

“Employee Engagement: A Theoretical Review and Conceptual Framework in the Indian Organizational Context”

Dr. Digvijaysinh Gajendrsinh Thakore
Professor, Department of Human Resource Development,
Veer Narmad South Gujarat University, Surat

Abstract

Amidst a dynamic and highly competitive business landscape, employee engagement is becoming a key imperative for organizational effectiveness, sustainability, and gaining a competitive advantage. Employers in various sectors are recognizing that engaged employees exhibit higher levels of commitment, discretionary effort, and performance, thereby making employee engagement a strategic concern for HRM in a company's overall work strategy. Even in this age of a plethora of literature, theoretical interpretations of employee engagement remain largely disconnected from one another, most of the time with respect to theories of HRM and organizational behavioral theories.

The purpose of this paper is to provide an integrated theoretical overview of the phenomenon of employee engagement by combining theoretical backgrounds and offering a unified understanding of employee engagement within a conceptual framework, thereby providing a comprehensive theoretical perspective on employee engagement from multiple perspectives. Based on a conceptual and literature-based review, this study undertakes a critical examination of the fundamental and newly discovered contributions to employee engagement made by scholars. Social Exchange Theory, Ability–Motivation–Opportunity (AMO) framework, Job Demands–Resources (JD-R) model, and Psychological Contract Theory are predominant theoretical perspectives utilized to analyze antecedents, psychological mechanisms, and outcomes of employee engagement.

Following the theoretical synthesis, a theoretical paper presents a detailed conceptual framework demonstrating the interrelation of Human Resource Management (HRM) practices, psychological background, employee engagement, and organizational results. This study adds to the HRM literature by creating a unified theoretical model that fills an existing conceptual void and lays the groundwork for future data on actual use and research in the field. As such, the paper also discusses some important aspects of the proposed results and suggests potential future research that could also assist in shaping strategies to facilitate practice for engagement-oriented HRM.

Keywords: Human resource management; Social exchange theory; AMO framework; Job demands–resources model; Psychological contract; Strategic HRM; Indian organizations.

Introduction

The world of work in the current context is changing faster than ever, propelled by globalization, technological innovation, digitalization, and shifting socio-economic landscapes. And companies are becoming more flexible at work, have hybrid work models, work in knowledge roles and knowledge-based jobs, and are setting higher expectations for productivity. At the same time, the expectations of the workforce have changed, and workers are desiring purposeful work, growth, well-being, a balance between work and life, and a sense of belonging to the workplace. These

changes have forced a refocused approach to employee engagement as an important HRM concern of the HR (human resource management) domain.

Employee engagement has also emerged in attention as it correlates with four crucial organizational outcomes, including productivity, employee retention, discretionary effort, and overall performance. Commitment, creativity, and organizational citizenship behaviors by engaged employees are more likely to be part of sustained organizational effectiveness. In contrast, disengagement is associated with increased absenteeism, turnover intentions, and diminished performance, which highlights the strategic relevance of engagement-oriented HR strategies.

The importance of employee engagement is especially evident in the Indian organizational context, which includes sectors such as information technology, education, manufacturing, and the public sector, which grapple with talent turnover and retention challenges, skills shortages, workforce diversity, and changing employment dynamics. The relatively young workforce in India, alongside the increasing exposure to global work practices, adds even more reason for organizations to implement HRM interventions to enhance this level of engagement among their workforce.

Yet, despite considerable scholarly attention, the literature on employee engagement is theoretically patchy and consists of studies that selectively borrow from different theoretical frameworks with insufficient integration. This absence of a holistic theoretical approach results in a muddled vision of processes of sustaining engagement. Therefore, this paper aims to explore the theoretical underpinnings and integration of major HRM and organizational behavior theories to enhance these approaches to understand employee engagement.

Hence, the objective of this paper is to conduct a critical examination of key theories that drive employee engagement approaches, to establish an integrative conceptual model, and to identify future research directions. This paper is organized in the following way: the next part discusses the employee engagement concept and changes in it, before it examines some relevant theoretical foundations. Then a conceptual framework is put forward, and the paper moves on to provide implications for research and practice.

Conceptual Background of the Study

Definition and Scope of Employee Engagement

Employee engagement is a multidimensional construct that reflects the extent to which employees are cognitively, emotionally, and behaviorally invested in their work roles and organizational objectives. Kahn (1990) conceptualized employee engagement as the harnessing of organizational members' selves to their work roles, wherein individuals express themselves physically, cognitively, and emotionally during role performance. Building on this foundation, Schaufeli, Salanova, González-Romá, and Bakker (2002) defined engagement as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. Saks (2006) further extended the concept by distinguishing between job engagement and organizational engagement, emphasizing the role of social exchange relationships between employees and employers.

The scope of employee engagement extends beyond individual attitudes to encompass HRM practices, leadership behaviors, organizational culture, and workplace conditions that collectively shape employees' willingness to invest discretionary effort. In contemporary HRM, employee engagement is viewed as a

strategic outcome influenced by both organizational systems and individual psychological processes, making it a central concern for organizational effectiveness and sustainability.

Key Concepts and Terminologies

Several key concepts are integral to understanding employee engagement. *Vigor* refers to high levels of energy and mental resilience at work, *dedication* denotes a sense of significance, enthusiasm, and pride, while *absorption* reflects deep concentration and immersion in work tasks. Psychological conditions such as meaningfulness, safety, and availability are critical antecedents that enable engagement. Additionally, constructs such as job resources (e.g., autonomy, support, and feedback), employee voice, trust, and perceived organizational support frequently appear in engagement-related discourse and are closely linked to HRM interventions.

Historical Evolution of the Concept

The conceptual roots of employee engagement can be traced to early motivational theories and the human relations movement, which emphasized employee involvement and job satisfaction. However, the formal articulation of employee engagement emerged with Kahn's (1990) seminal work on personal engagement and disengagement. Subsequently, engagement gained prominence in organizational behavior and HRM literature during the early 2000s, particularly through the work of Schaufeli et al. (2002) and the development of the Utrecht Work Engagement framework. Over time, the concept has evolved from an individual-level psychological state to a strategic HRM construct linked with organizational performance, well-being, and competitive advantage.

Distinction from Related Constructs

Employee engagement is conceptually distinct from, yet related to, constructs such as job satisfaction, organizational commitment, and job involvement. Job satisfaction primarily reflects an individual's affective evaluation of their job, whereas engagement emphasizes active investment of energy and self in work roles. Organizational commitment denotes an employee's attachment to the organization, while engagement captures the dynamic expression of involvement during work performance. Similarly, job involvement focuses on cognitive identification with one's job, whereas engagement encompasses cognitive, emotional, and behavioral dimensions. Recognizing these distinctions is essential to avoid conceptual overlap and to advance theoretical clarity in employee engagement research.

Review of Relevant HRM Theories

Understanding employee engagement requires a strong theoretical grounding, as engagement is shaped by individual, organizational, and institutional factors. This section critically reviews classical and contemporary HRM theories that provide explanatory insights into the antecedents, mechanisms, and outcomes of employee engagement.

1. Human Capital Theory

Core Assumptions:

Human Capital Theory posits that employees possess knowledge, skills, abilities, and competencies that constitute valuable organizational assets. Investments in education, training, and development enhance employee productivity and organizational performance.

Relevance to Employee Engagement:

From this perspective, engaged employees are outcomes of continuous investment in skill development, learning opportunities, and career advancement. When organizations invest in employees, individuals are more likely to reciprocate through higher involvement and engagement.

Strengths:

- Emphasizes the strategic value of employee development
- Links HR investments with long-term organizational performance

Limitations:

- Treats employees largely as economic assets
- Underemphasizes emotional and relational aspects of engagement

2. Resource-Based View (RBV)

Core Assumptions:

RBV argues that sustainable competitive advantage arises from resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Human resources, when effectively managed, can meet these criteria.

Relevance to Employee Engagement:

Employee engagement is viewed as an intangible strategic resource that enhances productivity, innovation, and service quality. Highly engaged employees are difficult for competitors to replicate, thereby providing a competitive advantage.

Strengths:

- Positions engagement as a strategic organizational capability
- Connects HRM with firm-level performance

Limitations:

- Focuses more on outcomes than underlying psychological processes
- Limited guidance on how engagement is developed at the individual level

3. Behavioral Theory of HRM

Core Assumptions:

The Behavioral Theory of HRM suggests that HR practices influence employee behaviors required to implement organizational strategies effectively. Different strategies demand different role behaviors from employees.

Relevance to Employee Engagement:

HR practices such as performance management, rewards, and participation systems shape behaviors that foster engagement, including discretionary effort and proactive involvement.

Strengths:

- Clearly links HR practices with desired employee behaviors
- Aligns engagement with strategic objectives

Limitations:

- May oversimplify complex employee attitudes and emotions
- Less attention to contextual and individual differences

4. Social Exchange Theory**Core Assumptions:**

Social Exchange Theory is based on the norm of reciprocity, wherein relationships are built on mutual exchange of benefits. Positive organizational actions create obligations for employees to reciprocate.

Relevance to Employee Engagement:

Supportive HR practices, fair treatment, and trust-based relationships encourage employees to respond with higher engagement. Engagement thus reflects a reciprocal response to perceived organizational support.

Strengths:

- Strong explanatory power for engagement behaviors
- Widely supported by empirical research

Limitations:

- Assumes rational and balanced exchanges
- Less effective in explaining engagement in coercive or constrained environments

5. AMO Framework (Ability–Motivation–Opportunity)**Core Assumptions:**

The AMO framework posits that employee performance and engagement result from the interaction of employees' abilities, motivation, and opportunities to participate.

Relevance to Employee Engagement:

HR practices that enhance skills (ability), incentives and recognition (motivation), and employee involvement (opportunity) collectively foster higher engagement levels.

Strengths:

- Integrative and practical HRM framework
- Clearly links HR practices with engagement outcomes

Limitations:

- Mechanisms linking AMO components to psychological engagement are often underexplored
- May not fully account for external contextual factors

6. Systems Theory**Core Assumptions:**

Systems Theory views organizations as open systems comprising interrelated subsystems that interact with the external environment. Changes in one subsystem affect the entire system.

Relevance to Employee Engagement:

Employee engagement emerges from the interaction of multiple organizational elements such as HR policies, leadership, culture, and work design. Engagement cannot be attributed to isolated HR practices.

Strengths:

- Provides a holistic view of engagement
- Emphasizes interdependence among organizational factors

Limitations:

- Conceptual in nature and difficult to empirically test
- Lacks specificity in identifying key engagement drivers

7. Institutional Theory**Core Assumptions:**

Institutional Theory emphasizes that organizational practices are shaped by regulatory, normative, and cultural-cognitive pressures from the external environment.

Relevance to Employee Engagement:

Engagement practices are influenced by labor laws, professional norms, and societal expectations, particularly in contexts like India, where regulatory and cultural factors play a significant role.

Strengths:

- Highlights the role of external context
- Explains similarities in engagement practices across organizations

Limitations:

- Downplays managerial agency and individual differences
- Limited focus on internal psychological processes

8. Psychological Contract Theory

Core Assumptions:

Psychological Contract Theory refers to employees' beliefs regarding mutual obligations between themselves and their employer. Fulfillment or breach of these obligations influences employee attitudes and behaviors.

Relevance to Employee Engagement:

When organizations fulfill implicit and explicit promises related to career growth, fairness, and support, employees are more likely to be engaged. Psychological contract breach leads to disengagement.

Strengths:

- Strongly linked to engagement, trust, and commitment
- Captures the emotional dimension of employment relationships

Limitations:

- Highly subjective and difficult to measure
- Varies across individuals and contexts

Research Gap and Problem Statement

Despite the growing volume of scholarly work on employee engagement, the existing literature reveals several critical gaps that limit a comprehensive theoretical understanding of the construct. First, research on employee engagement is characterized by **fragmented theoretical approaches**, with studies drawing selectively from diverse theories such as Social Exchange Theory, Job Demands–Resources model, Psychological Contract Theory, and the AMO framework. While each perspective offers valuable insights, they are often applied in isolation, resulting in partial explanations of engagement that fail to capture its multidimensional and dynamic nature.

Second, there is a **limited presence of integrative conceptual frameworks** that systematically synthesize strategic HRM theories, behavioral perspectives, and psychological mechanisms to explain how employee engagement is developed and sustained. Much of the existing literature focuses on identifying antecedents or outcomes of engagement without adequately explaining the underlying processes that connect HRM practices to engagement-related behaviors. This lack of theoretical integration restricts cumulative knowledge development and weakens the explanatory power of engagement research.

Third, the **Indian organizational context remains underrepresented** in theoretical engagement studies. While empirical research from Western contexts dominates the literature, relatively fewer conceptual models account for India's unique institutional environment, workforce demographics, cultural values, and regulatory framework. Consequently, the applicability of existing theories to Indian organizations—across sectors such as IT, education, manufacturing, and the public sector—remains insufficiently explored.

In light of these gaps, there is a clear **need for conceptual synthesis** that integrates multiple HRM and organizational behavior theories into a cohesive framework. Addressing this need, the present study seeks to develop an integrative theoretical model of employee engagement that bridges fragmented perspectives, incorporates contextual relevance, and provides a robust foundation for future empirical research.

Objectives of the Study

The present theoretical study is undertaken with the following objectives:

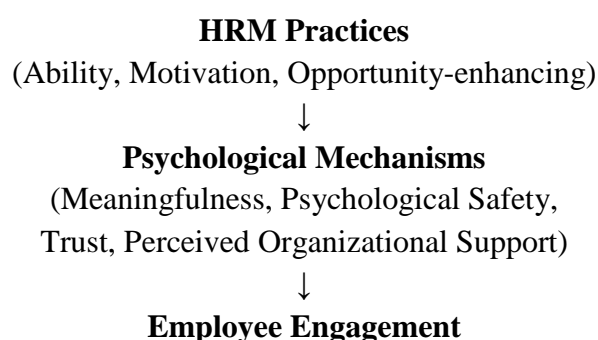
1. **To critically examine major HRM and organizational behavior theories** that explain the concept, antecedents, and outcomes of employee engagement.
2. **To integrate diverse theoretical perspectives** into a comprehensive and coherent conceptual framework that explains the development of employee engagement within organizations.
3. **To identify key psychological and organizational mechanisms** through which HRM practices influence employee engagement.
4. **To propose theoretically grounded propositions** that can guide future empirical research on employee engagement.
5. **To enhance the contextual relevance of employee engagement theory**, particularly with reference to Indian organizations.

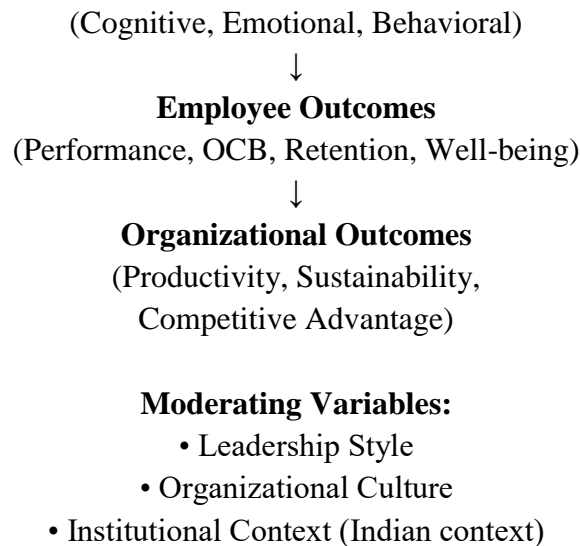
Proposed Conceptual Framework of Employee Engagement

Conceptual Framework Overview

Based on an integrative review of HRM and organizational behavior theories, the present study proposes a conceptual framework that explains employee engagement as an outcome of strategic HRM practices operating through key psychological mechanisms and contextual factors. The framework synthesizes insights from Social Exchange Theory, the AMO framework, the Job Demands–Resources (JD-R) model, Psychological Contract Theory, and the Resource-Based View (RBV).

Diagrammatic Representation of the Conceptual Framework





Explanation of Key Variables

1. HRM Practices (Independent Variables)

HRM practices form the foundational drivers of employee engagement. Drawing on the AMO framework, these include:

- **Ability-enhancing practices:** training, skill development, career planning
- **Motivation-enhancing practices:** rewards, recognition, performance appraisal
- **Opportunity-enhancing practices:** employee participation, autonomy, voice mechanisms

These practices signal organizational support and investment in employees.

2. Psychological Mechanisms (Mediating Variables)

Psychological mechanisms explain how HRM practices translate into engagement. Key mediators include:

- **Psychological meaningfulness**
- **Psychological safety**
- **Trust and perceived organizational support**
- **Psychological contract fulfillment**

These variables capture employees' internal evaluations of their work and organizational relationships.

3. Employee Engagement (Core Construct)

Employee engagement is conceptualized as a multidimensional construct comprising:

- **Cognitive engagement** (focus and absorption)
- **Emotional engagement** (enthusiasm and attachment)
- **Behavioral engagement** (discretionary effort and involvement)

4. Outcomes of Employee Engagement (Dependent Variables)

Engaged employees are more likely to demonstrate:

- Higher job performance
- Organizational citizenship behavior (OCB)
- Lower turnover intentions and higher retention
- Enhanced employee well-being

At the organizational level, engagement contributes to productivity, sustainability, and competitive advantage (RBV).

5. Moderating Variables

The strength of the relationships proposed in the framework is influenced by:

- **Leadership style** (e.g., transformational, servant leadership)
- **Organizational culture**
- **Institutional and socio-cultural context**, particularly relevant in Indian organizations

Theoretical Justification for Linkages

- **Social Exchange Theory** explains the reciprocal relationship between HRM practices and engagement.
- **AMO Framework** clarifies how HR systems enable engagement through ability, motivation, and opportunity.
- **JD-R Model** highlights the role of job resources in fostering engagement.
- **Psychological Contract Theory** explains engagement as a response to fulfilled organizational obligations.
- **RBV** positions employee engagement as a strategic, inimitable organizational resource.

Development of Theoretical Propositions

Based on the proposed framework, the following propositions are advanced:

- **P1:** Ability-, motivation-, and opportunity-enhancing HRM practices have a positive influence on employee engagement.
- **P2:** Psychological mechanisms such as meaningfulness, psychological safety, and perceived organizational support mediate the relationship between HRM practices and employee engagement.
- **P3:** Psychological contract fulfillment positively influences employee engagement.
- **P4:** Employee engagement positively influences individual-level outcomes such as performance, organizational citizenship behavior, and employee well-being.
- **P5:** Employee engagement positively contributes to organizational-level outcomes, including productivity and competitive advantage.
- **P6:** Leadership style and organizational culture moderate the relationship between HRM practices and employee engagement.

Section Contribution

This conceptual framework integrates fragmented theoretical perspectives into a coherent model, offering a robust foundation for future empirical research and advancing theoretical clarity in employee engagement literature, particularly within the Indian organizational context.

Discussion

The present study offers a theoretically grounded interpretation of employee engagement by integrating multiple HRM and organizational behavior perspectives into a cohesive conceptual framework. The proposed model emphasizes that employee engagement is not merely an attitudinal outcome but a dynamic psychological state shaped by strategic HRM practices, mediated through key psychological mechanisms, and influenced by contextual factors. By positioning HRM practices as primary antecedents and psychological processes as mediators, the framework provides a more nuanced understanding of how engagement is developed and sustained within organizations.

In comparison with existing models of employee engagement, such as Kahn's psychological conditions framework, the Job Demands–Resources (JD-R) model, and the AMO framework, the proposed model extends prior conceptualizations by integrating these perspectives rather than treating them as competing explanations. While Kahn's model highlights meaningfulness, safety, and availability at the individual level, and the JD-R model focuses on the role of job resources, the present framework situates these psychological elements within a broader strategic HRM system. Similarly, while the AMO framework explains how HR practices enhance employee performance, the proposed model explicitly incorporates engagement as a mediating mechanism linking HRM practices to employee and organizational outcomes. This integrative approach addresses the fragmented nature of existing engagement theories and enhances their explanatory power.

The relevance of the proposed framework is particularly significant in the Indian organizational context. Indian organizations operate within a complex institutional environment characterized by regulatory influences, cultural diversity, hierarchical structures, and a rapidly changing workforce. Sectors such as information technology, education, manufacturing, and the public sector face challenges related to talent retention, employee well-being, and performance pressures. The inclusion of institutional context and leadership as moderating variables allows the framework to capture the unique socio-cultural and regulatory realities of Indian workplaces, thereby improving its contextual applicability.

From a theoretical standpoint, this study contributes to HRM literature by advancing an integrated conceptualization of employee engagement that bridges strategic, behavioral, and psychological perspectives. By positioning engagement as a strategic HRM outcome and a valuable organizational resource, the framework aligns employee engagement research more closely with contemporary HRM theory. Furthermore, the study provides a structured foundation for future empirical research, encouraging theory-driven investigation and contributing to cumulative knowledge development in employee engagement scholarship.

Below is a **clear, applied, and journal-appropriate “Managerial Implications” section**, translating the theoretical insights of your study into **actionable guidance** for key organizational stakeholders.

Managerial Implications

The integrative theoretical framework proposed in this study offers several important implications for managerial practice, particularly for stakeholders involved in designing and implementing HRM policies and people management strategies.

Implications for HR Managers

The findings underscore the importance of adopting a **systemic and engagement-oriented HRM approach** rather than isolated HR interventions. HR managers should design integrated HR practices aligned with the Ability–Motivation–Opportunity (AMO) framework to enhance employee engagement. Investment in skill development, fair and transparent reward systems, and opportunities for employee participation can strengthen psychological mechanisms such as trust, perceived organizational support, and psychological safety. Additionally, HR managers should regularly assess employee perceptions of HR practices to ensure alignment with psychological contract expectations, thereby preventing disengagement arising from perceived breaches.

Implications for Policy Makers

For organizational and institutional policy makers, the study highlights the need to formulate policies that promote **employee well-being, participation, and inclusive work practices**. Policies related to flexible work arrangements, employee voice mechanisms, and fair employment conditions can create enabling environments that support engagement. In the Indian context, where regulatory and institutional factors significantly influence HR practices, policymakers should ensure that labor policies and organizational guidelines encourage engagement-enhancing practices while safeguarding employee rights and dignity.

Implications for Organizational Leaders

Organizational leaders play a critical role in translating HRM systems into lived employee experiences. The framework emphasizes leadership behaviors that foster trust, meaningful work, and psychological safety. Leaders should adopt supportive and empowering leadership styles, such as transformational or servant leadership, to strengthen the relationship between HRM practices and employee engagement. By modeling ethical behavior, open communication, and respect, leaders can reinforce positive social exchange relationships that encourage discretionary effort and sustained engagement.

Implications for Training and Development Professionals

Training and development professionals can utilize the framework to design learning interventions that go beyond skill enhancement to include **engagement-focused developmental initiatives**. Programs aimed at leadership development, emotional intelligence, resilience, and employee well-being can strengthen psychological resources that contribute to engagement. Furthermore, creating opportunities for continuous learning and career development can enhance employees' sense of meaningfulness and long-term organizational attachment.

Implications for Future Research

The conceptual framework proposed in this study provides multiple avenues for advancing employee engagement research. First, there is a strong need for **empirical validation of the proposed framework** across diverse organizational settings. Future studies may test the proposed relationships and propositions using quantitative, qualitative, or mixed-method approaches to examine the mediating and moderating effects identified in the model.

Second, **sector-specific studies** can offer deeper insights into how employee engagement manifests across different industries. Given the heterogeneity of the Indian economy, future research could examine engagement dynamics in sectors such as information technology, education, manufacturing, healthcare, and

the public sector. Such studies would help identify context-specific drivers and outcomes of engagement while enhancing the generalizability of engagement theory.

Third, future research should adopt **longitudinal research designs** to capture the dynamic and evolving nature of employee engagement over time. Longitudinal studies can provide stronger causal inferences and help understand how changes in HRM practices, leadership, and organizational context influence engagement trajectories. Additionally, **mixed-method research designs** combining surveys, interviews, and case studies can offer richer, more nuanced insights into employee experiences and psychological mechanisms underlying engagement.

Finally, there is significant potential to integrate employee engagement research with **HR analytics and artificial intelligence (AI)**. Future studies can explore how data-driven HR systems, predictive analytics, and AI-enabled decision-making influence engagement outcomes. Integrating theoretical frameworks with advanced analytics can enhance measurement precision, support real-time engagement interventions, and contribute to the development of evidence-based HRM practices.

Here is a **journal-ready draft** for the final sections of your theoretical HRM paper on **Employee Engagement**, including **Limitations, Conclusion, and References** in APA 7th edition style.

14. Limitations of the Study

While this study offers a comprehensive conceptual framework for understanding employee engagement, several limitations should be acknowledged. First, the study is primarily **conceptual in nature**, relying on a review and synthesis of existing theories rather than empirical data. Consequently, the proposed relationships and propositions have not been empirically tested. Second, the absence of **empirical validation** limits the ability to make definitive causal claims regarding the mechanisms through which HRM practices influence engagement. Third, the study's framework, while inclusive, is developed with a **focus on the Indian organizational context**, which may restrict the generalizability of the model to other cultural and institutional settings. Future research should empirically test the framework across multiple sectors, countries, and organizational contexts to enhance its robustness and applicability.

15. Conclusion

This study advances the theoretical understanding of employee engagement by integrating fragmented perspectives from HRM and organizational behavior literature into a cohesive conceptual framework. By synthesizing theories such as Social Exchange Theory, the AMO framework, Job Demands–Resources (JD-R) model, Psychological Contract Theory, and Resource-Based View (RBV), the study clarifies the psychological and organizational mechanisms that drive engagement and links them to individual and organizational outcomes.

The proposed framework contributes to HRM scholarship by providing a holistic perspective that positions engagement as both a **strategic resource and a psychological state**, bridging individual-level and organizational-level interpretations. The inclusion of contextual factors, particularly leadership, organizational culture, and institutional influences, enhances the relevance of the model for Indian organizations and similar emerging-market contexts.

Finally, this study lays the groundwork for future empirical research, offering testable propositions and highlighting practical insights for HR managers, policy makers, organizational leaders, and training and

development professionals. By doing so, it contributes to advancing both the theory and practice of employee engagement in contemporary HRM.

References

- Albrecht, S. L. (2014). A climate for engagement: Some theory, models, and practical considerations. *Human Resource Management Review*, 24(4), 295–307. <https://doi.org/10.1016/j.hrmr.2014.03.003>
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices, and competitive advantage. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7–35. <https://doi.org/10.1108/JOEPP-08-2014-0042>
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands–Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., & Leiter, M. P. (2010). *Work engagement: A handbook of essential theory and research*. Psychology Press.
- Boxall, P., Purcell, J., & Wright, P. M. (2007). *The Oxford handbook of human resource management*. Oxford University Press.
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64(1), 89–136. <https://doi.org/10.1111/j.1744-6570.2010.01203.x>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
- Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management. *Academy of Management Journal*, 39(4), 802–835. <https://doi.org/10.2307/256713>
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22–38. <https://doi.org/10.1111/1748-8583.12139>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.2307/256287>
- Lepak, D. P., Liao, H., Chung, Y., & Harden, E. E. (2006). A conceptual review of human resource management systems in strategic HRM research. *Research in Personnel and Human Resources Management*, 25, 217–271. [https://doi.org/10.1016/S0742-7301\(06\)25006-0](https://doi.org/10.1016/S0742-7301(06)25006-0)
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3–30. <https://doi.org/10.1111/j.1754-9434.2007.0002.x>
- Paauwe, J. (2009). HRM and performance: Achievements, methodological issues and prospects. *Journal of Management Studies*, 46(1), 129–142. <https://doi.org/10.1111/j.1467-6486.2008.00809.x>

Rousseau, D. M. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements*. Sage Publications.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two-sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92. <https://doi.org/10.1023/A:1015630930326>

Shuck, B., & Wollard, K. K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89–110. <https://doi.org/10.1177/1534484309353560>

Vance, R. J. (2006). *Employee engagement and commitment: A guide to understanding, measuring, and increasing engagement in your organization*. SHRM Foundation.

Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171–180. <https://doi.org/10.1002/smj.4250050207>

Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, 18(2), 295–320. <https://doi.org/10.1177/014920639201800205>

Copyright & License:



© Authors retain the copyright of this article. This work is published under the Creative Commons Attribution 4.0 International License (CC BY 4.0), permitting unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.