CHAPTER 2

REVIEW OF LITERATURE

2.1 EARLY THEORIES TO JOB DEMAND RESOURCES MODEL

Before discussing the building blocks and possible interventions of JD-R theory, let us discuss on four theories that are influential in the development of JD-R theory.

2.2 TWO FACTOR THEORY

The two factor theory of Herzberg’s [17] proposes the existence of two groups of situations that are independent that drive job satisfaction of employees and motivation, and are construed as factors namely hygiene and motivator. The other name of hygiene factors is dissatisfiers, if lacking, the employees will not be satisfied at workplace. The other name of motivator factors are known as satisfiers. This will be useful to feel that the employees always feel good when it comes to employee’s jobs. Collecting data both accountants and engineers, Herzberg discovered the hygiene aspects like policies of the company, compensation, role of supervisor, interpersonal role, and the conducive working environment. He analyzed from the responses given to the following items “What you think that makes you an bad impression about your employment?” The questions in the questionnaire are required to evade dissatisfaction. With distinction, motivator factors like self-achievement, job recognition, and nature of job, responsibility and career progression, all of these apparently promote employee’s job satisfaction. Thus, an elevated level of hygiene aspects may not to support satisfaction but the absence of one or many will support dissatisfaction. For instance, a perceived low salary as less than the coworkers, would probable to upsurge dissatisfaction. Nevertheless, when a
fair salary compensation is recognized, money is not at all a noteworthy motivator of job performance and job satisfaction.

In accordance with the theory of two-factor, absence of motivators, workers will accomplish their jobs or role tasks as prerequisite, nevertheless using motivators, workers will elevate their power and go beyond the least requirements. There is a disadvantage of two factor theory as it will be difficult to validate individually the two factors associated with job hygiene and motivators. The criticism of the theory is that less evidence available and this is based on methods the researcher employed. This boils down that the theory/model has insufficient support to discover that it influence the job satisfaction of employees.

A key contribution of Herzberg’s model that makes aware of job enrichment and its potential and it is made available to academic researchers and organizational practitioners; jobs are designed and further evolve, jobs can be enlarged, and augmented to upsurge the level of motivation and further influence the job satisfaction.

2.3 JOB CHARACTERISTICS MODEL (JCM)

JCM [18] assess a person response to factors of jobs like job satisfaction, absenteeism, employee’s turnover as an elements of job characteristics, which can be moderated by personal characteristics. J. R. Hackman and Lawler (1971) [19] express an individual job characteristics are as follows: skill variety – deploying of skills in workplace, the significance of tasks you are related and its influence on others, an employee’s opportunity to finish an whole portion of work, to have assess on the feedback of employees performance and autonomy in the job. The amount to which your job gives considerable freedom, and option in defining goal-directed way of behavior. Essential job features will anticipated to effect the job satisfaction and motivation (intrinsic form) through the accomplishment of three important psychological states [19] “experienced meaningfulness of the work, experienced responsibility for outcomes, and knowledge of the results of work activities”. Nevertheless, researchers have omitted the important psychological states in their
model, instead focusing the direct path between the principal job characteristics which lead to their outcomes. Meta-analytic research have established that the occurrence of the principal job characteristics, specifically job autonomy, positively influence the worker attitudinal outcomes [20]. Additionally, research on the mediation of three “Core psychological States (CPS)” is the path between job features and attitudinal outcomes offers not complete care for the mediation.

Further, JCM proposes the path relation between characteristics of a job and CPSs and CPSs outcomes will be stronger towards the respondents who greater development require strength i.e. individuals employees who are self-motivated and enhance the skills towards the job. Empirical evidence for the hypothesis CPSs outcomes are non-consistent. The “Job demand Resource theory” has the origin from job design, which was initially stated as the group of chances and restraints organized into the assigned tasks. The employees’ responsibilities will influence the employee and his/her accomplishment and how he/she experiences their work. The five main dimensions will advance the psychological states (three) which can influence the beneficial job outcomes.

The three psychological states namely experienced meaningful, experienced responsibility and knowledge towards the findings of the work related activities. The five core dimensions are “skill variety, task identity, task significance, autonomy, and feedback”. It should be noted that the self-generating should be the highest when all of three psychological states are present. The job characteristics model suggests that motivational influence of job resources required at the task level, comprising of autonomy, feedback, as well as task significance.

2.4 DEMAND CONTROL MODEL (DCM)

The chief hypothesis in DCM [21] is the strain seems to be greater in jobs which are described by job demands (high) and the job control (low). These jobs are defined as “high-strain jobs”. In comparison, the important hypothesis of DCM indicates that the enjoyment of performing task, learning on the job, and employees’ growth can be greater with jobs which has combined job demands
(higher) and job control (high). Inspite of some jobs that are greater demanding, workers with adequate decision autonomy are in a position to utilize his/her skills, facilitating a transformation of stimulated energy into job through a problem solving that is effective. Karasek has named these jobs as “active-learning jobs”. Both the JCM and the DCM have elevated to an important place in the job literature. Nevertheless, the empirical validity towards both these model are inconsistent and mixed. The influence of job demands and employees influence of job control (Additive) on worker happiness and their motivation have been established, but innumerable studies unsuccessful in producing interaction effects that are posited by DCM.

2.5 EFFORT REWARD IMBALANCE MODEL (ERIM)

The ERI model [22] highlights the importance of rewards and not on the structure of control of work elements. The ERIM suggest that job stress is due to the imbalance of effort. The job demands which is extrinsic in nature and to face the demands the workers require intrinsic motivation and compensation and reward. This is due to salary increase, esteem reward, and job security, opportunities in job progression like job promotion scenarios, security of job and status of the position. The fundamental postulation is an absence of reciprocity of effort and their associated rewards which is a state of very high effort the employees put in and the reward is less. This situation for employees will leads to provocation and stress that can possible turn to health hazards like increasing risk of cardiac stress and other health stress reactions. Thus, when a employee have a demanding job and as well as an unbalanced job, and realizing at a greater level deprived of not proposed any job promotion are illustrations of the employees stressful unevenness.

The mixture of higher job effort associated low reward for employees at work place was certainly lead to job risk factors, which will deteriorate the cardiovascular health, idiosyncratic health related problems, minor psychiatric disorders that further develop into burnout. Contrast to postulates of the DCM, the proponents of ERIM presents incorporates a personal factor inside the model. Commitment in excess is well-defined set of “attitudes, behaviors and emotions”
which will reflect the unwarranted striving to mixture with a solid need of being superiors’ approval and steamed. In accordance to ERIM, commitment in excess can moderate the relationship of the path between imbalance of effort-reward and well-being of employees. Thus, one’s personality will influence and will advance the interaction of two the reward and effort.

2.6 EARLY MODELS AND THEIR CRITICISM

There exist four partially overlying difficulties with prior models with factors of work stress and motivation at work place. There are three points and the first one is that these models have taken attention of one-side and either concentrated on job stress or motivation at work place. The second critique of these models as they are relatively simple, does not consider the viewpoints of existing models in the literature. Frequently, quite a few and insufficient variables are predictable to express every probable working environments. Thirdly, the previous models are static and it is expected that this models containing the precise variables can hold good in all plausible job environments.

Lastly, the jobs nature are fast changing, presence of job stress or else the motivation models will not consider the volatile situation into account. The below paragraphs will discuss every point in detail.

The job stress and work motivations has developed into two main kind of literatures. This indicate that researchers who are working on motivation often neglect the stress associated with the job and the researchers who are working with job stress often not considered the motivation in their work. This is found in the practice as the human resources function in the organization concentrate on motivation of employees and the company medical officer’s focus on the stress and absence due to sickness. Though, it will be obvious that stressful job are considered associated to job motivation. Management scholars have claimed and found when the workers are stressed owing to their work and have a tendency of becoming exhaustive of chronic in nature. These stressful workers were discouraged and found to be eliminated psychologically from work environment. The employees who are
exhausted can become cynical and the work contributes nothing and try to forget the meaning of the work.

The fundamental supposition of the “DCM and the ERI-model” suggest the job demands influence the stress inherited in a job in a situation where the job resources are less. In the DCM, the job autonomy and compensation, social esteem, job security in the ERIM. These models are known for their simplicity and easy for readers to understand. On the contrary these are seen by many researchers as weakness owing to the complex working atmosphere and this can be modelled as a complex situation. This simple model can in suffice to capture the reality. Certainly, researchers working with job stress along with burnout has formed a stream of employees’ job demands. The shortage of job resources will be an important predictors, which include the greater psychological and lesser job demands, absence of job rewards, and there is no autonomy, indeed high emotional demands, little social support, nonexistence of supervisory support, as well as poor performance feedback. This will raises a fundamental question regarding the applicability of early model in reality, and want to know that in some occupations the mixture of job demands and nonappearance of workers job resources can be responsible for inducing stress in the jobs. The proponents of “the DCM and the ERIM” suggest from the premise of the interaction of particular job demands like job overload, Pressure at work place can interrelate with job resources. Motivational models always prefer to ass job resources and do not prefer to include the job demands of an employees. Thus these models can be used with caution in real time scenario. The job environments in contemporary time are so complex and so one need to model with job demands and as well as the resources of the job.

We shall further want to inform that the job demands need not be deteriorate the performance in job environment as all the job demands are negative. There are some challenging job demands and as well as hindrance, and these hindrance job demands will decrease the employees’ performance.
Static character

The work environment is dynamic and the models discussed above are quite static in nature. In addition to this, in DCM, there is no clarity why the job autonomy is a significant job resource. The researcher need to look in workplace whether there is a possibility of total different resources that can enhance the job interest. For example the inspiring leadership is specific work environments or open communication with the reporters of television channels. The ERIM is significant that theorize that salary, rewards, status control, could be an important job resources that can buffer the strain due to job demands. It is not clear the role of work pressure or effort due to intrinsic or extrinsic nature can be more vital job demands and certain important aspects are not considered.

The models discussed here do not discuss that occupations of doctors, nurses, faculties, require more emotional demands than other occupations. These emotional demands are quite irrelevant in other occupations. The air traffic controller and software professional process information and they must have a job demands which is cognitive in nature. These implies that the job demands are different for different jobs and cannot be considered as same. Like the “Job Characteristics Model” [18] always focussed on five features namely “skill variety, task significance, task identity, feedback, and autonomy”. The researchers “Hackman and Oldham” has sufficient reasons to pick up these “five resources of the job” and these job resources will enrich the job environment. These five resources cannot be uniform for all the jobs and the researchers need to pick the job demands which are relevant for every job. Several number of studies have shown opportunities for the inclusion of supervisory coaching as a job motivators and it could be an important job resources as well. The ERIM suggest that the distributive and fairness procedure and the job security are vital as a job resources.

Changing nature of jobs

The nature of the job is the happening of rapid change. Modern jobs are more composite in relations of functioning and their network structures. The
character of contemporary job performance is more important with the inclusion of information technology in the organization, and the employees’ want their own job content and situations. This ever varying landscape means the role of more probable ways of working conditions that could be different from decades ago and during that period early models were developed. So models of today’s work environment require dynamic model to evaluate the workplace. Cognitive work have become an key work characteristics, which is important for many job profile and it is more demanding at work place. The occasions for development at work and employees learning that employees look for in their jobs. Moreover, contemporary employees do negotiate with the management and look for flexible working conditions and the management do ensure the flexi working time to retain the employees. Subsequently, it will be a delusion to think and identify some work characteristics in their model which has elements on stress or motivation of employees. There will be enough complexity in the workplace model that need to incorporate in model building. This suggest a more complex models. Theories can justify more flexibility that include work associated features that are quite pertinent and present a more accurate picture of the work environment.

2.7 JOB DEMAND RESOURCE (JD-R) THEORY

The JD-R theory is quite relevant to contemporary work environment that has working conditions and it can be broadly grouped into two i.e., the employees job resources and their job demands [7]. The job demands can further turn into burnout. Job demands “refer to those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs” [8]. One cannot think that the job demands are always of negative in nature, the job demands turn into stressors only when the employees need to apply higher efforts to accomplish job tasks. “Job resources refer to those physical, psychological, social, or organizational 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 [8].”

Accordingly, job resources can be valued from their perspective, which has tendency to protect the other resources. These resources will be helpful to produce other resources. Job resources are available at various level for the employees; it could be macro level as projected in organization as compensation, opportunities in career, job security, etc., may be located at the macro, organizational level. The job resources can be at personal level that may be manifested as interpersonal skills with supervisor and peers. This can be projected at specific job level like clarity in employees’ role, decision making capability, and come in the way of individual task namely “skill variety, task identity, task significance, autonomy, and performance feedback”.

The last three decades have shown many research studies have shown strong impact of not favorable job characteristics which will a strong effect on stress associated with job and job burnout [23]. Earlier studies have shown that factors like job overload, non-autonomy, higher emotional demands, less social support, and ambiguity in the employees role and these factors can effect to arouse the feeling of emotional exhaustion and uncaring attitudes toward the job role [15]. A second important premise that values the “JD–R model” is the dual process which are psychological in nature are necessary in the production of strain of job and job motivation. These lead to the development of these outcomes.

The most important is the generation of health impairment process that lead to job demands and further manifests as exhausting the employees mental and physical health. These further can lead as chronic job demands like overload of job tasks and emotional drain. Additionally the exhausted employees will develop a tendency to deplete the physical and mental energy which finally lead to health associated problems [18]. In accordance to Hockey (1993), the employees prefer to
utilize the “performance-protection strategies’ in the way of demands developed by the environment.

The other important process offered by the “JD–R model” is offering motivation in work place, whereby there is a proposal that every job resources possess the potential of motivation and turn to greater work engagement, small cynicism levels that paves the way to excellent performance.

The meaning of job resources suggest that it has a role of playing an intrinsic motivator because they raise the growth of employees’ and much in their learning and the associated development. The job resources can play a role as an extrinsic motivator owing to their power in attaining work goals. The role of job resources as an extrinsic motivator as suggested by the ERIM as the job environments can offer numerous resources that fosters the employees inclination to dedicate their efforts and workers abilities to achieve the work task.

**Job demands: Can be a challenge demand or hindrance demand**

Job demands are an important aspects of work environment and workers which require effort from the employees and it has associated cost. This may convey that the job demands are necessary evil, possibly lead to health impairment, in the context of JD-R model. Now what we are talking is of hindrance demands like politics in the organization. The authors N. P. Podsakoff, LePine, and LePine (2007) [24] found that there are two forms of stressors called as challenge and hindrance demands and they give a distinction between these two. Hindrance job demands or stressors can be defined as the employee’s job demands that include unnecessary or unwanted constraints that could interfere with the employee’s performance and thereby inhibit the ability to attain valued goals. This definition is alike to JD-R model definition of job demands. The “hindrance job demands” examples are conflict exist in the role of employees, job overload and ambiguous position in the employee’s job role. These job demands are reflected as ‘bad’. The challenging job demands has the potential to develop an employees, their achievement and ultimately personal growth of workers [24], which establishes a greater similarity to
JD-R definition to job resources. The challenge demands examples are great plane of workload, pressure of time, and responsibility that is akin to the job demands within the JD-R nomological network. This job stressors are similar to what proposed in JD-R model. These kind of job demands will have greater potential as rewarding job experiences. This job demands well worth for the discomforts associated and can be categorized to be ‘good’ stressors.

2.8 JOB DEMAND AND RESOURCES INTERACTION

We have discussed the direct influence towards “job resources and job demands”. Apart from this main effect, the interaction of employee’s job demands and resources are important in understanding our advancement of strain in job and motivation.

The characteristic of “JD-R model” is that the job resources can act as a cushion the negative influence of job demands in straining their job may possible lead to burnout, once it intensify [25]. The buffering characteristics by job resources is akin to the DCM and ERIM theories. The DCM theory states that controlling the execution of job tasks (non-autonomy) will buffer the influence of job overload on the stress in the job; and theory ERIM suggests that rewards in jobs may lessen the unfavorable.

The JD-R model concluding suggestion relates that the job resources can influence motivation or job engagement once the job demands levels are high. As per the “conservation of resources theory” [26] “people seek to obtain, retain, and protect that which they value, e.g. material, social, personal, or energetic resources”. The JD-R theory suggest that stress of employees are resources loss of employees. Further, Hobfoll and Shirom (2001) [26] specifically have claimed that:

- Employees can bring resources in their job which will prevent further resources.
- Workers who possess a higher level of resources are “less susceptible to resource loss”.

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Employees who do not have resource will have increased loss ("loss spiral")

“Strong resource pools lead to a greater likelihood that individuals will seek opportunities to risk resources for increased resource gains ("gain spiral")”.

Hobfoll (2002) [27] has moreover appealed that resource advance by employees, has a undefined effect, however they obtains its importance in the situation that have resource loss. This suggests, the job resources advance their motivation particularly when workers are challenged with job demands like role ambiguity, role conflicts & role overload. The JD-R framework is the greatest and extensively referred theoretical framework that includes the work engagement.

JD-R theory demarcates how job resources such as job autonomy, support from supervisor and individual resources like resilience, optimism, directly effect work engagement that leads to influence outcomes “such as in-role performance, extra-role performance, creativity, and financial returns”. JD-R model explain the workers well-being “such as burnout, organizational commitment, work enjoyment, connectedness, job satisfaction, and sickness absenteeism”.

**Burnout**

Burnout is pressure condition for an employee at workplace and it is due to work stress and burnout possess three dimensions like disengagement, exhaustion and cynicism [28]. These important burnout dimensions are cynicism and exhaustion are seen in any job environment and obviously in any job position. [29] have identified exhaustion as “risky form of fatigue as a consequence of prolonged and intense physical, affective, and cognitive strain caused by prolonged exposure to specific working conditions”.

2.9  WORK ENGAGEMENT

“Work engagement is a positive, fulfilling, affective-motivational state of work-related wellbeing that can be seen as the antipode of job burnout”. The employees who are engaged shows higher heights of energy, the employees are enthusiastic about their work [30]. Most social scientist have agreed to include a new dimension called as an “energy and an identification dimension”. Therefore, the concept engagement is considered to have higher amount of vigor and identify employees with their passion in their work.

“Macey and Schneider (2008)” [31] have recognized the production of many definitions of the concept “engagement”, several being considered as old wine in fresh bottles. These authors attempt to “solve” the theoretical problem by suggesting employee engagement could be a concept that has “all-inclusive umbrella term containing contains different types of engagement (i.e., trait engagement, state engagement, and behavioral engagement), each of which entails various conceptualizations; e.g., proactive personality (trait engagement), involvement (state engagement), and organizational citizenship behavior (behavioral engagement)”.

In distinction, some authors define engagement which are specific, precisely defined and appropriately operationalized as an employee psychological state suitable for empirical research and managerial application.

Work engagement been a concept known for motivation. When workers engaged, they feel bound to attempt in the direction of a challenging goal. These employees who score on job engagement like to get success. Work engagement tend to go further not just answering to the current situation. Workers agree to take an individual commitment to achieving these goals. Additional, work engagement mirrors the individual energy of workers that will carry to their job. Engaged employees known to possess energy and do have the capability of being energetic, they actively apply that level of energy to their work. They do not hold back. They do not keep their dynamism in store for somewhat important; they take that present day work merits in consuming their energy. Nevertheless, work engagement
replicates strong association with the work. Engaged employees do have the tendency of paying enough attention at work place.

Engaged employees look for an important minutiae while involving to the spirit of problems that are challenging in nature. Engaged employees developed certain absorption during their work, undergoing flow and during that time they lose “track of time” and reduce their reaction to distractions. Work engagement do have relevance with any kind of challenging job. Job engagement bring workers’ capability to carry their complete capacity to resolving problems, linking with various stakeholders, and evolving innovative services. The top management will creates a metamorphosis as well. Workers’ replies to structural policies of organizational, practices, touch their potential that will experience engagement. In a steady work environment workers uphold a dependable degree of job engagement. Job engagement flourishes in situations that validate solid associates between management and individual employees’ values. On one side, companies endorse their values with employees, rousing their loyalty. On other side, firms are receptive to the employees’ values that carry to the employees’ work. Employees preserve adequate flexibility to lodge a multiplicity of methods to their intricate challenges. They accomplish to manage employees resources in a approachable way that gains employees’ discrete offerings to the company. Work engagement have preference for job performance, both personal and for his company. The employees who are engaged are likely to find their job enjoyable and spent more time due to their involvement, they like more job enjoyment lead to effective action.

Earlier studies have constantly have shown that resources attached to the job like social support from peers, feedback on performance, skill variety, job autonomy, and opportunities in learning are positively linked with job engagement. Job resources moreover known for their intrinsic motivation due to which, they enhance employees’ growth, their learning, worker’s development, or they do show an extrinsic motivation that are key to achieve work related goals. In the previous instance, it accomplish fundamental human needs, like the desires towards autonomy, job understanding and their capability.
For example, right feedback nurtures learning, which will increase the competence in the job, while decision opportunity and “social support” will have to satisfy the requirement of autonomy and the necessity to belong. Job resources can play an active extrinsic role which propel intrinsic motivation, because job environments can present several resources to enhance the inclination to bestow individuals’ efforts and capabilities towards the completion of work task. In adequate job resources rich environments it is highly probable to complete the work task completely and objective of the work is fulfilled. For example, support from colleagues and inputs about performance can likely chance of successful in attaining the employees’ work goals. In both the case, it happen due to the employees satisfaction owing to take care taken of basic satisfaction that pave the ways for attaining the goals for work and the job outcome could be positive. Since, due to job outcome is positive there is likely to have employee engagement [32].

When the workers have work engagement?

Job resources has dual role of playing the role of intrinsic motivation as they enhance workers’ growth, employees learning and their development, or responsible for motivation that are extrinsic in nature, and these are responsible for attaining the work specified goals and go beyond. In the previous case, the role of employee’s resources accomplish human needs that are basic, like requirements for autonomy, affinity and job competence. Job resources will become noticeable and advance their level of motivation when workers are challenged when employees have higher job demand [32].

Job engagement has great implications for the performance of employees. The employees’ energy and their focus integrated in job engagement will allow the workers to get their complete potential to their job.

This focus with energy will advance the quality of their main work responsibilities. Employees’ shows their capacity and will be motivated to ponder wholly on the job tasks at hand. Additional, work engagement will play a positive role in supporting the “extra-role performance”. 
The intricacy of modern workplaces will be against the details of workers' expectation. Additionally, the core of a job position's responsibilities, firms can hope that appointees will go afar of their formal structure that will help to take initiative. A proactive method to work that includes enlargement of knowledge, retorting to single opportunities, and employees running that extra mile to support that the firms done through the mentoring process, volunteering, and thoughtfulness to colleagues.

With using initiation, workers do in advance new expansions in their job and attempt to identify themselves as thought leaders in their respective fields. Employees through their actions can go beyond and live through the confines of job description that craft the job that something which keeps dynamically acclimatizes to the continuous ever changing life situations has turned to the norm.

Job engagement resounds with the theory by name “broaden and-build” viewpoint proposed by Fredrickson eta al [33]. Cognitive enlargement will lies at the central of employees perspective. This build on research that demonstrates that any positive emotions will enhance the employees’ flexibility, their creativity, and integration, efficiency in thoughtfulness. Contrastingly the employees can narrow the focus towards the experience of stress, positive emotions will tend to go beyond impartial mind that inspire broader perspectives on individual and work place situation. Isen etal have identified the circulation of dopamine which serve as physiological source that observed expansion can attends positive emotions. Indication for the enlargement of hypothesis has been studies by Fredrickson. Consequently, positive touch can harvests a comprehensive and elastic cognitive organization which will built the ability to assimilate dissimilar material. The point is that however is whether the theory “broaden-and-build” will influence the and obvious the greater job performance, as anyone could accept of the buildup of employees individual resources. [34] has claimed that the firms require to identify how and why that expanded thought will initiate the action are deciphered into choices and actions.
In the firm’s context, when the proportion of managers’ reaction of positive and negative emotions are great seen throughout meetings, they want to clarify more doubts, and their array of questioning and encouragement is wider, can results in better job performance.

2.10 ASSOCIATED CONCEPTS LINKING TO WORK ENGAGEMENT

With, non-agreement present with the denotation of job engagement and due to many cases the descriptions of work engagement seen as showing new wine into timeworn bottles, this is domineering to deliberate similar and as well as alternative concepts – to palate the wine (old), so to express. The critical question is: Do the engagement concept– defined in academicians add value and traditionally related concepts?

Eight related concepts can be differentiated with each other and these are behaviours like “extra-role behavior, personal initiative, beliefs like organizational commitment, job involvement, or affect (job satisfaction, positive affectivity) that are considered prototypical for work engagement, or refer to comparable, more complex psychological states (flow, workaholism)”.

Extra-role job behavior

Though it was usual to express job engagement by expressions like discretionary effort, “giving it their all”, or “going the extra mile” it will be imperfect to reflect the role of engagement merely by ways of additional, voluntary exertion. Primarily, employees who are engaged will carry different things to an individual job (e.g., inventive in solving the problem) and will not do [35] somewhat more (like long working hours). Secondarily, the limits of “in-role behavior” – the officially expected behavior that assists to achieve the objectives of organization the employees belong and “extra-role behavior” that unrestricted behavior will tend to go beyond employees’ “in-role behavior”, also termed as organizational citizenship behavior [35] – are feeble at best. The engaged employees can or cannot display
“extra-role behavior” and cannot be measured as a establishing component of job engagement.

Personal initiative

In Accordance to this authors [36], personal initiative encompasses of “self-starting behavior, proactivity, and persistence”. By way of a particular type of behavior the personal initiation will go past of normal, palpable, or normal in every job. We always refer to the quantum of behavior, the initiative by individuals will be roughly the eminence of the worker’s in their job behavior. Personal initiative is associated with the behavioral component i.e. vigor from the bigger picture of job engagement.

Job involvement

In their seminal article [37] that define the job involvement “as the degree to which a person is identified psychologically with his work, or the importance of work in his total self-image”. Evidently, job involvement is opposite to the concept of cynicism and related very thoroughly to the job engagement concept and not comparable to it.

Organizational commitment

Comparable to the concept of involvement in the job, “organizational commitment is a psychological state of attachment and identification, but, unlike job involvement, it is a binding force between individual and organization”. Or, as [4] discuss as “the relative strength of an individual’s identification with and involvement in a particular organization”. Contrastingly the job engagement, as proposed in academia, is round about the involvement of workers in the job role or how involved in their role. When the concept “engagement” is looked to be same to employees’ organizational commitment, by way of the case of certain definitions employed in business literature, the very idea of engagement could be unnecessary.
Job satisfaction

Possibly the most extensively cited explanation of employee’s satisfaction is from [38] as “a pleasurable or positive emotional state resulting from the appraisal of one’s job”. Contrastingly the engagement is about the employees mood during work time, job satisfaction not only concern about affect or concerning work, which possibly has more mental foundations. Furthermore, engagement means activation (employees’ enthusiasm, their alertness, job excitement, job elation), while satisfaction predicts satiation (job contentment, calmness in the job, job serenity, and relaxation).

Positive affectivity

The engagement of employee’s in their job is considered as a “domain-specific psychological state that corresponds with positive affectivity, being a context-free dispositional trait”. For example, producers of the positive affect of “Positive Affectivity scale of the PANAS [39] include, among others, attentive (absorption), alert(absorption), enthusiastic(dedication), inspired(dedication), proud(dedication), determined(vigor), energized (vigor), and strong(vigor)”. Henceforth, it is anticipated that certain employees can be dispositionally prone than being absorbed at work comparing less engaged employees.

Flow

According to [40], “flow is a state of optimal experience that is characterized by focused attention, clear mind, mind and body unison, effortless concentration, complete control, loss of self-consciousness, distortion of time, and intrinsic enjoyment”. Undoubtedly the employee being engrossed in their work will be closer to definition of flow. Hitherto, flow denotes to an employee brief “peak” experiences, which can outside from realm environment of work – while job absorption denotes an employee to be more pervasive with a consistent mind. Moreover, flow relatively more of a complex concept, which include precise antecedents that include the instant (performance) feedback.
Workaholism

Though looking at the first glimpse there look like having some resemblances between the two concepts “workaholics and engaged employees”, it has remained argued in the literature that workers who are engaged shows the absence of the obsessive drive that is the characteristic of work addicts [41]. The employees who engage will work hard, and for them work is stimulating and exciting, and not due to that they are determined due to a strong urge in the mind which the employees cannot resist. Distinction which are similar is carved by discrimination of harmonious desire (akin to engagement) and desire due to obsessive (similar to workaholism).

In spite of a limited overlap is seen between job engagement and individual initiative, involvement in their job, “positive affectivity and flow”, the engagement concept not possible to reduce to any other concepts and it is not parallel. Moreover, job engagement is distinct conceptually from other concepts like “extra-role behavior, organizational commitment, job satisfaction and workaholism”. Henceforth, the inferences can be job engagement will add value and will be a concept much above than the related concepts.

Work engagement Assessment

Based on various conceptualizations, many instruments were developed for examination of job engagement, for practitioners in organizations and for organizational scientists. The psychometric properties of these questionnaire are evaluated using “reliability and validity”. The data which collected for psychometric procedure are unavailable from questionnaires measuring engagement used by business consultants and these instruments are not reviewed.

However, there is an exception exists: “Gallup’s Workplace Audit”. Moreover, there is a distinction between questionnaires that capture job engagement as an individual and the instrument that examine engagement as an antipode of burnout.
2.11 STUDIES USED JD-R FRAMEWORK

A research concentrating on burnout and the antipode that is opposite—engagement was studied by [14]. A theory is proposed and tested that has two important variable like burnout and engagement. These burnout and engagement have many antecedents and many consequences. In this study the “Structural equation modeling” was used for testing the model with four data samples obtained from the four occupational samples. Results specify the hypothesized model shows negative path relationship between burnout and engagement ranging the variance from 10 to 25 percent. The antecedents of burnout are job demands and also due to deficit of job resources and job engagement and is mainly predicted by the job resources of employees. Burnout is associated with health problems and possibly influence the turnover intention, while job resources is related to job engagement. The employees burnout mediate the path relationship of “job demands and health” issues, while job engagement mediates the path “relationship of job resources and turnover intention”. The detail of employees burnout and job engagement demonstrates dissimilar forms of probable causes and this implies the requirement of proposing different intervention plans when employees burnout is lessen or job engagement can be improved.

The direct and as well as indirect effects associated work characteristics like self-reported way of safe working were examined using a longitudinal study using the frontline employees (N = 161) in manufacturing sector by [42]. Work characteristics like “job autonomy, role overload, role conflict, supportive supervision, training adequacy, job security, and communication quality”. Job independence and quality of communication were related positively and safe working subsequently preceding quantity were controlled for these variables, supportive supervision shows a lagged and positive effect with safe working after 8 months. Supplementary analyses that shows an organizational commitment mediates completely on the path between job autonomy and safe working and mediated partially on the influence due to communication quality and safe working. This study recommends that the key antecedents of safe working are work characteristics.
A. Bakker, Demerouti, and Schaufeli (2003) [43] examine a sample of 477 employees employed in a business process outsourcing company in a telecom company of Dutch origin (response 88%) and studied the predictive capability of “the JD–R model” using the data on turnover intentions and self-reported absenteeism. The principal hypothesis built is that the employees demands due to job might be the maximum and vital predictors of employee absenteeism, with their association with employees’ health problems (like employees’ exhaustion and Recurring Injury cause due to strain), where the job resources can be the key predictors of employees turnover intentions, and their association with job involvement such as organizational commitment, employees’ dedication, etc. The results of SEM (Structural Equation Modelling) analysis serially principally supported these double processes. The initially process of energy-driven, employees’ job demands like job pressure, emotional demands, further include variations in tasks were considered as the key important predictors leading to health problems that further influence the absence due to sickness. The sickness duration and continuous absence in employment. The motivation process which is later studied, found that the job resources (e.g. employees’ social support, coaching of supervisors, performance feedback) were the lone predictors of job involvement, which can influence the turnover intentions. Furthermore, job resources of employees shown a negative and weak relationship on employees’ health related problems. The health problems of employees can positively effect intentions to leave.

The “JD–R model” deployed to human resource department in business call centre and another organizations are discussed with this study.

A study conducted by [44] uses the “job demands-resources (JD-R) model” framework is utilized to examine the association between employees’ job characteristics, burnout, and employees’ performance using 146 respondents. Job demands like job pressure, emotional demands were posited in the study can the chief antecedents of the dimension “exhaustion” a important dimension of burnout, that can influence the “in-role performance”, which is result of hypothesis 1. Contrastingly, the job resources like “job autonomy and social support” were
theorized as the key significant antecedents “of extra-role performance, through their relationship with the disengagement component of burnout” which is the result of hypothesis 2 proposed.

Additionally, we also predicted the buffering character of job resources between the path relationship between employees’ job demand and their exhaustion, and the employee exhaustion is positively associated to disengagement that is a hypothesis proposed.

The SEM results provide good support for all the hypotheses expect “for job demands and exhaustion”. These conclusions has supported the proposition of JD-R theory claim “that job demands and job resources initiate two psychological processes, which eventually affect organizational outcomes”.

The authors “A. B. Bakker, Demerouti, and Euwema (2005)” [45] performed a study to advance the “job demands–resources model”, “establishes the role played by crossing over that several job resources in buffering the impact of several job demands on burnout”. A sample of 1,012 workers working in a large higher education institute contributed in the research program. The important features of job demands “(e.g., work overload, emotional demands)” and the important job resources like job autonomy, feedback of performance about subordinates were used to investigate the important hypothesis of interaction “between (high) demands and (low) resources produces the highest levels of burnout (exhaustion, cynicism, reduced professional efficacy)”. The hypothesis proposed was not statistically “significant for (reduced) professional efficacy but confirmed for exhaustion and cynicism regarding 18 out of 32 possible 2-way interactions (i.e., combinations of specific job demands and resources)”.

The study examined the hypothesized relation between workers burnout and job engagement can cross over since the husbands and wives or the other way (A. B. Bakker, Demerouti, & Schaufeli, 2005) [45]. The study collected data from 323 married couples employed in a range of occupations. “Job Demands–Resources model” framework was used to concurrently test the likely relationship between the
burnout and employee engagement for every partner distinctly. The outcomes of a sequence of “hierarchical regression analyses” too provide concrete evidence to crossover of employees’ burnout and job engagement include “vigor and dedication” amongst couples. The crossover association results were statistically significant and solid for both the partners, afterward controlling few significant features of the job and home environment. These discoveries can expand earlier crossover research, predominantly by displaying that experiences that are positive at work can be shifted to the home realm. We contend that there is a crossover of partners positive approaches would be positioned further importantly on the research program.

Salanova, Agut, and Peiró (2005) [46] have observed the mediating effect of the concept “service climate” in influencing the relation of the path between “employee performance and customer loyalty”. “Contact employees (N=342) from 114 service units (58 hotel front desks and 56 restaurants) provided information about organizational resources, engagement, and service climate”. Additionally, a sample of customers (N=1,140) has reported about information on their performance and perceived customer loyalty. The analysis using SEM results were reliable with a complete mediation model that states that organizational resources and job engagement can predict the service climate that further predicts performance of employees’ and further influence customer loyalty. Additional analyses have proposed a possible reciprocal causal effect.

A study by Jari J. Hakanen, Bakker, and Schaufeli (2006) [47] using “Job Demands–Resources model” was planned on the basis of the suggestion which propose that there exist a two parallel running processes absorbed in job-related comfort among teachers, explicitly an energetical process “(i.e., job demands to burnout and then ill health) and a motivational process (i.e., job resources to engagement and then organizational commitment)”. Furthermore, few cross-links of both the processes were also hypothesized. SEM technique was employed for concurrent testing of hypotheses using the respondents of teachers (N=2038) from Finland.
The outcomes established the presence of both the process, even though the energetical process appears designate as additionally noticeable. More precisely, (1) burnout construct can mediate the influence of employee’s job demands (high) thorough ill health, (2) job engagement has a mediating influence on the influence towards the job resources on perceived organizational commitment, and (3) burnout can tend to have effects du mediation of deficient resources on deprived job engagement. The vigor of these results is highlighted by the point that it was collected using 50 percent of the study respondents using “random sampling” and cross-validated by using the next half.

Heuven, Bakker, Schaufeli, and Huisman (2006) [48] examined by using a respondents cabin attendants (N=154) to inspect the influence towards self-efficacy towards the job performance with emotion at work. The review of literature will help the basis that self-efficacy proposed to have hypothesized of having a moderating effect on the path relationship “between emotional job demands (i.e., feeling rules and emotionally charged interactions with passengers) and emotional dissonance, and on the relationship between emotional dissonance and well-being (emotional exhaustion and work engagement)”. Moreover, many research has foretold that dissonance due to emotion mediates the path contain the job demands due to emotion and employees’ happiness.

The results of “hierarchical multiple regression analyses” performed serially supported the hypotheses. The findings have established the emotionally based interactions through passengers are associated to attendant’s emotional exhaustion and job engagement over their effect on emotional dissonance. Additionally, the concept “self-efficacy” can buffers “the association of emotional job demands and emotional dissonance, and the relationship between emotional dissonance and work engagement (but not exhaustion)”.

A study conducted by Langelaan, Bakker, Van Doornen, and Schaufeli (2006) [49] with a main aim of this study with 572 Dutch employees with examining that burnout and its antipode that is positive —work engagement—might be distinguished on the base of “personality and temperament”. Burnout was
anticipated to be considered by higher level of “neuroticism and extraversion” (lower level), and “engagement by low neuroticism and high extraversion”.

Moreover, the study envisages the negative correlation of burnout with the individual temperament traits such as power of excitation, inhibition strength, and movement, while job engagement can having a positive association. Discriminant analyses a multivariate technique were performed for distinction between burned-out employees’ and engaged employees departing from the “non-burned-out and non-engaged counterparts”, respectively. The results indicate the person with high neuroticism cause the central feature of employees’ burnout, while job engagement is considered by lower level of neuroticism in arrangement with higher extraversion lead to higher levels of employees’ mobility. Thus, individual personality and their temperament mark as a difference between the employee’s burnout and engagement of employees are concerned.

S. Rothmann and Jordaan (2006) [50] Study propose to investigate the faculty job engagement in particular higher education establishments in South Africa and the influence of faculties job demands, job resources influencing the work engagement. A “stratified random samples” with the sample size of 471 were selected from employees of academic using three strata of higher education establishments available in South Africa. The “Utrecht Work Engagement Scale (UWES)” and the “Job Demands-Resources Scale (JDRS)” were directed to faculties. The results established the presence of two-dimension factor structure of the “work engagement”, involving only the dimension, vigor and dedication.

Six factors with good reliability were extracted using the JDR scale, namely “organizational support, growth opportunities, social support, overload, advancement and job insecurity”. Job resources which includes organizational support with growth opportunities have predicted variance to the extent of 26% in vigor and to the extent of 38% with dedication. The job demands particularly overload will influence the academics dedication at little and modest range of employees’ organizational support.
A research was agreed to carry out by [51] using workers engagement that has been a great topic in contemporary years among practitioners employed in consulting firms. Nevertheless, the job engagement has seldom deliberated in academics. Journal literature and reasonably little is identified nearly its predecessors and consequences. The aim of our study was to examine a model containing the antecedents and dependent variable of job and the organization engagements grounded with the “social exchange theory”.

A survey performed with 102 employees working in a diverse jobs in many organizations. The mean age was 34 and majority of the participants (60 percent) are female. The respondents participated are working in the current jobs with a mean period of four years. The respondents employed in the organization with mean=5 years, and the mean total job experience of 12 years. The questionnaire contains items which collect responses about job and as well as organization engagement. The study also contains the antecedent’s variable and consequences. Results suggest that the occurrence of a significant difference between the engagements of job as well as organization and the organizational support influence the job and as well as organization engagement; characteristics of job predicts employee engagement; procedural justice effect the organization engagement. Additionally, job and as well as organization engagement can act as a mediator on the path between the predecessor and employees job satisfaction, their commitment to organization, intentions to leave the company, “and organizational citizenship behavior”.

A research study of school teachers employed in secondary, elementary and vocational posited two interaction hypotheses [52]. The sample size is 805. Using the “job demands–resources model”, the study have predicted that the employee job resources can act as buffers and lessening the strength of negative relationship “between pupil misbehavior and work engagement”. Besides, by means of using “the conservation of resources theory”, the authors conjectured that available job resources principally effect work engagement, once the teachers are challenged with the higher stages of misconduct of the students.
Consistent with the hypotheses, moderated analysed using structural equation modeling found significant in 14 with the possible “18 two way interaction effects”. Specifically, “supervisor support, innovativeness, appreciation, and organizational climate were important job resources that helped teachers cope with demanding interactions with students”.

The research study of [53] have used “the JD-R model”, which incorporated the of occupational well-being context in the salaried workforce, to assess the many antecedents of workers’ burnout and connectedness using the volunteer ambulance officers (N = 487). Structural equation modeling using self-reporting indicate a strong evidence of main assumptions “of the JD-R model”.

The findings further confirms the role of burnout that completely mediates the path of job demands $\rightarrow$ health problems (which is first hypothesis), and path of employees job demands and willpower to continue (that is second hypothesis). Moreover, results found that employees’ connectedness completely mediates the path of workers job resources and shows the willingness to continue (Hypothesis 3). These results do provide key practical implications owing to the growing difficulty of recruitment of volunteer and retention.

The study performed by Llorens, Schaufeli, Bakker, and Salanova (2007) [54] with 110 university students belong to university in Spain that enlarges earlier research work on job engagement by exploring the causal path relationships concerning two significant and potential resources in the usage “of Information & Communication Technology (i.e., time control and method control), efficacy beliefs and engagement”. “Two questions” are need to be addressed and they are the individual resources do mediate the path task resources and job engagement and Does the job engagement upsurge the level of task and personal resources? Results indicate that employees’ efficacy beliefs will play the role of mediation on the path of task resources lead to engagement. Job engagement upsurges the efficacy beliefs that will turn to escalation of task resources above time. These results recommend a spiral of positive gain and in the scenario the belief in efficacy play a chief role.
The authors Martín, Salanova, and Peiró (2007) [55] have examined and used the job demands and control model and a key documented models in the stress arena of occupational research. The results obtained has thrown inconsistent results. Active learning conjectured proposed using this theory is an under-researched area in contrast to the research done with the stress hypothesis. The central point of this research is to examine “the Job Demands Resources Model” in the estimation of individual innovation during their work as an coping strategy.

Results obtained with “hierarchical multiple regression” given solid clue and support to the proposed model. The results shows a positive correlation of job demands and innovations by individual in circumstances featured by high employees’ job resources. Finally, the study deliberate the limitations and practical significance of this results.

A longitudinal research design was used with a two year span by [56], the current study explores the individual experience of job engagement, various antecedents using health care workers as samples in Finland. The sample size is 409. The questionnaires was administered using paper and pencil approach time I and time II. The study found that the work engagement—particularly vigor and as well as dedication—comparatively frequently felt by the study participants, and its mean level has not modified during the continuation period. Additionally, the experience to enjoy the work engagement curved out in a stable position throughout the second year period. The job resources influenced the job engagement superior than the employees’ job demands. The Job control of employees and their organization-centered self-esteem evidenced to be best as a lagged antecedents of work engagement that has three dimensions. Nevertheless, the positive influence on employees’ job control to dedication continued to be statistically significant afterward control the base level of job engagement (during time 1).

A study conducted by N. P. Podsakoff et al. (2007) [24], a work stressor with two dimensions framework is employed to study the inconsistencies that is explained in the previous research regarding stressor relationships by retaining employees’ related criteria. Results obtained from meta-studies of 183 samples
which are independent suggest that the hindrance stressors do had dysfunctional association with turnover intentions and positive relationship between job satisfaction and employees’ commitment to their organizations, associations of challenge stressors was found to be the opposite. That is positive association with organizational commitment and job satisfaction and negative association with employees’ turnover. The results have shown to be suggestion that the difference association of challenge and hindrance stressors and distal criteria which is the withdrawal behavior and employees’ turnover that are due, in portion, of the mediating influence of workers’ job attitudes.

An interesting research by Xanthopoulou et al. (2007) [25] has studied the character of three individual resources, which are optimism, self-efficacy and organizational-centered self-esteem using “JD-R model”. The researchers conjecture that the personal resources can moderate the path of job demands and employees’ exhaustion, and mediating the path relationship of job resources leads to work engagement, how to relate the employees’ perception of their job environment and their well-being. Using 714 Dutch samples the hypotheses were examined.

The results of the study suggest that individual resources don’t influence the path relation “between job demands and exhaustion”. Alternatively, individual resources shown to mediate the path of job resources and employee engagement or employee exhaustion and further found to influence the perception due to job resources. This shows that the personal resource has a role in the JD-R model. Further, individual resources to grow, job resources is required. In other words, the personal resources is developed due to the availability of job resources.

A study performed by Y. Zhang, Gan, and Cham (2007) [57] has a goal of ascertaining the relationship between the perfectionism, burnout in academic and engagement among college students. A model which has dual-process was examined and found that the perfectionism that is negative (individual doubts about own actions, worries over mistakes) were associated to indications of burnout although positive perfectionism (individual personal standards and his organization) relate to engagement. The respondents are undergraduates in Chinese University (N = 482)
filled a series of questions that includes “the Frost Multidimensional Perfectionism Scale (FMPS), the Maslach Burnout Inventory-Student Survey (MBI-SS), and the Utrecht Work Engagement Scale for Students (UWES-S)”. Results found that the hypothesis (1) The moderating variable “efficacy” moderates the relationship employees’ burnout and job engagement. The “efficacy” and positively phrased scale of MBI is better loaded with the dimension of extended engagement (2) maladaptive features of perfectionism was correlating with symptoms of burnout, while positive perfectionism of employees’ with job engagement; (3) Ensuring the model of dual-process fit well with the data, and also cross-links recognized. The implication of this present study for counseling at school counseling was proposed.

A research paper by the authors A. B. Bakker and Demerouti (2008) [58] focus to offer an indication of the recent presented concept called as work engagement. Qualitative research and empirical studies performed using work engagement concept are studied to discover the appearance of engagement, and that helps to discover the antecedents and also the consequences. Work engagement concept can be marriage of three dimension i.e. “vigor, dedication, and absorption”. Job and individual resources could be the chief predictors of job engagement; these personal resources will gain their importance in the setting towards job demands (high). Engaged employees’ tend to be highly creative, increasingly productive, and always eager to go on that extra mile. The results of prior studies are combined in an inclusive model that is used to advance our knowledge on work engagement and develop the career development in contemporary work environment.

“A position paper of A. B. Bakker et al. (2008) [30] introduces the emerging concept of work engagement: a positive, fulfilling, affective-motivational state of work-related well-being that is characterized by vigor, dedication, and absorption”. In spite of diverse views available on job engagement, maximum number of researchers agreed that employees who are engaged do have higher levels of their energy and recognize themselves with strength in their work. Widely used scale for gauging the work engagement “is the Utrecht Work Engagement Scale”, instrument can be self-reporting that has remained tested in multi countries throughout the world. The previous research on workers’ engagement has examined
and suggest that how the concept “engagement” be different from other close by conceptions like workaholism and organizational commitment, and want to discover the utmost significant predictors of job engagement. This set of studies have marked that job engagement is a distinctive concept, which is predicted through job resources like workers’ autonomy, coaching taken up supervisors, and feedback on performance) and individual resources like optimism, self-esteem, and self-efficacy. Furthermore, the initial studies have found to show the job engagement is an antecedents of performance in job and satisfaction of clients. The paper finishes with an explanation that the extent we understand job engagement. The study further offer the proposed research outline for future researchers.

The study accomplished by Jari J Hakanen, Schaufeli, and Ahola (2008) [59] with a complete panel design using a representative sample consist of Finnish dentists (N=2555), the current research targets at examine longitudinally both the impairment process, due to motivation that is projected in “the Job Demands-Resources (JD-R) model”. The second goal was to examine that the resources and as well as demands at home have an added influence of two processes over a time horizon. The hypotheses in this study are examined using the cross-lagged analyses with the help of two waves spread over a span of 3-year. The results will support the part of the motivational (both) procedure and the well-being deficiency process.

Job resources of employees can influence impending work engagement that in turn can predict the employees’ organizational commitment. The job demands can predict employees’ burnout over span of time, can lead and forecast the future depression. Additionally, job resources will have a feeble negative impact over burnout. Demands and resources at home, will not lead to employees’ motivation or the worker’s health weakening process spread over span of time. The study results agreed the chief role of employees’ work characteristics employees’ health and as well as well-being.

By mixing the ill-health and human thriving using the identical model, the “JD-R model” can aid to link the gap in the range between the negative psychology and positive psychology.
Macey and Schneider (2008) [31] have examined the role of workers’ engagement and found the ambiguity exist with the academic researchers and practitioners. They use during when conversing with clients. The authors shown that job engagement has been conceptually shown differently and refer as attitudes and behaviours. They have theorized using different antecedents and dependent variables. Using literature review on distinct relevant literatures, the authors proposed some propositions which are called as “psychological state engagement, behavioral engagement and trait engagement”. Besides, the authors proposed conjectures positing the influence the role of job attributes and as well as leadership considered as focal effects on both the “state and behavioral engagement” and proposed some moderators for the path relation with the 3 aspects of engagement. The authors further achieve with some thoughts of measurement with the 3 features of workers’ engagement and possible antecedents, particularly measuring using employee surveys.

A research design using a longitudinal study proposed by “Maslach and Leiter (2008)” [60] projected that the changes in employees’ burnout and as well as their engagement. After one year, and by recognizing two kinds of initial indicators of preliminary assessment. The employees working in an organization with sample size of 466. The completed scale of burnout, work life at six zones taken 2 times during a year interval. The respondents who displayed an unpredictable form at initially were happen to change over subsequent period. Within this group, the respondents shown to have incongruity on work environment that influence the fairness. During time 2, participants incline to show burnout at Time 2, although many deprived of incongruity moved to job engagement. The implications of above 2 predictive items are deliberated to improved skill to modify involvements for besieged groups in the workplace.

The study developed by [61] is to extend “the Job Demand-Resources Model” [14] included the individual resources, employees “job demands and job resources” namely to find the effect on burnout includes all the three dimensions exhaustion, cynicism and depersonalization and the two dimensions of work engagement namely vigor as well as dedication.
The respondents are sample from 274 teachers employed at 23 secondary schools. The respondents are from Spain. The results of hierarchical multiple linear regression have discovered the following: (1) the antecedent “effect of quantitative overload on exhaustion and dedication at time T2”, (2) the “role conflict on cynicism” and (3) “role ambiguity on dedication and lastly, the mediating role of burnout and engagement at T2”.

This study conducted by Salanova and Schaufeli (2008) [62] examines the role of mediation effect of work engagement (two dimensions “vigor and dedication”) with job resources (namely job control, supervisor feedback and job variety) and individual proactive behavior projected during work time. This mediating effect was examined, “using Structural Equation Modelling” using two different samples of two countries. They are “Spain and the Netherlands”. The respondents are technical managers and telecom executives. Results indicate that both the samples established, which indicates that job engagement mediates completely the influence the job resources on employees’ proactive behavior. Consequently the analysis of multi group exposed that the beta value of structural paths were invariant. These beta vary across both the countries samples, highlighting the “cross-national validity of the model”.

The study performed by “Van den Broeck, Vansteenkiste, De Witte, and Lens (2008)” [63] using JD-R model, indicates that the existence of workers’ job demands (like work pressure) and the absenteeism of employees job resources (such as social support) that are related to employees burnout that have a psychological that has an energetic process, however due to the incidence of available of job resources is related to employees work engagement done through a process if motivation. Though there are many machineries are available that has suggested to comprehend the processes, empirical validation of these tools that is limited within the framework of JD-R. This research examines the character of elementary need fulfillment that has explained by Self-Determination Theory. The study explains the path relationships among variables like job demands, employees’ job resources, exhaustion and vigor, the key constituents of employees’ burnout and their engagement. “Structural equation modelling” using a sample with heterogeneous
character is used. The number of respondents are 745 who belong to the community of Dutch-speaking portion of the country “Belgium”. The study approves the partial enlightenment of employees’ satisfaction of fundamental emotional needs and the path associations of job demands to employees’ exhaustion and path of “job resources” to a dimension of job engagement called “vigor”. It completely explains the connection between workers job resources and employees’ exhaustion.

The inference of the present study includes to the world of research indicating that need satisfaction can be a capable fundamental machinery for employees’ flourishing at work.

A research was carried out by A. B. Bakker and Demerouti (2009) [64] to assess the influence of empathy “(empathic concern and perspective taking)” during the course of crossover. Definitely, it intentions to check the moderation role of empathy the influence of crossover on women’s job engagement and its dependency of men’s job engagement. Furthermore, it pursues to examine the association of men’s engagement and peer scores of employees’ job performance. The conjectures were confirmed using a design called “cross-sectional design”. The data are from three sources, namely Dutch women (N=175) and their associates employed in diverse occupational sectors. The number of male participant’s was175. The outcomes of “moderated structural equation modeling analyses” suggest the role of crossover of job engagement happens from female to male as strong. The men were shown high and low during perspective taking. This perspective taking is the impulsive propensity of a individual to assume and consider the mental perspective of people. There is no moderation of empathic concern at the crossover consequence. Moreover, men’s job engagement was shown to have a relation that is positive “to in-role and extra-role performance”.

The study advanced by [65] and verified a model empirically that predict the influences of job resources like the supervisor support and individual strengths like self-efficacy and trait competitiveness on job engagement. The samples are full time employee working with four and five star available in Abuja, which is the capital of the country “Nigeria”. The study conducted the path analysis using the
software LISREL version 8.30 for examining the proposed hypotheses. The findings shows that predicting the competitiveness due to trait is better with job engagement which possess the three dimensions and it is better than employees’ self-efficacy. The study found that the employees’ trait competitiveness can enhance the employees’ spirits owing to “vigor, dedication, and absorption”, although the employees’ self-efficacy will be significant and influenced positively by absorption. Unpredictably, the supervisor support had nil effects and it is statistically insignificant effects totally on the three components of job engagement. The revealed results suggest the frontline employees who possess the higher planes of competitiveness and with adequate support from supervisor from workplace will have greater self-efficacy opinions. The inferences due to the empirical findings, study limitations have been discussed.

A longitudinal research design by Schaufeli, Bakker, and Van Rhenen (2009) [65] with 201 managers working with telecom industry was the respondents. The study used the JD-R theory that hypothesizes that process of health impairment influence motivational process. The findings using the structural equation modelling suggest that an elevated level of job demands such as “overload, emotional demands, and work-home interference” will decreases the level of job resources like “social support, autonomy, opportunities to learn, and feedback” will influence an employees’ burnout, (2) an elevated level of job resources influencing the job engagement, and finally (3) employees’ burnout (will positively) and job engagement (will negatively) influence the duration of registered sickness (“involuntary” absenteeism) and occurrence of involuntary absence separately. Lastly, reliable with the previous predictions outcomes that suggest an elevated level of optimistic improvement in spiral form: preliminary job engagement will influence to an upsurge of job resources that can more level of work engagement.

Concomitantly, the UWES scale has empirically validated that has nine items. The study performed by Seppälä et al. (2009)[67] examined the structure of factor and found that the factorial group. The time invariance obtained for the 17-questions scale and 9-questions varieties of “the Utrecht Work Engagement Scale”. Moreover, this research discovered the stability in rating-order of job engagement.
Data obtained from five previous different studies with N = 9,404, and also included a longitudinal study of 3 year duration (n = 2,555), using five different occupational samples. The measurement mode results supported the proposed hypothesized that has correlated factor structure that contains three dimensions “vigor, dedication, absorption” using the 7 and 17-items UWES scales. The UWES-17 scale factor structure has not stabilized with sample and time and UWES-9 factor structure has not changed and it is stable. To conclude that the new developed scales of UWES-9 has possess excellent construct validity. This study gives the direction to use the 9-item scale in forthcoming research. Furthermore, as conjectured, the results of Structural Equation Modeling exhibited greater stabilities in rank-order for the factors of work engagement. The values of rank order are in the range of 0.82 to 0.86. Consequently, job engagement appears as an extremely stable pointer of occupational happiness.

Another research propounded by Van Emmerik, Bakker, and Euwema (2009) [68] which leave the “Job Demands-Resources (JD-R) model”, this research have examined the path relationship of job demands as well as employees’ job resources initially, and secondly the workers’ assessments of organizational alteration.

Respondents were faculties (N=818) employed in six departments from the Dutch university. The data obtained were estimated by way of “multilevel analyses”. The study considered the faculty members to group the samples. The results of “job demands”, results display emotional demands, and not faculties workload, as having negative relation to extra favorable evaluation of organizational change.

With regard to job resources, the outcomes demonstrates that support of supervisor, employees’ job control, and chances for professional growth were associated with additional promising assessments of organizational alteration. Furthermore, workers’ job control and supervisor support will buffer the negative association due to emotional demands and promising appraisals of change in organization. An important and clear suggestions is that the organizations need to try
and provide necessary and adequate job resources and reduce and need to ensure that the workers face only reasonable job demands or job demands which are low. They also should check whether the employees are working in adverse working conditions and if they are working under stressful conditions additional job resources need to be provided. When they cannot reduce the demands that are inherent then enhance the level of “job resources”. The study found that the employees’ job resources can contribute to the perceptions of organizational change. When they possess enough resources that aid in changing the perception of employees regarding the organizational change. The employees with more resources will definitely involve in change process and will be motivated to enhance the organizational change process. If the workers, who recognize that their environment of job and as well as the job they have are highly resourceful employees, are further possible to expect into a awaiting change effort.

This research study of “Despoina Xanthopoulou, Arnold B Bakker, Evangelia Demerouti, and Wilmar B Schaufeli (2009b)” [69] examines how a day variations of job resources like the employees’ autonomy, their coaching, and environment in the team, are associated to workers’ individual level of personal resources like self-efficacy, employees self-esteem, as well as their optimism, job engagement, and financial earnings. Forty-two employed in fast food organization in all the three branch participated in the study for five continuous days. This continuous days are working days and a booklet issued for each employee. In accordance with the conjectures the study results suggests the daily level employees’ resources had an influence on their job engagement. This happens through the daily level of individual resources. This study has controlled the intensities of individual resources and job engagement.

Daily-level individual coaching has a positive direct influence of daily-level job engagement, which, further lead and predict day to day financial revenues. Furthermore, earlier days’ training has a positive effect that is lagged on subsequent days’ job engagement. This job engagement is via individual optimism on subsequent days, and further influence the financial returns on next day.
A study performed by “Despoina Xanthopoulou, Arnold B. Bakker, Evangelia Demerouti, and Wilmar B. Schaufeli (2009a)” [70] that has longitudinal research design. This study want to inspected longitudinal associations among job resources, individual resources, and job engagement. Employing the tenets of “Conservation of Resources theory”, the study proposes that the individual Job resources, individual resources, and job engagement have been conjectured are reciprocal. This reciprocal effect are there for over many number of years.

This research discussed above was performed with 163 employees as respondents. This respondents are followed for a mean period of 18 months. The structural equation modeling results have reinforced our proposed hypotheses. Precisely, the study found that job and individual resources at Time 1 will be related positively work engagement of time T2. Moreover, work engagement at T1 will be positively related to job and individual resources at T2. The one model which fits the data better is the model build on reciprocal relation, which displayed and infers the notion that resources and job engagement alone is not enough. This study inferred that the job and individual resources are mutually associated. These research findings will reinforce the supposition of the theory “Conservation of Resources” that many kinds of resources and comfort progress as a cycle, which decides successful adaptation of employees’ at their job environments.

The chief aim of the study performed by A. B. Bakker, Boyd, et al. (2010) [71] is to integrate two principal personality factors. These factors are neuroticism and extroversion. The study used “the job demands-resources (JD-R) model”. Conjectured were developed between neuroticism and suggest that it would be strongly associated to the health impairment method. The study found that extroversion is strongly related to employees' motivation.

Few hypotheses were confirmed using a sample contains 3,753 academicians from Australia. This academicians filled out questionnaire on their job demands and their resources, their personality, health pointers, and organizational commitment. The results obtained were consistent in line through predictions. The results of Structural equation modeling will shows that the employee’s job demands
will predict the health impairment process, whereas job resources of employees’ will predict the organizational commitment.

A research study proposed by A. B. Bakker, van Veldhoven, and Xanthopoulou (2010) [72] using 12,359 respondents employed in 148 organizations. The study want to test the moderation hypothesis using the framework of “Job Demands-Resources (JD-R) model”. Consequently, employees’ approve work attitudes that are positive like the “task enjoyment and organizational commitment” during the employees job demands as well as the job resources are high. The “moderated structural equation modeling” results provide strong and good support for moderation hypothesis: 15 out of 16 interactions hypotheses was found to be statistically significant for the variable “task enjoyment” and 13 out of 16 proposed interactions was found to be statistically significant for the construct “organizational commitment”. Employees’ job resources such as skill utilization, job autonomy, opportunities in learning, peers support, supervisor support, feedback about performance, and involvement in decision choice will predict the task enjoyment as well as organizational commitment mainly beneath the conditions of excess job demands like emotional demands and workload. These finding has two purpose first our study has expanded the theory “Demand-Control model” and validated the “JD-R model”. The practical implications is that it reason out that why the managers need to care on well-being of employees.

A study of Crawford, LePine, and Rich (2010) upgrades and encompasses “the job demands–resources model” using the theory which regards the evaluation of job stressors that responsible for relationships inconsistencies between job demands and employees’ engagement. We further tested the theory and further revised using the meta study of meta-analytic using the structural modeling. Results specify support the refined theory and that is for the updated. Further job demands and workers burnout remained associated positively, however job resources and employees burnout was associated negatively.

Second, while the relationships among job resources and employee’s engagement were reliably remain positive, associations among employee’s job
demands and their engagement remained highly reliant on to the kind of demand. The demands that workers incline to evaluate as hindrances remained negatively related with job engagement. The demands that workers incline to judge as challenges were related positively with job engagement.

Another study by “Dollard and Bakker (2010)” [73] has built a model regarding “workplace psychosocial safety climate (PSC)” to elucidate the roots of both - job demands of employees’ and job resources, mental health status of workers, and job engagement. PSC mentions to company policies, their practices, and company procedures useful to protect the workers “psychological health and safety”.

Using the framework of “job demands–resources”, the study theorized the role of PSC responsible as an higher level organizational resource inclined mainly by top management, would lead to the work context. The work setting do have “job demands and resources”. These will in turn and predict the employees’ mental health and job engagement through two pathways. These ways are mediation and moderation. The construct PSC was operationalized at school level. It was verified using models of meso-mediational by using two-waves of longitudinal data and further “hierarchical linear modelling” was employed using the respondents as education workers of Australia. Data were repetitive measures disconnected by 12 months and nested inside 18 schools. The variable PSC predicts the level change in workers’ mental health problems “(like psychological distress and emotional exhaustion) through its relationship with individual job demands (work pressure and emotional demands)”. PSC will have the tendency to moderate the path relationship of two variables “emotional demands and emotional exhaustion”. PSC expected to raise the level of modification in work engagement of employees, by its path relationship with the employee’s skill discretion. The PSC construct is an important module of theory of work stress as well as rational involvement position for employees’ work stress interference.

The study by three authors namely Mäkikangas, Bakker, Aunola, and Demerouti (2010) [74] used a three time study. The sample size was 335 and they
are employees working in an agency that takes care of employment. The study want to examine the relation of two key variables namely “job resources” are as “work-related”. The study uses the flow using the two variable. The study also uses individual employees-oriented approaches.

Apart of this the study uses emotional exhaustion as a moderator. The moderator used in the path of “job resources–flow”. This will become a predictor in the progress of employee’s job resources along with the flow. The latent growth curve uses variable approach. The results reveals that item based approach using “latent growth curve” found positive relation on the job resource level and flow during work. The changes in the value of the variable using latent growth curve is studied and sensitive analysis is also performed. The inspection of person-oriented approach using the latent growth mixture modelling has recognized four different slopes, which are based on the average values of workers’ job resources. The outcome are based on the variations of these average values of overtime: (a) resources of work-related as a moderator (n=166), (b) decreasing work-associated resources (n = 87), (c) great job-related resources where (n = 46), and finally (d) low job-related resources (n =36). Employees’ exhaustion was known to be a key predictor of the important job resources and its flow, nevertheless it has not moderated their common association. Precisely, a lesser extent of exhaustion was shown to affect a higher echelons of job resources and their flow. Overall, the study found the reputation of a individual-oriented opinion of process of motivation during work time. Additionally, so as to completely understand the “positive motivational processes” and it look like an important to examine the role of state of employee’s negative happiness as well.

The study performed by “Van den Broeck, De Cuyper, De Witte, and Vansteenkiste (2010)” [75] purposes is to incorporate the difference in the kinds of job into two types of employees job demands, which have performed in early studies, conceptualizing using “the JD-R model”. Exactly, the research study objectives to inspect empirically whether there is a presence or nonappearance of the difference concerning the workers “job hindrances and job challenges”, subsequent to the group of employee’s job resources, that accounts to the unforeseen positive
relationships among specific kinds of employees job demands i.e., employees workload and their job engagement. The CFA results findings has sustained the diversity among the job characteristics that is of three categories collected by two samples. The sample sizes are number1 = 261 and number2 = 441. Additional, the results of structural equation modelling have established the conjectures that the employees’ job hindrances can relate positively with employees’ exhaustion. The employees’ exhaustion is the important factor of burnout. The exhaustion is negatively associated with the dimension of work engagement “vigor”. The employees’ job resources showed the inverted pattern of path relations. The employees’ job challenges remained related positively to the work engagement dimension called as vigor. Somewhat unpredictably, they were unconnected to employees’ exhaustion. Grounded on these conclusions, that study discuss the position of the difference among diverse kinds of employees job demands using “the JD-R model” suitable for together theory and for practice.

Weigl et al. (2010) [76] performed a study in which they have adopted the tenets of “Conservation of Resources Theory” and earlier study on job engagement, examines the “gain spirals” for employees’ having engagement and relationship to task, social well-being, and individual resources. The study concentrates towards on important such as job control, and employees’ positive relationships with their job, and coping behavior. In longitudinal research study, three-time research design was designed. The job engagement (at Time 2) is recommended for the operative for both the dependent and antecedents to those resources, consequently that job engagement partial mediates and produce an indirect effects (longitudinal) of first (T1) on succeeding (T3) resources. Structural equation modeling results at the item level have shown to support the hypotheses. The number of sample using a three-time panel study with sample size is 416. The respondents are physicians working in a hospital. The response format is for a measurement intervals with the range from 14 to 19 months. The relationship between job engagement investigation and other developing viewpoints in the organizational research were emphasized. Matchless research contributions from the study and their future implications and the benefits to practitioners are discussed.
The path breaking study performed by Garrosa, Moreno-Jiménez, Rodríguez-Muñoz, and Rodríguez-Carvajal (2011) [77] has studied the involvement of job role stress as connected to employees burnout. The study posited the job stressor and want to fount the effect of the job stressor in the setting of job engagement. The “job engagement is characterized by three dimensions namely vigor, dedication, and absorption”. This relationship is yet to study sufficiently using nurse sample.

The employee’s individual resources can have an effect on the method of employee’s burnout and their engagement. This authors assess the effect of stress in job role and individual resources like emotional competence, hardy personality and optimism on nurses for burnout and job engagement dimensions. The study administered questionnaire from 508 nurses. The study uses cross sectional research study. The nurses are employees from government general hospitals located in Madrid, capital of Spain. The results found that role stress (both of them) and individual resources as associated to nurses burnout and dimensions of engagement, while the employee role stress found to be further close connected to burnout of nursing staffs, whereas individual resources were more closely related to nursing engagement. Moreover, the optimism being the personal resource has shown a moderating effect on employees’ exhaustion and as well as on the three dimensions predicting the job engagement. The study has emphasized the role stress is a key predictor of employees’ burnout and job engagement for nurse samples. The study controls for individual resources and nurse socio-demographic items.

A meta-study was completed by Nahrgang, Morgeson, and Hofmann (2011) [78] to identify the association among three variables. These three variables are employee’s job demands and employees’ resources and their burnout, job engagement, along with safety outcomes seen in the work environment. The study has 203 samples that are independent and therefore N=186,440. The study found strong support that a process of health deficiency and other is the process of motivational as underlying mechanisms that helps in procuring the workers job demands along with the resources connect to the safety outcomes. Especially, the employees’ job demands like the risks as well as hazards and along with complexity
damage employees’ well-being and relate positively to employees’ burnout. Similarly, empirical support was seen for employee’s job resources like their knowledge, job autonomy, and an environment that is supportive in motivating employees. This is positively linking to job engagement.

Job demand can have an inverse relationship between job demands and employees engagement that can hinder from their work place performance and employees satisfaction. Thus shows a negative path realtion between employees job demands and job engagement. The employees’ job demand was shown to have negative relation with burnout, which has three factors. Lastly, a negative association exist between the employees burnout to the safe working. Through many industries e.g. chemical industry, the employees are in place of risks and health hazards. These risk and health hazards are the consistent and important job demands. Safe working was the key critical job resource. Thus was evident of the fact of showing more variance in predicting as well as explaining the variance in employees burnout, job engagement, and employees safety outcomes was found to be supportive environment. The sort of employees job demand will explained the maximum variance that are different from industry to industry. This is due to the supportive setting ensures in explaining the greater variance by all industries.

A study conducted by A. B. Bakker, Tims, and Derks (2012) [79] inspecting the proactive personality role in envisaging the job engagement along job performance. The literature available on the concept “proactive personality” along with the “job demands–resources model”, the study conjectured that the path relationship between employees who possess additional influence on proactive personality can probably and greatest that the employees’ will do crafting their jobs. The engaged employees will perform always the job well. The sample are employees working in various organizations and these are collected as sample as dyads. The questionnaire were administered using the pencil and as well as paper approach. The study data were collected from these 95 dyads. The dyads “has two employees”. The study has total of 190 sample points employed in many organizations. The technique employed is “structural equation modeling”. Results found and shown stronger support for the model. The employees who possess a
proactive personality has the tendency and skills to craft jobs that they are doing. They enhance the structural as well as their job resources that are socially connected, and upsurge the employees’ job challenges. The employees’ job crafting can be a predictive of job engagement with three dimensions namely “vigor, dedication, and absorption” and peer-ratings about the employee’s in-role performance.

These results propose that an extent the employees will proactively alter their job environment. This will help them to manage and to continue to stay engaged leading to performance.

The two theories Border theory integrating with “the job demands resources model”, a research study was proposed by Glavin and Schieman (2012) [80]. The study has evaluated the antecedents of work. These antecedents are posited to work and family role that blurs and its significances towards “work-to-family conflict” with a sample of American workers. The predictors of job are role blurring. These role blurring including the job role which has good authority, extreme work pressures, programmed control, and decision-making freedom. The employee’s role distorting is related with greater levels of employees “work-to-family conflict”, however the power of this relationship is depending on employees’ access and exposing to assured job resources employees’ job demands. Precisely, the relationship is stronger with workers expressing an excessive pressures from employers, and feebler with individuals with executive decision making latitude. They also schedule some control.

The longitudinal performed by the authors Rodriguez-Muñoz, Sanz-Vergel, Demerouti, and Bakker (2012) [81] and they want to explore the casual relations of job demands, employees’ job resources, as well as the possibility of recovery opportunities. The study uses the “Job Demands-Resources model and Conservation of Resources theory” that finds that the inverse path relations of three variables namely employees job demands, their job resources, possibility of recovery opportunities that spread over time span was shown to be conjectured. The respondents are made of 502 employees. They work in chemical processing firm
located at Netherlands, and the study used time lag of exactly 1 year. The results of SEM were supported the proposed hypotheses.

Precisely, the study found at Time 1 (T1) the employees’ workload was found to be negative and job autonomy related positively to Time 2 (T2) of employees’ recovery opportunities. Furthermore, at time (T1) the employee’s tendency to recover opportunities has found to have a negative effect near to the employees’ job overload at time T2 and shown to have positive effects towards job autonomy and employees feedback. In general, the study findings shows the very presence of a spiral that is positive upwards among the three variables namely the employees job demands, their job resources, towards recovery opportunities.

A study performed A. B. Bakker and Xanthopoulou (2013) [82] using 84 principal of school. Apart they also taken 190 teachers. The study tested the principal process suggested by “the Job Demands–Resources model” and the job engagement variable was tested.

Job resources positive can have an influence on creativity of employee’s and leadership based on charismatic behavior initially done by way of individual resources, and further pass through job engagement. This is set as a hypothesis. The questionnaire is filled up school principals through a website. This questionnaire will record the level of employees’ job resources, individual resources and job engagement. Meanwhile the school teachers completed the questionnaire on the level of creativity of principal about their charismatic leadership. The findings are supported about the superseding effects of individual resources and their job engagement. This is performed using the job resources and creativity link. Furthermore, school principals who are engaged will score their highest on the level of charismatic leadership.

A study performed by Van den Berg, Bakker, and ten Cate (2013) [83] was to understand the motivation of teachers motivation and their work engagement. The study is performed in a medical center of a Dutch University. The evaluation of factors that affects the motivation for a teaching assignment at University Medical
Center, the teacher’s job engagement, and comparison of engagement in research and teaching with engagement while treating the patients. A pilot study conducted using the departments of University. A survey was performed to assess the motivation of teachers and work engagement and the questionnaire was administered to 600 university teachers. The number of respondents participated were 50%. The scale used to measure the work engagement is by using the “Utrecht Work Engagement Scale”.

The list containing 22 items that are pre-defined, 5 items were identified as the most motivating. The other items are about their specialty, there is remarkable appreciation for assistance aimed at teaching by their superior. The small groups teaching, their feedback on performance in teaching, and freedom towards regulate what they have to teach. The Response on teaching performance have shown to have strongest explanatory value for their engagement in teaching.

The job engagement scores were comparatively more favorable, but job engagement with good patient care was greater in research and as well as teaching. The combinations of task shown to appear and decline the level of teaching engagement. The study results have matched and consistent with the “self-determination theory” and the “job demands–resources model”, and have challenged the existing policy and to combine all the three research, teaching and caring the patient care.

A two-time data collection by Xanthopoulou, Bakker, and Fischbach (2013) [84] have examined that the work engagement is likely a function of individual resources and as well as emotionally demanding job conditions.

Individual resources such as optimism and self-efficacy were shown to act as a buffer and effect of emotional job demands and “emotion-rule dissonance” on job engagement. Moreover, the study projected that the employees’ emotional demands or dissonance can boost the influence of individual resources on employees work engagement. A sample of 163 employees, and the respondents provide customer service. The respondents are participated during the measurement times.
The findings were supported the hypothesis that is buffered, subsequently the employees emotional demands and their dissonance were associated negatively to job engagement once the self-efficacy of employees and not optimism. The hypothesis (boosting), subsequently self-efficacy and not optimism were associated positively to job engagement predominantly when the employees emotional demands and as well as dissonance were great.

A 10-year longitudinal design was conducted by Airila et al. (2014) at two different time points. This research scrutinized the process of motivation suggested by “the Job Demands-Resources (JD-R) model”. The purpose was to observe the work engagement role acting as a mediation between the employee’s job resources like interpersonal relations, supervisory relations, and task resources and individual resources and on one side and upcoming ability towards work i.e., functional ability. The second purpose was to examine the mediating effect of job engagement between work ability of the past and forthcoming work ability. The results of “structural equation modelling” was employed to investigate the mediation conjectures with the sample of Finnish firefighters. The number of respondents of this study is 403. As per the hypothesis, job engagement at Time (T2) completely mediated the influence of both the job and individual resources at Time (T1) on job ability at time (T2). Moreover, the influence of job ability at time (T1) on their work ability found at time (T2) was shown to partial mediation by the job engagement at time (T2).

These results designate that the long term influence of job as well as individual resources on job engagement, and accordingly on their ability on job, therefore intensifying on the conjectures of “the JD-R model”. The outcomes have shown that the influence of dual role comprises of work ability. This is a health-associated resource, which can foster the job engagement and a consequence found during the motivational course planned as per the “JD-R model”.

The organizational psychology [85] have prepared the subsequent recommendations. While the employees’ burnout denotes to a form of exhaustion
and employees’ cynicism in the direction of job engagement and it is “defined as a positive motivational state of vigor, dedication, and absorption”.

In a research article, the author discuss the key definitions as well as the conceptualizations of burnout and engagement in the Human resources literature. Additionally, the key antecedents of employees’ burnout and employee’s engagement have reviewed by investigative the individual and situational predictors. The study also reviewed the probable significances of employee’s burnout and worker’s engagement and integrating the findings by using the tenets of “job demands resources theory”. Though both the concepts i.e. burnout and job engagement appears to be linked to significant job-associated outcomes, the employees’ burnout appears to be strongly connected to health related outcomes, while the worker’s job engagement is extra strongly associated to the employee’s motivational outcomes. The study discuss daily fluctuations and as well as momentary fluctuations for burnout and job engagement. This can come as possibilities for future research.

A study performed by Bickerton, Miner, Dowson, and Griffin (2014) [86] discovers the path relationships between the employee’s spiritual resources, their employees job resources, and job engagement with 496 spiritual workers of Australia. The data collection performed at three dissimilar time points over a time span of over one year and six months. This study depend on the “Conservation of Resources theory and Job Demands- Resources model”, the employees spiritual resources were conceptualized to be a discrete category of individual resources were significant for the occupational cohort. Structural equation modelling results haven’t support the proposed hypothesis of inverse associations between employee’s spiritual and their job resources and job engagement. As an alternative, the employee’s spiritual resources were shown a positive that is cross-lagged influence on job engagement. The job engagement can have a positive and as well as the cross-lagged influence on employee’s job resources. While the great stability of employee’s spiritual resources over span of time will be accounted for. The job engagement were shown a indirect effect that is negative on employee’s spiritual resources which is mediated over time through a negative influence of employee’s
job resources on their spiritual resources that shows a suppression effect. The employee’s spiritual resources will emerge as a key category of predictor resources for job engagement with the religious workers.

However, religious workers who are motivated have seemed to be appeared and prioritize the energy investments. This can be done by enhance the employee’s job resources. This can be maintained at the cost of continuing and emerging spiritual resources. Basically, this type of research can provide some mark for the elevation of advantages to enhance the employee’s spiritual resources. This can increase the resilience and employee’s well-being with the religious workers.

A study performed by Breevaart, Bakker, and Demerouti (2014) [87] embraces a bottom-up method to job engagement by observing how employee’s self-management seems to be associated to their job engagement on a daily basis. Precisely the conjectures proposed that employees practice many self-management approaches. They have found that higher level of resources during their work that can influence the employees who are vigorous, complete dedicated, and job absorption during these days. The study tested this hypothesis using a sample comprises of 72 nurses working in maternity hospital. The respondents have administered a diary (online dairy) for 5 consecutive days and therefore there are data points of exactly 360. In accordance with the proposed hypotheses, findings of “multilevel structural equation modeling analyses” have found the employee’s day-to-day self-management was found to show positive associated to the job resourcefulness of the day-to-day job environment. These employees found to have skill variety, supervisory feedback, and progressive job opportunities. Consequently, we found that it related to employees’ daily job engagement. Nevertheless, opposing to our anticipations, the measurement model is estimated. The self-management has five factors. The confirmatory factor analysis have shown that two components of the five factors are included in one factor in our estimated results. These factors are uncorrelated with the employee’s job resources. The results have contributed to our comprehension of employees’ role in regulating their own daily work engagement.
A research study was performed by Albrecht, Bakker, Gruman, Macey, and Saks (2015) [88] to claim in sustenance of a research model which displays the degree to the four main HRM practices that can focus further on job engagement. This work engagement can affect the organizational climate, their job demands of employees and their job resources. Thus there are variables like experiences of workplace safety, job meaningfulness and accessibility at the workplace, workers engagement. The proposed conceptual review emphasizes on the investigation that has evidence display the interrelationships among factors of organizational setting, employees job factors, and individual employee motivational and psychological factors, the employee outcomes, their organizational outcomes and employees’ competitive advantage. This model incorporates the frameworks which is available earlier in HR and workers job engagement literatures.

The conclusion of the study suggest that the practitioners of HRM must think beyond the routine of yearly job engagement assessments and necessity to implant employee’s engagement with HRM policies, how to practice pursue the personnel selection practices, their socialization, employee’s performance management, workers training and as well as their development.

The researchers suggest that the organizations must offer clear guidelines and how these HR practices such as socialization, training, selection and performance management is helpful to facilitate and further to improve worker’s engagement and effect in outcomes that are positive, This will aid the organizations in order to achieve a competitive position. Further the study have provided some useful novel insights for both; researchers and practitioners. They wish to implant the job engagement inside the HRM fabric that consist of HR policies and their way of practices. This will influence the employee behavior, and their organizational outcomes.

A study performed to associate the employee’s absenteeism that will be related to the accrued employee’s job demands was a universal problem [89]. The previous research that works on welfares of responding employee’s job demands with their resources that focuses on a motionless unexploited job resource aimed at
buffering the employee’s job demands. This can utilize as bedrock which has strengths utilize. The notion examined is that workers who are keenly encouraged so that they employ their personal strengths towards the job are superiorly positioned so that they will cope when they face the job demands. Grounded on “conservation of resources (COR) theory”, the hypothesis proposed is that the employee’s job demands be able to accrue and organized that it will have a worsening result on establishment registered absenteeism. Furthermore, by means of “job demands-resources theory”, we conjectured that the employee’s “perceived organizational support” for fortes will buffer the influence of distinct and joint job demands. These job demands are emotional demands and workload towards absenteeism. The sample size of the study is 832 employees and they are from 96 departments and thus the response rate is 40.3%. The employees are from a “Dutch mental health care organization”. The results obtained using a multilevel analyses signposted that elevated levels of job overload can have a great strengthen and positive association between the constructs the emotional demands and employee’s absenteeism. This support the notion that for strength usage and will interacted with employee’s workload and their emotional job demands. This is as per the expectations. Besides, workload, employee’s job demands owing to emotions, and employee’s strengths can interacted to forecast absenteeism. The employee’s strengths use can support and reduced the absenteeism level of workers who have experienced both; their high workload as well as “high emotional demands”. The study conclusion was that provided that “strength uses support” can offers the employee’s an instrument to decrease absenteeism, in spite of being problematic to reshape the job demands.

Two studies by A. B. Bakker and Sanz-Vergel (2013) [90] performed for assessing the degree to which the nurses at home will remain engaged and absorbed in their effort and uphold their mental well-being.

In the first study, home nurses were supposed to observe work pressure excess as the hindrance job demand comparing to the challenge demand. The reverse could be correct for employee’s emotional demands. The study approached 120 nurses who are nurse at home who participated in the survey. The paired t- test results supported our proposed hypotheses. The second study, which conceptualizes
using “JD-R framework” to suggest that the conjectures which posit that the
employees job demands collected on a 7 day basis can whichever allow or decline
the influence positively of individual resources on job engagement and thriving,
which associated the factors of connected job demand. That is whether the job
demand is hindrance job demand or challenge job demand. The respondents are
nurses. Sixty three nurses participated in the study. The questionnaire is
administered at the finish of a working week. This is done sequentially for three
weeks and therefore the data points is 189. The findings of the Hierarchical Linear
analysis have shown that the nurses’ emotional job demands increases with the
influence of individual resources on their well-being on weekly basis. The nurse’s
job pressure destabilized this effect. Considering both, the present results found that
objection the notion that to discover that nurse’s job demands can act as hindrances
demands or challenges demands is the identical for all jobs and for every
individuals.

The interference due to work–home interference seems to be a widespread problem since most workers have considerable family accountabilities
above their job demands. The current study have hypothesized that has contribution
of employees higher job demands with combines with lesser job resources
influencing the interference of work-home. The framework of “job demands–
resources theory” was used as a conceptual framework. The respondents are medical
residents and 230 participated with the partners. The findings have shown that the
amalgamation of greater job demands like job overload, employee’s demands and
cognitive demands as well as low employee’s job resources. This include the
decision making involvement, “supervisory coaching, feedback, and opportunities
for employee’s development” which show that a positive association to their partner
rankings of the front employees who have work home interference. When the
employee’s job resources were greater, most employee’s job demands were
unrelated to work home interference. The results gives an understanding the role of
“JD-R model” as a conceptual framework, be successfully useful to the employee’s
“work–family interface”, further add to our knowledge that a kind of job designs can
facilitate or current “work-home interference”.

This study conducted by the authors Derks, Bakker, Peters, and van Wingerden (2016) [91] is work-associated smart phone usage through off-job span of time connected to lower conflict due to the distortion of boundaries between whether family and work life? This suggest to know that the employees disguising the demands of work and family.

The current study is a longitudinal research design covering a four-day study. The number of employees participated is 71, and the total data points is 284. This study was focused and want to provide light on the association of “daily job-related smart phone usage during the off-job time, and daily work–family conflict and daily family role performance, respectively”. Furthermore, employee’s over-all segmentation liking is examined as a possible cross-level and their associations between day-to-day work-associated “smart phone use” throughout off-job duration and together the employees “work–family conflict” and “family role performance”. General, the outcomes of “multilevel modelling support” the proposed model of mediated moderation which indicate that the use of integrating additional quite frequent “work-related smart phone” throughout the off-job integrating time connected to a improved performance of family role by reducing the conflict due to work and family. The segmenters uses smart phone prepares not to have any influence on work and family battle “and family role performance”. The study findings indicate that the use of mobile smart phone for employee’s performing the integrators role mobile smart phone usage all through during “off-job time” can be beneficial to concurrently meeting the demands of work and family that has the probablity to lessen the work and family battle and increase the family and role performance; while for possible segmenters there are no effects found.

A study was conducted by Wingerden, Bakker, and Derks (2016) [92] was meant in assessing the influence using a “JD-R” interference on the construct “psychological capital, work engagement, job crafting and job performance.

This study conducted a “quasi-experimental” and “pre-test-post-test design” using the control group. Sixty seven healthcare professionals participated to the Job Demand -Resource model. The control group delivered answers to question
using before and after the interference. The test the hypothesis, ANCOVA were performed. The findings conveys that the respondents PsyCap, employees job crafting, job engagement, and job performance (self-reported) suggestively can increase later the JD-R interference. The findings demonstrate the competence of the firm can enhance the job engagement and advance the job performance by proposing a JD-R involvement meant at growing PsyCap and employee’s job crafting during work. Organizations ought to recognize the significance of easing and motivating a resourceful and the employee’s stimulating work environment. This study is the first that assessed an intervention of JD-R. The consequences given a contribution towards the “JD-R theory” by contribution as the only causal test. The study found that there is a significant which can increase in behaviors of job crafting after the intervention.

A study involving the 65 engineers employed in civil engineering that examines the influence of organizational support. The strength of using the work engagement assess weekly and enhance proactive behavior [93]. The employees’ positive psychology hypothesizes that assets use by people sense genuine and effective. The positive psychology use shows that the employees as organization resources can fuel the employee’s engagement and work behavior due to proactiveness could be a matter for disagreement.

Participants were asked to respond to a common questionnaire assessing the “strengths use support”, and a dairy study that is of weekly and quantitative in nature. The questionnaire contains the strengths use, employee’s self-efficacy, job engagement, and employee’s proactive behavior for a time span of five successive workweeks. The results found are in line with what the study propose as a hypothesis. Results of multilevel SEM found that a “positive use of support by organizational strengths” that relates to “weekly strengths use”. Moreover, the outcomes specified that a use of weekly strengths was found to be positively associated to the work engagement measured every week and employees proactive behavior, by way of self-efficacy measured in weekly basis. Even though the “strengths use support” have found to shown contribution by way of indirect means to employee’s engagement. This is mediated through sequentially through strengths
use as well as self-efficacy. The study also found insignificant indirect path relationship with employee’s proactive behavior. Study specifies the relationship of employee’s strengths use is associated with employees’ self-efficacy level, job engagement, and employee’s proactive behavior. The organization will help the employees suggest to use the employee’s strengths quite often by providing them the valuable opportunity to perform what is good to the employees.

Study have conducted to found the insight prevailing in employee’s workaholism by examining its independent and dependent variable using the tenets of “job demands-resources model” [89]. The development of study hypothesis was to propose that employees job demands will tend to show positive relation for employee’s workaholism. This is true when employee’s job resources level are low. Besides, we also hypothesized that employee’s workaholism can be positively related to the outcomes that are negative in three main life domains: namely health, their family, and job. The method employed is cross sectional study and the respondents are Italian workers. The sample size was 617. The samples are self-employed and employed. To examine the proposed hypotheses the study applied the SEM. The moderation is performed using the software Mplus 6. The findings shows a model fit. The workload, emotional demands, cognitive demands, and social stress due to customers were related positively to employee’s workaholism and their work and family conflict. This exist a partial mediation. Furthermore, the employee’s workaholism was found to have indirect related to employee’s exhaustion and their intentions to converting his jobs by way of work and family conflict.

Moreover, SEM along with the moderation have confirmed the buffer of employee’s job resources can be the association to job demands and as well as workaholism. Predominantly, the moderation effects were found to show significant in five for eight such combinations. Results shows that employee’s workaholism could be a function towards a below optimal job environment and envisages an unfavorable job outcomes. After that we shall discuss the conceptual and practical consequences of such findings.
A research performed by [94] have analyzed the influence of job-related use of smart phone when they are on off-job. The time linked with the conflict at lower level can blurred at the blurring at boundaries of work and as well as family life. The current have a four-day diary study and quantitative in nature. The respondents are employees. The data collected from 71 employees, with the data points of 265–280. The study purposes to shed some light with the association of daily job-related use of smart phone during their off-job time. The daily work and family conflict and their “family role performance” daily.

Furthermore, employees’ common segmentation preference will be investigated. This act as cross-level potential moderator of the path relationships on work-related use of smart phone on day to day use throughout the off-job period and together the conflict due to work–family and role performance due to family. Generally, the findings of “multilevel modelling support” supports the “mediated moderation model” demonstrating that for the integrators the more frequent work use of smart phone during the off-job time will be related with improved performance of family role by way of reduced work and family conflict. The segmenter’s use of smart phone use do have an influence on conflict due to work and family and performance of family role. These conclusions have suggested, which the integrators of use of smartphone use. The off-job can be helpful and useful to concurrently can happen the work as well as family demands. This has the potential to decrease the work and family conflict. This will increase the performance of family role; while for the segmentation there will be no effects.

A study by [95] of transformational leadership were connected with a positive range of possible outcomes. Hitherto, giving to alternatives for provision of leadership theory. There can be many circumstances below and found it is challenging, if may not be impossible. This is true for leaders who inspire and encounter their employees.

Consequently, the conjectures of leadership behaviors who possess transformational leadership. The employees who possess the self-leadership can contribute to workers job engagement and their job performance. The
“transformational leadership behaviors” can be more actual when the workers can have a great prerequisite for a leadership qualities. The strategies for self-leadership can be more actual when the workers can have a little necessity for employee’s leadership.

A sample comprises of 57 dyads consist of leader and employee which consist of dairy study that is quantitative. The data collected at every week end and collected for a time span of five weeks. Findings of multilevel SEM have shown that the employee can be more engaged. The earning shows that higher performance of work since their manager can be used additional “transformational leadership behaviors”, and when the employees have shown strategies of self-leadership. Moreover, the study have showed the behaviors due to transformational leadership can be more effective at a level of employees when have a high or a low need for employee’s leadership. The opposite was correct for self-leadership. The findings show to contribute to the thoughtful as employees’ role during the process of transformational leadership.

A research performed by Costa, Passos, and Bakker (2015) [96] emphases on conflict on team direct effect on work engagement of team and their performance. Further a moderator role involving the relation of team resources to their work engagement. Association of team job engagement and their performance. The data were collected from research teams and their team leaders. The sample size is 87. The respondents are asked to fill the electronic questionnaires. The data collected on the objective performance of team was collected. Researcher have establish a direct effect of task conflict and team job engagement. The results of analysis of moderation have shown an association of conflict that will weaken the path relationship concerning resources of team and their job engagement. The conflict due to task that will strengthens the association of team job engagement as well as team performance. Consequently, the conflict due to relationship have shown to have a damaging result due to the progress of a emergent positive state of employees job engagement; quite the reverse is discussing the ideas positively that will influences the team level’s transformation of job engagement and that can impact objective performance.
Research conducted by [97] deliberates the notion of job engagement and further summarizes the research points as the most significant antecedents. This study have communicated 10 important questions that carves the research agenda for suitable for engagement. Besides the development conceptually of concept. This will help to assess the job engagement that is enduring. The author converse the significance of job engagement which is state in nature. Additional, the author argues the social setting will be decisive and can agreed the phase aimed at an engagement climate with a main character for management. The engaged employees preserve their individual engagement by a job crafting process. Afterwards the authors discuss on the dim sides of job engagement as well as the association of job engagement and individual health. This study closes with a research discussion towards organizational interventions that can enhance the job engagement.

A study conducted by [98] that investigates the character of recovery experiences of “psychological detachment from work, relaxation, mastery, and control” in further averting the family and work conflict. Definitely, with the premises that has WFC and their recovery theories suggest that have hypothesized that the job overload have shown to relate positively to the construct “WFC”, and that experiences due of recovery can moderate the path relationship. This study involves 597 employees working for an Italian company. They are employees of both self and pay role employee working in varied sectors. The respondents were asked to fill-in the questionnaire which is provided in the online. The Moderated SEM were performed to examine the proposed hypotheses. The findings have showed a relationship that is positive with workload and WFC. With regards to the interaction hypothesis, the connection of workload and the other construct WFC was predominantly strong when the situation of “low (vs. high) psychological detachment, low relaxation, and low control”. This study have shown the valuable role of retrieval involvements in stopping the spillover containing the workload as well as the family domain, that shows that the interacting effects during when the first time. This research findings have numerous implications for the future research and the managers.
Research was shown to observe the role of burnout and their job satisfaction using the “Job Demand-Resource Model” [99]. The sample of the study are nurses. A survey was conducted by a questionnaire that is structured. The number of samples are 464 nurses employed in hospital. The values after model estimation are “Chi-square=34.13, df=6, GFI=.98, AGFI=.92, CFI=.94, RMSR=.02, NFI=.93, IFI=.94 and showed good fit indices”.

Workload do have a direct influence towards the variable emotional exhaustion (path coefficient=0.39), while the supervisor support do have a direct effects towards emotional exhaustion (path coefficient = -0.24), employee’s depersonalization (β= -0.11), and personal accomplishment that are low (β= -0.22). The employee’s emotional exhaustion (β= -0.42), their depersonalization (β= -0.11) and shows a little personal accomplishment (path coefficient = -0.36). The personal accomplishment do have a substantial direct effects on the key construct “job satisfaction”. The findings that suggest the nurse worker workload shown to decrease and further supervisor's support shown to increase, so difficult to retain the nurses.

The study performed by Jari J. Hakanen, Bakker, and Demerouti (2005) [47] have focused on the employee’s job demands, their job resources, and associated job engagement. The study samples are Dentists. The number of samples are 1,919 and they are employed at the government public sector. Grounded on the theory “Job Demands – Resources model”, the study first predicted an inverse relationship with job demands like “workload, physical environment” and job engagement that can be quite weaker when the doctors had multiple resources like “variability in the required professional skills, peer contacts”; by using the “Conservation of Resources theory”.

The hypothesis found that the job resources as maximum helpful in preserving the job engagement further down the conditions pertaining to job demands that are higher. The data obtained using a postal questionnaire and the response rate is 71%.
The sample was then divided into groups that are random. This is done to cross validate the results. “Hierarchical regression analyses” performed in 17 of 40 that shows that the interactions are significant (40%). Four in 20 probable interaction effects can be further cross validated. The professional skills variability can be mitigated and the negative influence of workload that are qualitative in nature on the job engagement. Additionally, this will boost the employee’s job engagement during the time when qualitative workload is quite high. The findings are that when the job resources are helpful in handling with the demands that are higher in dentistry. This will help the dentists and they can stay engaged.

A study performed Chen, Ku, Shyr, Chen, and Chou (2009) [100] was designed at defining how a job demand, the emotional awareness that can affect the Student’s job satisfaction. What is vital for the hospitality students is the internship. This will help the students to get a real time experiences when they are in medical school. The intern will also permit the students in understanding real job situations during their period in school and this will provide real expectations of their careers.

The participants of this study are Taiwanese undergraduates working as hospitality internships. The sample size were 632. These undergraduates were recruited by using a questionnaire survey that has been sent through the mail. The hypothesized model were tested with the help of SEM technique. The results suggest that the “emotional job demand” and the emotional awareness were related positively with “emotional show rules”. The “emotional display rules” shows to be positively related with the employee’s job satisfaction. The social support will act as a moderator.

A study performed by [101] to examine the association among the constructs like fresh graduate nurses perception of authentic leadership, job engagement and nurses job satisfaction. This time is performed when the nurse’s retention is of paramount importance. Apart of this the new nurses transition to experience is of great importance. A “predictive non-experimental survey design” was performed for assessing the relationships built between the variables. A final sample contained 170 registered nurses that are randomly selected. “Hierarchical
multiple regression” confirmed that about the 20% variance in the construct “job satisfaction” that was explained through the two variable employee’s engagement and authentic leadership.

Besides, the job engagement being established to mediate partially the path relationship of the causal path between the preceptors authentic leadership and job engagement of fresh graduate nurses. The new graduate nurses have paired with the preceptors who have demonstrated that when an higher levels of leadership which is authentic. The employees feel far more engaged in their job and can be more satisfied. The job engagement will be a key mechanism through which the leadership (authentic) can influence the job satisfaction. The study found that to manage the role preceptors authentic leadership will play a pivotal role in promoting job engagement and as well as new nurses job satisfaction.

A study conducted by Sebastiaan Rothmann (2008) [102] investigates the association of employee’s job satisfaction, their stress due to occupation, employee’s burnout and job engagement act as dimensions belong to work-linked wellbeing. The study performed with the members of police force located in South Africa. The study uses the cross sectional survey design. Non probability sampling method was employed. The number of respondents are 677. This was taken in South Africa. “The Minnesota Job Satisfaction Questionnaire, Police Stress Inventory, Maslach Burnout Inventory – General Survey and Utrecht Work Engagement Scale” were employed as scale to measure the constructs.

The findings of the analysis have given support to a four-factorial model. This factors are named as: representing pleasure or displeasure in job satisfaction, indicate comfort and anxiety i.e. occupational stress, fatigue and vigor i.e. burnout, and job engagement represents enthusiasm or depression.

A study performed by Hallberg and Schaufeli (2006) [103] has investigated to find whether the job engagement might be empirically detached from constructs “job involvement and organizational commitment”. The scale under study is “Utrecht Work Engagement Scale; UWES”. Additionally, the psychometric
properties were investigated for Swedish UWES. The discriminant validity tested for the UWES was empirically validated by inspecting the latent variable correlation of each pair of constructs. The CFA shows arrangements of values of correlations to other constructs. The constructs are health complaints, turnover intention and individual factors. The samples are “Information Communication Technology” ICT consultants. The size of the samples is 186. The three construct under study are distinct and these have been empirically validated. This suggests that the three constructs reflects three different thing belong to work attachment. The reliability was satisfactory for the UWES Swedish scale, however the dimensions status are unclear.

A study performed by Cole, Bruch, and Vogel (2006) [104] to explain the investigation of emotion the respondents experienced at work place. This will mediates the associations of three variables namely employee cynicism, support that is perceived as supervisor support, and psychological toughness. The data was collected from the employees at a technology company involve in medical technology and at Switzerland. The mediation analyses found that the employees’ emotions both positive and negative will be experienced amid of an organizational disaster that will be accounted completely for the path relations of “perceived supervisor support” along with cynicism and as well as psychological cynicism and hardiness.

A study by Kuvaas and Dysvik (2010) [105] to discover that any alternate association exist between the constructs like investment that is perceived in employee’s overall development (PIED), supervisor support (PSS) based on his perception, and their outcomes which can take the form of in shaping the attitudes. These attitudes are affective commitment and the intention to leave. They also affect the work performance such as it tends to affect the work effort, employee’s work quality and “organizational citizenship behavior”.

A study using a research design that is cross-sectional in nature. A sample consist of 331 and they are employed at a Norwegian company. The company domain is in telecommunications. Results shows that there is a relationship
between the attitudes of employee’s. The study shows there exist a connection of employees’ PSS, the attitudes can be mediated by a variable partially conceptualized as PIED. Equally, the construct PSS will influence and interact a causal path exist between PIED with measures involving the three measures determining the job performance. The measure of performance designed as self-reported. The form of moderation that reveals the presence of a relationship that is positive and for high extent of PSS. Suggestions from these kind of findings shows special importance that are provided to managers responsible for line. They can implement the HR practices. Possible because can influence the employee perception of the practices rendered by the employees, which can influence the attitudes of employees. This is because of the positive experiences that exist with the line managers and HR practitioners. The development of HR practices will affect positively the performance of employee’s.

The study instituted by “Casper, Harris, Taylor-Bianco, and Wayne (2011)” [106] scrutinizes a wide variety of path relationships relating to employees work and family conflict using a sample of professionals who are the citizens of Brazil. The study want to shed a few points on work and the family issues available in the cultural context. The study draws from the values of culture of Brazil. The study involves the tents of “social identity theory” that examines the propose relationships using reverse causality involving the work–family conflict. The work interference will be due to family and interference of family with work. The perceived support from supervisor, and with both forms of commitment namely affective as well as continuance. The work and family conflict has work interference and family interference. The employee’s work interference associated with the family was influence to have higher level of continuance commitment. The supervisor support was associated to higher level of affective commitment.

An interaction of family interference associated with the work and the role of “perceived supervisor support” can predict the continuance commitment that reveals a possible reverse kind of buffering effect. This form of buffering was seems to be stronger when conditions that needs high support. The findings are discussed in Brazil settings.