence over work engagement (Schaufeli & Bakker, 2004). Kahn (1990) claimed that people invest or withdraw themselves based on their psychological experience in their role. The similar response also gathered from Hackman and Oldham's (1976) work where they examined that psychological states influence employees' internal work motivation. Therefore, meaningful work is considered as an influential mediating tool between different resources and work engagement. Based on the above discussion, the following hypotheses have been developed:

H5: Meaningful work mediates the relationship between organizational resources and work engagement.

H6: Meaningful work mediates the relationship between job resources and engagement.

H7: Meaningful work mediates the relationship between personal resources and work engagement.

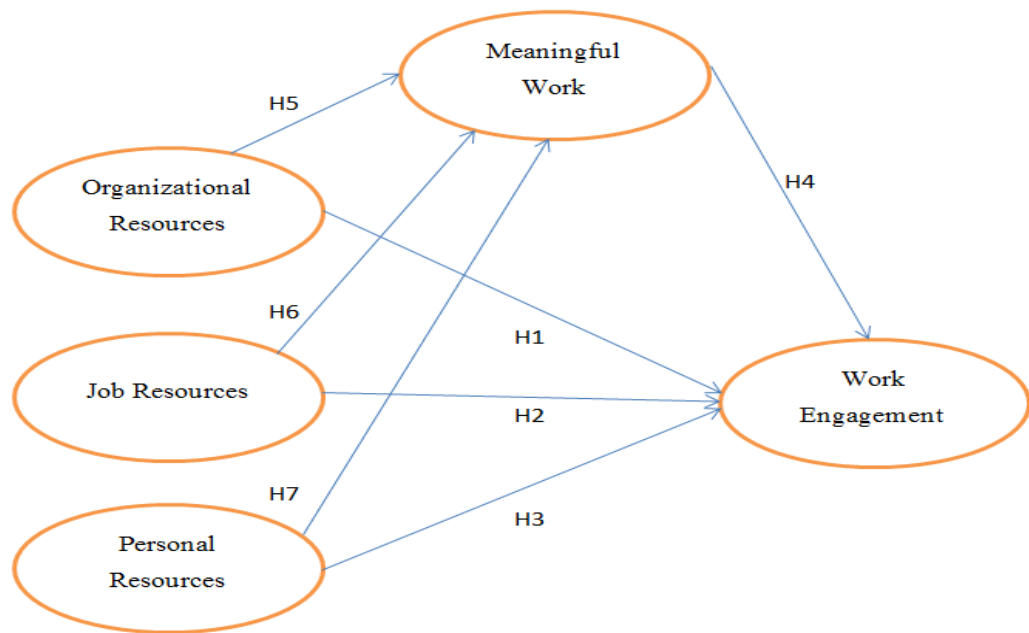


Figure 2.1 Mediating Role of Meaningful Work between Resources and Work Engagement

CHAPTER 3

RESEARCH METHODOLOGY

The current thesis aims to focus on developing its research design by incorporating its background, objectives, variables and hypothesis. The study is going to follow the quantitative methodological approach, thereby; a survey method will be used to collect data. The survey will be designed to assess the employees' perception regarding the variables that the study wants to conduct. The following sections will describe the detailed information regarding research design and its applicability in future sections.

3.1 Research Design

According to Zikmund (2003), research design is considered as a master plan where knowledge is acquired and is a systematic method needed for collecting and analyzing the information. He further added the importance of identifying the nature of the problems, as this lead to find out which research method will be suitable for the study. However, the research design typically depends on the existing knowledge, framework and objectives associated with the study.

This research is based on quantitative research method approach. The quantitative research is focused on testing the hypothesis that is developed from existing knowledge (Newman & Harrison, 2008) and generalized the findings on defined population (Creswell, 2003). The aim of the research is to understand the relationship influencing the organizational, job and personal resources to work engagement with the mediating effect of meaningful work. As an explanatory research in nature, this study used survey design to collect data regarding the attitude and perceptions from the participants.

3.2 Explanatory Research Design

To develop a research design, the prime concern is to focus on getting the result of the research questions. Therefore, finding the purpose to conduct the research is the sole decision to define a research design. According to (De Vaus & De Vaus, 2001), “the function of the research design is to ensure that the evidence obtained enables us to answer the initial question as unambiguously as possible” (p. 9). In social science research, three types of research design are used. These are explanatory or casual, descriptive and exploratory research design. To understand the cause and effect relationship, explanatory research design is used. In explanatory research, researchers focus in finding the processes that best describes the mechanism of the solution. On the other hand, descriptive research provides an overview of the phenomena from the previous understanding of a research. In exploratory research design, researchers seek to explore new information such as identifying the nature of the problem, define issues and so on. This research design is chosen while researchers have limited knowledge and more explanations are required about a problem (Balnaves and Caputi, 2001).

The present study focuses on investigating the impact of the determinants on work engagement with the mediating effect of meaningful work. Therefore, this study seeks to identify whether employees’ work engagement depends on various determinants or not. Since the relationship focuses on cause and effect relationship, this study is based on explanatory research design.

3.3 Correlational Design

To test the hypotheses of this study, a correlational design has been chosen. Correlational design discovers the relationship effect between the variables. According to Hair, Black, Babin, and Anderson (2010), correlational design allows the researcher to determine whether independent variables increment can lead to any changes in its dependent variables. The researcher has given a chance to observe the proposed hypotheses. In addition, this design also helps the researcher not to manipulate the independent variables for testing the hypotheses. Therefore, to avoid

manipulation of independent variables and observe the cause and effect relationship between independent and dependent variables, correlational design has been chosen.

3.4 Quantitative Research Method

Choosing appropriate research method is important to conduct a research (Creswell, 2003). The aim of the current study focuses on seeing the impact of determinants in work engagement. Therefore, quantitative research method has been taken as aims and hypotheses, which are based on explanatory research design. According to Leedy (1997), quantitative research method discovers the relationship between measurable variables. Through quantitative study, researchers can explain, predict and control the situation of a research problem (Leedy, 1997). One of the important characteristics of quantitative study is to confirm or unconfirm the hypothesis that has developed through literature review (Creswell, 2014). In addition, quantitative study generalizes the findings on the defined population (Creswell, 2014). Therefore, the hypotheses that are chosen and are tested in a particular population and context could be generalized for a bigger region.

The current study has been conducted in the private banking sector in Bangladesh. Therefore, the result will be generalized for this particular industry in Bangladesh. This will bring new insights to the managers as they could develop various intervention plans in their different resources, which will enable their employees to be more engaged than ever.

3.5 Survey Design

In quantitative study, survey method is the most common tool that researchers are interested to obtain. Survey is defined as a technique to gather information through the respondents by using a set of questions (Zikmiund, 2003). Survey design allows researchers to collect huge information from a large number of people within a very short period. Therefore, this technique brings numerous benefits to the researchers such as flexibility, convenience as well as time-saving. Survey method

usually uses a set of questions where the participants provide their information such as attitude, perception, opinion, and so on (Zikmund, Babin, Carr, & Griffin, 2010).

In this thesis, self-administered survey method has been used to assess the variables. The questions are formulated by using five point Likert scale format. However, demographic questionnaires are excluded from the Likert scale format. The questionnaires that will be used for this research are collected from existing literature. The survey method is considered as a faster and convenient approach to collect information and will be beneficial to the study.

3.6 Population and Sample

It has always been a critical issue to conduct quantitative research as various matters needs to be considered before sampling decision (Creswell, 2003; Zikmund et al., 2010). To determine the sample size, the researchers need to identify the target population, determine the sampling method and decide the appropriate number of sample or participants (Gadhi, 2010).

Target population is referred to as the group that shares the same characteristics (Zikmund et al., 2010). It is essential to define the target population so that the information regarding sample will be understood. In this study, the target populations are the employees who work in the private commercial banking sector in Bangladesh. From the annual reports of the commercial private banks in Bangladesh 2015, the number of employees working here is 91,630.

The research cannot use all participants who are selected as target population due to its inconvenience. To eliminate the gap between the target population and sample, a set of representative will be chosen from the target population. Convenient sampling method was used to select the participants, as this method focus on the required characteristics of the population as well as the collected data from a large number of population in an effective way (Neuman, 1997). Using this sampling method, two urban cities, i.e., Dhaka and Chittagong will be selected. Selecting these locations will depend on numerous factors. Firstly, these two cities are considered as the major urban areas in Bangladesh and they play a significant contribution in Bangladesh Economy which are 35% and 20% respectively (Bangladesh Investment

Development Authority, 2016). Being a capital city, Dhaka is the hub of all headquarters of financial institutions. On the other hand, Chittagong, which is a port city that is considered as a financial center in Bangladesh. Secondly, both cities are the largest cities having a dense population. According to World population review (2016), 6.97 million and 2.58 million people are living in Dhaka and Chittagong respectively. Lastly, as these two cities are considered as the hub of the financial activities, 47.14% private commercial banks are currently functioning here. Therefore, 8 banks were chosen conveniently from Dhaka and Chittagong. Of them, the researcher collected data from 18 branches.

Neuman (1997) argued to differentiate the target population and sampling size of the research. Though a handful method is there to find the appropriate sample size, researchers believe that it solely depends on the purpose of the study, the degree of accuracy and the variance of the population (Balnaves & Caputi, 2001). According to Henn, Weinstein and Foard (2006), determining the sample size is essential, as it creates inferences of characteristics of the population. The present research follows Slovin's method to determine sample size. The formula is derived as

$$n = \frac{N}{1 + (N \times e^2)}$$

Here, N is the population size, e is the error margin and n is the estimated sample size. Considering the marginal error (e) is 95% and $SD \pm 10$, the sample size for this study will be 398. Therefore, the study needs to collect data from 398 employees of private commercial banks in Bangladesh. However, 440 respondents result is discussed in chapter 4. The researcher distributed 500 survey questionnaires. Among them, 440 respondents participated in this study.

3.7 Measurement

Work engagement was evaluated by using the Utrecht Work Engagement Scale (UWES) that was developed by Schaufeli, Bakker, and Salanova (2006). The questionnaire consists of three subscales vigor, dedication, and absorption. Total 12

items were selected to conduct this study. The sample questions are, “In my job, I am mentally resilient” (Vigor), “I am enthusiastic about my job” (Dedication) and “Time flies when I am working” (Absorption). The questionnaire is a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Meaningful work was evaluated by using meaningful work scale that was developed by Steger, Dik, and Duffy (2012). Total 4 items were selected to conduct this study. The sample questions are, “I have found a meaningful career,” “The work I do serves a greater purpose” and so on. The questionnaire is a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Organizational climate was evaluated by the scale developed by Rogg, Schmidt, Shull, and Schmitt (2001). Total 5 items were selected to conduct this study. The sample questions are, “Work is fairly distributed to the employees”, “Employees know they are valued”. The questionnaire is a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Organizational support was evaluated by the scale, which was developed by Saks (2006). Total 4 items were selected to conduct this study. The sample questions are, “My organization cares about me,” “My organization strongly considers my goals and values.” The questionnaire is a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Value congruence was evaluated by the scale that was developed by Thomas (2013). Total 4 items were selected to conduct this study. The sample questions are, “My values match with this organization,” “All things considered, I like my job.” The questionnaire is a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

HRM practices was evaluated by the scale developed by Gould-Williams and Davies (2005). Total 4 items were selected to conduct this study. The sample questions are, “A rigorous selection process is used to select new recruits”, “I feel fairly rewarded for the amount of effort I put into my job.”. The questionnaire is a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Fairness was evaluated by the scale developed by Gould-Williams and Davies (2005). Total 4 items were selected to conduct this study. The sample questions are, “I feel unfairly treated in my job.” “I work too hard considering my outcomes.” The

questionnaire is a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Autonomy was evaluated by the scale that was developed by Morgeson and Humphrey (2006). Total 4 items were selected to conduct this study. The sample questions are, “I can use my own judgment to do my work.” “I can work independently.” The questionnaire is a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Social support was evaluated by the scale that was developed by Morgeson and Humphrey (2006). Total 4 items were selected to conduct this study. The sample questions are, “I have the opportunity to meet with others in my work.” “People I work with are friendly.” The questionnaire is a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Performance feedback was evaluated by the scale that was developed by Morgeson and Humphrey (2006). Total 3 items were selected to conduct this study. The sample questions are, “The job itself provides a feedback on my performance,” “The job itself provides me with information about my performance.” The questionnaire is a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Task significance was evaluated by the scale that was developed by Morgeson and Humphrey (2006). Total 3 items were selected to conduct this study. The sample questions are, “The job itself is very significant and important in the broader scheme of things,” “The job has a large impact on people outside the organization.” The questionnaire is a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Opportunities for learning and development was evaluated by the scale developed by Van Veldhoven and Meijman (1994). Total 4 items were selected to conduct this study. The sample questions are, “My job offers me opportunities for personal growth and development.” “I learned new things in my work”. The questionnaire is a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Self-efficacy was evaluated by the scale, which was developed by Sapyaprapa, Tuicomepee, and Watakakosol (2013). Total 4 items were selected to conduct this

study. The sample questions are, “I can learn the new working system easily. “I feel confident that I can accomplish my work goals.” The questionnaire is a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Organization-based self-esteem was evaluated by the scale developed by Pierce, Gardner, Cummings, and Dunham (1989). Total 4 items were selected to conduct this study. The sample questions are, “I am important.” “I am efficient.” The questionnaire is a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Hope was evaluated by the scale, which was developed by Sapyaprapa, Tuicomepee, and Watakakosol, (2013). Total 3 items were selected to conduct this study. The sample questions are, “I have several ways to accomplish the work goal.” “I am energetic to accomplish the work goal.” The questionnaire is a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Resiliency was evaluated by the scale, which was developed by Sapyaprapa, Tuicomepee, and Watakakosol, (2013). Total 4 items were selected to conduct this study. The sample questions are, “Although my work failed, I will try to make it successful again.” “I usually manage difficulties at work.” The questionnaire is a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Optimism was evaluated by the scale, which was developed by Sapyaprapa, Tuicomepee and Watakakosol, (2013). Total 4 items were selected to conduct this study. The sample questions are, “I’m optimistic about my future regarding my work,” “I see the bright side of the problems that occur at work.” The questionnaire is a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

3.8 Pilot Study

To investigate the determinants of work engagement and to see the role of meaningful work between the resources (organizational, job, and personal) and work engagement, a pilot study has been conducted. Pilot study provides a significant contribution in the research, as this study reveals the face and content validity and reliability of the questionnaire. The prime aspect of conducting pilot study is to assess

the proposed questionnaire and to ensure its compatibility before the actual data collection process starts.

3.8.1 Validity

The proposed questionnaire sent two bank managers and one HRD scholar to ensure its face and content validity. The purpose here is to check whether the questionnaire can be easily understandable or not. The result came out positively. All these people confirmed that the questionnaires are relevant and they can easily understand the variables, especially, the technical terms as each technical term is described clearly in the questionnaire. The same response has been received during pilot study from the respondents.

3.8.2 Content Validity Assessment

Content validity was assessed according to Turner and Carlson's (2003) concept of indexes of item objective congruence (IOC). This technique is used at the item development stage to assess the congruence of items with the objective. (Turner & Carlson, 2003). The content validity of the items was evaluated by the experts who were the committee members of the researchers and the two managers in the private banks in Bangladesh. The experts rate individual items based on the degree to which they measure specific objectives (Hambleton, 1978). The items can be selected until it will not be lower than 0.75. IOC was calculated by assigning scores as follows:

The question is congruent with the objectives = +1

The question is uncertain to be congruent with the objectives= 0

The question is not congruent with the objectives= -1

The following table provides the results of the IOC:

Table 3.1 Indexes Of Item-Objective Congruence for the Category of Work Engagement, Meaningful Work, Organization Resources, Job Resources and Personal Resources Items

Codes	Items	Average
1. Work Engagement		
Vigor		
1.1	When I get up in the morning, I feel like going to work.	1
1.2	I can continue working for very long periods at a time.	1
1.3	At my job, I feel strong and vigorous.	1
1.4	At my work, I always persevere, even when things do not go well.	1
Dedication		
1.5	I am enthusiastic about my job	1
1.6	My job inspires me.	1
1.7	I am proud of the work that I do.	1
1.8	I find the work that I do full of meaning and purpose.	1
Absorption		
1.9	When I am working, I forget everything else around me.	0.75
1.10	I feel happy when I am working intensely	1
1.11	It is difficult to detach myself from my job.	1
1.12	I am absorbed in my work.	1
2. Meaningful Work		
2.1	I have found a meaningful career.	1
2.2	I know my work makes a positive difference in the world.	1
2.3	My work helps me better understand myself	1
2.4	The work I do serves a greater purpose.	1
3. Organizational Resources		
Organization Climate		
3.1	Work is fairly distributed to employees.	1

3.2	Employees know they are valued.	1
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Table 3.1 (Continued)

Codes	Items	Average
3.3	Employees would recommend this place as a good place to work.	1
3.4	Customers are truly valued.	1
3.5	Managers treat everyone with respect.	1
Organization Support		
3.6	My organization cares about me.	1
3.7	Help is available from my organization if I have problem.	1
3.8	My organization strongly considers my goals and values	1
3.9	My organization would forgive an honest mistake on my part.	1
Fairness		
3.10	I work too hard considering my outcomes.	1
3.11	I feel unfairly treated in my job. (R)	1
3.12	I give a great deal of time and attention to the organization, but do not feel appreciated.	1
3.14	I put more energy into my job than it is worth.	1
Value Congruence		
3.15	My values match those of this organization.	1
3.16	I intend to remain with this organization	1
3.17	I would recommend this organization to my friends as a good place to work.	1
3.18	All things considered, I like my job.	1
HRM Practices		
3.19	A rigorous selection process is used to select new recruits.	1
3.20	I feel fairly rewarded for the amount of effort I put into	1

my job.

Table 3.1 (Continued)

Codes	Items	Average
3.21	Management involves people when they make decisions that affect them.	1
3.24	I am provided with sufficient opportunities for training or development.	1
4. Job Resources		
Autonomy		
4.1	The job allows me to plan how I do my work.	1
4.2	I can work independently.	1
4.3	I can use my own judgment to do my work.	1
4.4	The job provides me with significant autonomy in making decisions.	1
Social Support		
4.5	I have the opportunity to meet with others in my work.	1
4.6	People I work with are friendly.	1
4.7	I have the opportunity to develop close friendships in my job.	1
4.8	People I work with take a personal interest in me.	1
Performance Feedback		
4.9	The work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance.	1
4.10	The job itself provides feedback on my performance.	1
4.11	The job itself provides me with information about my performance.	1
Task Significance		

4.12	The job itself is very significant and important in the broader scheme of things.	1
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Table 3.1 (Continued)

Codes	Items	Average
4.13	The job has a large impact on people outside the organization.	1
4.14	The work performed on the job has a significant impact on people outside the organization.	1
Opportunities for Learning		
4.15	I learn new things in my work.	1
4.16	My job offers me opportunities for personal growth and development.	1
4.17	My work gives me the feeling that I can achieve something.	1
4.18	My work offers me the possibility of independent thought and action.	1
5. Personal Resources		
Self-efficacy		
5.1	I feel confident that I can accomplish my work goals.	1
5.2	I can learn the new working system easily.	1
5.3	I can work under pressure and challenging circumstances.	1
5.4	Although my supervisor assigns me an extra job which I never had done it, I still believe in my ability that I can do it.	1
Organization Based Self-esteem		
5.5	I am important.	1
5.6	I am efficient	1

5.7	I am valuable.	1
5.8	There is faith in me.	1

Table 3.1 (Continued)

Codes	Items	Average
Optimism		
5.9	At work, I always find that every problem has a solution.	1
5.10	I see the bright side of the problems that occur at work.	1
5.11	If I have to face with a bad situation, I believe that everything will change to be better.	1
5.12	I'm optimistic about my future regarding my work.	1
Hope		
5.13	I have several ways to accomplish the work goal.	1
5.14	I am energetic to accomplish the work goal.	1
5.15	I believe, "Where there is a will, there is a way".	1
Resiliency		
5.16	Although my work failed, I will try to make it successful again.	1
5.17	I usually manage difficulties at work.	1
5.18	Although too much responsibility at work makes me feel awkward, I can go through to work successfully.	1

3.8.1 Reliability

To test the reliability of the questionnaire, Cronbach's alpha (Cronbach, 1951) has been used. Regarding reliability testing, Cronbach's alpha is considered as the most trusted and common one. Having values of 0.90 or more is considered excellent, 0.80 is considered good and 0.70 is considered as adequate and values below 0.5 is

considered as unreliable and hence, should be avoided (Bentler & Chou 1987) in Cronbach's alpha technique.

The Cronbach's alpha for the overall questionnaire in this study is 0.941, which means highly reliable questionnaire for this research. Individual variables' Cronbach's alphas in this study are as follows: Work engagement: 0.836, Meaningful work: 0.821, Organizational resources: 0.859, Job resources: 0.887, and Personal resources: 0.929. Thus, the items of the questionnaire represent an acceptable level of reliability. The table below shows the Cronbach's alpha of model variables:

Table 3.2 Reliability of Model Variables

Variables	Items	Cronbach's alpha
Work engagement	12	.836
Organizational resources	21	.859
Job resources	18	.887
Personal resources	19	.929
Meaningful Work	4	.821

3.9 Data Analysis

In this section, the author is trying to provide ideas regarding the procedures of data analysis by specifying the preliminary analysis, hierarchical regression analysis and mediation analysis.

3.9.1 Preliminary Analysis

The preliminary analysis focuses on the descriptive statistics. Descriptive statistics are important as it provides a comprehensive idea about the participants and their background. Moreover, it describes the variables and items of each variable of the study. In this study, descriptive statistics will be used to have a clear understanding of the hypothesis so that data will not be misinterpreted.

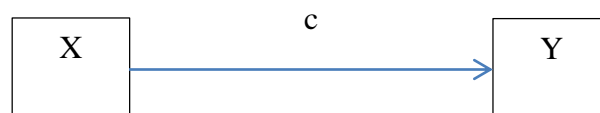
3.9.2 Hierarchical Regression Analysis

The current study is going to use hierarchical regression analysis to investigate the impact of determinants on work engagement. According to Pedhazur (1997), this technique helps to see the relationship between independent variables and dependent variables. Therefore, to test the hypothesis from 1 to 3, hierarchical regression analysis will be used. In addition, multiple correlation co-efficient will determine the strength of the relationship, more specifically, explain the variance between equations and identify the significant predictors.

3.9.3 Mediation Analysis

Mediation hypothesis is frequently used in the psychological and social science research (Preacher & Hayes, 2004). In this study, mediation analysis is important to determine the mediating effect of meaningful work between determinants and work engagement. Mediator is defined as “the extent that it accounts for the relationship between the predictor and the criterion” (Baron & Kenny, 1986, p. 1176). The study used Baron and Kennys’ (1986) approach to conduct the mediation analysis through multiple regression technique.

Panel A: Illustration of a direct effect. X affects Y.



Panel B: Illustration of a mediation design. X affects Y through mediation M.

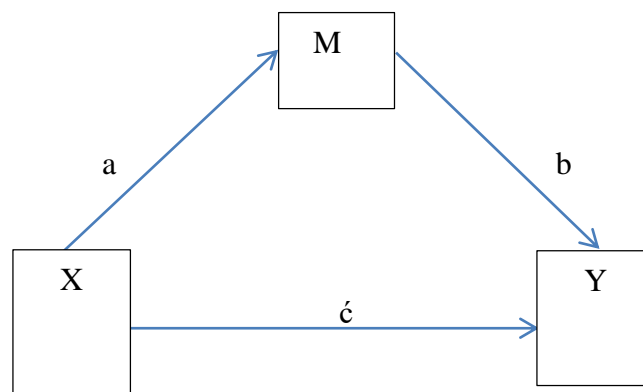


Figure 3.1 Simple Mediation Model

Source: Barron and Kenny, 1986.

Panel A discussed the effect of X on Y , i.e., the effect of cause and outcome in the relationship. Panel B described the simple mediation technique. ' M ' acts as a mediator between ' X ' and ' Y '. The relationship effect of X on Y is called total effect and denoted as c . On the other hand, the effect of X on Y through controlling M is called direct effect and denoted as c' . The indirect effect is denoted as ab which is a product of $X \rightarrow M$, path a and $M \rightarrow Y$, path b . To test the indirect effect Sobel (1982) test, z , was performed. It compared the magnitude of indirect effect of X on Y after having M .

According to Baron and Kenny (1986), M could be a mediator if (1) X significantly predicts Y , (2) X significantly predicts M and (3) M significantly predicts Y for controlling X . Two more assumptions are also required in mediation, which means that there should be no measurement error in M and Y cannot occur because of M . In mediation, complete mediation or perfect mediation occurs when the effect of X on Y decreases to zero by having M . Partial mediation occurs when the effect of X on Y decreases in a non-trivial amount, but not zeros (Preacher & Hayes, 2004).

CHAPTER 4

DATA ANALYSIS AND RESEARCH RESULT

This chapter provides a comprehensive idea regarding the pilot study and data analysis techniques. The result of both hierarchical and multiple regression analysis along with the descriptive studies are presented in the below sections.

4.1 Respondents' Profile

440 private bank employees in Bangladesh participated in this study. Although the sample size was determined as 398, in order to avoid biasness in convenience sampling method, researcher gathered data from more respondents. A survey questionnaire has been distributed to them. From table 4.1, it has been observed that 74.8% male and 25.2 % female took part in this survey. Most of the respondents were young in age. 51.4% respondents were in the age group of 31-40 years whereas 45.7% were in between 21 and 30 years of age. Majority of them were working in the mid-level position (47.0%) in the organization while most of them served in the organization for almost 3 years (40.5%). The respondents' education were also equally divided into banking and non-banking background. 50.9% employees studied in the business administration during their graduate level. However, 49.1% respondents who are working in the banking sector were from different background.

Table 4.1 Respondents' Profile

	Variables	Respondents	Percent (%)
Gender			
	Male	329	74.8
	Female	111	25.2
Age			
	21-30	201	45.7
	31-40	226	51.4
	41-50	13	3
Education Background			
	Banking or business administration	224	50.9
	Non-banking or non- business administration	216	49.1
Position			
	Junior level	121	27.5
	Mid-level	207	47.0
	Senior level	112	25.5
Tenure of Working			
	1-3 years	178	40.5
	4-6 years	155	35.2
	7-10 years	77	17.5
	11+ years	30	6.8

4.2 Descriptive Statistics

Table 4.2 provides the descriptive statistics of the model variables. A 5-point Likert scale (1 = Strongly disagree to 5 = Strongly agree) was used to evaluate the responses of the items of model variables.

The result showed that, among the resources, personal resources was ranked as the highest among the private bank employees in Bangladesh (mean=4.4600, std. Deviation=.41387), which was followed closely by meaningful work, job resources and organizational resources (mean=4.1972, std. Deviation=.72592; mean=3.9318, std. Deviation=.43454; mean=3.7389, std. Deviation=.42181). In addition, employees working in the private banks in Bangladesh reported about a high engagement level (mean=4.1068, std. Deviation=.49483)

Table 4.2 Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
Work Engagement	2.42	5.00	4.1068	.49483
Meaningful Work	1.00	5.00	4.1972	.72592
Organizational Resources	2.37	4.68	3.7389	.42181
Job Resources	2.73	4.95	3.9318	.43454
Personal Resources	3.00	5.00	4.4600	.41387
Valid N (listwise)	440			

4.3 Correlation Analysis

Table 4.3 discusses the correlation analysis of all the variables. The results indicate a positive and significant correlation between model variables at a moderate level. The highest correlation was observed between job resources and work engagement ($r=.615$, $p<0.01$). Besides, organizational and personal resources that are correlated with work engagement significantly ($r=.576$, $p<0.01$ and $r=.579$, $p<0.01$).

The positive relation also viewed between meaningful work and work engagement ($r=.686$, $p<0.01$). In contrast, demographic variables did not correlate with work engagement. A significant and negative correlation was observed between tenure of working and work engagement. Therefore, it can be concluded that resources and meaningful work had a strong relationship with work engagement among the employees in Bangladesh private banks whereas demographic variables had no influence on it.

Table 4.3 Correlation Analysis

Variables	1	2	3	4	5	6	7	8	9	10
1. WE	1									
2. Gender	-.092	1								
3. Age	-.032	-.076	1							
4. Edn	.029	.016	-.013	1						
5. Position	-.011	-.012	-.004	-.216**	1					
6. Tenure	-.108*	-.061	.675**	.060	.018	1				
7. MW	.686**	-.057	-.062*	.003	-.013	-.095*	1			
8. OR	.576**	-.121*	.016	-.001	-.028	-.047	.444**	1	1.1.1.1.1	
9. JR	.615**	-.141**	-.011	.041	.014	-.036	.541**	.675**	1	
10. PR	.579**	-.108*	-.080	.002	.004	-.146**	.484**	.489**	.574**	1

Note: ** Correlation is significant at 0.01 level

* Correlation is significant at .05 level

WE=Work engagement; OR=Organizational resources; JR=Job resources;

PR=Personal resources; MW=Meaningful work; Edn=Educational background

4.4 Hypothesis Testing

4.4.1 Hierarchical Regression Analysis

Hierarchical regression analysis has been performed to test the hypothesis *H1* to *H4*. In the first step, the demographic variables entered as a control variable and regressed work engagement. In step 2, the mediating variable, meaningful work, entered along with control variables. In step 3, one of the model variables, organizational resources regressed with work engagement along with control variable. In step 4, the job resources were entered along with control variables and organizational resources. Finally, in step 5, personal resources entered and work engagement was regressed by control and model variables.

In the analysis, the model variables are continuous variables whereas the control ones are the categorical. Continuous variable is denoted as the situation where subjects differ in amount or degree. On the other hand, in categorical variables, subjects differ in types and kinds (Pedhuzar, 1997). More specifically, continuous variables discusses a situation through “more or less” context whereas categorical variables is reflected as a “either/or” situation. To run the regression analysis, all the variables are required to be the continuous variables while it is being entered (Pedhuzar, 1997). However, categorical variables can also be analyzed in regression analysis through coding method. Categorical variable allows the researcher to explain or predict a situation (Hempel, 1952). In this research, dummy coding method has been used to analyze control variable where the membership in a group symbolized as mutually exclusive or extensive manner, i.e., membership in a group is assigned as 1 whereas non-membership in a group coded as 0 or referred to as constant (Pedhazar, 1997, Cohen and Cohen 1983). In the analysis, control variables such as male, experience in banking, junior position and 1-3 years’ tenure of working are determined as constant.

Table 4.4 portrayed that control variables such as age, position and educational background did not have any significant impact on work engagement. Although statistically significant influence was observed between the female and work engagement, it had negative impact. The analysis depicted that male tend to be more engaged than female until job and personal resources included, although it’s not

significant. Similar observations have been found in age, position and educational background. In addition to that, the tenure of working found significant influence over engagement. Employees who work for more than 3 years had reportedly a significant negative influence on work engagement than employees who work from 1 to 3 years.

After adding meaningful work with control variable, a significant change had been observed. Meaningful work added 45.7% variance in model 2. Individually, meaningful work was influenced significantly to work engagement ($\beta = .679$, $p < .001$). This can prove hypothesis 4 which stated that meaningful work has a positive influence over work engagement. By adding organizational resources, the model variance reached up to 56.3%. After including job resources and personal resources in model 4 and 5, the value of adjusted R^2 increased to 58.1% and 60.5% respectively. The standard coefficient of the resources also showed their significant influence on work engagement. Model 5 revealed significant influence of organizational, job and personal resources on work engagement ($\beta = .200$, $p < .01$; $\beta = .127$, $p < .10$; $\beta = .205$, $p < .01$)

The result, therefore, confirmed the significant impact of all determinants on work engagement in Bangladesh private banks and proved hypothesis 1 to 4. Personal resources were reported to be the most influential resources on work engagement, followed by organizational and job resources. As expected, meaningful work also affect the work engagement significantly.

Table 4.4 Effect of Demographic and Model Variables on Work Engagement

Variables	Standard Beta				
	Model 1	Model 2	Model 3	Model 4	Model 5
Gender	-.097**	-.043	-.012	.000	.006
(Female= 1)					
Age					
21-30	-.439	-.120	-.063	-.052	-.174
31-40	-.369	-.020	.013	.027	-.103
41-50	-.118	-.009	-.012	.004	-.043

Table 4.4 (Continued)

Variables	Standard Beta				
	Model 1	Model 2	Model 3	Model 4	Model 5
Education					
Background					
Business	-	-	-	-	-
Administration					
Non-Business	.042	.036	.037	.026	.028
Administration					
Position					
Junior level	-	-	-	-	-
Mid-level	-.087	-.037	-.039	-.045	-.052
Senior level	.003	.004	.016	.005	.005
Tenure of working					
1-3 years	-	-	-	-	-
4-6 years	-.136**	-.140**	-.116**	-.117**	-.102**
7-10 years	-.106*	-.086*	-.056	-.063	-.025
11+ years	-.166**	-.087*	-.079*	-.084*	-.078*
Meaningful work		.679***	.530***	.470***	.423***
Organizational Resources			.335***	.227***	.200***
Job Resources			.	.201***	.127*
Personal					.205***

Resources

Table 4.4 (Continued)

Variables	Standard Beta				
	Model 1	Model 2	Model 3	Model 4	Model 5
Adjusted R ²	.017	.474	.563	.581	.605
<i>F</i>	1.744*	36.944***	48.154***	47.878***	49.120***

Note: *** Correlation is significant at the .01 level (2-tailed)

** Correlation is significant at the .05 level (2-tailed)

* Correlation is significant at the .10 level (2-tailed)

4.4.2 Mediation Testing

This research follows the Barron and Kenny's (1986) to conduct mediation analysis. To confirm the mediation analysis, first, all the independent variables (OR, JR, and PR) must influence the mediation, meaningful work (MW). Secondly, the mediator, meaningful work, must influence the dependent variable; work engagement (WE). Thirdly, a significant influence will be observed in the relationship between independent (OR, JR, and PR) and dependent variables (WE) by adding mediator (MW). After adding a mediating variable, MW, if the influence is to be reduced, it will be considered as a partial mediation whereas, if the relationship becomes insignificant, it will be noted as full mediation. For condition three, the resources must predict work engagement.

Therefore, in following Table 4.5, it is observed that, in step 1, the resources were regressed with the mediating variable, and meaningful work. All the resources are depicted as a significant positive influence of meaningful work (OR=1.00*, JR=.333***, PR=.245***). In step 2, meaningful work significantly influenced the work engagement ($\beta = .686^{***}$). In step 3(a), all the resources had regression with work engagement and it significantly showed a positive influence between the

variables ($OR=.241^{***}$, $JR=.280^{***}$, $PR=.301^{***}$). The mediation effect is observed in step 3(b) while adding a mediating variable along with the independent variables. After adding a meaningful work, a significant influence was observed but the influence of the resources became less, which can include existing partial mediation in the model. The result is best described in Table 4.5. The table depicted that the total effect between the organization resources and work engagement was $\beta = .241$, $p=.000$ which has been reduced after adding the meaningful work. Therefore, the direct effect of organizational resources on work engagement was $\beta = .198$, $p=.000$. Similar observations were also found in other two resources. The total effect of job and personal resources on work engagement were $\beta = .280$, $p=.000$ and $\beta = .301$, $p=.000$ respectively. Both of the resources significantly showed less influence on work engagement after adding the meaningful work. Therefore, the direct effect of job and personal resources on work engagement were $\beta = .137$, $p=.000$ and $\beta = .196$, $p=.000$ respectively.

Mediation in the relationship has existed when the indirect effect becomes lower than the total effect. According to Mathieu and Taylor (2006), indirect effect is considered as a form of the intervening effect of the predictors and dependent variable that are related indirectly of having a significant relationship. From the table 4.6, it is depicted that the indirect effect of OR, JR and PR were .043, .143, and .105 respectively which is lower than the total effect.

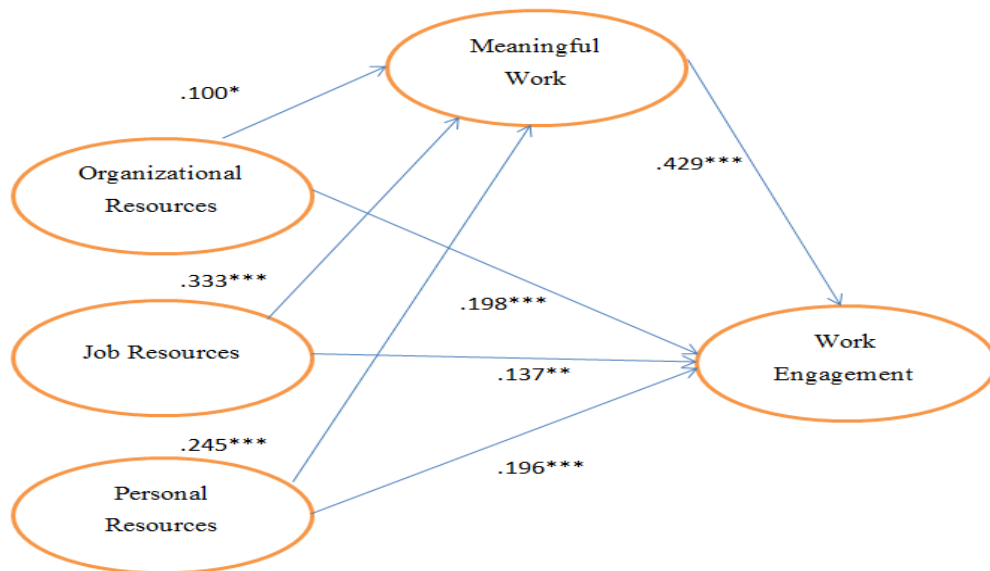
To see the magnitude of mediation effect, Sobel (1982) z test has been performed. Sobel test showed the significance of indirect effect in table 4.6. If the indirect effect is not significant, it is considered as full mediation. On the other hand, partial mediation exists when indirect effect is significant. The result depicted that meaningful work partially mediated the relationship between organizational, job, personal resources and work engagement ($z=.043$, $p=.001$, $z= .143$, $p=.001$, $z= .105$, $p=.001$ respectively).

Table 4.5 Multiple Regression Analysis

Step 1			
Independent variables (OR, JR, and PR) predicts mediating variable (MW)			
Variables	β	t	p
Organization	.100	1.872	.062
Resources			
Job Resources	.333	5.855	.000
Personal Resources	.245	5.087	.000
Step 2			
Mediating variable (MW) predicts dependent variable (WE)			
Variables	β	t	p
Meaningful Work	.686	19.708	.000
Step 3 (a)			
Independent variables (OR, JR, and PR) predicts dependent variable (WE)			
Variables	β	t	P
Organization	.241	5.092	.000
Resources			
Job Resources	.280	5.553	.000
Personal Resources	.301	7.063	.000
Step 3 (b)			
Independent (OR, JR, and PR) and mediating variable (MW) predicts dependent variable (WE)			
Variables	β	t	P
Meaningful Work	.429	11.545	.000
Organization	.198	4.759	.000
Resources			
Job Resources	.137	2.987	.003
Personal Resources	.196	5.101	.000

Table 4.6 Mediation Effect

Relationship		Total Effect (C)		Direct Effect (C')		Indirect Effect (<i>ab</i> ; using Sobel, <i>z</i> , test)	
		β	p	β	p	B	P
Model 1	OR-MW-WE	.241	.000	.198	.000	.043	.063
Model 2	JR-MW-WE	.280	.000	.137	.003	.143	.000
Model 3	PR-MW-WE	.301	.000	.196	.000	.105	.000

**Figure 4.1** Mediating Effect of Meaningful Work between Resources and Work Engagement**Note:** *** Correlation is significant at the .01 level (2-tailed)

** Correlation is significant at the .05 level (2-tailed)

* Correlation is significant at the .10 level (2-tailed)

To summarize, the multiple regression analysis supported the partial mediation effect between the resources and work engagement. In the mediation process, the direct effect of personal and organizational resources ($\beta=.196$, $p=.000$ and $\beta=.198$, $p=.000$ respectively) on work engagement were higher than job resources ($\beta=.137$, $p=.003$). However, the total effect was portrayed with different picture in the model. As per total effect, personal resources had higher impact ($\beta=.301$, $p=.000$) on work engagement through the partial mediation effect of meaningful work, followed by job and organizational resources ($\beta=.280$, $p=.000$; $\beta=.241$, $p=.000$ respectively).

CHAPTER 5

DISCUSSION

This section outlined the detailed results that are derived from the proposed hypotheses. According to the discussion, this section also takes a glimpse regarding the implications and limitations of this study. Therefore, it concludes with a guideline for future research.

5.1 Summary

This section describes the purpose of the study along with the research method that has used to conduct this study. Finally, a brief discussion of results has been portrayed.

The purpose of this study was in two-fold. First, the study investigated the effect between determinants (organizational, job, personal resources) and work engagement in Bangladesh private commercial banks. In addition, it also explored the mediating role of meaningful work between determinants and work engagement.

The literature review has been performed to develop the conceptual framework for this study. In this regard, this study reviewed the literature regarding job demand resource model, work engagement, meaningful work, job resources and personal resources. Relationships between the variables were also analyzed to understand the mechanism of the variables. Various contexts including different countries and industries have been undertaken to understand the concept clearly. Constructs of the variables were also determined from the past literature. To build up the research model, job demand resources theory, conservation of resources and social exchange theory were applied. A number of hypotheses were generated from the research model.

The study followed the quantitative methodological approach. A survey questionnaire was prepared and used to collect data. To validate the content of the items, a questionnaire was sent to two committee members of this study and two bank managers. 74 items were selected for 5 variables to conduct the study. Among the 5 variables, there were 16 constructs which has been determined from the literature review. The constructs for work engagement were vigor, dedication and absorption. In organizational resources, constructs were selected as organizational climate, value congruence, fairness, organizational support and HRM practices. For job resources, autonomy, social support, performance feedback, task significance and opportunities for learning and development were chosen. Finally, personal resources carried five constructs which were self-efficacy, organization-based self-esteem, optimism, hope and resiliency. 28 respondents participated in pilot study. The Cronbach's alpha for the overall questionnaire in this study were found as 0.941, which was denoted as high reliability of the questionnaire in association with this study.

This study investigated the influence of organizational, job and personal resources on work engagement. In addition, it also analyzed the partial mediating effects of meaningful work on work engagement among the private bank employees in Bangladesh. From the hierarchical regression analysis, it has been observed that all determinants have a significant influence on work engagement. The results also showed that among the determinants, personal resources have the most significant impact on work engagement. The research also discovered that the relationships between organizational, job, personal resources and work engagement are mediated through meaningful work. Therefore, the result is validated and can be used as a reference for further study regarding the development of work engagement.

Besides, the result also revealed that demographic variables such as age, position and educational background of the employees in Bangladesh private banks did not influence their engagement level. Another findings about this demographic variables demonstrated that gender (female) and tenure of working had a negative influence on work engagement in Bangladesh private banks.

5.2 Discussion

The purpose of this research is to see the impact of the determinants on work engagement among the employees of the private banks in Bangladesh. More specifically, this study investigated the influences of organizational, job, and personal resources on work engagement. In addition, this study also examined the mediating role of meaningful work between determinants (i.e. organizational resources, job resources and personal resources) and work engagement.

5.2.1 Objective 1: Impact of Determinants on Work Engagement

The present study has depicted how the meaningful work, organizational, job and personal resources affects work engagement in the private banking sector in Bangladesh. From the study, meaningful work and all the resources are positively and significantly associated with work engagement. Employees, therefore, are inclined to be engaged towards their work while availing both sufficient levels of resources from organizational, job and personal level perspectives as well as perceiving their job as meaningful. The findings observe similar patterns from the previous studies. According to the JD-R model, the motivational aspects of resources influence individuals to increase the commitment and bring a positive attitude to their work (Albrecht, 2012; Bakker & Demerouti, 2008). The result is also consistent with COR theory, where Hobfoll (1989) mentioned that human motivation has been strongly influenced by the resources. In addition, the assumptions of COR theory stated that resources play an active role to avoid negative outcomes such as exhaustion. Moreover, accumulating resources, as a reflection of individuals to protect their existing resources, induce employees' coping behavior and well-being (Hobfoll, 1989). Furthermore, the findings also explain the social exchange theory by considering the negotiation process of the exchanges between individuals. The idea, therefore, reflects that the resources that individuals gain by performing their task makes them to be more motivated towards their work. Similar association has also been identified between meaningful work and work engagement. Once employees finds out that their job is meaningful, the idea of reciprocation process starts, which makes the employees to be more assertive and engaged towards their work (Fairlie,

2011; Albrecht, 2013). In the following part, detailed discussions are going to adhere between determinants and work engagement.

5.2.1.1 Impact of Organizational Resources on Work Engagement in Bangladesh Private Banks

The present study has revealed the significant influence of organizational resources on work engagement in Bangladesh private banks. The study's contribution of adding organizational resources create another milestone for understanding JD-R model. Earlier in JD-R model, organizational resources were associated with job resources. Identifying as a separate variable, Albrecht (2012) claimed it as a significant impact in JD-R model. According to him, understanding this variable might help the researchers to comprehend the motivational process of JD-R model in a deeper way.

Influence of organizational resources on work engagement was also found in banking context in earlier literatures. In their study, Sarangi and Srivastava's (2012) found a positive association of organization culture and open communication on engagement in Indian private banks. According to their study, positive work environment and goal-oriented atmosphere influenced employees to perform more efficiently. Similar association observed in banks in Nairobi, where Njuguna (2016) found out that the positive organizational culture significantly influenced employees' engagement in their work. Engaged employees also reported as high level of organizational commitment in the banks in Jordan (Albdour & Altarawneh, 2014). Besides, leadership and organizational justice discovered as a key drivers in Egyptian banking sector (Dajani, 2015).

Although several research has already proven the positive association between organizational resources and work engagement in different countries, and lack of empirical studies have also been observed in Bangladesh banking sector. However, in a study, Jilani and Uddin (2016) also discovered that the organizational culture and HRD mechanism significantly influence the performance level of the bank employees in Bangladesh. Similar result also observed in Rahman's (2016) work. In his research, he found a positive association between organizational culture and work engagement in the commercial banking industry in Bangladesh. He emphasized to provide sufficient physical, material, financial and informational resources to the bank

employees to make them more effective towards their work. Proper authority and control to accomplish a task create significant impact on the performance of the employees (Babin & Boles, 1996). Previous studies also showed that appropriate organizational support worked as a reward and influences employees to increase their work effort towards the organization (Alamgir, 2011). He showed a positive and significant association between service climate, work effort, supportive management and job satisfaction with employees' service quality in the real estate sector in Bangladesh. According to him, all these factors increase employees' effectivity towards their work. Besides, in their study, Akter and Pangil (2017) showed a positive association between HRM practices and work engagement in Bangladesh banking sector. Furthermore, they found out that the perceived organizational support had a significant influence on these relationships.

The result in this study found out that organizational resources such as organizational climate, value congruence, organizational support, HRM practices and fairness influence employees' performance. Employees become more engaged or goal oriented once such resources are established by the organization. Therefore, it can be concluded that organizational resources have a significant influence on work engagement in Bangladesh private banks.

5.2.1.2 Impact of Job Resources on Work Engagement in Bangladesh Private Banks

Another contribution of the current study is to establish the significant relationship between job resources (autonomy, social support, performance feedback, task significance and opportunity for learning and development) and work engagement in Bangladesh private banks. The study found out that employees who receive higher degree of job resources were more likely to be engaged towards their work.

Previous literature also portrayed similar findings in banking sector. In a study carried out in Finland's service sectors, researchers found out that job resources had a significant influence on work engagement (Mustosmaki, Anttila & Oinas, 2013). They conducted their study in retail, banking and insurance organizations and discovered that job resources such as autonomy and social support boosted up the engagement level of the employees. Farndale and Murrer (2015) investigated the

influence of job resources on work engagement in cross-national settings. Investigating their research in financial sectors in Mexico, the Netherlands and the USA, the researchers discovered that job resources significantly strengthen its relationship with work engagement. Mokaya and Kipyegon (2014) also found similar results in Kenyan banks. They discovered that job resources such as performance management, retention, opportunities for personal development and growth increase employees' engagement level significantly.

Although lack of empirical studies has been observed in Bangladesh banking sector, similar findings have also been observed in Bangladesh private banking sector. Rahman and Iqbal (2013) conducted a research on Bangladesh private banking sectors where they found out that employees' autonomy was significantly associated with their job satisfaction. Employees tended to move to other organizations once they availed less autonomy on their work. They also explored that performance appraisal, peers relation and career advancement opportunity induced the employees' job satisfaction. Employees become more engaged towards their work once they receive proper support from their peers, feedback about their performance, autonomy and opportunity for further development. Similar outcomes also observed in Rana's (2015) work. In his study, job autonomy, team environment and leaders' behavior influenced employees' job satisfaction level significantly in Bangladesh banking sector.

The current study also presented job resources such as autonomy, social support, performance feedback, task significance and opportunities for development influence on employees' work engagement. Employees would become more engaged or goal oriented once they avail sufficient level of job resources. Therefore, it can be concluded that job resources have a significant influence on work engagement in Bangladesh private banks.

5.2.1.3 Impact of Personal Resources on Work Engagement in Bangladesh Private Banks

The current study depicted a positive and significant influence between personal resources and work engagement in Bangladesh private banks. The result revealed that employees who embrace personal resources are more engaged towards their works.

Previous studies found the similar observations in different context. Personal resources such as sense of coherence are found to be a strong predictor of work engagement in South African call center. In another research conducted in Australian financial service organization, Carter, Nesbit, Badham, Parker and Sung (2016) found out that self-efficacy boosts the employees' performance level as well as their engagement towards their work. Furthermore, self-efficacy also increased the organizational effectiveness among the employees in the private banks in Pakistan. Also, in Pakistani Banking industry, self-evaluation showed a significant influence on work engagement (Hanif, Naqvi, & Hussain, 2015). More specifically, Hanif et al. (2015) found that psychological climate such as optimism had a strong impact on work engagement. According to Hobfoll, Johnson, Ennis, and Jackson (2003), personal resources are self-evaluations that enable the individuals to control their ability and being resilient to the adverse situations. Similar association has also been observed among the employees in the USA banks. Jensen, Luthans, Lebsack and Lebsack (2007) found a positive correlation between self-rated optimism and job satisfaction.

Personal resources and its relationship with work engagement have not been identified in the Bangladesh banking sector. However, researchers found out that positive association between self-esteem and optimism on job satisfaction. In her study, Ahmed (2012) identified significant and positive correlation between self-esteem and optimism on job satisfaction among the private university teachers in Bangladesh. According to her study, teachers reporting a higher level of self-esteem and optimism are more likely to be satisfied with their jobs. The reporting consistency in different sectors generalized the impact of personal resources on work engagement in Bangladesh private banking sector.

The current study has presented personal resources such as self-efficacy, self-esteem, optimism, resilience and hope, influence employees' work engagement significantly. Employees would become more engaged or goal-oriented once they avail sufficient level of personal resources. Therefore, it can be concluded that personal resources have significant influence on work engagement in Bangladesh private banks.

5.2.1.4 Personal Resources: The most influential Resources in Bangladesh Private Banks

Personal resources have found to be the most influential resources among others in Bangladesh private banking sector. The driving factors of individuals primarily depend on their internal motivation. No matter how organizations support people by providing external resources, employees' success and motivation come from their intrinsic influence. The inner motivation stimulates the individuals to be more enthusiastic and engaged to their work (Fairlie, 2011). In this study, while job and organizational resources serve as an external factor, personal resources acted as an internal motivational factor of the individuals. Compare to job and organizational resources, personal resources enable the employees to work in adverse situation. Holding sufficient personal resources, allow them more confident to perform their task. Job and organizational resources create the job more interesting to the employees to be engaged to the job whereas personal resources facilitate the employees to be more assertive on their abilities and control the work environment (Luthans et al., 2006). In earlier study, Salanova et al. (2006) found the lesser impact of job resources on work engagement than personal resources. They found that the trait of self-efficacy enable the employees to be more persistent and engaged to their work than other resources. Employees who believe in themselves can hold more influence on their job in adverse situation (Xanthoupoulou et al., 2007). The second most influential resources are organizational resources. In his research, Karatape (2015), found that organizational resources such as organizational support boost employees' positive attitude to their work. According to him, supportive work environment and positive work climate foster employees' self efficacy that elevate the engagement level of the employees.

The present study has brought up all these resources in a single framework and examined its impact on work engagement whereas in previous studies researchers did not accumulate all these resources at the same time. Moreover, researches regarding the impact of different resources on work engagement are also unexplored in Bangladesh. Thus, this finding brings new insight to understand the resources comprehensively in Bangladesh private banking sector and fill the gap to see their influence of resources on work engagement holistically. As discussed above,

personal resources found to be the most influential one that increase the engagement level of the employees in Bangladesh private banking industry.

5.2.1.5 Impact of Meaningful work on Work Engagement in Bangladesh Private Banks

Another important finding from this research is the impact of meaningful work on work engagement in Bangladesh private banks. The finding is consistent with previous studies in different sectors. Albrecht and Su (2012) found a positive association between meaningful work and work engagement in Chinese telecom sector. According to them, this psychological process enables the employees to increase their engagement level. The result is also aligned with Fairlie's (2011), May et al.'s (2004) and Kahn's (1990) studies. Both the researchers showed a positive and significant influence of meaningful work on engagement. In addition, Stringer (2008) found out that meaningful work's characteristics were the strongest predictor of work engagement.

The finding has been clearly explained through social exchange theory. The theory discusses about the negation process between the parties (Lawler and Thye, 1999). According to Saks (2006), when employees come to the workplace, they do not only bring themselves, rather, they bring equal amount of economical, cognitive and emotional aspects. If the organization address these issues and create the work as a purposeful one, the employees turn out to be more reciprocate to deliver their skills and become more engaged (Fairlie, 2011). Moreover, receiving sufficient resources can create an urge for the employees to repay their organization by engaging more in their work (Saks, 2006). Therefore, the social exchange process allows the employees to develop a positive attitude and become more effective in their work (Cropanzano & Mitchell, 2005). However, as the researchers in Bangladesh have not looked upon the impact of meaningful work on work engagement, this finding brings new insight in the engagement literature in Bangladesh; especially in the private banking sector.

5.2.2 Objective 2: Role of Meaningful Work as a Mediator between the Determinants (i.e. Organizational Resources, Job Resources and Personal Resources) and Work Engagement

The present study depicted that meaningful work partially mediates the relationship between resources and work engagement. This study hypothesized that meaningful work plays a mediation effect on organizational, job, and personal resources of work engagement. The study confirmed that meaningful work acted as a significant mediator between the variables. The resources enable the employees to be more engaged if they perceive their job is meaningful. In earlier literature, researchers found the mediation effect of meaningful work between job resources and work engagement (Albrecht & Su, 2012). Although several researchers predicted the similar effect on other resources (Albrecht & Su, 2012), this study empirically presented the mediation effect of meaningful work between two other resources (organizational and personal) and work engagement. Therefore, it has filled the gap of the engagement literature by identifying the mediating effect between two other resources and work engagement. In addition, the findings also contribute significantly in order to understand the psychological condition of the individuals that influence work engagement.

From the theoretical perspective, the findings support the motivational background of JD-R model. According to the theory, resources can fulfill the intrinsic need of the individual that enhance the motivation process of the employees and create a positive attitude towards their work (Bakker and Demerouti, 2008). In addition, Hobfoll's (1989) COR theory also pertains with the current findings. The theory reflects the motivational influence through availability of resources as claimed by JD-R model. In addition, it also added that individuals have a tendency to accumulate resources by strengthening the existing ones. This accumulation eventually makes the employees to become more motivated and engaged towards their work (Hobfoll, 1989, Xanthopoulos et al., 2009). Furthermore, the pattern of findings also aligns with social exchange theory which deals with the reciprocal relationship between elements. According to social exchange theory, employees become more obliged to their duties if sufficient resources are provided and job become meaningful to them (Albrecht, 2013). As a reciprocal nature, the availability

of the resources enables the employees to become more energized, motivated and engaged towards their job (Saks, 2006).

5.2.2.1 Partial mediating effect of meaningful work between job resources and work engagement in Bangladesh Private Banks

The study confirmed the previous research of mediating effect of meaningful work between job resources and work engagement in different organizational settings. The current study brings the new insight in terms of adding different constructs which has not been tested before as per author's knowledge. In their research, Albrecht and Su (2012) conducted this research in a Chinese telecom company. They identified the psychological mechanisms such as meaningfulness, felt obligation and mood, which mediate the relationship between job resources and work engagement. According to their finding, job resources such as autonomy, performance feedback and colleague support influence the psychological need of the employees and eventually influence their engagement condition. In his study, Kahn (1990), identified that job resources such as task characteristics, role characteristics, work interaction played significant roles on work engagement, and meaningful work has full mediation between these variables. Later on, May et al. (2004) found out that job enrichment, co-worker relation and work-role fit were the prime determinants of meaningful work that influence work engagement.

No such research has been reported in Bangladesh context. Thus, this research brings new light in Bangladesh private banks. This study has identified various job resources such as autonomy, social support, performance feedback, opportunity to learning and development, and task significance, and explored that meaningful work partially mediate all these job resources with work engagement in Bangladesh private banking industry.

5.2.2.2 Mediating effect of meaningful work between organizational resources and work engagement in Bangladesh Private Banks

Another contribution of this study is to show the empirical evidence of meaningful work's partial mediation effect between organizational resources and work engagement. The present study identified five organizational resources, i.e.; organizational climate, value congruence, fairness, HRM practices, and organizational support, which have been found as a positive association with engagement. However,

the direct influence between these variables is altered, once the meaningful work takes place as a mediator role. It has been observed that the relationship effect between organizational resources and work engagement become low once meaningful work entered into the relationship. This new evidence is partially consisted with the previous results. As a new inclusion in JD-R model, Albrecht, Breihdahl and Marty (2017) identified six organizational resources i.e., HR practices, clarity of organization goals, senior leadership, organization adaptivity, strategic alignment, and organization autonomy, which influence work engagement significantly. In addition, this relationship is partially mediated through organizational climate and job resources. According to JD-R model and COR theory, when resources acted as a caravan of accumulating other resources, it influences the employees to become more engaged towards their work. Researchers also found a positive association by creating a meaningful work to provide proper organizational resources such as sound HRM practices (Gelade & Ivery, 2003). According to the JD-R model, the motivational potential attribute of the resources makes the employees more engaged towards their work (Salanova et al., 2006).

The above-mentioned studies are corroborated with the new result and generalize the partial mediation effect of meaningful work between organizational resources and work engagement. As lack of empirical evidence is showing in Bangladesh context, this research brings a new light to understand the psychological mechanism that influence the relationship between organizational resources and work engagement. This study has identified various organizational resources such as organizational climate, fairness, HRM practices, value congruence and organizational support has explored that meaningful work. This has partially mediated all these organizational resources with work engagement in Bangladesh private banking industry.

5.2.2.3 Mediating effect of meaningful work between personal resources and work engagement in Bangladesh Private Banks

Another finding from this research is having the partial mediation effect of meaningful work between personal resources and work engagement. Present study has revealed that personal resources such as self-efficacy, organization-based self-esteem, optimism, hope and resiliency were are found as a strong antecedents of work

engagement. However, the direct influence between these variables was altered, once the meaningful work takes place as a mediator role. It has been observed that the relationship effect between personal resources and work engagement become low once the meaningful work entered into the relationship. Previous studies partially contemplate similar result. In their work, Karatape and Olugbade (2009) found out that self-efficacy, one of the personal resources enhanced the level of employee's work engagement. According to them, employees who are competitive and believe in themselves can fully be engrossed into their work. Similar findings also observed in the research of Xanthoupoulou et al. (2007), where they found the positive association of self-efficacy, self-esteem and optimism and work engagement. Employees who believe in themselves are more confident, optimistic and competitive, which influence them to become more engaged towards their works. Several other research also portrayed the same conclusion. In their study on police officers, Storm and Rothmann (2003) found out that police officers who are optimistic, self-efficient and pursue active coping style tend to be more engaged than others. In a longitudinal study, Bakker et al. (2008) investigated that personal resource such as self-efficacy and optimism influence verily over work engagement for a span of time. In another study, Othman and Nasurdin (2011) explored the positive associations between hope, resilience and work engagement. Employees who are resilient have a tendency to be more engaged to their work. Wilson and Ferch (2005) found out that resilient enables the employees to be more flexible and adapt to the changes that influence their performance level. Researchers also argue about the impact of psychological mechanism between personal resources and work engagement. Although empirically, such studies have not been conducted before, researcher claimed that psychological state of an individual has been influenced by personal traits. According to Steger and Dik (2010), it is important to understand which personality trait or values could experience meaningfulness. Hardiness, a personality trait, has positive association to find meaning in work (Britt et al., 2001). Similarly, it is also argued that self-efficacy, attribution style, positivity and locus of control might have an impact in perceiving the work as meaningful (Albrecht, 2013). Albrecht (2013) explained the necessity to understand the psychological process between personal resources and work engagement. In his conceptual framework, he developed the idea to see how the

satisfaction of the needs of meaningful work influence personal resources and work engagement. According to him, it is essential for the organization to recognize the individual differences that influence the meaning and engagement at work.

In the context of Bangladesh banking sector, this research creates a new knowledge to understand the influence of meaningful work between personal resources and work engagement. No such research has been reported in Bangladesh context. Thus, this research brings a new light in Bangladesh private banks. This study has identified various personal resources such as self-efficacy, self-esteem, optimism, hope and resilience and the meaningful work partially mediated all these personal resources with work engagement in Bangladesh private banking industry.

5.2.3 Demographic Variables and its Impact on Work Engagement in Bangladesh Private Banks

The study reveals that demographic variables such as position, age, and educational background do not have any influence on work engagement. However, gender and tenure of working have found a negative significant impact on work engagement. The result is supported with previous studies. In a study, among the bank managers in India, Madan and Srivastava (2015) found that age did not have any influence on work engagement and job satisfaction. This finding is also aligned with Albdour and Altarawaneh's (2014) work, where they found the similar results among the bank employees in Jordan. Besides, Bakker, Demerouti, and Schaufeli (2005) showed that age, type of work and educational level had no impact on work engagement.

The present study has also found a significant negative impact between two demographic variables (gender and tenure of working) and work engagement. A significant negative relationship is observed between female respondents and work engagement. Similar results have found different organizational settings. In a study, Sia, Sahoo, and Duari (2015) found the negative relationship between female employees and work engagement in the textile sector in India. The study reported that female employees, in their mid-career, had a tendency to step back from extra organizational arrangements to prioritize their family and social life. According to the gender socialization and social role theory, women are more relationship-oriented to

succeed, unlike men (Cloninger, Ramamoorthy, & Flood, 2011; Farrel & Finkelstein, 2007). Therefore, the action eventually reduced their engagement level at their work. Ariani (2013) observed the significant differences between gender differences and organization citizenship behavior. According to her study, male employees are more dedicated and engaged than females in Indonesian service industries. The researcher claimed it as a cultural reflection as Indonesian men were more courageous to take responsibilities in deviant work than female and showed more positive attitude towards work. Another related concept that supported the findings of the study is work-role conflict. In a study among academics in Norwegian sector, Listau, Christensen, and Innstrand (2017) found that women experienced more work-role conflict than men in Norwegian society, which had a significant negative impact on their work engagement. They concluded that by providing flexible work-home balance that can lessen the work-home conflict and induce the engagement level of study.

Although such research did not take place in Bangladesh settings, the contribution of understanding the gender role on work engagement in current study brings a new light in this regard. The possible reason could be associated with the above-mentioned studies. Conservative social settings as well as less motivating tools for career growth lessen their attachment to their job. Moreover, as women are perceived as a home-maker in Bangladesh settings, less support is also the cause of disengaging their work. Beside, glass-ceiling scenario in organizational settings also acts as a barrier for their growth and development; hence, it causes disengagement in their profession. However, further research in different organizational setting is warranted to validate the result. From this study, female employees in Bangladesh private banks have been negatively engaged with their work.

In addition, present study showed that the tenure of working has a significant negative influence on work engagement. Wright and Bonett (2002) found the similar result in their study. According to their study, the correlation between organizational commitment and job performance decreased rapidly with the increasing working tenure of the employees. Rice (2009) examined the role of tenure between work engagement and job satisfaction in his study. His study revealed that the tenure did not moderate the relationship between the dimensions of work engagement and employees' job satisfaction. In a study in Jordanian banks, Albodur and Altarawneh

(2014) explored that age, tenure, and education did not have any influence on work engagement. Sturman (2001) also found that employees' tenure did not have any impact on their performance.

Although such research did not take place in Bangladesh settings, the contribution of understanding the tenure of working on work engagement in current study brings a new light in this regard. The phenomena can be well-explained through the concept of honeymoon effect (Cropanzano, James, & Konovsky, 1993). Employees at their newbies period have a tendency to be more enthusiastic at their job. They are consistent to learn new things and improve their ability. The period soon ends while the organization fails to address employees' needs and create a meaningful job for them which affect their performance and commitment level (Wright & Bonett, 2002).

Therefore, it is evident in Bangladesh context that employees' motivation or engagement to their work is certainly not related to any demographic variables. The result has identified that age, educational background, status or positions of the employees do not have a positive significant impact on engagement. Employees can be engaged at any point of their age. Their engagement levels are not also associated with their background. In addition, the result has also shown the negative influence of two demographic variables (gender and tenure of working) on work engagement. Female employees have been reported to negatively engaged in their jobs in the private banks in Bangladesh. Besides, the study has also revealed a negative influence between tenure of working and work engagement. Therefore, overall, demographic variables have not created any significant influence on work engagement in Bangladesh private banks. Therefore, from this study, employees in Bangladesh private banks have been negatively engaged with their length of stay in the organization.

5.3 Implications for Research

In organizational behavior study, work engagement is a popular phenomenon. This research provides valuable insights in engagement literature. The evident-based model in this study integrates various levels of resources and its indicators along with

meaningful work to get comprehensive knowledge of developing work engagement. This section discusses the key contributions of the outcomes of this research.

5.3.1 Relationship between Resources and Work Engagement

This study demonstrated the relationship between organizational, job and personal resources and work engagement in Bangladesh context. The result emphasized that providing sufficient resources to the employees, an organization enjoys the benefits of engaged workforce. In addition, while determining resources, an organization needs to identify resources' impacts in various levels such as organizational, job and personal level resources. This study extended the previous research by combining different level of resources in a single framework and showed its positive association with work engagement in a comprehensive mode. A closer look into the earlier research showed that researchers are mostly focused on job resources to understand the job demand resource model (Bakker & Demerouti 2004, Bakker, 2007). Integration of personal resources in JD-R model has been conducted years later (Xanthopoulos et al., 2008). The recent inclusion in JD-R model is organizational resources, which first brought Albrecht (2013). Relationship between these resources has found a positive association with work engagement in earlier literature but those were performed in western context. Since South Asian culture is very different from the western context, this research brought a new perspective in engagement literature in South Asian context.

5.3.2 Relationship between Meaningful Work and Work Engagement

Meaningful work plays an important predictor of work engagement in this study. According to the researcher's knowledge, this study has not been performed before, in Bangladesh context. A number of research in previous literature reportedly showed that people become more engaged once they find out that their job is meaningful to them (Fairlie, 2011; May et al., 2004; Steger et al., 2012). Therefore, this research also contributes to the previous research to find its connection with work engagement in the private banking sector in Bangladesh. Considering the cultural point of view, this finding is also applicable in South Asian countries.

Being a psychological notion, meaningful work is an inherent need for every individual. Once employees connect themselves with their work and discover the purpose within it, they find out that their job becomes meaningful. Consequently, it influences them to be more engaged towards their work by vigorously participating actively, dedicating and absorbing towards their job.

5.3.3 Meaningful Work: A Mediator

This research also addresses the previous call to explore the role of meaningful work between various resources and work engagement. The study found out that resources such as organizational, job and personal resources, influences work engagement indirectly through meaningful work. Meaningful work plays a partial mediating role between the resources and work engagement. Previous studies projected similar outcomes as well. In his research, Albrecht (2012) found out that meaningful work mediated the relationship between job resources and work engagement. Researchers have called to investigate the role of meaningful work between organizational and personal resources and work engagement. Although researcher suggested to investigate the mediating role of meaningful work between organizational and personal resources and work engagement, it was not tested before. Therefore, to the author's knowledge, this research supported previous research, extended its contribution by discovering a new area through empirical study, and proved that meaningful work acted as a partial mediator between various resources and work engagement.

5.4 Practical Implication

Several implications can be obtained from this study. This study complied that employee's work engagement level is positively influenced by various resources such as organizational resources, job resources and personal resources. Therefore, by emphasizing on these resources, organizations can generate a higher level of engagement among their employees.

For example, since personal resources are found to be the most important determinants, the employers should focus on developing this resource in an

organizational setting. Self-efficacy, organization-based self-esteem, optimism, hope and resilience were found to be the important elements of personal resources that have highest influence on work engagement among other resources. Therefore, organizations can give a closer look on attaining and valuing personal resources among the employees. Self-efficacy, one of the crucial personal resources, enables the individuals to have belief on them and control events that associate with their life. Bakker and Demerouti (2008) claimed that one of the characteristics of engaged employees is self-efficacy. According to them, self-efficacy influences the employees to control the environment successfully which lead to achieving their career satisfaction. Therefore, setting a proper working climate where individuals can share their ideas and build their confidence level can enhance the self-efficacy level of the employees. Like self-efficacy, organization based self-esteem also has positive association with work engagement. Xanthoupoulou et al. (2007) found out that organization-based self-esteem is a strong predictor of work engagement. This special resource enables the employees to believe by satisfying their needs on their own and contributing in different roles in the organization (Mauno et al., 2007). As a leader, employers need to put a closer attention to their employees so that they can develop their self-esteem by participating in various roles in the organization. To cultivate the self-esteem level, organizations can redesign jobs and set various coaching and mentoring session where employees have got opportunity to explore their self. Besides, optimism, hope and resiliency also play a significant role in work engagement. Employees who are optimistic tend to be more engaged in their work than those who are pessimistic. According to Bakker and Demerouti (2008), optimism is a unique attribute of individuals that explain work engagement in various levels. Managers can put a closer look on the selection process to recruit an employee who has a positive mindset towards their life.

Significant influence has also been observed between organizational climate and work engagement. Organizational climate, which is an important element in organizational resource plays a significant role. Organizations can create a positive organizational climate by initiating favorable policies where the employees can find a positive environment for their work. Having a climate of open communication, opinion sharing, individuality valuing, increases the trust level of the employees

(Alfes, Shantz, & Truss, 2012). Therefore, the organization can create an open communication culture where employees can share their opinion and encourage the enhancement of upward communication with the supervisors. Hughes, Avey, and Norman (2008) showed that trust is an important antecedent of work engagement. Therefore, the organization should build a climate where employees feel they are safe, supported, and able to make decisions to accelerate the engagement level of the employees. In addition, developing a proper support system for the organization also motivates the employees to be engaged in their jobs. The organization can incorporate their activities, upgrade their policies and create supportive environment to the employees. The supportive environment enhances career satisfaction, commitment, productivity and efficiency (Reece, 2012). Besides, HRM practices also play a vital role in organizational resources. A positive and fairly implemented HRM practices influence the employees to improve their performance as well as to increase their well-being (Aryee, Budhwar, & Chen, 2002). Therefore, the organization should focus on the integrated HRM policies where the roles, guidelines and producers will be clearly structured and defined. In line with HRM practices, fairness also influences the work engagement level of the employees. If the organization fails to provide fairness, equality and justice to the employees, it brings a negative effect on trust (Alfes, Shantz, Truss, & Soane, 2013). Employees would not portray their integrity in an unfair working environment. Therefore, a fair policy and proper justice system influence the employees to be more engaged in their job. Another important aspect of organizational resources is value congruence. Having a significant influence on work engagement, managers need to develop an environment where employees feel they share the same value system with the organization. According to Erdogan, Kraimer, and Liden (2004), value congruence can increase the job and career satisfaction of the employees. They also suggested that by providing a supportive hand so that the leader can increase the satisfaction level of the employees who have low value congruence.

Another important antecedent of work engagement is job resources. Job resources significantly influence work engagement. Job resources such as autonomy, social support, performance feedback, task significance and opportunities for learning and development are found to be the influential elements that impact work

engagement. In this regard, employer can provide autonomy that are associated with their jobs to their employees. While performing, if employees would able to use their freedom and authority to perform their task, it can boost up their engagement level. Runhaar, Konermann, and Sanders (2012) claimed that increasing autonomy help individuals to attain their freedom by scheduling their time and prioritize their task that eventually increase their organization citizenship behavior and work engagement. In addition, social support also plays an important role in job resources. Besides the current study, previous research also aid the social support that has a positive influence on work engagement (Bakker & Demerouti, 2007). According to Bakker and Demerouti (2008), social support fulfills the need to belong to individuals. Therefore, employer can focus on developing a culture where individuals can respond to physical and psychological support from their colleagues and their supervisors to attain a higher degree of work engagement level irrespective of their jobs. Another significant element of job resources that influence work engagement is performance feedback. Receiving feedback regarding the work, employees tend to become more engaged towards their job. As a motivation-driven process, employees are urged to get feedback for their performance. According to Schaufeli, Bakker, and Rhenen (2009) performance feedback foster the learning opportunity among the employees. Therefore, the employer can develop a 360-degree performance feedback system where supervisors, colleagues, subordinates and the employees can provide feedback for their work. Task significance is another job resource that has found a positive association with work engagement. Once employees understand the importance of their jobs, it increases their motivational level by complying to it successfully. They tend to be more engaged while they understand the significance. According to Christian, Garza, and Slaughter (2011) task significance is considered as a motivational characteristic that is positively associated with work engagement, as it brings meaningfulness to their work. Therefore, employers can see the aspect of the importance of task significance and design a job that brings significance towards their employees. The last job resource that is discussed in this research is opportunities for learning and development. Continuous development encourages the individuals to be more active towards their work. Schaufeli et al. (2008) found out that opportunities to learn and develop were a positive predictor of work engagement. The higher the

chance an employee receives to improve them, the more they are engaged in their work. Having this organization can focus on their training and development program to assess and understand the need of the employees' job. Besides, they also focus on personal coaching system where supervisors can coach their subordinates to perform their task efficiently.

5.5 Limitations

Though the present research brought out new insights into the influence of the relationship between determinants and work engagement, and the mediating effect of meaningful work, some limitations regarding the research also need to be noted. The major limitations of this research lied on the perceptions of the respondents regarding data collection. Employees may provide “common method biased” responses, which are socially constructed as they may avoid negative consequences. This would be a potential limitation, as it can bring misleading conclusion to the study. Gadhi (2012) suggested that to avoid such issues, researchers can validate the result using different methodological approach and in different context with time intervals.

Another potential limitation would be the wording of the questionnaire. Although the questionnaire is easily understandable, some wording was reported as synonymous. Moreover, positive wordings in the questionnaire may require the respondents to overlook the possible solutions of the question. By using positive and negative wording, researcher can avoid such kind of limitations (Gadhi, 2012).

The findings can be generated only in the private banking sector in Bangladesh. To validate the results and to generalize it, researchers can use the study in different organizational settings as well as in different countries. Demographic variables can also influence the result of the study.

5.6 Conclusion and Future Research

The widespread interest regarding work engagement has been observed in recent HRD fields. To understand the concept, JD-R framework provides a better insight than others. On this note, this study reveals that both the organization, job and

personal resources are positively contributed on work engagement. This motivational construct clearly explained how the organizations could create and nurture employees' engagement level (Albrecht, 2012).

This study also portrayed the mediating role of meaningful work between the resources and work engagement. A partial mediation has been observed among the variables. Organization, job and personal resources have direct relationship with work engagement. After the intervening of meaningful work as a mediator, the relationships turned into an indirect effect. Therefore, the result filled the gap of previous literature as mentioned by Albrecht (2012) and Bakker et al. (2011).

In addition, the result also confirmed the proposed model. The model clearly explained how the engagement has been enhanced through resources with a mediating impact of psychological mechanism. Therefore, the model can be a source of future studies to extend the understandings of the variables. This study eventually provides several research outcomes that may help both the practitioners, organizations and academics. The organization can design and build its resources to increase the engagement level of the employees with the assistance of creating a meaningful work.

The future research of this study can be done through validate the result in different organizational setting. Different methodological approach could be followed to observe the variables. Mixed method can be used to understand the phenomena in details. A new set of respondents can also validate the result. The researchers can also develop the scale according to the understanding of different cultural settings.

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APPENDICES

Appendix A

Questionnaire

Determinants of Work Engagement: The Mediating Role of Meaningful Work

As part of the research project, this survey is conducted to explore the determinants of work engagement and the role of meaningful work. Participation in this survey is completely voluntary and will be kept as confidential. It will be highly appreciated for your time to fill up the questionnaire. This survey will take around 15 minutes to complete. Please mark (x) beside your preferred answer. After completion, please send back to the following email address: rubaba.nawrin@gmail.com

Demographic Information

Gender:	a) Male	b) Female
Age Group:	a) 21-30	b) 31-40
Educational Background:	a) Business Administration b) Other background	
Position:	a) Junior level b) Mid-level c) Senior level	
Tenure of working:	a) 1-3 years b) 4-6 years c) 7-10 years d) more than 11 years	

Work Engagement

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Vigor					
When I get up in the morning, I feel like going to work.					
I can continue working for very long periods at a time.					
At my job, I feel strong and vigorous.					
At my work, I always persevere, even when things do not go well.					

Work Engagement					
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Dedication					
I am enthusiastic about my job					
My job inspires me.					
I am proud of the work that I do.					
I find the work that I do full of meaning and purpose.					
Absorption					
When I am working, I forget everything else around me.					
I feel happy when I am working intensely					
It is difficult to detach myself from my job.					
I am absorbed in my work.					
Meaningful Work					
Meaningful Work					
I have found a meaningful career.					
I know my work makes a positive difference in the world.					
My work helps me better understand myself					
The work I do serves a greater purpose.					
Organization Resources					
Organization Climate					
Work is fairly distributed to employees.					
Employees know they are valued.					
Employees would recommend this place as a good place to work.					
Customers are truly valued.					
Managers treat everyone with respect.					

Organization Resources					
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Organization Support					
My organization cares about me.					
Help is available from my organization when I have a problem.					
My organization strongly considers my goals and values					
My organization would forgive an honest mistake on my part.					
Value Congruence					
My values match those of this organization.					
I intend to remain with this organization					
I would recommend this organization to my friends as a good place to work.					
All things considered, I like my job.					
Fairness					
I work too hard considering my outcomes.					
I feel unfairly treated in my job.					
I give a great deal of time and attention to the organization, but do not feel appreciated.					
I put more energy into my job than it is worth.					
HRM Practices					
A rigorous selection process is used to select new recruits.					
I feel fairly rewarded for the amount of effort I put into my job.					
Management involves people when they make decisions that affects them.					
I am provided with sufficient opportunities for training or development.					

Job Resources					
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Autonomy					
The job allows me to plan how I do my work.					
I can work independently.					
I can use my own judgement to do my work.					
The job provides me with significant autonomy in making decisions.					
Social Support					
I have the opportunity to meet with others in my work.					
People I work with are friendly.					
I have the opportunity to develop close friendships in my job.					
People I work with take a personal interest in me.					
Performance Feedback					
The work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance.					
The job itself provides feedback on my performance.					
The job itself provides me with information about my performance.					
Task Significance					
The job itself is very significant and important in the broader scheme of things.					
The job has a large impact on people outside the organization.					
The work performed on the job has a significant impact on people outside the organization.					

Job Resources					
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Opportunities for Learning					
I learn new things in my work.					
My job offers me opportunities for personal growth and development.					
My work gives me the feeling that I can achieve something.					
My work offers me the possibility of independent thought and action.					
Personal Resources					
Self-efficacy					
I feel confident that I can accomplish my work goals.					
I can learn the new working system easily.					
I can work under pressure and challenging circumstances.					
Although my supervisor assigns me an extra job which I never had done it, I still believe in my ability that I can do it.					
Organization Based Self Esteem					
I am important.					
I am efficient					
I am valuable.					
There is faith in me.					
Optimism					
At work, I always find that every problem has a solution.					
I see the bright side of the problems that occur at work.					
If I have to face with a bad situation, I believe that everything will change to be better.					
I'm optimistic about my future regarding my work.					

Personal Resources					
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Hope					
I have several ways to accomplish the work goal.					
I am energetic to accomplish the work goal.					
I believe, "Where there is a will, there is a way".					
Resiliency					
Although my work failed, I will try to make it successful again.					
I usually manage difficulties at work.					
Although too much responsibility at work makes me feel awkward, I can go through to work successfully.					
I am encouraged and ready to face with difficulties at work.					

THANK YOU!

Appendix B

Indexes of Item-Objective Congruence for the Category of Work Engagement, Meaningful Work, Organization Resources, Job Resources and Personal Resources Items

Codes	Items
1.1	When I get up in the morning, I feel like going to work.
1.2	I can continue working for very long periods at a time.
1.3	At my job, I feel strong and vigorous.
1.4	At my work, I always persevere, even when things do not go well.
1.5	I am enthusiastic about my job
1.6	My job inspires me.
1.7	I am proud of the work that I do.
1.8	I find the work that I do full of meaning and purpose.
1.9	When I am working, I forget everything else around me.
1.10	I feel happy when I am working intensely
1.11	It is difficult to detach myself from my job.
1.12	I am absorbed in my work.
2.1	I have found a meaningful career.
2.2	I know my work makes a positive difference in the world.
2.3	My work helps me better understand myself
2.4	The work I do serves a greater purpose.
3.1	Work is fairly distributed to employees.
3.2	Employees know they are valued.
3.3	Employees would recommend this place as a good place to work.
3.4	Customers are truly valued.
3.5	Managers treat everyone with respect.
3.6	My organization cares about me.
3.7	Help is available from my organization when I have a problem.
3.8	My organization strongly considers my goals and values
3.9	My organization would forgive an honest mistake on my part.
3.10	I work too hard considering my outcomes.
3.11	I feel unfairly treated in my job. (R)
3.12	I give a great deal of time and attention to the organization, but do not feel appreciated.
3.14	I put more energy into my job than it is worth.
3.15	My values match those of this organization.
3.16	I intend to remain with this organization
3.17	I would recommend this organization to my friends as a good place to work.
3.18	All things considered, I like my job.
3.19	A rigorous selection process is used to select new recruits.
3.20	I feel fairly rewarded for the amount of effort I put into my job.
3.21	Management involves people when they make decisions that affect them.

Codes	Items
3.24	I am provided with sufficient opportunities for training or development.
4.1	The job allows me to plan how I do my work.
4.2	I can work independently.
4.3	I can use my own judgment to do my work.
4.4	The job provides me with significant autonomy in making decisions.
4.5	I have the opportunity to meet with others in my work.
4.6	People I work with are friendly.
4.7	I have the opportunity to develop close friendships in my job.
4.8	People I work with take a personal interest in me.
4.9	The work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance.
4.10	The job itself provides feedback on my performance.
4.11	The job itself provides me with information about my performance.
4.12	The job itself is very significant and important in the broader scheme of things.
4.13	The job has a large impact on people outside the organization.
4.14	The work performed on the job has a significant impact on people outside the organization.
4.15	I learn new things in my work.
4.16	My job offers me opportunities for personal growth and development.
4.17	My work gives me the feeling that I can achieve something.
4.18	My work offers me the possibility of independent thought and action.
5.1	I feel confident that I can accomplish my work goals.
5.2	I can learn the new working system easily.
5.3	I can work under pressure and challenging circumstances.
5.4	Although my supervisor assigns me an extra job which I never had done it, I still believe in my ability that I can do it.
5.5	I am important.
5.6	I am efficient
5.7	I am valuable.
5.8	There is faith in me.
5.9	At work, I always find that every problem has a solution.
5.10	I see the bright side of the problems that occur at work.
5.11	If I have to face with a bad situation, I believe that everything will change to be better.

Codes	Items
5.12	I'm optimistic about my future regarding my work.
5.13	I have several ways to accomplish the work goal.
5.14	I am energetic to accomplish the work goal.
5.15	I believe, "Where there is a will, there is a way".
5.16	Although my work failed, I will try to make it successful again.
5.17	I usually manage difficulties at work.
5.18	Although too much responsibility at work makes me feel awkward, I can go through to work successfully.

Appendix C

Reliability Analysis

Scale: All Variables**Case Processing Summary**

	N	%
Valid	28	100.0
Cases Excluded ^a	0	.0
Total	28	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.941	74

Scale: Work Engagement (WE)**Case Processing Summary**

	N	%
Valid	28	100.0
Cases Excluded ^a	0	.0
Total	28	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.836	12

Scale: Meaningful Work (MW)**Case Processing Summary**

	N	%
Valid	28	100.0
Cases Excluded ^a	0	.0
Total	28	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.821	4

Scale: Organizational Resources (OR)**Case Processing Summary**

	N	%
Valid	28	100.0
Cases Excluded ^a	0	.0
Total	28	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.859	21

Scale: Job Resources (JR)**Case Processing Summary**

	N	%
Valid	28	100.0
Cases Excluded ^a	0	.0
Total	28	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.887	18

Scale: Personal Resources (PR)**Case Processing Summary**

	N	%
Valid	28	100.0
Cases Excluded ^a	0	.0
Total	28	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.929	19

Appendix D

Results of Correlation, Hierarchical and Multiple Regression Analysis

Correlations

Correlations

		WE	Gender	Age	Education	Position	Tenure of working	MW	OR	JR	PR
WE	Pearson	1	-.092	-.032	.029	-.011	-.108*	.686**	.576**	.615**	.579**
	Correlation										
	Sig. (2-tailed)		.054	.504	.541	.813	.024	.000	.000	.000	.000
Gender	N	440	440	440	440	440	440	440	440	440	440
	Pearson	-.092	1	-.076	.016	-.012	-.061	-.057	-.121*	-.141**	-.108*
	Correlation										
Age	Sig. (2-tailed)	.054		.111	.741	.795	.204	.234	.011	.003	.023
	N	440	440	440	440	440	440	440	440	440	440
	Pearson	-.032	-.076	1	-.013	-.004	.675**	-.062	.016	-.011	-.080
Education	Correlation										
	Sig. (2-tailed)	.504	.111		.787	.933	.000	.192	.740	.823	.093
	N	440	440	440	440	440	440	440	440	440	440
Position	Pearson	.029	.016	-.013	1	-.216**	.060	.003	-.001	.041	.002
	Correlation										
	Sig. (2-tailed)	.541	.741	.787		.000	.209	.957	.978	.396	.970
Tenure of working	N	440	440	440	440	440	440	440	440	440	440
	Pearson	-.011	-.012	-.004	-.216**	1	.018	-.013	-.028	.014	.004
	Correlation										
	Sig. (2-tailed)	.813	.795	.933	.000		.713	.789	.556	.776	.926
	N	440	440	440	440	440	440	440	440	440	440
	Pearson	-.108*	-.061	.675**	.060	.018	1	-.095*	-.047	-.036	-
	Correlation										.146**
	Sig. (2-tailed)	.024	.204	.000	.209	.713		.046	.323	.451	.002

MW	N	440	440	440	440	440	440	440	440	440	440
	Pearson Correlation	.686**	-.057	-.062	.003	-.013	-.095*	1	.444**	.541**	.484**
	Sig. (2-tailed)	.000	.234	.192	.957	.789	.046		.000	.000	.000
OR	N	440	440	440	440	440	440	440	440	440	440
	Pearson Correlation	.576**	-.121*	.016	-.001	-.028	-.047	.444**	1	.675**	.489**
	Sig. (2-tailed)	.000	.011	.740	.978	.556	.323	.000		.000	.000
JR	N	440	440	440	440	440	440	440	440	440	440
	Pearson Correlation	.615**	-.141**	-.011	.041	.014	-.036	.541**	.675**	1	.574**
	Sig. (2-tailed)	.000	.003	.823	.396	.776	.451	.000	.000		.000
PR	N	440	440	440	440	440	440	440	440	440	440
	Pearson Correlation	.579**	-.108*	-.080	.002	.004	-.146**	.484**	.489**	.574**	1
	Sig. (2-tailed)	.000	.023	.093	.970	.926	.002	.000	.000	.000	
	N	440	440	440	440	440	440	440	440	440	440

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Hierarchical Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	90.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.645	.376		12.352	.000	4.025	5.265
	Female	-.110	.056	-.097	-1.971	.049	-.202	-.018
	Age21_30	-.436	.375	-.439	-1.162	.246	-1.054	.182
	Age31_40	-.365	.371	-.369	-.985	.325	-.976	.246
	Age41_50	-.374	.384	-.118	-.974	.331	-1.006	.259
	E_NonBanking	.042	.048	.042	.863	.389	-.038	.121
	P_mid	-.086	.057	-.087	-1.508	.132	-.180	.008
	P_senior	.004	.066	.003	.058	.954	-.105	.113
	Tenure4_6	-.140	.065	-.136	-2.169	.031	-.247	-.034
	Tenure7_10	-.138	.084	-.106	-1.652	.099	-.276	.000
	Tenure11	-.325	.135	-.166	-2.414	.016	-.548	-.103
2	(Constant)	2.323	.300		7.740	.000	1.829	2.818
	Female	-.049	.041	-.043	-1.185	.237	-.116	.019
	Age21_30	-.119	.275	-.120	-.434	.665	-.572	.334
	Age31_40	-.020	.272	-.020	-.072	.943	-.467	.428
	Age41_50	-.029	.281	-.009	-.105	.917	-.493	.434
	E_NonBanking	.036	.035	.036	1.017	.310	-.022	.094
	P_mid	-.037	.042	-.037	-.873	.383	-.106	.032
	P_senior	.005	.048	.004	.105	.917	-.075	.085

3	Tenure4_6	-.145	.047	-.140	-3.056	.002	-.223	-.067
	Tenure7_10	-.111	.061	-.086	-1.819	.070	-.212	-.010
	Tenure11	-.171	.099	-.087	-1.731	.084	-.334	-.008
	MW	.463	.024	.679	19.333	.000	.423	.502
	(Constant)	1.210	.298		4.059	.000	.718	1.701
	Female	-.014	.038	-.012	-.377	.706	-.076	.048
	Age21_30	-.063	.250	-.063	-.252	.802	-.476	.350
	Age31_40	.013	.248	.013	.053	.957	-.395	.421
	Age41_50	-.037	.256	-.012	-.143	.886	-.459	.386
	E_NonBanking	.036	.032	.037	1.122	.263	-.017	.089
	P_mid	-.039	.038	-.039	-1.019	.309	-.102	.024
	P_senior	.018	.044	.016	.400	.690	-.055	.091
	Tenure4_6	-.120	.043	-.116	-2.780	.006	-.191	-.049
	Tenure7_10	-.073	.056	-.056	-1.301	.194	-.165	.019
	Tenure11	-.156	.090	-.079	-1.727	.085	-.304	-.007
4	MW	.361	.024	.530	14.858	.000	.321	.401
	OrgRes	.393	.042	.335	9.404	.000	.324	.462
	(Constant)	.953	.298		3.204	.001	.463	1.444
	Female	6.680E-006	.037	.000	.000	1.000	-.061	.061
	Age21_30	-.052	.245	-.052	-.211	.833	-.456	.353
	Age31_40	.026	.242	.027	.109	.913	-.373	.426
	Age41_50	.011	.251	.004	.046	.964	-.403	.425
	E_NonBanking	.026	.032	.026	.823	.411	-.026	.078
	P_mid	-.044	.037	-.045	-1.185	.237	-.106	.017

	P_senior	.005	.043	.005	.121	.904	-.066	.077
	Tenure4_6	-.121	.042	-.117	-2.872	.004	-.191	-.052
	Tenure7_10	-.082	.055	-.063	-1.489	.137	-.172	.009
	Tenure11	-.166	.088	-.084	-1.876	.061	-.311	-.020
	MW	.321	.026	.470	12.568	.000	.279	.363
	OrgRes	.266	.050	.227	5.320	.000	.184	.348
	JobRes	.228	.052	.201	4.417	.000	.143	.314
	(Constant)	.556	.299		1.861	.063	.063	1.048
	Female	.007	.036	.006	.186	.852	-.052	.066
	Age21_30	-.173	.239	-.174	-.721	.471	-.567	.222
	Age31_40	-.102	.237	-.103	-.431	.666	-.492	.288
	Age41_50	-.135	.245	-.043	-.551	.582	-.540	.269
	E_NonBanking	.028	.031	.028	.913	.362	-.023	.079
	P_mid	-.051	.036	-.052	-1.413	.158	-.111	.009
5	P_senior	.006	.042	.005	.145	.885	-.063	.075
	Tenure4_6	-.106	.041	-.102	-2.570	.011	-.174	-.038
	Tenure7_10	-.033	.054	-.025	-.603	.547	-.122	.057
	Tenure11	-.154	.086	-.078	-1.791	.074	-.295	-.012
	MW	.288	.026	.423	11.279	.000	.246	.330
	OrgRes	.234	.049	.200	4.793	.000	.154	.315
	JobRes	.145	.053	.127	2.747	.006	.058	.232
	PerRes	.245	.047	.205	5.207	.000	.167	.322

a. Dependent Variable: WE

Mediation Analysis

Step 1

Independent variables (OR, JR, and PR) predicts mediating variable (MW)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.585 ^a	.343	.338	.59050

a. Predictors: (Constant), PerRes, OrgRes, JobRes

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79.303	3	26.434	75.810	.000 ^b
	Residual	152.030	436	.349		
	Total	231.334	439			

a. Dependent Variable: MW

b. Predictors: (Constant), PerRes, OrgRes, JobRes

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	-.545	.329	-1.658	.098
	OrgRes	.172	.092	.100	.062
	JobRes	.556	.095	.333	.000
	PerRes	.429	.084	.245	.000

a. Dependent Variable: MW

Step 2

Mediating variable (MW) predicts dependent variable (WE)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686 ^a	.470	.469	.36065

a. Predictors: (Constant), MW

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.522	1	50.522	388.416	.000 ^b
	Residual	56.971	438	.130		
	Total	107.493	439			

a. Dependent Variable: WE

b. Predictors: (Constant), MW

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.145	.101		21.242	.000
MW	.467	.024	.686	19.708	.000

a. Dependent Variable: WE

Step 3 (a)

Independent variables (OR, JR, and PR) predicts dependent variable (WE)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 ^a	.485	.481	.35649

a. Predictors: (Constant), PerRes, OrgRes, JobRes

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.084	3	17.361	136.611	.000 ^b
	Residual	55.409	436	.127		
	Total	107.493	439			

a. Dependent Variable: WE

b. Predictors: (Constant), PerRes, OrgRes, JobRes

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.196	.199	.986	.325
	OrgRes	.282	.055	.241	.000
	JobRes	.318	.057	.280	.000
	PerRes	.360	.051	.301	.000

a. Dependent Variable: WE

Step 3 (b)

Independent (OR, JR, and PR) and mediating variable (MW) predicts dependent variable (WE)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.605	.602	.31225

a. Predictors: (Constant), PerRes, MW, OrgRes, JobRes

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.080	4	16.270	166.869	.000 ^b
	Residual	42.413	435	.098		
	Total	107.493	439			

a. Dependent Variable: WE

b. Predictors: (Constant), PerRes, MW, OrgRes, JobRes

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.355	.175		2.035	.042
	MW	.292	.025	.429	11.545	.000
	OrgRes	.232	.049	.198	4.759	.000
	JobRes	.156	.052	.137	2.987	.003
	PerRes	.234	.046	.196	5.101	.000

a. Dependable: WE

BIOGRAPHY

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ACADEMIC BACKGROUND

Bachelor's of Business Administration with a major in Finance from the Faculty of Business Administration, Independent University Bangladesh in 2008 Master's of Business Administration in Human Resource Management from the Faculty of Business Administration, Independent University Bangladesh in 2011

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Asst. Manager, Human Resource Department, Bangladesh Pouhung Industrial Ltd. Bangladesh

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Customer Service Officer,
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