



Work engagement and its influence in boosting productivity

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Abstract

Today's managers are working hard to improve their performance in the face of increasing competition and obstacles. Organizational objectives can only be met if employees are engaged with their jobs. In addition, they indicated that further research is needed to determine how it affects performance. Emotional involvement in the workplace can be described as "putting one's heart and soul into one's work. The study aimed to investigate the impact of work engagement on boosting productivity at selected private businesses in Erbil. The research hypothesis was tested using a quantitative research approach. As requested by participants, the researcher withheld any identifying information from published findings, so that no one would be able to identify the firms involved. Only 97 of the 110 questionnaires provided by the researcher at private enterprises in Kurdistan were filled out and returned by the participants. The findings showed that work engagement has a positive and significant influence on boosting productivity at selected private businesses in Erbil.

I. INTRODUCTION

Academics who are enthusiastic about their work are critical to any company's ability to achieve its educational and research objectives (Antony, 2018, P.34). Organizational and management changes or changes to the finance structure have prompted a huge number of research in recent years on corporate productivity. Employees' ability to adapt to such changes may be improved through the development of job resources and intrinsic motivation (Teo et al., 2020, P.415). Researchers have found a link between employee well-being and the availability of employment resources in a variety of firms from across the world (Ali et al., 2018, P.256). It has been a top priority for many companies to increase staff productivity. This is due to the fact that

increased levels of employee productivity provide several benefits to both the company and its employees. Increased productivity, for example, has a positive effect on economic development, profitability, and social advancement (Men et al., 2020, P.880).

According to Coe & Salanova, (2018, P. 1693), one of the most difficult tasks for management is to keep their workforce motivated and engaged (Van Zyl et al., 2021, P. 4014). There have been publications, white papers, and trainings for corporate executives from the Society for Human Resources Management.

Engaged in work is a mental state where a person who is engaged in a task is totally engaged in the task, feeling enthusiastic about the job. As defined by Ugargol & Patrick,

(2018, P.44), "engagement" refers to the simultaneous employment and expression of a person's "preferred self" in task behaviors that foster ties to work and others. Active and complete performance results from employees' increased physical, cognitive, and emotional presence when they are honestly invested. Workers who are involved in their work put in more effort because they have a deep connection to it, according to this ground-breaking theory. This definition of work engagement is commonly used in academic literature, where it is defined as a state of mind that is marked by enthusiasm, devotion, and absorption in the job at hand. Work engagement is a term used to describe a good state of mind relating to one's job that is characterized by emotions of vitality, devotion, and absorption (Katou et al., 2021, P. 689). Various businesses and sorts of employees have looked into employee involvement in their job roles, but there has been very little enterprise study on the topic. In order to design and evaluate interventions that improve employees' levels of job engagement, one must first identify the factors that contribute to it (Ahmed et al., 2020, P.35). When it comes to both management and human resources, an emphasis on workers' work engagement is a relatively recent phenomenon. One of the most well-known definitions of engagement was created by Sudibjo & Sutarji, (2020, P. 2479), the harnessing of organizational members' identities to their job function. In this perspective, employees are encouraged to use and express themselves on a physical, cognitive, and emotional level throughout their role performance in order to improve their work performance. Furthermore, the idea of employee job engagement has been used to describe employees' love for their work in the workplace as a means of enhancing productivity (Sekhar et al., 2018, P.74). Many studies have investigated the relationship between employee productivity and critical HRD factors, such as the effectiveness of informal workplace learning (Tensay & Singh, 2020, P.05), workplace optimism and individual performance, and job resources, opportunities for development (Decuyper & Schaufeli, 2020, P.72). There is a strong link between job performance and turnover intention (Pieters, 2018, P.04), as well as between job performance and innovation (Nazir & Islam, 2020, P. 3057), as well as between performance and personal-level behavioral performance improvement (Galanti et al., 2021, P.03). The term "employee engagement" is used interchangeably with terms like "productivity," "work-related enthusiasm," and "organizational commitment" (Robledo et al., 2019, P. 1376). An individual's "primary

emotional reactions" to different employment aspects have been categorized as "productivity" (Alzyoud, 2018, P. 253). Affect is a key component in this definition, as well as many others, of work satisfaction. Workers' work engagement is a voluntary emotional commitment that is affected by organizational support, mutual trust among team members, and personal passion (Alzyoud, 2018, P. 255). Employees' commitment to their jobs may rise if their supervisors and coworkers are trustworthy and helpful, according to this theory. Because of this, employees' work engagement encompasses more than just a focus on job pleasure (Zhang et al., 2018, P. 2973). Organizational commitment and organizational engagement have comparable expectations of outcomes. The idea of organizational commitment tends to be more attitudinal in character, covering emotive, continuation, and normative dimensions, according to engagement researchers (Setiyani et al., 2019, P.112). Commitment, on the other hand, is seen as a more limited concept. The concept of "organizational engagement" encompasses both organizational commitment and employment satisfaction (Raza et al., 2021, P. 1106).

Managers must encourage engagement because worker disengagement, or alienation, is at the root of the problem of their unwillingness to commit (Wan et al., 2018, P.417). Organizational commitment is one of the beneficial work outcomes that may result from high levels of employee involvement. The term "employee engagement" refers to a feeling of emotional attachment and dedication on the part of employees. Aside from emotions, the most important motivator for employee engagement is career potential, with reputation, compensation, the value of the organization to employees, and new ideas rounding out the top five. An organization's culture of engagement is characterized by strong leadership, a focus on results, and well-known brands (internal and external). A wide variety of psychology subfields have conducted in-depth studies on the topic of employee productivity. Work engagement, is recognized as a business endeavor linked to organization success. An employee's level of commitment to their job is defined as "a good and rewarding state of mind that is most typically characterized by vigor, devotion, and absorption." Vigor, devotion, and absorption are three distinct aspects of job engagement, which include the physical, emotional, and cognitive aspects of it.

Conceptual Framework

Research Model

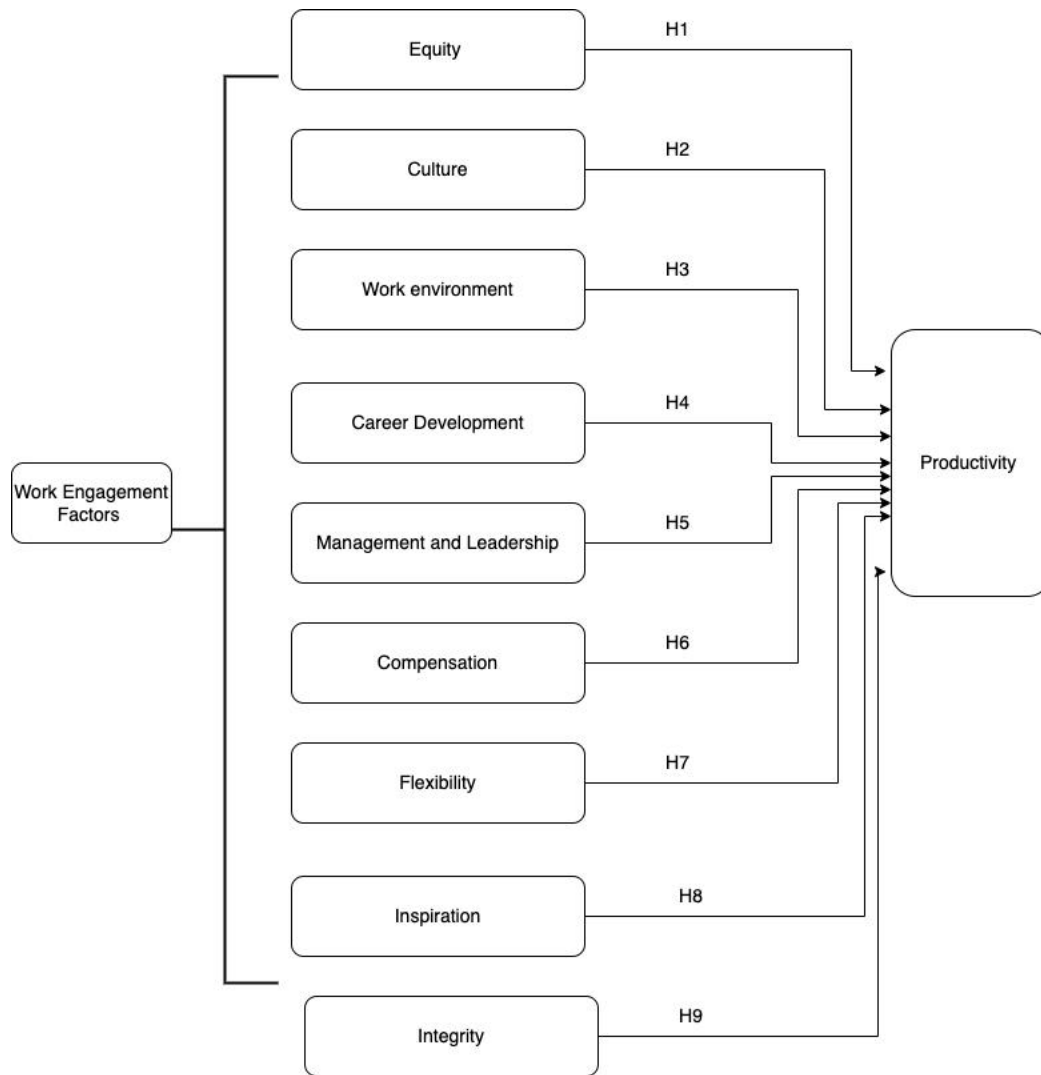


Figure 1: Conceptual Framework

Research Hypotheses

H1: Equity as work engagement factor has a positive and significant influence on boosting productivity.

H2: Culture as work engagement factor has a positive and significant influence on boosting productivity.

H3: Work environment as work engagement factor has a positive and significant influence on boosting productivity.

H4: Career development as work engagement factor has a positive and significant influence on boosting productivity.

H5: Management and leadership as work engagement factor has a positive and significant influence on boosting productivity.

H6: Compensation as work engagement factor has a positive and significant influence on boosting productivity.

H7: Flexibility as work engagement factor has a positive and significant influence on boosting productivity.

H8: Inspiration as work engagement factor has a positive and significant influence on boosting productivity.

H9: Integrity as work engagement factor has a positive and significant influence on boosting productivity.

II. LITERATURE REVIEW

Work Engagement

Executives in organizations place a high value on fostering a culture of employee involvement in their job. To put it another way, that employee engagement is a function of employees' perceptions of and assessments of the working environment in which they are employed. Managers should pay attention to their employees' abilities, expertise, and talents in order to increase employee engagement. Employees who are aware of their abilities and talents are more likely to be engaged at work, which leads to greater results. There is a correlation between job engagement and the level of energy, contentment, efficacy and participation.

The authors Al-Omar et al., (2019, P. 1046) likewise came to the conclusion that employee happiness and motivation are important factors in fostering workplace engagement. Only a few empirical studies have supported assertions that employee job engagement has a significant impact on company outcomes, despite several studies stressing the importance of this factor (Peláez et al., 2020, P. 1267). Engaging all levels of a company is also recommended as an important approach for the organization (Rabiul & Yean, 2021, P.712). Organizational objectives can only be met if employees are engaged with their jobs, according to a study by (Goestjahjanti et al., 2020, P.69). In addition, they indicated that further research is needed to determine how it affects performance. Several academics (Abarantyne et al., 2019, P.05) have referred to autonomy as a basic virtue for academics since it is the ability to affect their work. Motivation and tenacity are a fundamental human need, according to the self-determination hypothesis, which has been demonstrated to impact academics' well-being and dedication in longitudinal research (Geue, 2018, P.274). According to Antony, (2018, P.36), autonomy is essential to reducing the pressure of research and teaching aim conflicts. It is hypothesized that an individual's enhanced willingness to put effort into their job is linked to their increased vigour, which means that they are more likely to persevere in the face of a tough task or a failure (Teo et al., 2020, P.107). Emotional involvement in the workplace can be described as "putting one's heart and soul into one's work" (Ali et al., 2018, P. 256). In addition, it represents a person's strong sense of connection to their job (Men et al., 2020, P.880), as well as their excitement, passion, pride, and sense of accomplishment and difficulty (Coo & Salanova, 2018, P. 1696). Furthermore, commitment is a symptom of a person's psychological participation in their profession, as well as a sense of significance (Van Zyl et al., 2021, P. 4018). It's critical to distinguish engagement from other comparable ideas by giving it distinct traits and a unique metric. According to Ugargol & Patrick, (2018, P.47), some researchers believe that work engagement is a distinct motivational construct that can be distinguished from other constructs such as productivity or organizational commitment. However, the majority of practitioner studies fail to demonstrate that work engagement is distinct and is only a repackaging of other constructs (Katou et al., 2021, P.691). Recent research has argued that the appearance of employee involvement at work may be explained by theories such as the job-demand resource model (Ahmed et al., 2020, P.36), the self-determination theory, and the theory of resource conservation (Sudibjo & Sutarji, 2020, P. 2481).

Productivity

In today's workplaces, individuals are increasingly searching for positions that offer them the opportunity to push themselves, learn, and be challenged. I've spoken to hundreds of executives, managers, and consultants over the past twenty years about this issue and they are fully aware of the necessity for an engaging and challenging work environment with appropriate resources. Organizations need to create work settings that are well-matched to the expectations of workers' roles and the actual work environment if they want to attract and keep talented, motivated, and productive employees (Sekhar et al., 2018, P.76). Today's managers are working hard to improve their performance in the face of increasing competition and obstacles. Scholars, experts, and consultants have been providing the greatest advice for decades. Today's most successful companies cultivate and maintain a work environment that values teamwork. By contrast, successful companies are those managed by CEOs who recognize that employee engagement is more than simply "nice to have," but essential to attaining business outcomes (Tensay & Singh, 2020, P.11). Workers and employers can benefit from one other's shared experience in the workplace, which in turn increases motivation and productivity. Nearly two-thirds (60 percent) of employees polled said they desire more chances to advance in their careers in order to be content in their current positions (Decuyper & Schaufeli, 2020, P.75). Groups working to promote concentrate on employee job happiness for an extended length of time. However, a study demonstrates that managers cannot rely on employee contentment to help retain the best and brightest; here, employee engagement becomes a vital issue (Pieters, 2018, P.07).

Employee engagement has also been shown to have a positive impact on an organization's revenue growth, according to studies (Nazir & Islam, 2020, P. 3059). These studies show that a positive work atmosphere, teamwork, and the opportunity to learn new skills all contribute to employee engagement, which in turn leads to increased productivity. An effective strategy must begin with the "why" and the "what" of an organization's goals before moving on to specifics about "how" it will accomplish those goals. The same structures are now being tried in the Nepali organizations, which have never before sought to assess the effect of their activities. As a result, studies have been conducted to identify elements that improve performance and creativity and to devise change programs that address the identified gaps in knowledge (Galanti et al., 2021, P.426).

The relationship between work engagement and productivity

Many research has concentrated on one or two methods of measuring productivity, which can make it difficult to compare the results of different studies (Robledo et al., 2019, P.1376). An efficient and uniform method of gauging production is sorely lacking. A worker's productivity is determined by the quantity of time he/she spends at work, as well as the amount of time he/she spends working productively while at work, according to Alzyoud, (2018, P.256). In order to maintain a high level of worker productivity, companies should address these concerns. Productivity may be measured in terms of the amount of time spent (Zhang et al., 2018, P. 2978).

Workplace involvement has been linked to increased productivity in previous research (Setiyani et al., 2019, P.112). Successful and high-productivity businesses, according to Raza et al., (2021, P. 1109), may be achieved by including their staff in the process of enhancing their own performance. A portion of the problem of inactivity at work might be addressed by workplace physical activity initiatives. In spite of the inconsistent results of evaluations of such interventions on physical activity, there is evidence to suggest that some treatments may be more beneficial in the office context than others. Even when all workplace physical activity treatments were taken into account, one analysis found that walking interventions were roughly four times more helpful than other kinds of workplace physical activity interventions. A promising finding given the

numerous studies demonstrating the numerous health advantages of walking as a specific kind of physical activity Increased physical activity at work and better employee health are potentially promising consequences of workplace walking initiatives. Numerous people have attempted to define work engagement, which is a relatively new notion (Wan et al., 2018, P. 419). Work engagement, according to a generally used definition, is an affective-cognitive state marked by vigor, devotion, and immersion. High levels of energy and mental toughness while at work are known as vigor. Involvement, pride, and a sense of challenge are all characteristics of dedication. Absorption refers to a state of complete and utter focus on the task at hand. For this reason, academics feel that further study should be done to determine whether or not the concept of flow is closely linked to the concept of absorption.

III. METHODOLOGY

The research hypothesis was tested using a quantitative research approach. The Erbil Chamber of Commerce & Industry now has more than eight thousands of private enterprises registered, including general trade firms and various specialized firms. As requested by participants, the researcher withheld any identifying information from published findings, so that no one would be able to identify the firms involved. Only 97 of the 110 questionnaires provided by the researcher at private enterprises in Kurdistan were filled out and returned by the participants.

IV. ANALYSIS AND FINDINGS

Table.1: Demographic analysis

Items		Frequency	Percent
Gender	Male	63	65
	Female	34	45
Age	18-23	14	14.4
	24-28	20	20.6
	29-33	23	23.7
	34-38	16	16.4
	39-43	14	14.4
	43-47	4	.04
	47-51	4	.04
	52 +	2	.02
Marital status	Single	39	40
	Married	58	60
Level of education	Bachelor	64	65.9
	Master	22	22.6
	PhD	11	11.2

This research included a demographic analysis of respondents, as shown in table (1) for those who took part in the study. In order to better understand the respondents' backgrounds, the researcher used descriptive analysis to gather such information. With regard to the gender of the respondents, it was discovered that 63 males from an overall sample size of 97 respondents participated in this study, and 34 females from an overall sample size of 97 respondents participated in this research. Concerning the respondents' ages, it was discovered that 14 out of a total of 97 respondents are between the ages of 18 and 23, 20 out of a total of 97 respondents are between the ages of 24-28, 23 out of a total of 97 respondents are between the ages of 29

and 33, 16 out of a total of 97 respondents are between the ages of 34 and 38, 14 out of a total of 79 respondents are between the ages of 39 and 43, and 4 out When it came to the respondents' marital status, it was discovered that 58 married respondents took part in the survey, whereas 39 single respondents took part in the study. In terms of educational attainment, it was discovered that 64 respondents out of a total of 97 respondents had obtained a college degree, 22 respondents out of a total of 97 respondents had obtained a master's degree, and only 11 respondents out of a total of 97 respondents had obtained a PhD degree.

Table 2: Reliability Analysis

Variables	Item N.	Cronbach's Alpha
Equity	6	.723
Culture	5	.745
Work environment	5	.719
Career development	4	.739
Management and leadership	6	.743
Compensation	5	.798
Flexibility	4	.801
Inspiration	4	.809
Integrity	5	.771
Productivity	7	.792

The study applied reliability test, the findings showed that the values of Cronbach's Alpha for equity as independent factor, demonstrated to be $0.723 > .6$ this illustrated that the questions utilized to examine equity variable were reliable for the present research, the values of Cronbach's Alpha for culture as independent variable, demonstrated to be $0.745 > .6$ this illustrated that the questions utilized to examine culture factor were reliable for the present research, the values of Cronbach's Alpha for work environment as independent variable, demonstrated to be $0.719 > .6$ this illustrated that the questions utilized to examine work environment variable were reliable for the present research, the values of Cronbach's Alpha for career development as independent variable, demonstrated to be $0.739 > .6$ this illustrated that the questions utilized to examine career development variable were reliable for the present research, the values of Cronbach's Alpha for management and leadership as independent variable, demonstrated to be $0.743 > .6$ this illustrated that the questions utilized to examine management and leadership variable were reliable for the present research, the values of Cronbach's Alpha for compensation as independent variable, demonstrated to be

$0.798 > .6$ this illustrated that the questions utilized to examine compensation variable were reliable for the present research, the values of Cronbach's Alpha for flexibility as independent variable, illustrated to be $0.801 > .6$ this demonstrated that the questions applied to examine flexibility variable were reliable for the present research, the values of Cronbach's Alpha for inspiration as independent variable, demonstrated to be $0.809 > .6$ this illustrated that the questions applied to examine inspiration variable were reliable for the present research, the values of Cronbach's Alpha for integrity as independent variable, demonstrated to be $0.771 > .6$ this illustrated that the questions applied to examine integrity variable were reliable for the present research and the values of Cronbach's Alpha for productivity as dependent variable, demonstrated to be $0.792 > .6$ this illustrated that the questions applied to examine productivity variable were reliable for the present research.

Table.3: Correlation Analysis

Items	Pearson correlation	Productivity
Equity	Pearson	.511**
	Correlation	
	Sig. (2-tailed)	.000
	N	97
Culture	Pearson Correlation	.612**
	Sig. (2-tailed)	.000
	N	97
Work environment	Pearson	.615**
	Correlation	
	Sig. (2-tailed)	.000
	N	97
Career development	Pearson	.561**
	Correlation	
	Sig. (2-tailed)	.000
Management and leadership	Pearson Correlation	.598**
	Sig. (2-tailed)	.000
	N	97
Compensation	Pearson Correlation	.632**
	Sig. (2-tailed)	.000
	N	97
Flexibility	Pearson Correlation	.701**
	Sig. (2-tailed)	.000
	N	97
Inspiration	Pearson Correlation	.712**
	Sig. (2-tailed)	.000
	N	97
Integrity	Pearson	.599**
	Correlation	
	Sig. (2-tailed)	.000
	N	97
**. Correlation is significant at the 0.01 level (2-tailed).		

The study applied to examine the correlation between 9 independent factors and a dependent variable, for this reason the correlation test was used. It was demonstrated that the result of Pearson correlation for equity was .511** > .001 as a result it was showed that there is a significant relationship between equity and productivity, the result of

Pearson correlation for culture was .612** > .001 as a result it was showed that there is a significant relationship between culture and productivity, the result of Pearson correlation for work environment was .615** > .001 as a result it was showed that there is a significant relationship between work environment and productivity, the result of

Pearson correlation for career development was $.561^{**} > .01$ as a result it was showed that there is a significant relationship between career development and productivity, the result of Pearson correlation for management and leadership was $.598^{**} > .01$ as a result it was showed that there is a significant relationship between management and leadership and productivity, the result of Pearson correlation for compensation was $.632^{**} > .01$ as a result it was showed that there is a significant relationship between compensation and productivity,

the result of Pearson correlation for flexibility was $.701^{**} > .01$ as a result it was showed that there is a significant relationship between flexibility and productivity, the result of Pearson correlation for inspiration was $.712^{**} > .01$ as a result it was showed that there is a significant relationship between inspiration and productivity and the result of Pearson correlation for integrity was $.599^{**} > .01$ as a result it was showed that there is a significant relationship between integrity and productivity.

Table.4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701a	.599	.695	.29881

a. Predictors: (Constant), Equity, culture, work environment, career development, management and leadership, compensation, flexibility, inspiration and integrity.

As seen in the above table that $.599$ was discovered to be the value of R square. This means that 60 percent of the variables may be explained by other factors.

Table 5: ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.321	7	11.29	113.776	.000b
	Residual	112.121	781	.231		
	Total	214.442	788			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Equity, culture, work environment, career development, management and leadership, compensation, flexibility, inspiration and integrity.

It was discovered the value $F = 113.776$ and since the value is more than $.001$, this shows that that there is a positive connection between variables utilized to test research hypotheses.

Table.6: Coefficients

Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.601	.112		5.434	.000
	Equity	.501	.032	.591	12.221	.000
	Culture	.604	.029	.612	21.298	.000
	Work environment	.532	.041	.543	11.276	.000
	Career Development	.609	.061	.618	10.891	.000
	management and leadership	.691	.065	.701	12.092	.000
	compensation	.563	.042	.571	11.091	.000
	Flexibility	.654	.039	.661	14.432	.000
	Inspiration	.544	.043	.551	13.334	.000
	Integrity	.612	.033	.621	15.442	.000

a. Dependent Variable: Productivity

The study applied multiple regression analysis to examine the nine research hypotheses developed earlier in this research. The results demonstrated that as for the first research hypothesis was showed that the B and Beta value was greater than 0.05 this means that the first research hypothesis is supported. As for the second research hypothesis was showed that the B and Beta value was greater than 0.05 this means that the second research hypothesis is supported. As for the third research hypothesis was showed that the B and Beta value was greater than 0.05 this means that the third research hypothesis is supported. As for the fourth research hypothesis was showed that the B and Beta value was greater than 0.05 this means that the fourth research hypothesis is supported. As for the fifth research hypothesis was showed that the B and Beta value was greater than 0.05 this means that the fifth research hypothesis is supported. As for the sixth research hypothesis was showed that the B and Beta value was greater than 0.05 this means that the sixth research hypothesis is supported. As for the seventh research hypothesis was showed that the B and Beta value was greater than 0.05 this means that the seventh research hypothesis is supported. As for the eighth research hypothesis was showed that the B and Beta value was greater than 0.05 this means that the eighth research hypothesis is supported. As for the ninth research hypothesis was showed that the B and Beta value was greater than 0.05 this means that the ninth research hypothesis is supported.

V. CONCLUSION

Employee productivity is positively influenced by work engagement, according to this study. As a result, it is imperative that companies place a high priority on employee engagement and regularly monitor their progress. In addition, employers at public educational institutions are recommended to undertake regular surveys to better understand the degree of job engagement among their workers and the amount of happiness they have with their workplace. Taking part in these kinds of activities would allow students to come up with the best ways to deal with any problem. The acquisition of skills, for example, is an excellent technique to assure successful recruiting. Furthermore, it is essential to provide employees with enough resources, including financial, physical, and material ones. One further suggestion is for companies to have a two-way approach to communication so that their employees may voice concerns and thoughts about the work they perform and other issues that may impact their output. With this emphasis, it is hoped that employees would be more involved in their job and have a greater sense of purpose.

Increased administrative and technical assistance in a department without modifying the distribution (standard deviation) of such support, for example, would boost research productivity in our opinion, because of our findings. However, it is possible to boost research productivity by lowering the dispersion of financial assistance, while maintaining the average amount of support. It is, however, questionable if this rise in average support level is accompanied by an increase in support spread. These shifts in administrative and technical support's average level and distribution have the opposite effect on classroom productivity. The same logic applies when it comes to getting people involved. For the research, productivity is defined as an individual's ability to carry out the key technical activities that are essential to their work. However, even if the analysis shows that the model is not significant, that is, if employees perform their core task without being influenced by engagement activities, environment, or team learning, then the entire set of contextual performance, counterproductive work behavior, and adaptive performance in the Individual Work Performance domain still needs to be studied and understood. Using the conclusions of this study, organizations may develop more successful tactics. This study has a huge impact on organizations since it provides an in-depth look at the current state of engagement and identifies opportunities for growth. The study's findings should lead to a positive shift in workplace motivation and, as a result, to increased productivity.

VI. RECOMMENDATIONS

To get around this problem, researchers should sample a larger number of people in order to improve the validity and reliability of their investigations. In order to better understand the relationship between variables, researchers might think about using a diary approach and a longitudinal study design (which collects data on a daily basis throughout time). Investing in meaningful work can help South Africa reap the benefits of a worldwide understanding of the positive effects that meaningful employment can have on workplace productivity. We urge that different conceptions (such as calling, meaning in life and fulfillment) be examined to build up a more comprehensive understanding of meaningful work for South African workplaces. To address the lack of study on the phenomena of meaningful labor in the workplace, it is also suggested that research efforts be bolstered and supported.

VII. IMPLICATIONS

Employees who have meaningful tasks to do are more likely to be engaged and devoted. Consequently, further study is

needed to properly understand the influence of meaningful employment on all elements of organizational benefits. Understanding the importance of meaning in work and meaning at work may be gained through getting more insight into psychological meaningfulness, job engagement, and enhancing productivity in the workplace. Certain workplace improvement methods are either accepted or rejected, according to Chalofsky (2003). Employees, as previously said, are looking for a sense of purpose in their job. Meaningful work is becoming increasingly important to both people and organizations. For organizations, it is imperative that they take advantage of the attitude of their workers when it comes to optimizing meaningfulness at work (Kompier, 2005). (cf. Chalofsky, 2003).

VIII. FUTURE RESEARCH

For a complete understanding of the influence of meaningful labor on all elements of organizational functioning, more study will be required. According to the findings of Steger et al. (2012), workplace research is required to determine whether meaningful work output from employees who are drawn to a company or whether meaningful work results as a result of a company providing a work environment that fosters meaningful work (Steger, 2012). A greater emphasis should be placed on and encouragement for research in order to alleviate the scarcity of studies somewhat on phenomenon known as meaningful labor in the workplace.

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