

FLORIDA INTERNATIONAL UNIVERSITY

Miami, Florida

THE INTERACTIVE EFFECT OF TRANSFORMATIONAL LEADERSHIP  
BEHAVIOR ON EMPLOYEES WORK ENGAGEMENT WITHIN U.S. BANKS

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by

Anouar Larhzal

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To: Dean William G. Harding  
College of Business

This dissertation, written by Anouar Larhzal, and entitled The Interactive Effect of Leadership Behavior on Employees Work Engagement within U.S. Bank having been approved in respect to style and intellectual content, is referred to you for judgment.

We have read this dissertation and recommend that it be approved.

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Miguel Aguirre-Urreta

---

Maria Gonzalez

---

Ronald Mesia

---

George Marakas, Co-Major Professor

---

Alfred Castillo, Co-Major Professor

Date of Defense: June 17, 2025

The dissertation of Anouar Larhzal is approved.

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Dean William G. Hardin  
College of Business

---

Andrés G. Gil  
Senior Vice President for Research and Economic Development  
and Dean of the University Graduate School

Florida International University, 2025

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## **DEDICATION**

To my parents, especially my mother, who I love so much, whose boundless love and sacrifices have guided every step of this journey. As the Prophet Muhammad, may Allah's peace and blessings be upon him, said, "Paradise lies under the feet of your mother," may this work honor even a fraction of the respect and gratitude I hold in my heart. To my precious wife, Laila, for your unwavering support, countless sacrifices, and gentle reminders when my resolve wavered, you carried me forward. To my sons, Ameer and Anir, whose laughter and wonder made every challenge worthwhile and whose bright futures inspired these pages. To my sister and two brothers, whose prayers and love have been my constant companions, and whose steady belief in me has been a source of hope through every long night. To my family near and far, and to my friends, whose encouragement and support offered strength on the hardest days. This dissertation is dedicated to all of you with all my love and deepest thanks.

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ABSTRACT OF THE DISSERTATION

THE INTERACTIVE EFFECT OF LEADERSHIP BEHAVIOR ON EMPLOYEES  
WORK ENGAGEMENT WITHIN U.S. BANKS

by

Anouar Larhzal

Florida International University, 2025

Miami, Florida

Professor George Marakas, Co-Major Professor

Professor Alfred Castillo, Co-Major Professor

Over the past fifty years, research has increasingly shown that workplace management and the working environment significantly influence employee productivity. Recently, business leaders have begun viewing these studies not just as academic theories but as practical tools that directly impact their businesses. This shift results from data-driven studies clearly linking leadership styles to employee performance. Organizations now recognize the importance of investing in leadership development to positively influence their overall success (Zhenjing et al., 2022).

Companies today closely examine how various leadership styles affect motivation, commitment, and employee engagement. Employees who feel supported, valued, and inspired are typically more energetic, committed to their roles, and loyal to the company. Leaders have a crucial role in shaping these employee experiences. Effective leadership

is about building trust, establishing clear purposes, and setting shared objectives rather than merely managing tasks. This study emphasizes transformational leadership, characterized by empowering and inspiring employees.

Employee engagement extends beyond older concepts such as job satisfaction and organizational loyalty. Engagement focuses specifically on the emotional and psychological investment employees make in their work. Engaged employees consistently surpass basic expectations because they genuinely care about the results. Leadership is among the strongest factors influencing this type of employee mindset. Meaningful connections established by leaders encourage a deeper commitment benefiting both individuals and organizations.

This study investigates the specific impact transformational leadership has on employee engagement within the U.S. banking industry. Banking environments are typically fast-paced and high-pressure, highlighting the importance of strong leader-employee relationships. By examining these connections, the research aims to reveal how appropriate leadership practices enhance employee experiences and organizational performance. The central research question of this study is: How does transformational leadership affect employee engagement within the U.S. banking sector?

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## **CHAPTER I. INTRODUCTION**

Contemporary organizational environments increasingly demand heightened levels of efficiency and productivity, as firms seek to enhance operational performance and sustain competitive advantage (Farida & Setiawan, 2022). The current global economy is characterized by its emphasis on innovation, quantifiable outcomes, and financial returns. According to Goldberg and Reed (2023), globalization is prompting organizations to restructure in order to compete more effectively across international markets. Wang et al. (2022) note that both businesses and societies are undergoing significant transitions as firms compete to attract and retain skilled professionals. They emphasize that as organizations operate beyond national borders, their ability to engage, develop, and retain employees becomes increasingly critical.

Hayes and Buckingham (2020) contend that a highly engaged workforce is indicative of a strong organization, regardless of industry or geographic location. Jaman et al. (2022) further suggest that engagement benefits both organizational outcomes and individual well-being by fostering enthusiasm, enhancing perceived value, improving physical health, and contributing to overall satisfaction. Research by Shafique and Ahmad (2022) supports the association between employee engagement and key performance indicators such as customer satisfaction, profitability, and productivity, particularly in service-based sectors like banking. Additionally, Puppim De Oliveira (2022) notes that effective organizations can positively influence local communities by generating employment and supporting broader societal development.

The connection between employee engagement and business outcomes is increasingly acknowledged in organizational research and practice. As a result, leaders are paying closer attention to talent management strategies, such as talent search for better individual-institution fit, career development, competitive incentives, and various other supporting programs that can enhance employee engagement (Azmy, 2021). Clack (2021) emphasizes that organizations with high levels of engagement tend to retain top talent, foster customer loyalty, and achieve stronger performance outcomes. Biriowu and Chikwe (2020) argue that engaged employees are more likely to contribute to business success by supporting innovation, delivering better customer experiences, and building stronger working relationships among team members.

According to Memon et al. (2021), engaged workplaces may contribute positively to economic performance. However, global engagement levels remain low, with only fifteen percent of employees feeling actively connected to their roles. This lack of engagement often results in reduced productivity and limited motivation. Barreiro and Treglown (2020) report that engaged employees are a strong indicator of organizational success, while disengaged employees estimated at thirteen percent in the U.S. banking sector can undermine customer-service strategies and negatively impact internal operations. Moore and Hanson (2022) assert that engagement levels improve when employees are aligned with the organization's mission, feel valued through recognition, and are supported by a culture that encourages learning and growth. In contrast, a lack of such support may lead to increased turnover, diminished efficiency, and weakened customer loyalty. Govender and Bussin (2020) note that engaged employees not only

remain with the organization longer but also contribute greater discretionary effort to their roles.

Leaders across industries are increasingly recognizing the impact of employee engagement on performance, innovation, and overall competitiveness (Jiatong et al., 2022). Clack (2021) identifies the quality of the relationship between managers and their teams as one of the most influential factors in shaping engagement and commitment. According to Chen et al., (2025) employees who trust their managers are more likely to take pride in their organizations and believe their contributions support both personal and collective success.

Management plays a key role in establishing workplace culture and aligning employees with organizational goals, regardless of company size (Lasrado & Kassem, 2020). Monje-Amor et al. (2020) describe effective managers as those who demonstrate respect, integrity, accountability, and dedication to team success, along with the ability to set realistic expectations and promote inclusive practices. These qualities are essential for fostering strong employee engagement.

Leadership remains a focal point for researchers and practitioners alike (Kouzes & Pozner, 2023). While leadership shares similarities with management, particularly in the areas of influence and people interaction, it also requires adaptability, and an understanding of different team needs (Northouse, 2021). Li et al., (2024) argue that a manager's leadership approach and level of support significantly affect employee engagement. Bolden et al. (2023) suggest that familiarity with a range of leadership styles enhances managerial effectiveness by providing multiple strategies for addressing team



needs. One common distinction is between task-focused and relationship-focused leadership behaviors (Couto et al., 2022). Task-focused leadership emphasizes goal achievement and close oversight, while relationship-focused leadership prioritizes support, collaboration, and morale. Northouse (2021) classifies these approaches as directive and supportive styles. Lasrado and Kassem (2020) associate transformational leadership with the supportive style and transactional leadership with the directive style.

Studies have shown that teams led by transformational leaders tend to perform better than those led by leaders employing other approaches (Nyakomitta, 2021). Jiatong et al. (2022) report a significant association between transformational leadership, employee engagement, and improved performance. Kim and Yoon (2025) describe transformational leadership as a style that encourages employees to question outdated systems and envision constructive changes that benefit the organization.

Extensive research continues to link transformational leadership with favorable workplace outcomes, including increased motivation, job satisfaction, commitment, and proactive behaviors (Mubarak et al., 2021; Xue et al., 2022; Notarnicola et al., 2024; Ibrahim et al., 2024). Yoola et al., (2023) found that transformational leadership supports positive emotional experiences among employees, whereas transactional leadership, which often relies on traditional reward-based systems, is associated with less favorable emotional responses. Smith (2021) notes that many banks, like organizations in other industries, continue to face challenges in identifying the factors that support or limit employee performance. This understanding is particularly critical for financial institutions with geographically dispersed workforces. Despite widespread recognition of

the importance of workforce productivity and leadership development, many firms have yet to implement clear strategies that translate into measurable business outcomes. As Darmawan (2020) argues, aligning leadership practices with tangible performance goals is essential for organizations seeking to optimize employee commitment and drive sustained success.

### **Background of the Problem**

Although psychological empowerment has been linked to positive work outcomes, its connection to employee engagement has drawn increased attention in recent years (Zheng & Tian, 2019). Employee engagement generally refers to the emotional and cognitive investment employees make in their work, their level of commitment to the organization, and their willingness to contribute beyond routine tasks (Robertson, 2018). High engagement levels are frequently associated with stronger loyalty, improved job performance, higher productivity (Buil et al., 2019), lower turnover, and greater morale (Sheehan et al., 2019). Furthermore, engaged employees often foster better customer relationships, which contributes directly to long-term business success.

Despite these well-documented benefits, a considerable portion of the global workforce remains either disengaged or actively disconnected from their jobs. Gallup (2017) reported that 85% of employees worldwide fall into these two categories. The classification includes three types of employees: engaged, disengaged, and actively disengaged. Engaged employees are energized, take ownership of their responsibilities, and actively contribute to organizational progress. Disengaged employees' complete tasks but lack personal connection to their work, often performing duties out of obligation

rather than interest. Actively disengaged employees exhibit discontent and may disrupt team cohesion, influence coworkers negatively, and diminish overall morale.

This widespread disengagement presents a challenge for organizations across sectors. Failing to address low engagement levels can result in reduced operational effectiveness, lower employee satisfaction, and a weakened organizational culture. Reports that disengaged employees cost the global economy an estimated \$8.8 trillion in lost productivity, and that business units with higher engagement exhibit markedly better operational metrics (e.g., efficiency, quality, safety) (Gallup, 2023). A huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate. Ultimately, these fuel one of the largest concerns for a company, which is the costly expense of employee turnover (Santrip Shukla, 2013).

To counteract this, organizations must develop management practices that actively promote engagement by creating environments where employees feel valued, supported, and aligned with the mission of the organization. Central to this effort is leadership. The way leaders communicate, recognize achievement, and support professional growth plays a direct role in shaping employee attitudes and behaviors. A deeper understanding of the different forms of engagement and the cause behind disengagement is essential for guiding targeted interventions and leadership strategies that improve workforce outcomes.

## **Statement of the Problem**

In many modern workplaces, organizational inefficiencies are often attributed to a breakdown between leadership practices and employee behavior. The tendency to assign blame between management and staff oversimplifies the challenges organizations face and may overlook deeper, systemic issues. Rather than focusing on blame, it is more constructive to identify the underlying causes of disengagement and find strategies that address them. Leadership behavior is central to this effort, given its direct influence on employee morale, motivation, and performance.

Levels of engagement can lead to reduced productivity, decreased service quality, and diminished financial performance across industries. This issue is especially pressing in service-based sectors like banking, where employee behavior has a direct impact on client relationships and business outcomes. Jaman et al. (2022) note that when employees are disengaged, their lack of motivation and enthusiasm can hinder daily operations and weaken the organization's overall success. According to Gallup (2022), after a decade of progress, employee engagement in the U.S. declined from thirty six percent in 2020 to thirty two percent in early 2022. At the same time, actively disengaged employees rose to seventeen percent. This trend reflects growing cognitive and affective distancing between employees and their organizations, resulting in lower job satisfaction, increased turnover, and reduced organizational effectiveness.

The implications of this decline are far-reaching. A disengaged workforce not only limits the potential of individual employees but can also create an organizational culture of indifference, miscommunication, and low morale. These conditions can

damage customer satisfaction, reduce innovation, and stall growth. To address this, companies must adopt leadership strategies that foster trust, belonging, and purpose among employees. Leadership is not simply a function of directing others; it is about creating conditions in which individuals are empowered to do their best work. Transformational leadership, with its emphasis on vision, encouragement, and support (Bass, 1994) may offer a path forward. Understanding how this style can shape engagement is a crucial step toward building more resilient and productive organizations.

### **Purpose of the Study**

The purpose of this study is to investigate the relationship between transformational leadership and employee engagement within the U.S. banking sector, with a particular focus on understanding how leadership can address declining engagement levels. By exploring the behavioral and psychological aspects of this leadership style, the study aims to provide a clearer picture of how transformational leaders can influence work attitudes, team relationships, and organizational performance.

This research specifically examines how transformational leadership interacts with various elements of the work environment, including job demands, job resources, and personal characteristics. In banking, employees often face high stress levels, tight deadlines, and emotionally demanding customer interactions. Leaders who can reduce strain through supportive practices such as role clarity, meaningful feedback, and encouragement may buffer these demands and help employees stay focused and energized. At the same time, offering job resources like autonomy, development opportunities, and social support can further enhance employees' willingness to engage.

The study also considers the psychological states that influence engagement: availability (having the emotional and mental capacity to engage), safety (feeling secure and respected), and meaningfulness (finding purpose in one's work). Transformational leaders who promote these conditions are more likely to foster a workplace where employees are fully present and invested. In addition, individual attributes such as optimism, resilience, and confidence can influence how employees respond to challenges. When leaders recognize and nurture these traits, they help cultivate a workforce that is better equipped to thrive in demanding settings.

This research contributes to leadership development efforts in the banking industry by identifying strategies that can improve employee experiences and business outcomes. The findings from this research may help guide training programs and management practices that lead to higher engagement, lower turnover, improved morale, and greater organizational efficiency. Ultimately, this study aims to support the creation of workplace environments where employees feel valued, supported, and motivated to contribute to long-term success.

### **Research Questions**

The study seeks to answer the following questions:

What are the job and the psychological factors that are affecting employee engagement in the U.S. Banking setting?

How does transformational leadership style influence employee engagement in the U.S. banking environment?

## **Significance of the Study**

### *The Banking Industry*

The banking industry relies heavily on its people to maintain strong customer relationships, meet regulatory expectations, and respond to market changes. In this environment, employee engagement becomes a major factor influencing whether banks meet their goals efficiently and sustainably. Employees who are engaged with their work tend to take initiative, exceed performance expectations, and demonstrate commitment to both their individual roles and the broader organizational mission. Their contributions have a direct effect not only on operational performance but also on long-term business outcomes, including profitability and customer satisfaction.

In banking, where the customer experience is closely tied to front-line service, the way employees feel about their jobs matters. A workforce that is engaged is more likely to deliver consistent, high-quality service. This helps banks build trust with clients and maintain a stable customer base. Over time, such internal strength positions institutions to better navigate economic uncertainty and industry pressures. As a result, investing in employee engagement is not just a personnel strategy it is a business strategy that supports both resilience and growth.

### *Managers and Leaders*

Managers and leaders in the banking sector are responsible for shaping the conditions in which engagement can flourish. Their approach to leading teams, supporting development, and maintaining open lines of communication directly influences how employees experience their work. Leaders who actively listen, give clear

guidance, and show appreciation tend to build stronger connections with their teams (Jonsdottir & Fridriksdottir, 2020). These positive relationships can foster a sense of trust and belonging that improves motivation and work quality.

When leadership is lacking in direction or support, employee engagement tends to decline. Workers may feel disconnected, undervalued, or uncertain about their role in the organization. This research underscores the influence of leadership behavior on employee engagement and aims to help decision-makers in banking understand how their actions shape day-to-day experiences. By identifying leadership traits and behaviors that support employee well-being and performance, this study provides useful direction for leadership development and training initiatives.

#### *Scholars and Researchers*

This study contributes to ongoing research on organizational leadership and employee engagement by focusing on a high-pressure, service-oriented industry. The findings may be useful for scholars examining how leadership approaches align with employee needs in settings where performance expectations are high, and employee interactions have direct business implications.

As workplace expectations shift and new challenges emerge, continued exploration of how leadership contributes to engagement remains necessary. This research offers a focused view on the relationship between transformational leadership and engagement in the banking industry, adding to the existing body of literature and encouraging further exploration into leadership effectiveness, employee morale, and organizational health.



## **CHAPTER II. LITERATURE REVIEW**

### **Understanding Engagement at Work**

The terms "work engagement," "employee engagement," and "job engagement" are frequently used in academic and organizational settings. While they may emphasize slightly different aspects, they converge on a central idea: how emotionally and mentally connected employees are to their work and their organization. Work engagement focuses on an individual's energy and dedication toward daily responsibilities. Employee engagement emphasizes emotional alignment with organizational values, leadership, and culture. Job engagement draws attention to the direct relationship between employees and the tasks they perform.

These expressions of engagement, though varied in terminology, describe a similar outcome. Employees who are emotionally invested in their roles tend to perform with greater commitment, demonstrate initiative, and align closely with organizational goals. This connection results in increased job satisfaction, reduced turnover, stronger workplace relationships, and improved outcomes for both employees and their organizations. Regardless of the term used, fostering this kind of engagement helps create work environments that encourage employees to fully participate and take ownership of their roles.

### **Foundations of Employee Engagement**

Employee engagement is more than simply being content at work; it involves a deeper connection to one's tasks and purpose. While job satisfaction may contribute to engagement, it is not a substitute for the energy, dedication, and focus that define fully

engaged employees. Gallup (2017) emphasizes that engagement is not just about making employees happy but about connecting them to a broader mission and encouraging them to contribute at a higher level.

A major challenge for many leaders is identifying the drivers of engagement and maintaining them consistently over time. Understanding what fosters engagement requires recognizing how work relationships, organizational culture, and individual expectations interact.

William Kahn's (1990) research identified three psychological conditions that support employee engagement:

Meaningfulness: Feeling that work is worthwhile and contributes to something larger.

Safety: Being able to express oneself without fear of negative judgment or consequences.

Availability: Having the mental, emotional, and physical capacity to commit fully to the role.

### *Meaningfulness at Work*

When employees feel that their work has purpose, they are more likely to be invested in their responsibilities and maintain motivation. This sense of meaning leads to stronger engagement and higher satisfaction. Scanlan and Hazelton (2019) found that employees who view their work as significant experience lower burnout and develop a stronger sense of professional identity. Albrecht et al. (2021) also found that meaningful work enhances well-being and encourages creative thinking, which benefits both the individual and the organization.

Research further shows that employees who find meaning in their work are more likely to stay committed to their organizations (Allan et al., 2018; Kaur & Mittal, 2020). Greater career commitment contributes to stronger performance, deeper job satisfaction, and fewer resignations (Khan, 2022), which helps organizations retain talent and avoid the high costs of turnover.

### *Psychological Safety*

Psychological safety plays a critical role in supporting open dialogue and collaboration. When employees feel safe sharing their thoughts and feedback, they are more engaged and more likely to take initiative. Zak (2017) highlighted the positive effects of a high-trust culture, noting that such workplaces experience reduced stress, increased focus, and better overall outcomes. Employees in these environments are more motivated, experience less fatigue, and remain more loyal to their teams.

Creating a workplace built on trust requires consistent leadership behaviors, including active listening, transparency, and accountability. When employees feel seen and respected, they are more likely to contribute fully and remain dedicated to the organization's success.

### *Availability and Support*

Availability is the sense that one has enough personal capacity mental, emotional, and physical to meet the demands of the job. When organizations offer appropriate resources, manage workloads fairly, and promote work-life balance, employees are more likely to feel capable of investing fully in their work. Saks (2022) found that when

employees perceive support from leadership and clarity in expectations, they are better equipped to manage stress and remain engaged.

Supportive managers play an essential role by listening to employee needs and ensuring they have the tools to succeed. Inam et al. (2021) emphasized that giving employees opportunities to learn, create, and grow not only improves engagement but also strengthens the organization as a whole.

### *Leadership and Strategic Engagement*

Leadership has a powerful influence on employee engagement. Leaders who focus on collaboration, respect, and team development are more likely to create environments where employees thrive. Taneja et al. (2015) point out that when companies create cultures that support learning and performance, they are better positioned for long-term success. Similarly, Anning-Dorson (2021) observed that environments where employees feel valued and supported are difficult for competitors to replicate.

Engaged employees frequently go beyond basic job duties. Baumruk (as cited in Hewitt Associates) identified three defining behaviors:

Say: They speak positively about their workplace and encourage others to join.

Stay: They are committed to the organization even when presented with outside opportunities.

Strive: They consistently take initiative and contribute beyond expectations.

These behaviors contribute to stronger business performance, a more committed workforce, and a culture of accountability and excellence (Kašpárková et al., 2018). Saks (2022) emphasized that when employees believe their organization listens to their concerns and recognizes their efforts, they are more likely to take an active interest in achieving shared goals.

By prioritizing engagement, leaders foster a healthier, more productive workplace. The benefits extend beyond individual performance to influence organizational growth, customer satisfaction, and long-term stability. Leadership that fosters trust, encourages innovation, and supports development helps employees stay connected and focused, ultimately shaping stronger outcomes across the organization.

### **Psychological Conditions**

William Kahn's (1990) model identifies three psychological elements that influence whether individuals fully invest themselves in their roles: meaningfulness, safety, and availability. He suggests that people regularly evaluate their work situations by asking themselves:

- 1- Does this work matter to me?
- 2- Can I be myself while doing it?
- 3- Do I have the capacity to commit to it right now?

When individuals perceive their work as valuable, feel safe expressing themselves, and believe they have the energy and resources to engage, they are far more likely to be involved and committed. These conditions help determine the extent to which employees choose to show up mentally, emotionally, and physically in their roles.

## *Meaningfulness*

Kahn (1990) found that individuals are more likely to engage when they believe their work has value and purpose. Employees experience this when they feel their efforts are appreciated and aligned with organizational goals. Feeling useful, recognized, and important contributes significantly to *the* sense of meaning in one's work. According to Han et al. (2021), meaningfulness is more likely when there is consistency between an employee's personal values and the values promoted by the organization. This alignment creates a stronger emotional bond between the employee and their workplace, reinforcing motivation and loyalty.

Pancasila, Haryono, and Sulistyo (2020) further explain that meaningful work often involves a suitable level of challenge. Tasks that are too simple may lead to boredom and detachment, while tasks that are overly complex or demanding can lead to stress and withdrawal. A well-balanced workload supports a sense of achievement and encourages employees to stretch their abilities in a positive way. Managers can play a vital role by setting realistic expectations, recognizing achievements, and connecting individual work to broader organizational goals. These actions reinforce employees' sense of purpose and can lead to stronger, long-lasting engagement.

Meaningfulness also extends beyond daily tasks it can come from relationships, opportunities for growth, and the broader mission of the organization. When employees see their work as part of something bigger than themselves, they are more likely to contribute with energy and enthusiasm. Organizations that embed a shared sense of purpose into their culture can foster a deeper sense of meaning across all levels.

### *Psychological safety*

Psychological safety involves the belief that one can express opinions and bring their full selves to work without fear of negative judgment or consequences. Kahn (1990) emphasized that trust is essential even for naturally motivated employees because true engagement depends on whether people feel secure. In supportive environments, employees feel more comfortable sharing ideas, asking questions, and taking initiative. This openness encourages collaboration, innovation, and continuous improvement.

Trust in leadership is a particularly influential factor. Mohanty and Arunprasad (2021) explain that trust strengthens relationships between employees and their organizations, encouraging deeper commitment. When employees believe their managers and senior leaders act with fairness and integrity, they are more likely to engage with their work and support team goals. Homann et al. (2022) also stress that supportive relationships and leadership that fosters a safe environment enable individuals to explore, innovate, and invest more fully in their roles.

Psychological safety is actively shaped by leadership behavior, communication, and team culture. Leaders who are approachable, consistent, and fair help create an environment where employees are willing to contribute, experiment, and even take risks. Teams that operate with high trust and psychological safety tend to have stronger working relationships, more honest dialogue, and a greater capacity to adapt to change. These qualities contribute to sustained engagement and can serve as a protective factor against workplace stress.

### *Availability*

Availability refers to an employee's belief that they have the emotional, mental, and physical energy to contribute meaningfully to their job. This condition is shaped by both work-related and personal factors. Kahn (1990) emphasized that if people feel drained, distracted, or emotionally taxed, their ability to engage naturally decreases. Availability reflects not only one's energy level, but also how supported and capable an individual feels in their role.

Organizations that prioritize employee well-being, provide necessary tools, and encourage a healthy work-life balance are more likely to foster a workforce that feels ready and able to engage. Walden (2021) notes that programs aimed at stress management, such as wellness initiatives and access to support resources, can significantly improve how employees manage their energy and focus on work.

Güntert et al. (2022) point out that external responsibilities like caregiving, school, or second jobs can reduce the energy employees bring to their roles. If work demands are high and support is low, employees may become mentally or physically unavailable, even if they remain present in the workplace. To help mitigate this, managers are encouraged to design roles that minimize unnecessary strain, offer flexibility when possible, and create space for open dialogue about challenges.

Availability can also be strengthened through opportunities for professional development. When employees are encouraged to grow their skills and build confidence, they are more likely to feel prepared to take on challenges. Helping employees access



training, mentorship, and feedback can boost their readiness to contribute and improve their long-term commitment.

Taken together, the psychological conditions of meaningfulness, safety, and availability form a powerful foundation for employee engagement. When employees feel their work matters, know they are safe to express themselves, and believe they have the capacity to succeed, they are more likely to invest effort and stay connected to their roles. These elements reinforce one another and create a cycle that supports stronger performance, resilience, and satisfaction. Addressing these conditions is not only important for individual well-being but also essential for creating a positive, productive, and sustainable workplace culture.

### **Job Demands and Job Resources (JD-R Model)**

Over the past two decades, the Job Demands-Resources (JD-R) model has become a widely referenced model in understanding work-related stress and employee well-being. This model outlines how different job characteristics influence motivation, engagement, and burnout. It categorizes these characteristics into two broad groups: job demands and job resources. Job demands refer to aspects of a job that require sustained effort and are associated with physical or psychological strain. In contrast, job resources are elements that help employees manage these demands effectively, encourage personal development, and improve well-being (Ndengu & Leka, 2022).

The strength of the JD-R model lies in its flexibility. It can be applied across various work settings and occupations, allowing organizations to tailor their approach based on specific job roles and individual needs. By balancing the demands placed on

employees with sufficient resources, the JD-R model supports both employee health and organizational success.

### **Job Demands**

Job demands are defined as physical, mental, emotional, or social aspects of a role that require sustained energy and may lead to exhaustion if not properly managed. These demands are not inherently negative, as they may foster development and provide challenges that promote growth. However, when they exceed an individual's coping capacity or when resources are inadequate, job demands can contribute to stress, burnout, and reduced performance (Bakker & De Vries, 2021).

#### *Emotional*

Jobs that involve significant emotional labor such as customer service, healthcare, or caregiving require individuals to regulate their feelings to match expected workplace behavior. Employees in these positions often need to maintain a calm or positive tone even when they are under pressure or feeling overwhelmed. This kind of regulation, while necessary for professional interactions, can create emotional fatigue over time (Anis & Emil, 2022). Repeatedly masking true feelings or managing difficult interpersonal situations can lead to emotional exhaustion, lower morale, and a growing sense of detachment.

Emotional dissonance the gap between felt emotions and displayed emotions can worsen these effects. Employees may feel their authenticity is compromised, which in turn can affect motivation and job satisfaction (Gabriel et al., 2023). Without adequate support systems such as mental health resources or open dialogue around emotional

stressors, organizations risk higher turnover and lower employee engagement. Supportive leadership, training in emotional regulation, and a workplace culture that encourages emotional openness can help mitigate these risks.

### *Mental*

Roles that require ongoing focus, problem-solving, and decision-making place significant cognitive strain on employees. These mental demands are particularly common in sectors like law, finance, academia, and engineering, where sustained concentration and high accuracy are essential. When these demands are constant and paired with tight deadlines or high stakes, employees may experience mental fatigue, which can impair judgment, reduce creativity, and slow decision-making (Edú-Valsania et al., 2022).

Prolonged exposure to high cognitive demands without recovery time can contribute to stress, anxiety, and burnout. Additionally, when employees feel they lack the knowledge, tools, or time to meet expectations, their stress increases, which may lead to mistakes or disengagement (Lyubykh et al., 2022). Clear communication, structured workflows, and access to professional development can help ease these pressures. Recognizing signs of cognitive overload and allowing for breaks, reflection, and recovery time is key to maintaining mental sharpness and long-term engagement.

### *Physical*

Jobs involving manual labor such as construction, manufacturing, or healthcare often require repetitive physical tasks that can wear on the body over time. These physical demands include lifting, standing, bending, or working in uncomfortable

postures for extended periods. If not managed appropriately, these tasks can lead to fatigue, injury, and long-term health concerns such as musculoskeletal disorders (Mat Saruan et al., 2020).

Moreover, physical demands do not only affect the body. The toll of physically intense work often extends into emotional and psychological fatigue, particularly when workers do not have sufficient time to rest or recover. This can lead to poor work-life balance, reduced energy for non-work activities, and lower overall job satisfaction (Adamopoulos et al., 2022). In physically demanding jobs, the physical strain may be compounded by monotony or lack of recognition, further contributing to disengagement.

To support employees in these roles, organizations should prioritize health and safety by offering ergonomic equipment, injury prevention training, and frequent rest breaks. Encouraging open feedback about workload, providing rotations for varied physical tasks, and acknowledging the value of labor-intensive work can help improve morale and reduce turnover. When physical well-being is actively supported, employees are more likely to stay motivated and committed to their roles.

By recognizing and addressing the variety of job demands emotional, mental, and physical organizations can create more sustainable work environments. These efforts not only reduce strain but also support resilience, focus, and long-term engagement. When managed effectively, even challenging job demands can serve as opportunities for growth, especially when paired with meaningful job resources that help employees thrive.

## **Job Resources**

Job resources are the conditions, tools, and relationships at work that support employees in reaching their goals, managing demands, and growing professionally. These resources contribute to motivation, reduce the effects of job stress, and promote engagement. They play a key role in protecting employee well-being and enhancing workplace performance. When job resources are abundant and well-managed, they not only reduce burnout but also help individuals remain energized and committed to their work. Job resources come in various forms:

### *Job Control*

Job control refers to the level of autonomy employees have in deciding how to carry out their tasks, manage their schedules, and approach their responsibilities. When employees are given the flexibility to make decisions that affect their work, they are more likely to feel capable, trusted, and in control. This sense of ownership contributes to job satisfaction, reduces stress, and encourages proactive behavior (Mathew & Nair, 2022).

In work environments where job control is supported, employees can adapt their work strategies to suit their strengths, helping them manage high demands more effectively. Autonomy also contributes to creative thinking and a sense of empowerment, both of which enhance motivation. On the other hand, when job control is lacking, employees may feel restricted or micromanaged, which can lead to frustration and disengagement, particularly in high-pressure roles (Harju et al., 2021).

Organizations that wish to promote job control can take steps such as involving employees in decision-making processes, providing flexible work arrangements, and

allowing teams to take ownership of their workflows. These approaches help foster a work culture where individuals feel respected and capable, which in turn promotes commitment and sustained performance.

### *Task Variety*

Task variety refers to the range of different activities and responsibilities included in a job. Roles that incorporate multiple types of tasks tend to be more stimulating and enjoyable for employees. Exposure to a diverse set of challenges encourages learning, keeps employees engaged, and prevents boredom (Saks, 2022).

Variety in job tasks also builds flexibility. Employees who regularly tackle different problems or work with various tools and systems often develop a wider skill set. This adaptability is not only beneficial for the employee but also strengthens the organization by creating a workforce that is prepared to respond to change and handle unexpected issues (Fettes et al., 2020). Providing employees with task variety can make work more fulfilling and reduce the likelihood of burnout or mental fatigue.

Additionally, task variety enhances a sense of competence. When employees use a mix of skills and are challenged across different tasks, they often experience a greater sense of achievement. Encouraging cross-training, project rotation, and involvement in diverse responsibilities can help broaden employee perspectives and reinforce organizational agility.

### *Employee Enablement*

Employee enablement includes the tools, resources, and support systems that allow individuals to perform their roles effectively. This category covers multiple types of resources:

**Physical Resources:** These include equipment, technology, and workspace design. Tools that function properly, such as ergonomic furniture and modern software, contribute to both efficiency and comfort. When physical resources are limited or outdated, employees may struggle to complete tasks effectively.

**Psychological Resources:** These refer to individual traits and capabilities such as confidence, emotional resilience, and optimism. Employees with high self-efficacy believe in their ability to overcome challenges and are more likely to engage positively with difficult tasks. Encouraging psychological strength through training or mentoring can have a significant effect on performance and engagement (Jabeen et al., 2022). Promoting emotional well-being through mindfulness programs, mental health support, or self-reflection initiatives can also contribute to psychological readiness.

**Social Resources:** These involve the support employees receive from peers, supervisors, and mentors. Strong workplace relationships can ease stress, foster collaboration, and create a sense of belonging. Feedback, encouragement, and emotional support all help build a culture of trust and connection. Team-building activities, mentorship programs, and peer recognition systems are examples of practices that strengthen social resources.

Organizational Resources: These include systems, policies, and programs that support professional development and well-being. Examples include training opportunities, career advancement pathways, and fair workplace policies. Organizations that invest in these areas tend to foster loyalty and long-term commitment (Srimulyani & Hermanto, 2022). Transparent communication, inclusive leadership, and a clear mission also contribute to a supportive organizational environment.

Each category of job resources plays a role in how employees manage their work. When these resources are consistently available, employees are more likely to perform well, stay motivated, and feel satisfied in their roles. A workplace that prioritizes access to supportive resources creates an environment where employees can thrive both personally and professionally. When job resources are thoughtfully aligned with employee needs, they contribute not only to well-being but also to retention, innovation, and a stronger organizational culture.

### **Personal Resources / Psychological Capital**

Personal resources, often referred to as psychological capital, come from the principles of positive psychology, which focuses on understanding and strengthening mental traits that support well-being and personal growth (Abbas et al., 2024). This area of study shifts attention from dysfunction to the strengths people use to navigate challenges and lead fulfilling lives. According to Seligman (2019), people flourish when they experience positive emotion, engagement, supportive relationships, a sense of meaning, and achievement.



In the workplace, employees bring not only skills and experience but also attitudes, goals, and energy. A supportive work environment builds on these traits by encouraging development, reducing barriers to performance, and promoting a healthy mindset. Positive Organizational Behavior (POB) focuses on these strengths in action, and it has led to the concept of psychological capital made up of hope and self-efficacy. These elements help employees maintain motivation, cope with pressure, and stay engaged in their roles (Donaldson et al., 2020).

### *Hope*

Involves both the willpower, and the planning required to pursue goals. It represents a sense of direction and the belief that challenges can be overcome. Snyder's theory of hope identifies two components: agency the motivation to pursue goals and pathways the strategies used to reach them (Pleeging et al., 2022). Employees with high levels of hope are often more persistent and solution-focused, even when they face setbacks (Abid et al., 2021).

In the workplace, hope contributes to job satisfaction, commitment, and the ability to manage uncertainty. When organizations set clear goals, provide regular feedback, and recognize achievements, they help reinforce a sense of progress and confidence among employees (Nguyen, 2020). Hopeful individuals tend to approach their responsibilities with energy, believing they can overcome obstacles and make meaningful progress in their careers. This mental orientation supports long-term focus, encourages proactive thinking, and improves emotional resilience in the face of setbacks.

Hope also plays an important role in navigating complex and unpredictable environments . During periods of change or organizational restructuring, employees who maintain a hopeful mindset are more likely to adapt and continue striving toward their goals. Leaders who communicate a clear vision and demonstrate optimism can inspire hope across their teams, further strengthening engagement and morale.

### *Self-Efficacy*

Self-efficacy refers to the belief in one's own ability to carry out specific tasks and achieve desired outcomes. It influences how employees respond to challenges, manage pressure, and work toward their goals. Individuals with strong self-efficacy typically take initiative, stay engaged during difficult moments, and persist even when success is not immediate (Rai et al., 2022).

According to Bandura's work, self-efficacy is developed through mastery experiences, observing others succeed, receiving constructive encouragement, and learning how to manage stress (Hannah et al., 2020). Managers play an important role in reinforcing self-efficacy by offering support, recognizing effort, and providing opportunities for skill development. When self-efficacy is strong, employees are more likely to feel empowered, set ambitious goals, and maintain their performance in the face of adversity.

A workplace that encourages growth mindset principles can significantly enhance self-efficacy across teams. When employees are encouraged to experiment, learn from mistakes, and receive guidance from mentors or peers, they develop the confidence needed to take on new responsibilities. Self-efficacy also supports innovation and

independent thinking, allowing employees to tackle complex challenges with a solution-oriented approach.

Together, hope and self-efficacy form key components of psychological capital. These personal resources influence how employees manage pressure, pursue success, and maintain motivation in the workplace. When organizations recognize and invest in the development of these strengths, they help create a foundation for a more resilient, goal-oriented, and high-performing workforce.

### **Transformational Leadership Style**

Transformational leadership is a leadership style grounded in motivating others through shared vision, respect, and encouragement (Bass, 1994). It is characterized by four main components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Ivana Bojović & Sandra Stojadinović Jovanović, 2020). These four behaviors enable leaders to build strong relationships with their team members, foster engagement, and drive performance through encouragement rather than authority.

Idealized influence refers to the leader's ability to act as a role model, demonstrating ethical behavior, integrity, and consistency that earns admiration and trust. Leaders who demonstrate this trait do not simply talk about values they live them, setting a tone that encourages followers to emulate positive conduct and commit to organizational values. Employees are more likely to stay engaged when they believe in the integrity and authenticity of their leadership.

Inspirational motivation involves articulating a compelling vision, encouraging enthusiasm, and aligning individuals with a shared sense of purpose. Leaders who practice inspirational motivation speak with clarity, optimism, and conviction, helping teams understand their role in broader organizational success. They provide meaning in work and create an emotionally compelling narrative that inspires persistence and collective effort.

Intellectual stimulation encourages employees to think creatively, challenge assumptions, and explore new approaches. This behavior promotes problem-solving and innovation, as team members feel empowered to ask questions, offer suggestions, and develop new strategies without fear of failure. Transformational leaders create a safe space for learning and experimentation, which in turn fosters adaptability and long-term growth.

Individualized consideration involves recognizing the unique needs of each employee and offering support, mentorship, and developmental opportunities. Leaders who demonstrate this behavior are attuned to the career goals, personal challenges, and development potential of each team member. They invest time in coaching and mentoring, acknowledging individual contributions and tailoring feedback to promote learning and confidence.

Research has shown that transformational leadership plays a vital role in employee engagement and satisfaction. Leaders who embody this style consistently create environments where individuals feel connected, valued, and empowered (Ayaz et

al., 2021). This leadership approach is strongly associated with reduced burnout, higher motivation, and enhanced organizational citizenship behaviors.

In the banking industry, transformational leadership has emerged as a particularly effective model. The sector's fast-paced and evolving nature requires leadership that can foster trust, clarity, and responsiveness. Transformational leaders in banking help bridge the gap between organizational expectations and employee aspirations, aligning day-to-day tasks with meaningful professional goals (Li et al., 2019).

These leaders are known to facilitate open communication, recognize efforts, and delegate with trust. Through a culture of support and accountability, they drive innovation, responsiveness, and collaboration key outcomes for financial institutions navigating change. Research has found that banks led by transformational leaders experience stronger performance outcomes, improved morale, and higher levels of employee retention (Hasan Emon et al., 2023).

Bass and Avolio (1994) emphasized that the success of transformational leadership lies in its ability to reshape organizational culture through inspiration, support, and personal example. Each of the four core components contributes uniquely to workplace transformation:

**Idealized Influence:** Encourages ethical decision-making, consistency, and a collective commitment to high standards.

**Inspirational Motivation:** Builds a shared understanding of purpose and fosters commitment to challenging yet meaningful goals.

**Intellectual Stimulation:** Promotes questioning of traditional approaches and encourages

continual learning and improvement.

Individualized Consideration: Prioritizes one-on-one connections that nurture growth and support employees through personal and professional development.

Ultimately, transformational leadership cultivates not only high-performing teams but also a culture in which employees feel a sense of belonging and purpose. It strengthens the psychological contract between employee and employer and helps create conditions where individuals are more likely to invest their full effort and creativity. In the context of banking, where performance, ethics, and adaptability are critical, transformational leadership plays a key role in sustaining long-term organizational success.

### **Dimensions of Psychological Conditions (Kahn, 1990)**

Kahn's dimensions meaningfulness, safety, and availability are not only fundamental to employee engagement but are also interconnected with multiple organizational constructs. These dimensions serve as psychological filters through which employees interpret their daily experiences at work. In the broader model of engagement, their influence is shaped by leadership behavior, the demands of the job, the resources available to meet those demands, and individual traits that impact how people cope and perform.

#### *Meaningfulness and the Work Environment*

The sense of meaningfulness is closely linked to how well an employee's role aligns with their personal values, capabilities, and expectations. It is amplified when employees feel their contributions matter and when their work is seen as impactful.

Elements such as autonomy, task variety, and job significance help cultivate this experience. When individuals are trusted to make decisions and are given opportunities to engage in meaningful tasks, they tend to develop a stronger psychological bond with their work.

Personal resources such as self-efficacy and hope further to reinforce this sense of purpose. For example, employees with a strong belief in their ability to succeed are more likely to persevere through difficulties, which enhances their perception of work as worthwhile. Hope sustains motivation during uncertain times and helps individuals maintain long-term goals. Together, these resources support employees in finding value even in challenging or repetitive tasks, reinforcing their overall engagement.

### *Safety and Leadership Influence*

The dimension of safety is grounded in psychological trust and the freedom to express oneself without fear of retribution. This sense of security is cultivated by consistent, fair, and transparent leadership. When managers demonstrate integrity, listen actively, and respond to concerns respectfully, they foster an environment in which employees feel safe to voice opinions and take interpersonal risks.

Safety is also shaped by organizational norms and group dynamics. Team members who feel accepted and respected are more likely to engage collaboratively. Conversely, emotionally demanding environments especially those with unclear expectations, micromanagement, or interpersonal conflict can diminish feelings of safety. This is where leadership becomes particularly influential. Leaders who prioritize open

communication, provide support during high-stress periods, and reinforce a culture of psychological safety are better able to buffer the negative effects of job demands.

#### *Availability and Resource Allocation*

Availability represents the readiness of employees to invest their full selves into their work, which depends on physical energy, emotional resilience, and psychological clarity. In high-pressure environments, the constant demand for output can quickly deplete these resources. Without adequate time for recovery or meaningful support, employees may become disengaged not due to lack of will, but due to exhaustion or overwhelm.

This makes job resources critically important. Supportive leadership, peer collaboration, access to tools, and manageable workloads all contribute to preserving employee availability. Additionally, employees with strong personal resources such as emotional regulation skills or effective coping mechanisms are better equipped to remain focused and engaged even when demands are high.

Organizations that proactively manage job demands and enhance both structural and psychological resources create conditions in which availability is sustainable. These environments allow individuals to recharge, build resilience, and return to their roles with a sense of readiness and commitment.

In essence, Kahn's dimensions serve as the psychological mechanisms through which the broader engagement model operates. The interaction between leadership, demands, and resources determines the strength of each condition. Meaningfulness,



safety, and availability are not static traits, but dynamic experiences shaped by everyday workplace interactions. By understanding and addressing these dimensions, organizations can cultivate a deeper, more consistent form of employee engagement that supports long-term success. Kahn's dimensions meaningfulness, safety, and availability are deeply embedded in models that explore employee engagement. These psychological conditions do not exist in isolation; rather, they are shaped by factors such as leadership style, job demands, job resources, and personal resources. Understanding how these elements interact helps explain why some employees thrive and others disengage.

The sense of meaningfulness is significantly influenced by job resources like autonomy and task variety. When employees have control over their responsibilities and are challenged in their roles, they are more likely to find purpose and pride in their work. Additionally, personal resources such as self-efficacy and hope empower individuals to manage stress and stay focused on their goals, reinforcing a deeper connection to their tasks.

Safety is largely a product of organizational climate and leadership behavior. Leaders who provide consistency, fairness, and support help cultivate trust and psychological security. This allows employees to contribute ideas and engage without fear of embarrassment or penalty. In contrast, high job demands especially emotional or mental strain can undermine this sense of safety, unless offset by strong communication, recognition, and support systems.

Availability depends on the balance between job demands and the resources available to cope with them. Excessive demands such as time pressure or cognitive

overload can drain energy and lead to disengagement. However, when employees feel supported and have access to necessary tools and encouragement, they are better equipped to stay present and productive. Personal factors like confidence and emotional resilience also strengthen one's capacity to remain engaged even under pressure.

Together, these psychological dimensions form the foundation through which the work environment shapes engagement. By fostering meaningful work, encouraging safe expression, and supporting availability, organizations can create conditions that enable employees to give their best. This connection reinforces the idea that employee engagement is not solely about individual motivation, but also about the organizational conditions that allow people to flourish.

### **CHAPTER III. KAHN'S THEORY DIMENSIONS OF PSYCHOLOGICAL CONDITIONS AND MODEL CORRELATION**

The model is deeply connected to the dimensions of psychological conditions meaningfulness, safety, and availability which are crucial to understanding employee engagement. These dimensions represent key psychological experiences that influence how employees perceive their roles, the value of their work, and their capacity to engage fully.

First, meaningfulness refers to the sense of return on investments of self in one's role. It reflects how employees feel valued, that their work matters, and that it aligns with their personal values and goals. In the model, job resources like job control and task variety are crucial in shaping this sense of meaningfulness. When employees have autonomy and diverse tasks that stimulate creativity and problem-solving, they are more likely to find purpose and fulfillment in their roles. Additionally, personal resources such

as resilience, self-efficacy, and optimism enable employees to better manage challenges, allowing them to maintain a sense of purpose even in demanding work environments. These resources help them view their work as meaningful and worthwhile, fostering deeper engagement.

Next, safety refers to the feeling that one can be authentic and express themselves in the workplace without fear of negative consequences to their self-image, status, or career. In the model, leadership style plays a significant role in shaping this dimension. Supportive, consistent, and trustworthy leadership creates a safe environment where employees feel secure and confident to take risks, share ideas, and engage with their work without fear of judgment. On the contrary, high job demands such as emotional, mental, and physical pressures can erode this sense of safety by creating environments that feel unpredictable or threatening. However, when organizations provide job resources like clear expectations and support systems, they help mitigate these threats, allowing employees to feel safe and motivated to engage.

Finally, availability pertains to an individual's capacity to invest their physical, emotional, and psychological resources into their role. It reflects whether employees feel they have the energy and focus to fully participate in their work. In the model, job demands such as emotional strain, mental exhaustion, and physical fatigue can significantly drain employees' sense of availability. When job demands are too high, employees may feel overburdened, which limits their ability to engage effectively. On the other hand, job resources and personal resources are critical for enhancing availability. Employees who feel supported and have the autonomy to manage their work are better

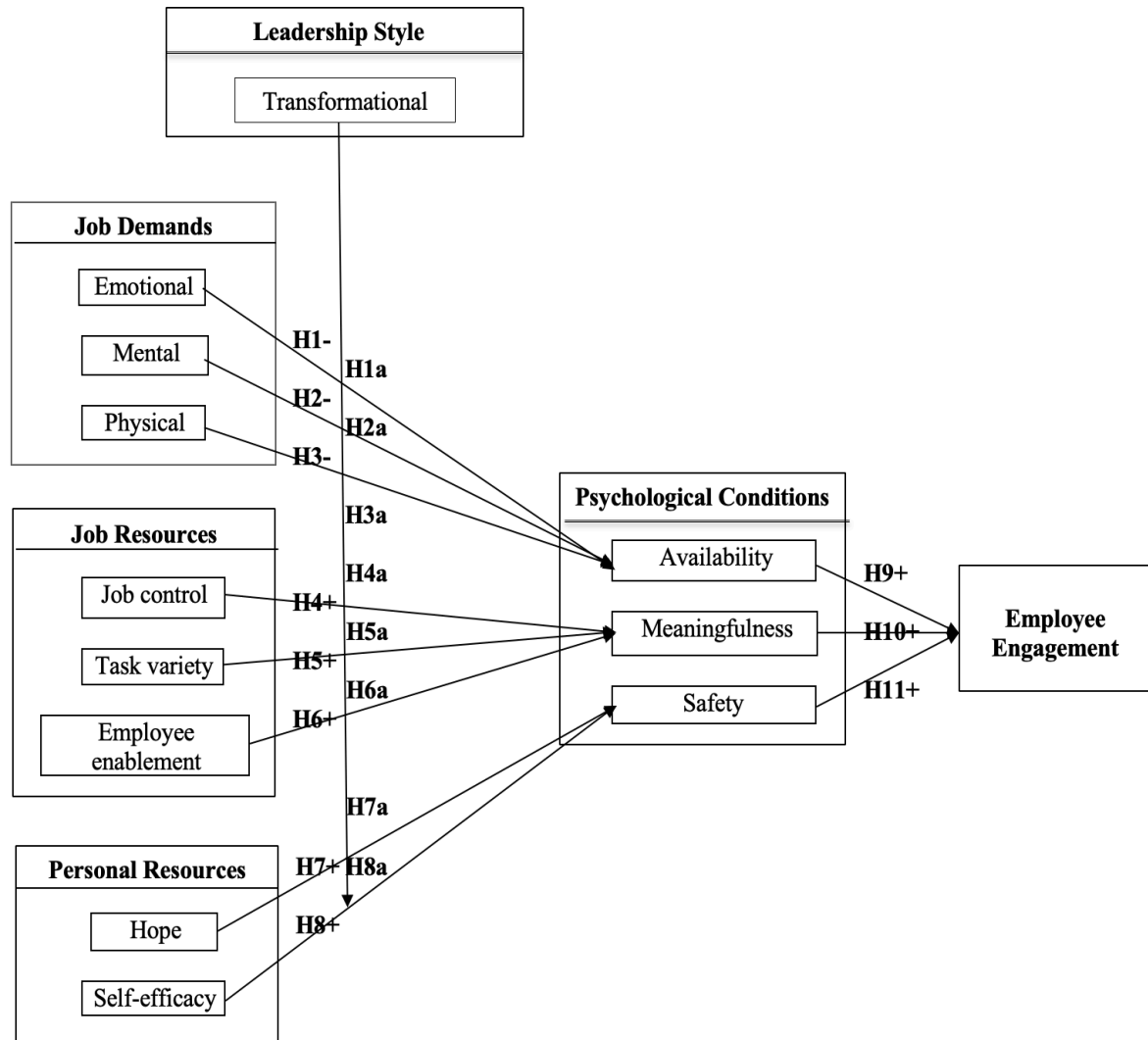
able to conserve and replenish their resources, while personal traits like resilience and optimism provide them with the strength to cope with stress and remain engaged.

In summary, the model explains how meaningfulness, safety, and availability the key dimensions of psychological conditions are influenced by factors such as transformational leadership style, job demands, job resources, and personal resources. These dimensions mediate the relationship between the work environment and employee engagement, highlighting the importance of creating supportive, safe, and resource-rich work environments that promote employee well-being and productivity. Each dimension plays a critical role in ensuring that employees are motivated, capable, and confident in their ability to contribute to their work effectively.

## CHAPTER IV. RESEARCH MODEL AND HYPOTHESES

**Figure 1**

Conceptual Framework / Research Model



**Control Variables:**

Demographic factors: Age, gender, education level, and tenure in the organization.

Organizational factors: Company size, industry sector, and organizational culture.

**Table 1**

## Constructs Summary

<b>Constructs</b>	<b>Definition</b>	<b>Reference</b>
Transformational Leadership Style	<p>James V. Downton introduced the idea of transformational leadership in 1973, and James Burns developed it in 1978; he defined it as those who seek to change existing thoughts, techniques, and goals for better results and the greater good.</p> <p>In this form of leadership, a leader inspires and motivates followers to reach their fullest potential, instigating significant change and cultivating an environment that supports sustained growth and innovation.</p>	<p>(Burns, 2012)</p> <p>(Bass &amp; Riggio, 2006)</p>
Job Demands	Encompass a job's physical, psychological, social, or organizational aspects that require sustained physical and psychological effort.	(Demerouti et al., 2001)
Job Resources	Refer to those physical, psychological, social, or organizational aspects of the job that are: (a) functional in achieving work goals; (b) reduce job demands and the associated physiological and psychological costs; or (c) stimulate personal growth, learning, and development.	(Bakker & Demerouti, 2014)
Personal Resources	Personal resources are self-aspects that are related to resilience and give people a sense of control and influence over their environment.	(Hobfoll, 1989)
Psychological Conditions	Described as the factors influencing personal engagement and disengagement at work. These include meaningfulness, which reflects the perceived value of the work; safety, which pertains to feeling secure in expressing oneself; and availability, which involves having the necessary resources to invest in the role.	(Kahn, 1990)
Employee Engagement	Defined as the physical, cognitive, and emotional attachment an employee demonstrates on the job towards achieving organization's goals.	<p>(Bakker &amp; Demerouti, 2007)</p> <p>(Rich et al., 2010)</p>

## Hypotheses

Emotional job demands such as managing challenging client interactions or dealing with emotionally intense situations are particularly common in service-based roles. These demands often require employees to regulate their emotions, show empathy, and remain composed under pressure (Duarte et al., 2020). Over time, this emotional effort can lead to exhaustion and reduced engagement if not managed effectively (Bauer et al., 2020).

High emotional demands can have a serious impact on mental health, increasing the risk of burnout, emotional fatigue, and other stress-related issues (Søvold et al., 2021). In sectors where service roles are central, such as healthcare, education, and customer service, the emotional toll of daily tasks can be just as impactful as heavy workloads (Baka et al., 2021). These roles often involve exposure to suffering, conflict, or excessive expectations, which may intensify emotional strain and diminish the resources employees have to stay focused and engaged.

Psychological availability the mental and emotional readiness to engage in work is often compromised when emotional demands are consistently high (Barello et al., 2021). The effort required to manage emotional labor can deplete the energy employees need to remain involved, responsive, and effective in their roles (Mazzetti et al., 2020). In this way, emotional job demands reduce the internal resources people rely on to stay mentally present and motivated.

When emotional resources are drained, employees are more likely to experience disengagement and dissatisfaction. They may struggle to maintain concentration,

contribute to team efforts, or meet performance expectations. Over time, this can erode confidence, disrupt team dynamics, and increase turnover. Organizations that recognize the impact of emotional labor and provide support such as coaching, peer support, and wellness programs can help mitigate these effects. Thus, the suggested hypothesis is:

***H1: Emotional job demands negatively impact the psychological condition of availability.***

Mental job demands those involving sustained attention, complex problem-solving, and frequent decision-making can place considerable strain on employees' psychological capacity to remain present and engaged at work (Madrid & Patterson, 2020). These demands often emerge in roles that require constant focus, multitasking, or quick judgment under pressure. While these tasks may contribute to professional development and short-term performance, they can also become overwhelming when not balanced with adequate support (Bakker & De Vries, 2021).

Extended exposure to high cognitive demands can gradually wear down an individual's emotional stability and energy reserves. As this continues, employees may begin to experience mental fatigue and heightened stress, which can contribute to burnout and reduce their ability to fully engage in their work (Riepenhausen et al., 2022). These effects are often intensified when individuals struggle to maintain boundaries between their professional responsibilities and personal lives, making it difficult to recover mentally and emotionally (Pradesa et al., 2021).

The extent to which employees can manage mental job demands often depends on whether the workplace provides meaningful psychological support. Resources such as



access to mental health care, open communication with supervisors, peer support, and the ability to take restorative breaks can serve as protective factors. These forms of support help individuals manage stress more effectively, recharge, and return to their work with better focus and emotional balance (Kumar et al., 2024).

Without such resources, however, individuals are left to navigate heavy workloads on their own. This can increase feelings of isolation and diminish the motivation or energy needed to maintain a consistent level of performance. In such cases, psychological availability the sense of being mentally and emotionally ready to engage with one's work tends to decline, often leading to disengagement or withdrawal.

That said, when organizations implement supportive policies such as flexible scheduling, mental wellness initiatives, and regular check-ins with leadership, employees are better positioned to handle cognitive challenges. These efforts reinforce psychological readiness, allowing workers to sustain attention, make decisions with clarity, and maintain their motivation over time.

Overall, mental job demands are a key factor affecting psychological availability. When demands are too high and resources too limited, individuals are more vulnerable to stress and disengagement. However, with thoughtful leadership and a supportive work environment, the impact of these demands can be moderated, fostering both well-being and continued performance. Therefore, the proposed hypothesis is:

***H2: Mental job demands negatively impact the psychological condition of availability.***

Physical job demands such as repetitive movement, heavy lifting, or extended periods of standing can have a lasting effect on an employee's overall psychological well-being (Van Poel et al., 2020). These types of responsibilities are common in roles across manufacturing, healthcare, and service industries, where the body is consistently pushed to perform without sufficient time for recovery. Over time, this continuous strain can lead not only to physical exhaustion but also to emotional and cognitive fatigue, blurring the line between physical and psychological stress (Nuamah & Mehta, 2020; Yung et al., 2023).

As physical fatigue builds, individuals may find it harder to manage everyday pressures and recover from routine challenges. The wear on the body often reduces energy levels, limits concentration, and increases emotional sensitivity. As a result, people working under physically demanding conditions may become more susceptible to stress, burnout, and mood-related difficulties, particularly if they lack regular opportunities to rest or recharge.

The nature of physically demanding work can also contribute to a sense of limited control or autonomy. In many of these roles, tasks must be carried out in specific ways, often on tight schedules, with little room for flexibility. This can leave employees feeling as though they are simply going through the motions, rather than contributing meaningfully. When this sense of agency is lost, it can lower job satisfaction and amplify feelings of helplessness both of which are connected to long-term psychological strain (Pindek et al., 2023).

In high-risk environments, the lack of rest, mental recovery, or task variation often compounds these effects. Workers may find it difficult to establish a healthy balance between work demands and personal well-being, particularly when expectations are focused solely on endurance and output. Over time, this imbalance can contribute to emotional instability, making it harder for individuals to manage their responsibilities or remain mentally present throughout the workday.

Without adequate systems to support rest, recognition, and flexibility, physically demanding jobs may create conditions where both the body and mind are overextended. When the physical toll is not addressed in a sustainable way, it can reduce an employee's ability to remain emotionally and mentally available ultimately affecting their engagement and long-term performance.

Considering these factors, persistent exposure to high physical demands without adequate recovery can lower an employee's psychological availability and diminish their ability to remain engaged in their work. So, the proposed hypothesis is:

***H3: The physical job demands impact negatively the psychological conditions availability.***

#### *Transformational Leadership*

Transformational leadership has been widely recognized for its ability to influence how employees experience and respond to the pressures of their jobs. In work environments characterized by high demands whether emotional, mental, or physical this leadership style can make a substantial difference in employee well-being and engagement (Díaz-Fúnez et al., 2021). While demanding roles are common across many

industries, the way employees perceive and manage these challenges is often shaped by the quality of leadership they experience.

Job demands can create strain in different forms. Emotional demands may include regulating feelings in client-facing roles, managing interpersonal conflict, or offering emotional support to others. Mental demands often involve maintaining focus, solving problems under pressure, or making complex decisions. Physical demands include repetitive tasks, standing for long periods, or handling physically strenuous activities. Without the right kind of leadership and organizational support, these demands can gradually wear down an employee's emotional and psychological resilience, increasing the risk of stress, fatigue, and disengagement (Radic et al., 2020).

Transformational leaders can help buffer the impact of these pressures by fostering a supportive work climate and providing clarity, direction, and encouragement. These leaders build strong relationships based on trust, communicate purposefully, and focus on developing people both personally and professionally. They do not simply assign tasks; rather, they inspire employees by connecting individual roles to larger organizational goals, creating a sense of meaning and contribution. In emotionally demanding roles, for example, a transformational leader might help employees process difficult situations by offering empathy and emphasizing the value of their work. This approach encourages emotional stability and helps employees stay grounded during challenging interactions (Hannah et al., 2020; Lin et al., 2020).

In cognitively demanding positions, where individuals face frequent decision-making or the need to maintain high levels of concentration, transformational leaders can

reduce psychological strain by setting clear expectations and encouraging autonomy. They provide feedback that builds confidence and help employees prioritize effectively, which can reduce mental overload and reinforce a sense of control. These leaders also create environments where employees feel safe to ask questions, share concerns, and express uncertainty without fear of judgment an important factor in maintaining psychological readiness during intense workloads.

When it comes to physically demanding jobs, transformational leadership helps by recognizing effort, showing appreciation, and making space for rest and recovery. These leaders understand that physical strain can influence mental well-being and take active steps to acknowledge the challenges faced by their teams. Simple actions like advocating for fair schedules, rotating tasks to reduce fatigue, or ensuring access to recovery time can demonstrate that leadership cares about the full person not just productivity.

Moreover, transformational leaders cultivate a collective spirit among team members. They emphasize shared purpose, promote collaboration, and help employees feel part of something larger than themselves. This sense of community can significantly ease the burdens associated with job demands, as employees draw strength not only from their leaders but also from their peers. When people feel that they are supported and working toward a common goal, their ability to manage stress and stay mentally present improves.

In organizations where transformational leadership is practiced consistently, employees often report feeling more energized, capable, and connected to their work.

This leadership style has been linked to higher levels of employee engagement, reduced burnout, and greater psychological availability. Employees are more likely to take initiative, support their colleagues, and contribute to long-term success not because they are forced to, but because they feel encouraged and empowered to do so.

Generally, transformational leadership enhances an organization's ability to meet the needs of its workforce under challenging conditions. By offering vision, support, and trust, these leaders help employees navigate job demands with greater resilience and purpose, reducing the negative impact of stress and enabling sustained engagement and performance. Based on this discussion, the following hypotheses are proposed:

***H1a: Transformational leadership increases the relationship between emotional job demands and psychological conditions of availability.***

***H2a: Transformational leadership increases the relationship between mental job demands and psychological conditions availability.***

***H3a: Transformational leadership increases the relationship between physical job demands and psychological conditions availability.***

Job control plays a foundational role in shaping how employees perceive the value and significance of their work. It refers to the extent to which individuals can influence their tasks, schedules, and decision-making processes within their job roles (Han et al., 2021). When people are given the opportunity to make decisions about how they approach their responsibilities, they tend to experience a greater sense of purpose and control, both of which are linked to psychological meaningfulness (Khoshnaw & Alavi, 2020).

This sense of autonomy allows employees to align their work with their personal values, strengths, and interests. When individuals can decide how to tackle challenges, they are more likely to feel confident, competent, and motivated. This leads to a stronger emotional and cognitive investment in their roles, as the job becomes more than just a series of tasks it becomes a source of identity and fulfillment. In such cases, the freedom to make decisions not only improves day-to-day satisfaction but also strengthens long-term commitment to the organization.

Moreover, job control has been shown to reduce psychological strain by offering employees a buffer against external pressures. When faced with high demands, those who have the ability to determine how they respond tend to exhibit more adaptive behaviors and a greater sense of resilience. This ability to self-regulate work pace and strategies enables individuals to manage stress more effectively and stay focused on outcomes that matter to them personally.

A workplace culture that supports autonomy reinforces this effect. When leaders encourage input, provide flexible work arrangements, and respect individual decision-making, they send a clear message that employees are trusted and valued. This validation increases the perceived importance of one's contributions and creates a stronger emotional tie to the work being done. As employees internalize this support, they are more likely to invest themselves fully mentally, emotionally, and physically in their responsibilities.

Conversely, a lack of job control often leads to disengagement. When employees feel they have no influence over their tasks or how their work is executed, they may

perceive their efforts as unimportant or disconnected from meaningful outcomes. This can result in decreased motivation, increased stress, and feelings of helplessness. Over time, these conditions may foster burnout, reduce job satisfaction, and lead to higher turnover (Meng et al., 2022).

The Job Demands-Resources (JD-R) model positions job control as a core job resource that not only facilitates goal achievement but also enhances psychological well-being (Albrecht et al., 2021). When job control is combined with constructive feedback, opportunities for skill development, and supportive supervision, its positive impact is magnified. Together, these elements cultivate a work environment that is not only productive but also deeply meaningful.

Organizations that integrate job control into their management strategies often see benefits beyond individual well-being. Teams in such settings report higher engagement, stronger collaboration, and better performance. Empowering employees with control fosters a workplace culture built on mutual respect, trust, and accountability. Ultimately, job control enriches the employee experience by nurturing psychological meaningfulness and driving sustainable engagement. Consequently, the potential hypothesis is:

***H4: The job control in job resources impact positively the psychological conditions meaningfulness.***

Task variety is the opportunity to engage in a diverse range of work activities plays a key role in strengthening employees' sense of meaning and purpose at work (Albrecht et al., 2021). When individuals perform a wide range of tasks, they are less likely to experience monotony, which in turn promotes sustained interest and



involvement in their roles. This exposure to different activities also encourages the use of multiple skills and offers a sense of progression and mastery.

Employees who are involved in varied work tasks tend to feel more competent and capable, which contributes to their psychological well-being. This sense of competence reinforces the belief that their work matters, especially when they can clearly see how each task contributes to broader team and organizational goals (Meijerink et al., 2020). Having this holistic understanding allows employees to perceive their daily responsibilities as purposeful, which deepens their connection to their job.

Task variety also helps to prevent burnout by reducing feelings of stagnation. Employees who are given new challenges are more likely to stay mentally engaged, creative, and motivated. The ability to rotate between tasks provides natural cognitive breaks, allowing employees to reset and return to work with renewed focus. This rhythm can reduce fatigue and help maintain a healthier emotional state.

Additionally, task variety can support long-term career development. By participating in a range of work experiences, employees build a broader skill set, gain confidence in unfamiliar areas, and prepare themselves for future roles. This growth fosters intrinsic motivation and a deeper sense of commitment to the organization.

In environments where employees are trusted with a wide range of responsibilities, there is a mutual sense of respect and confidence. This trust strengthens the employee's perception that their contributions are meaningful and that their organization values their abilities. Ultimately, task variety enriches work life by fostering interest, engagement,

and a strong sense of contribution. Like this, the hypothesis is formulated as follow:

***H5: The task variety in job resources impact positively the psychological conditions meaningfulness.***

Employee enablement represents the intentional support systems that allow individuals to succeed and grow within their roles. It goes beyond simply providing the tools to complete a task it involves creating an environment that nurtures clarity, confidence, and capability. Enablement includes access to practical resources such as updated technology, structured processes, timely information, and training programs that equip employees to perform efficiently (H. Wang et al., 2023).

When individuals are well-supported, they can approach their tasks with certainty and a stronger sense of control. This foundation builds self-confidence and reinforces the belief that their contributions are meaningful. Employees who feel enabled often show higher levels of engagement, as they recognize the connection between their efforts and broader organizational goals.

However, enablement also encompasses emotional and social dimensions. Supportive leadership, mentorship opportunities, and a culture of feedback are equally important. These elements create a sense of inclusion and belonging that directly contributes to psychological well-being. Feeling emotionally supported encourages people to take initiative, voice their ideas, and pursue growth without fear of failure. This environment fosters psychological meaningfulness by helping employees see their value not only in what they produce but also in how they grow and relate to others (Salas-Vallina et al., 2021; Gerli et al., 2022).

Enablement also mitigates workplace stress. When employees have clearly defined roles, accessible tools, and consistent support, they are less likely to encounter confusion or frustration. These conditions improve mental focus, strengthen task ownership, and enhance problem-solving capacity. The result is a work experience characterized by personal investment and a genuine desire to contribute hallmarks of meaningfulness.

In sum, employee enablement is a multifaceted force that empowers individuals to succeed, evolve, and connect with their work on a deeper level. Organizations that prioritize enablement not only improve operational outcomes but also cultivate lasting commitment and enthusiasm among their workforces. This alignment between capability and purpose ultimately enhances both individual fulfillment and organizational vitality. Hence, the hypothesis derived is as follow:

***H6: Employee enablement in job resources impact positively the psychological conditions meaningfulness.***

Transformational leadership plays a deeply influential role in shaping how job resources are perceived and internalized by employees. It is a leadership style that emphasizes the development and empowerment of employees by inspiring them to pursue meaningful goals beyond their self-interest. This approach encourages people to connect with a shared vision and values, and in doing so, it has a powerful impact on their psychological engagement with work.

In the context of job control, transformational leaders reinforce a sense of ownership and confidence by encouraging employees to take initiative and make

autonomous decisions. They support environments where individuals are trusted with responsibilities and given room to experiment and grow. This trust enhances an employee's experience of meaningfulness because it affirms their importance in the organization's success and reinforces the belief that their choices can shape outcomes.

When addressing task variety, transformational leaders intentionally design roles that include diverse responsibilities. They challenge employees with new assignments, rotate duties to prevent stagnation, and promote creative thinking. By doing so, they ensure that employees remain mentally engaged and feel continuously valued. These leaders not only stimulate curiosity and learning but also validate employees' diverse strengths and capabilities, helping them feel that their work contributes to something greater.

Transformational leaders also actively invest in employee enablement. They advocate for tools, training, and support that align with both current performance and long-term development. By tailoring guidance to everyone, they ensure that every team member feels equipped and prepared to contribute meaningfully. These leaders listen actively, provide regular feedback, and show a consistent interest in personal and professional advancement. This creates an environment in which employees feel empowered to make meaningful progress in their roles.

The presence of transformational leadership amplifies the effects of job resources on psychological meaningfulness. These leaders create a context where employees feel seen, heard, and appreciated. They build strong emotional connections and foster a culture of purpose, which motivates employees to invest themselves more fully. Under

such leadership, individuals do not just complete tasks they see how their contributions align with larger goals and social impact.

In this way, transformational leadership serves as both a catalyst and a support system. It elevates the utility of job resources like control, variety, and enablement by embedding them in a purpose-driven culture. Employees working under transformational leaders are more likely to experience high levels of psychological meaningfulness, which strengthens their dedication, performance, and sense of fulfillment at work. Consequently, the possible hypotheses are:

***H4a: Transformational leadership increases the relationship between job control in job resources and psychological conditions meaningfulness.***

***H5a: Transformational leadership increases the connection between task variety in job resources and psychological conditions meaningfulness.***

***H6a: Transformational leadership increases the relationship between employee enablement in job resources and psychological conditions meaningfulness.***

Self-efficacy, as introduced by Albert Bandura, refers to the belief individuals have in their ability to manage responsibilities and succeed in specific situations. This personal resource strongly influences how people perceive their capacity to cope with challenges and maintain emotional balance. When employees believe they can overcome obstacles, they tend to experience a stronger sense of psychological security and well-being (Tisu et al., 2022).

Confidence in one's abilities acts as a protective factor in high-pressure situations. Individuals with strong self-efficacy are more inclined to remain calm under stress, rely

on their internal strengths, and seek solutions rather than becoming overwhelmed. For example, someone who trusts their problem-solving skills is more likely to confront difficulties directly, without being deterred by fear or uncertainty (Espedido & Searle, 2021). This proactive approach reduces vulnerability to anxiety and supports emotional resilience, both of which contribute to a stable sense of safety at work.

In contrast, those with low self-efficacy may question their competence when faced with demanding tasks. This self-doubt can increase feelings of exposure and insecurity, particularly in unpredictable or high-stakes environments. Over time, individuals who lack belief in their capabilities may avoid responsibility, withdraw from challenges, or experience heightened psychological stress. This cycle of avoidance and diminished confidence can weaken their overall emotional health and workplace performance (Farmer et al., 2021).

Encouraging self-efficacy involves more than just assigning tasks; it requires the right support systems, such as positive reinforcement, skills training, and opportunities for success. Leaders who invest in the personal development of their team members contribute to a stronger belief in individual ability. This includes recognizing effort, providing constructive feedback, and celebrating progress even when setbacks occur. These actions not only foster a more confident workforce but also help individuals develop coping strategies that are crucial for long-term psychological stability.

In a broader organizational context, promoting self-efficacy strengthens collaboration and accountability. Employees who believe in their capabilities are more likely to engage in proactive behaviors, share ideas openly, and take initiative in team

settings. They also tend to support their colleagues, creating a ripple effect that reinforces a culture of trust and mutual respect. As self-efficacy grows across a team or department, the collective sense of psychological safety deepens, supporting healthier communication, better decision-making, and more consistent performance.

Ultimately, fostering self-efficacy is not only an investment in individual confidence but also in organizational health. When employees feel prepared and supported to handle their responsibilities, they are more likely to remain engaged, resilient, and satisfied in their roles. This enhances both employee retention and overall productivity, laying the groundwork for a thriving and psychologically secure workplace. Thus, the hypothesis is articulated as:

***H7: Personal resources self-efficacy impact positively the psychological conditions safety.***

Hope, as a personal resource, reflects an individual's belief that they can navigate challenges and pursue goals despite uncertainty or obstacles. It plays a key role in supporting emotional well-being and reinforcing a sense of psychological safety in the workplace. When employees hold onto a hopeful mindset, they are more likely to maintain a balanced outlook in times of stress, believing that improvement is possible and that setbacks are temporary. This mindset supports stability in the face of adversity and helps individuals remain emotionally grounded (Wardani & Noviyani, 2020).

A hopeful employee often draws strength from the belief that solutions can be found even in complex or demanding situations. This belief reduces feelings of helplessness and supports adaptive coping behaviors. Whether by planning alternate

strategies, seeking help, or maintaining emotional composure, employees with a hopeful outlook tend to remain engaged and productive rather than shutting down under pressure. Their willingness to persist contributes to greater confidence, fewer symptoms of burnout, and a more consistent connection to their role.

Hope also influences how people view their surroundings and the support they have available. Employees who feel connected to their leaders and coworkers are more likely to trust that help is available when needed. This sense of relational safety strengthens their internal resources and reinforces the idea that challenges can be shared rather than carried alone. As a result, they feel more secure, more open to collaboration, and less afraid of failure.

The presence of hope has long-term benefits for both individuals and organizations. It supports forward-thinking behavior, enhances emotional regulation, and creates an environment where people feel encouraged to take initiative. Employees who are hopeful are more likely to pursue personal growth, explore new ideas, and invest effort in their tasks even when outcomes are uncertain. This orientation toward the future helps sustain motivation, even during difficult periods.

On the other hand, when hope is absent, psychological risk increases. Individuals may become overwhelmed by negative expectations, leading to withdrawal, indecision, or reduced performance. Without belief in a positive path forward, work may feel like a series of obstacles rather than opportunities. This can erode mental resilience, increase emotional fatigue, and reduce a person's capacity to engage meaningfully with their tasks.



Supporting hope in the workplace involves more than positive thinking it requires practical tools, consistent encouragement, and a culture that values both progress and perseverance. When leaders create conditions where goals feel attainable, setbacks are viewed as part of learning, and effort is regularly acknowledged, they help foster hope at every level of the organization. In doing so, they not only strengthen psychological safety but also build a more committed, adaptable workforce. So, the projected hypothesis is:

***H8: Personal resources hope impact positively the psychological conditions safety.***

Transformational leadership plays an essential role in strengthening the link between employees' internal capabilities and their sense of psychological safety in the workplace. This leadership style is not just about directing others it's about inspiring individuals to reach their potential, fostering personal growth, and creating an environment where trust and mutual respect thrive. By nurturing the psychological resources employees already possess, transformational leaders act as multipliers of their team's emotional strength, confidence, and optimism (Djourova et al., 2020).

One of the most significant personal resources that benefits from transformational leadership is resilience. Employees with high resilience have the ability to recover from setbacks and adapt to challenges, but this trait doesn't flourish in isolation. It requires a work environment where setbacks are met with support rather than blame.

Transformational leaders create such an environment by modeling composure during difficult times, showing empathy, and reframing challenges as opportunities to learn and grow. This framing helps employees build a healthier response to stress and reinforces their belief that they can face difficulties without jeopardizing their standing in the

organization. When resilience is acknowledged and supported, psychological safety increases people are less likely to hide mistakes and more willing to engage in problem-solving and innovation (Stoverink et al., 2020; Chen et al., 2022).

Self-efficacy is the belief in one's capacity to perform and succeed, is also significantly enhanced under transformational leadership. These leaders excel in identifying individual strengths, assigning appropriately challenging tasks, and providing ongoing encouragement. By offering clear guidance, regular feedback, and recognition of achievements, they help employees build a track record of success that bolsters their self-confidence. Employees with higher self-efficacy are more likely to speak up, take initiative, and remain committed during periods of uncertainty behaviors closely tied to psychological safety. When employees trust in their abilities and believe that leadership recognizes and supports those abilities, they feel more secure in expressing their thoughts, asking questions, and engaging in constructive conflict (Jaroliya & Gyanchandani, 2022).

Hope is often defined as the ability to see a path forward and remain motivated to follow it, is another internal strength that flourishes with the support of transformational leadership. These leaders articulate a compelling vision for the future and align individual roles with broader organizational goals. By linking daily efforts to long-term objectives, they instill a sense of meaning and purpose that inspires employees to persist through obstacles. Hopeful employees are more likely to maintain a positive outlook, view challenges as temporary, and believe in the possibility of improvement all key drivers of psychological security. In an environment where hope is sustained by leadership,

employees experience greater emotional balance and are more likely to extend that same encouragement to peers (Lei et al., 2020).

Transformational leaders also directly affect the culture of communication within teams. They listen actively, validate concerns, and create safe spaces for open dialogue. This fosters a sense of inclusion where diverse perspectives are welcomed and respected. When employees feel they can contribute ideas or admit uncertainty without fear of embarrassment or backlash, psychological safety becomes an integral part of the workplace culture. This is particularly important for encouraging innovation, managing change, and navigating organizational challenges.

In effect, transformational leadership does more than support individual resilience, confidence, and hope it creates the conditions under which these personal resources thrive and translate into behaviors that reinforce a healthy and supportive work environment. By building strong interpersonal connections, reinforcing purpose, and modeling emotionally intelligent behavior, transformational leaders moderate the relationship between internal strengths and external outcomes. The result is not only a psychologically safer workplace, but also one where people feel empowered to grow, contribute, and lead. Based on the relationship between transformational leadership, personal resources (self-efficacy and hope), and psychological safety, the proposed hypotheses are as follow:

***H7a: Transformational leadership increases the relationship between personal resources self-efficacy and psychological conditions safety.***

***H8a: Transformational leadership increases the relationship between hope in job resources and psychological conditions safety.***

A supportive psychological environment in the workplace plays a meaningful role in shaping employee engagement. When employees feel mentally and emotionally supported, they are more likely to approach their work with motivation, focus, and resilience. Psychological conditions including emotional well-being and mental readiness are essential for creating an environment where people feel capable of contributing their best efforts (S & M M, 2020).

Resources such as counseling services, stress management programs, and the availability of time off for mental health purposes provide employees with tools to manage the pressures of their jobs effectively (Wu et al., 2021). These types of support can help reduce burnout, elevate job satisfaction, and ultimately lead to higher engagement levels. When people feel that their mental and emotional health is taken seriously by their employer, they are more inclined to stay committed to their roles and contribute positively to their teams (Eisenberger et al., 2020).

In addition, the presence of psychological support in the workplace often leads to better work-life balance. Organizations that prioritize well-being are more likely to offer flexible schedules or provide access to helpful tools that help manage daily stress (Søvdal et al., 2021). Employees who feel in control of both personal and professional responsibilities are typically more enthusiastic, energetic, and creative in how they approach tasks (Barreiro & Treglown, 2020). This positive attitude can improve teamwork, communication, and overall organizational performance.

The impact of psychological availability goes beyond individual productivity. It influences how employees connect with colleagues, contribute to team goals, and respond to organizational change. When employees feel psychologically present, they are more open to collaboration, more adaptive during times of transition, and more consistent in their contributions. This presence also supports better decision-making and greater accountability, as individuals are more likely to take ownership of their roles when they are mentally and emotionally engaged.

Conversely, when psychological resources are lacking, employees may face higher stress levels, lower morale, and a decrease in engagement. Without sufficient support, individuals can become overwhelmed, which may result in reduced productivity, higher rates of absenteeism, and ultimately, increased turnover. Employees who feel unsupported in this area often struggle to maintain motivation, which can have a ripple effect across the workplace. Lack of psychological support may also hinder communication and collaboration, weakening team cohesion and the organization's overall culture.

Therefore, psychological availability the extent to which an employee feels emotionally and mentally prepared to engage in work is a key factor in determining overall engagement. Employees who have access to resources that support their well-being are better positioned to be present, involved, and productive in their roles. Organizations that invest in this area not only improve individual outcomes but also foster a healthier, more sustainable workplace culture. So, the implied hypothesis is:

***H9: Psychological availability positively impacts employee engagement.***

A second critical factor influencing engagement is the psychological condition of meaningfulness. When employees find their work significant and aligned with their values, they are more likely to invest themselves fully emotionally, cognitively, and physically. Meaningfulness stems from an internal sense that one's contributions matter and that daily responsibilities serve a larger purpose (Han et al., 2021). This internal motivation often results in higher energy levels, creative thinking, and a stronger sense of dedication (W. Schaufeli, 2021).

Employees who experience meaningfulness in their roles are typically more committed to the organization, motivated to perform well, and persistent in the face of obstacles. When there is a strong alignment between individual purpose and organizational goals, people are more likely to go beyond their job descriptions, collaborate effectively, and act as ambassadors for their workplace (Albrecht et al., 2021).

Furthermore, when employees feel their work has genuine purpose whether contributing to their team, solving meaningful problems, or impacting the lives of others they often take more initiative, exhibit proactive behaviors, and engage more thoughtfully in organizational processes. Meaningfulness enhances a person's intrinsic motivation, leading them to find satisfaction in the task itself rather than relying solely on external rewards.

This sense of purpose also builds emotional resilience. Employees who perceive their work as meaningful are often better able to cope with stress, maintain a positive outlook during setbacks, and adapt to challenges. As a result, they bring greater stability and optimism to their teams, strengthening both performance and morale.

A meaningful work experience also drives long-term professional development. Employees who feel connected to their work are more likely to pursue new learning opportunities, take ownership of their career paths, and invest in building their skills. This continuous growth not only enhances individual capability but also increases the value of their contributions to the organization.

When meaningfulness is missing, however, engagement often declines. Employees who struggle to see the purpose in their tasks may become disengaged, indifferent, or more likely to leave the organization. Without a clear sense of purpose, motivation wanes, and even high performers may lose interest or feel disconnected. This highlights the importance of designing roles and environments that promote purpose, value, and personal growth. Therefore, the hypothesis is presumed to be:

***H10: Psychological meaningfulness positively impacts employee engagement.***

Psychological safety also plays a major role in shaping employee engagement. When employees feel secure in sharing their thoughts, expressing ideas, and asking questions without fear of embarrassment or negative consequences, they are more likely to participate actively in the workplace (Edmondson & Bransby, 2023). This feeling of being accepted and respected encourages authenticity and creates a work environment where collaboration and creativity can thrive. Employees in psychologically safe environments are more inclined to take initiative, ask for help when needed, and learn from failure all of which contribute to stronger engagement and better individual and team performance (Gode et al., 2019).

Trust in leadership is a critical driver of psychological safety. When leaders demonstrate empathy, actively listen, and encourage input without judgment, employees feel supported and valued. Managers who treat mistakes as learning opportunities rather than grounds for punishment help foster a culture of trust, openness, and shared responsibility (Farrukh et al., 2022). This kind of leadership empowers employees to contribute ideas and engage more meaningfully in their roles.

Psychological safety not only strengthens employee leader relationships but also supports peer-to-peer dynamics. In teams where individuals feel safe, communication tends to be more transparent, group cohesion improves, and people are more willing to step out of their comfort zones. This openness supports knowledge sharing and team learning, which are essential for continuous improvement and adaptability in fast-paced work environments.

When psychological safety is lacking, employees often feel silenced or judged, leading them to hold back opinions or avoid voicing concerns. This hesitation can lower morale, reduce participation, and create barriers to innovation. Over time, workplaces that do not foster safety may experience higher stress levels, weakened interpersonal relationships, and a greater risk of burnout. Employees who feel they are unable to fully participate are more likely to withdraw or leave the organization altogether in search of a more inclusive environment.

In essence, psychological safety is foundational to a thriving, engaged workforce. It creates a climate of inclusion, reduces fear-driven behaviors, and encourages people to bring their full selves to work. Organizations that embed this principle into their culture



are more likely to retain talent, improve collaboration, and strengthen performance across all levels. Accordingly, the projected hypothesis is:

***H11: Psychological safety positively impacts employee engagement.***

## **CHAPTER V. RESEARCH METHODOLOGY**

The research design followed a structured, multi-phase process that began with an informed pilot involving doctoral students from Florida International University (FIU) cohort 5 and a select group of professionals from the banking sector. This early stage was followed by a quantitative pilot and the final main study, both of which were administered through Connect by CloudResearch.

The goal of this process was to refine the survey instrument, confirm the strength of the data collection approach, and ensure a smooth transition into the broader study. The informed pilot proved especially useful it offered clear, constructive feedback that helped shape the structure and flow of the main survey. Suggestions included rewording certain items for clarity, eliminating questions that felt repetitive, and expanding the Likert scale from five to seven points to better capture subtle differences in participant responses.

These changes improved the overall quality and accessibility of the instrument, setting the stage for a stronger, more accurate data-gathering effort in the main study. The updated pilot served as a bridge, demonstrating that the survey method was not only practical but also well-aligned with the study's objectives.

In the main survey, participants will respond to a series of items designed to evaluate relationships between leadership style, job factors, and employee engagement. Special attention will be given to ensuring that the questions are both statistically valid and easy to understand. The process aims to deliver reliable findings by grounding every step in evidence-based design and careful feedback analysis.

The research design outlines the overall strategy used to investigate the study's core questions. It serves two primary purposes: One to organize and implement the procedures necessary for conducting the study, and two to ensure those procedures are carried out in a manner that maintains consistency, fairness, and accuracy. This study adopts a structured quantitative approach to explore how transformational leadership style influences employee engagement in the U.S. banking industry. By using statistical methods to test relationships between clearly defined variables, the research seeks to produce meaningful, evidence-based insights. This design also enables the examination of potential moderating and mediating factors that may influence these relationships, allowing for a more nuanced understanding of workplace dynamics.

### **Population and Sampling**

The target population for this study includes employees working in U.S. banks for at least nine months. Participants must be at least 18 years old and living in the United States. The sample will consist of individuals currently employed in banking roles, regardless of gender, with a particular focus on those involved in customer-facing services such as sales. Each respondent represents a single unit of analysis.

A structured survey instrument will be developed based on established theoretical frameworks and measurement scales. This instrument will undergo a pilot test to ensure clarity, reliability, and relevance within the banking context. The pilot will provide essential feedback on question wording, logical flow, and overall structure. Any necessary revisions will be made before launching the full-scale study.

Participant recruitment will be carried out online using CloudResearch, a platform that offers access to a broad and diverse respondent pool. This method ensures broad representation across different demographics and banking roles. Only those who meet the eligibility criteria will be invited to take part in the full study. Random sampling techniques will be used to reduce sampling bias and increase generalizability.

### **Data Collection Procedure**

Survey questions will be distributed through a secure web-based interface. The survey will include a series of questions assessing leadership styles, job demands, job resources, psychological conditions (meaningfulness, safety, availability), personal resources (self-efficacy, hope), and employee engagement. All participants must provide informed consent before starting the survey. Participation is voluntary and anonymous, and no personally identifiable information will be collected.

To ensure high-quality data, attention checks will be embedded throughout the questionnaire. These questions will assess whether respondents are actively engaging with the survey content. Examples may include instructing participants to select a specific response or ensuring logical consistency between items. Respondents who answer too quickly or fail attention checks may be excluded from the final analysis.

## **Measurement Instrument**

### *Control Variables*

In the first part of the survey, control variables are used to collect basic information about each respondent. These variables are important for profiling participants and identifying any patterns or differences across demographic or organizational lines. The data collected in this section also allows us to account for potential influences outside of the primary variables being studied.

The control variables will include:

1. Age (to examine whether generational differences influence engagement or perceptions of leadership.)
2. Gender (To assess whether experiences differ based on gender identity.)
3. Education Level (To determine if educational background correlates with engagement or leadership perception.)
4. Employment Status, Role Level, and Duration (Including whether the participant is full-time or part-time, their position within the organization, and how long they've worked at the bank.)
5. Size of the Bank (Whether the bank is small, mid-sized, or large.)
6. Estimated Annual Revenue of the Bank (Providing insight into organizational scale.)
7. Type of Bank (Identifying whether the respondent works in a commercial bank, retail bank, investment bank, or other financial institution.)

Each of these variables will help categorize and interpret the survey data more accurately. For example, by comparing responses based on tenure or organizational size, the study can explore whether employees at different levels or in different settings experience leadership styles differently.

Responses to all items in this section will use a 7-point Likert scale. The response options will be tailored to the question's format. For belief or attitude-based questions, the scale will range from: (1) Strongly Disagree to (7) Strongly Agree and for behavior or experience-based questions, such as frequency of certain events or conditions, the scale will range from: (1) Never to (7) Always This dual-scale approach supports more accurate and context-specific responses, allowing the study to capture both opinions and behavioral trends.

### **Data Analysis Plan**

Following the completion of data collection, statistical analyses will be conducted using Statistical Package for the Social Sciences (SPSS) to evaluate the study's constructs and test the proposed hypotheses. The analysis will begin with data cleaning and screening to remove incomplete or inconsistent responses and identify potential outliers. This step is essential to ensure the accuracy and reliability of the dataset before conducting more advanced statistical procedures.

Descriptive statistics will be calculated to provide a general overview of the data. These will include measures such as the mean, median, standard deviation, and frequency distributions for each construct. This initial analysis will help summarize the characteristics of the sample and the variables under study.

To evaluate the reliability and validity of the measurement instrument, several tests will be conducted. Content validity will ensure that survey items appropriately represent the constructs they are intended to measure. Construct validity will assess whether the items accurately reflect the theoretical variables of interest. Exploratory Factor Analysis (EFA) will be used to verify the factor structure and latent relationships among survey items. Additionally, Harman's single-factor test will be applied to check for common method bias and assess whether a single factor accounts for the majority of variance in the data.

Inferential statistics will then be used to test the study's hypotheses. Correlation analysis will explore the strength and direction of relationships between variables, while t-tests and ANOVA will be conducted to examine potential differences across demographic subgroups such as gender, role, or tenure. Regression models will be employed to assess both direct and moderating effects among independent, mediating, and dependent variables.

To further investigate complex relationships among constructs, exploratory and subgroup analyses will be conducted to uncover deeper insights, such as differences based on specific participant characteristics. If assumptions of normality are violated during analysis, appropriate non-parametric tests will be employed to maintain the validity and integrity of the findings.

## **Study Design**

This is a non-experimental study that does not involve manipulation of variables or assignment to experimental conditions. It utilizes a quasi-experimental, cross-sectional

survey design, which allows for data to be collected from a broad population at a single point in time. This design is suitable for identifying trends and associations among variables without altering the natural setting.

To enhance rigor, attention check questions will be used to identify inattentive respondents. An example might include an instruction such as, "Please choose the option 'Sometimes' for this question." These controls help ensure data accuracy and reduce the impact of careless or random responses.

### **Participants and Procedure**

The cross-sectional design used in this study offers a snapshot of employee perceptions at a specific point in time, making it possible to identify meaningful patterns and relationships between variables. Although this approach does not establish cause-and-effect conclusions, it is well-suited for examining theoretical frameworks and drawing practical conclusions. Data for both the quantitative pilot and the main study were collected through structured online surveys. Before beginning the survey, all participants received a consent form that outlined the study's purpose, eligibility requirements, and participation conditions. Those who qualified and completed the survey were compensated for their time. The survey began with demographic questions, followed by items measuring each construct in the research model. To enhance response quality, attention check questions were embedded throughout the survey to confirm that participants were carefully reading and responding to each item. Data cleaning procedures were applied to filter out responses that did not meet participation or attention check criteria, ensuring that only high-quality data were used in the final analysis.

## **Proposed Data Analysis Approach**

Before launching the full study, an informed pilot was conducted to fine-tune the survey instrument and make sure it was clear, relevant, and easy for participants to follow. This early phase brought together a small but thoughtful group of reviewers: four doctoral students from Florida International University's Cohort 5.7 and five experienced employees from Wells Fargo. The Wells Fargo participants were selected for their extensive background in banking sales and sales management.

Each person was asked to walk through the survey carefully, paying attention to how questions were worded, how logically the survey flowed, and whether the overall structure made sense. The feedback was incredibly useful. One of the main suggestions was to move the demographic questions to the beginning of the survey. Doing so would help set the stage and give context helping participants reflect on whether their current outlook might be shaped more by their personal circumstances or by factors at work.

Another helpful recommendation involved the answer scale. The original version used a five-point Likert scale, but many participants felt that a seven-point scale would give people more flexibility to express their views. That extra range makes it easier to capture subtle differences in agreement or perception especially when exploring ideas like engagement or emotional well-being.

There were also thoughtful comments about the wording of certain items, repetition of questions, and the overall flow from section to section. A few participants suggested adding brief transition messages between survey parts to help keep respondents focused and avoid survey fatigue. Most of the suggested changes were adopted in the



final version. As a result, the survey became more user-friendly and better aligned with the study's goals.

After completing data cleaning, we will proceed with Exploratory Factor Analysis (EFA) to validate the proposed factor structure of our measures, utilizing established scales, and Harman's single-factor test for rough common method bias (CMB).

Descriptive statistics will be calculated for each construct, including measures of central tendency, dispersion, and normality. We will explore potential gender differences across the constructs, examining correlations between the five constructs and conducting regression analyses to test our hypotheses (H1-H11). The regression models will specify the independent variables for each hypothesis. Should the normality assumptions be violated, we will consider employing non-parametric tests. Descriptive analyses for the aggregated constructs will include normality tests and plots. Additionally, we will assess for gender differences in the constructs. The survey comprises 114 questions related to various variables, with participants indicating their agreement on a Likert Scale.

### *Survey Measurement*

The measurement instrument will utilize a 7-point Likert scale, allowing volunteers to express their responses based on predefined options. For agreement-based questions, the scale will range from 1 (Strongly Disagree) to 7 (Strongly Agree), commonly used to assess perceptions of job demands, job resources, psychological conditions, and personal resources. Additionally, for frequency-based questions, particularly those related to job demands such as emotional, mental, and physical demands, an alternative scale will be used, ranging from 1 (Never) to 7 (Always). This

analysis will involve correlations among the aggregated constructs and regression analyses to evaluate the relationships between variables.

### *Demographic Information*

Name (Last Name, First)

Are you 18 years of age or over? (Yes, No)

Do you live in the U.S? (Yes, No)

Are you employed by a U.S. bank for at least nine months? (Yes, No)

Do you work in bank sales? (Yes, No)

This approach ensures that responses accurately reflect both perceptions and experiences in the workplace.

## **CHAPTER VI. RESEARCH ANALYSIS**

This study investigates the influence of transformational leadership style, job demands, job resources, and personal resources on employee engagement, with a focus on the mediating role of psychological conditions of engagement namely availability, meaningfulness, and safety within the U.S. banking sector. Drawing on the Job Demands-Resources (JD-R) model and Kahn's (1990) theory of employee engagement, the study uses a structured survey to capture perceptions across multiple dimensions of workplace experience. The dataset, which included over 110 variables, was cleaned to exclude incomplete or inattentive responses and to ensure consistency in variable coding and labeling. After data preparation, an exploratory factor analysis (EFA) using principal axis factoring with Promax rotation was performed to validate the key constructs and account

for correlations among factors. The EFA results indicated that items loaded well onto their expected dimensions, and any low or cross loading items were removed or revised accordingly. The Promax rotation was selected for correlated latent constructs that are consistent with theoretical expectations to be exhibited. Also, Harman's single-factor test was used accounting for 35.95% of the variance to see whether a single factor explained most of the variance, which would indicate common method bias (see table 2).

This process ensured the reliability and the validity of the measures in order to provide a strong foundation for hypotheses testing using advanced techniques such as moderated regression. The study offers a comprehensive framework for understanding how transformational leadership style and organizational resources interact with individual psychological states to influence engagement outcomes in a high-demand, service-oriented industry.

**Table 2**

*Total Variance*

<b>Component</b>	<b>Initial Eigenvalue</b>	<b>% of Variance</b>	<b>Cumulative %</b>	<b>Extraction Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>
1	28.037	35.945	35.945	27.471	35.219	35.219
2	5.959	7.640	43.585			
3	5.438	6.972	50.558			
4	3.776	4.842	55.399			
5	3.387	4.342	59.741			
6–15	2.117–1.016	2.714–1.302	62.455–78.598			
16–78	0.958–0.003	1.228–0.004	79.826–100.000			

## **Data Preparation**

The data was initially screened for quality and completeness. The time it took each participant to complete the survey was reviewed and all participants that took less than five minutes to complete to survey were removed through listwise deletion and 63 participants were removed as a result. Any reverse-coded items were recoded to ensure consistent directionality of responses. The screening questions were also reviewed, and any participants didn't satisfy the eligibility requirement were removed through listwise deletion. Outliers were detected using z-scores greater than  $\pm 3.0$  and 31 cases were removed based on this screening. After these steps, the final dataset comprised 98 valid cases for analysis out of 192 initial participants.

## **Measurement Model Validation**

An exploratory factor analysis (EFA) was conducted using principal axis factoring with rotation method oblimin although Varimax is commonly used in behavioral sciences due to its simplicity and assumption of orthogonality, Oblimin rotation was selected in this study because the constructs were expected to correlate. This is appropriate given that the factors represent sub-dimensions of broader psychological constructs and are likely to share variance. This assumption was confirmed by the factor correlation matrix, which indicated meaningful inter-factor correlations with kaiser normalization to assess the underlying structure of the measurement model. A factor loading cutoff of .5 was applied. Items that did not meet the cutoff were excluded from the final model. The results showed that items loaded appropriately onto their respective factors. Reliability analyses demonstrated that all scales achieved acceptable internal consistency, with Cronbach's alpha values ranging from .827 to .963 (see table 3).

**Table 3***Internal consistency of study measures (Cronbach's  $\alpha$ )*

<b>Scale</b>	<b>No. of items</b>	<b>Cronbach's <math>\alpha</math></b>
JD_ Emotional	6	.873
JD_ Mental	5	.827
JD_ Physical	3	.829
JR_ Job Control	6	.874
JR_ Employee Enablement	5	.875
JR_ Task Variety	4	.840
PR_ Hope	5	.923
PR_ Self Efficacy	6	.912
PC_ Availability	3	.863
PC_ Meaningfulness	5	.924
PC_ Safety	4	.876
Transformational Leadership Style	15	.963
Employee Engagement	6	.904

**Participants Profiles**

The table 4 shows the 98 respondents in this study form a well-rounded group of bank sales professionals, all of whom live in the U.S. and are actively employed in sales roles. Their ages span early career through late mid-career: just under half 44.9% are between 25 and 34 years old, and 26.5% fall into the 35-44 bracket. Additionally, 9.2% of the participants were aged 18-24, 10.2% were between 45-54, and 9.2% were 55 or

older. This distribution means our findings will speak most directly to the views of younger and mid-career employee, while still capturing a broader range of life stages.

Men account for 70.4% of the sample, and women make up 29.6%. 64.3% of participants hold a bachelor's degree, 18.4% have a master's, 14.2% have a high-school diploma or an associate degree, and 2.0% hold a doctoral degree and 1.0% have other qualifications, respectively. Because higher educational credentials often shape how employees approach challenges and decision-making (Add a reference), this skew toward bachelor's and master's holders will inform our interpretation of leadership and engagement patterns.

Experience at the current employer ranges from very new hires to long-standing veterans. 29.6% of respondents have been with their bank for four to seven years, with 25.5% having stayed more than ten years. A similar 25.5% group has one to three years of tenure, while 16.3% fall in the eight-to-ten-year range and only 3.1% have been on board less than a year. This mix suggests that both fresh perspectives and institutional knowledge are represented in the data. In terms of seniority, 59.2% are mid-level staff, followed by senior 21.4%, entry 16.3%, and executive roles 3.1%. As mid-level professionals often bridge strategy and day-to-day operations, their perceptions will play a central role in testing our model.

The banks themselves vary in scale. 31.6% of participants work at institutions with more than 5,000 employees, 19.4% work with 1,000 to 4,999 staff, 17.3% work with 100-499 employees, another 17.3% work with 500-999, and 14.3% work with fewer than 100 employees. Annual revenues follow a similar spread: 32.7% of respondents come

from banks reporting \$50-499 million, 26.5% from banks earning \$500 million–\$49 billion, 31.6% from institutions over \$50 billion, and 9.2% from those under \$50 million. Finally, 34.7% of participants work in retail with 34.7% in commercial, 26.5% in investment banks, 3.1% in micro banks, and 1.0% in central banks.

Taken together, this sample captures a variety of personal backgrounds, career stages, organizational sizes, and institutional roles. While the heavy concentration in mid-career, mid-size institutions may shape the findings, the mix of newcomers and long-time employees alongside different bank types will help ensure that the tests of leadership, resources, and engagement apply across many segments of the banking sector.

**Table 4***Participants Profiles*

<b>Variable</b>	<b>Category</b>	<b>N</b>	<b>%</b>
Age	18-24	9	9.2
	25-34	44	44.9
	35-44	26	26.5
	45-54	10	10.2
	55 or older	9	9.2
Residence	Yes	98	100.0
Employment	Yes	98	100.0
Bank Sales	Yes	98	100.0
Gender	Female	29	29.6
	Male	69	70.4
Education	High school	7	7.1
	Associate	7	7.1
	Bachelor's	63	64.3
	Master's	18	18.4
	Doctors	2	2.0
	Other	1	1.0
Work Duration	Les than a year	3	3.1
	1-3 years	25	25.6
	4-7 years	29	29.6
	8-10 years	16	16.3
	More than 10 years	25	25.5
Job Level	Entry level	16	16.3
	Mid-level	58	59.2
	Senior level	21	21.4
	Executive level	3	3.1
Bank Size	Less than 100 employees	14	14.3
	100-499 employees	17	17.3
	500-999 employees	17	17.3
	1000-4999 employees	19	19.4
	5000 or more	31	31.6
Bank Revenue	Less than 50 million	9	9.2
	50-499 million	32	32.7
	500 million-49 billion	26	26.5
	More than 50 billion	31	31.6



## Descriptive Statistics

Pearson correlation coefficients among key study variables are reported in table 5 and table 6, providing preliminary evidence for relationships among constructs.

**Table 5**

### *Descriptive Statistics*

	Mean	Std. Deviation	N
Employee Engagement	4.9052	1.05952	97
PC_ Availability	5.3058	.95703	97
PC_ Meaningfulness	5.1423	1.06496	97
PC_ Safety	4.9845	1.03444	97
JD_ Emotional	4.2440	.97837	97
JD_ Mental	5.2907	.83468	97
JD_ Physical	3.6873	1.34699	97
JR_ Job Control	4.4175	1.00581	97
JR_ Employee Enablement	5.3052	.94079	97
JR_ Task Variety	4.7706	.91691	97
PR_ Hope	5.1918	.99746	97
PR_ Self-Efficacy	5.6151	.82333	97
Transformational Leadership	5.4632	1.09432	97

**Table 6***Pearson Correlation*

Variable	EE	PC_A	PC_M	PC_S	JD_E	JD_M	JD_P	JR_JC	JR_EE	JR_TV	PR_H	PR_SE	TLS
EE	1.000												
PC_A	.665	1.000											
PC_M	.841	.606	1.000										
PC_S	.583	.535	.540	1.000									
JD_E	-.344	-.387	-.233	-.258	1.000								
JD_M	.177	.163	.137	.187	.470	1.000							
JD_P	.143	-.042	.146	.006	.323	.157	1.000						
JR_JC	.481	.320	.466	.569	-.122	.102	.070	1.000					
JR_EE	.605	.601	.590	.658	-.255	.166	.020	.476	1.000				
JR_TV	.623	.384	.513	.591	-.033	.294	.206	.630	.452	1.000			
PR_H	.721	.680	.698	.613	-.248	.286	.227	.437	.642	.538	1.000		
PR_SE	.593	.659	.530	.594	-.205	.353	-.027	.417	.693	.450	.622	1.000	
TLS	.663	.479	.587	.601	-.149	.200	.150	.418	.611	.534	.581	.502	1.000

**Assumption Checks**

Before conducting hypothesis testing, assumptions for regression analyses were evaluated. Normality of residuals was assessed through visual inspection of histograms and evaluation of skewness, kurtosis, and Shapiro-Wilk tests. Linearity between predictors and outcome variables was examined through scatterplots. Homoscedasticity was evaluated by inspecting residual plots. Multicollinearity was assessed using variance inflation factor (VIF) and tolerance values. All VIF values were below .305 and all tolerance values were above .486, indicating that multicollinearity was not a major concern. .002, .032, .022, and .018 variables demonstrated significant departures from normality, whereas .195, .107, .126, .101, .305, .097, and .066 variables did not. Despite

minor deviations, the sample size was sufficient to proceed given the robustness of regression to non-normality with larger samples.

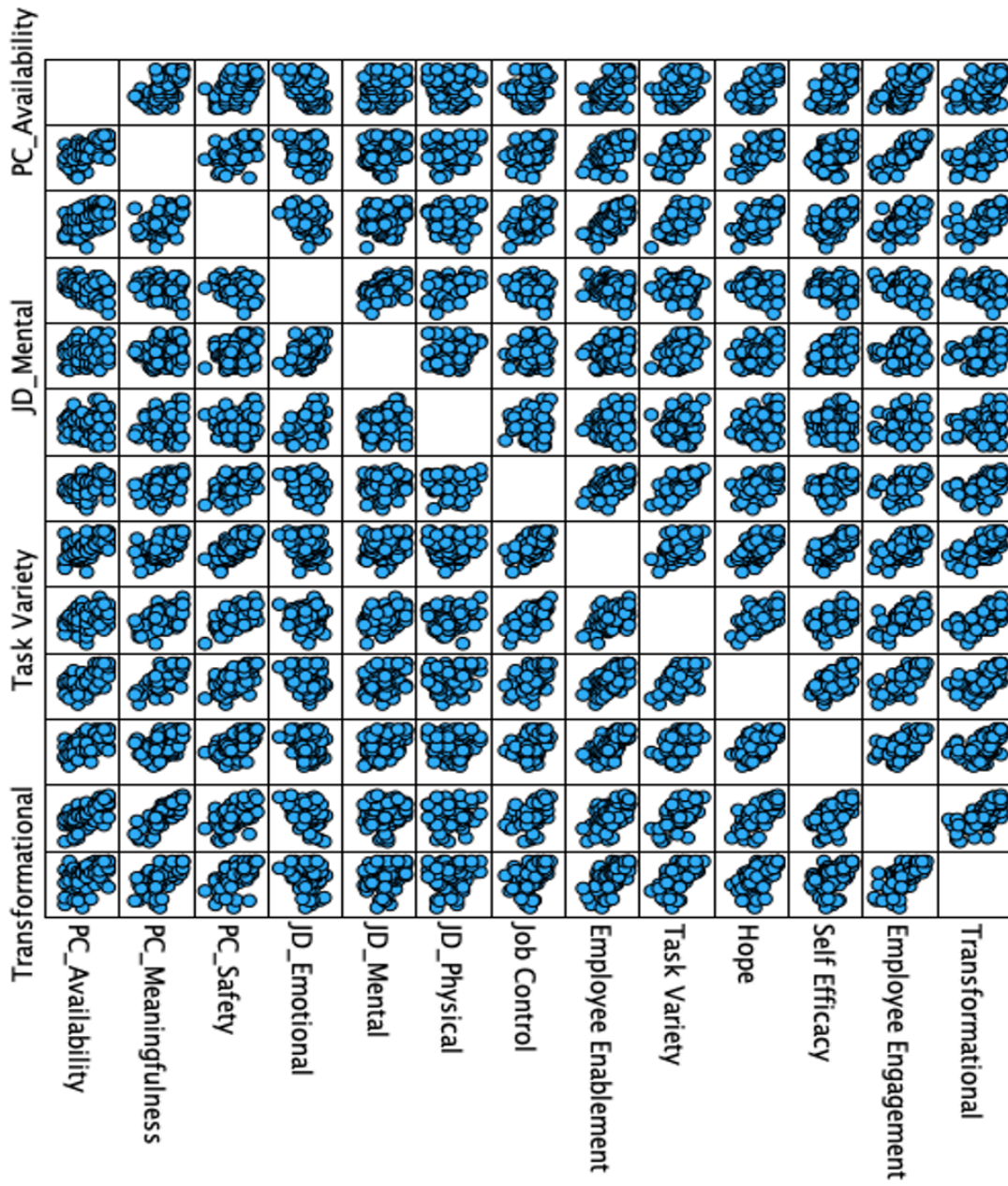
**Table 7**

Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
PC_ Availability	.119	97	.002	.954	97	.002
PC_ Meaningfulness	.080	97	.143	.971	97	.032
PC_ Safety	.073	97	.200*	.982	97	.195
JD_ Emotional	.082	97	.112	.978	97	.107
JD_ Mental	.063	97	.200*	.969	97	.022
JD_ Physical	.086	97	.072	.979	97	.126
JR_ Job Control	.105	97	.010	.970	97	.024
JR_ Employee Enablement	.059	97	.200*	.978	97	.101
JR_ Task Variety	.088	97	.059	.984	97	.305
PR_ Hope	.095	97	.032	.978	97	.097
PR_ Self Efficacy	.109	97	.006	.968	97	.018
Employee Engagement	.076	97	.199	.975	97	.066
TLS	.130	97	<.001	.914	97	<.001

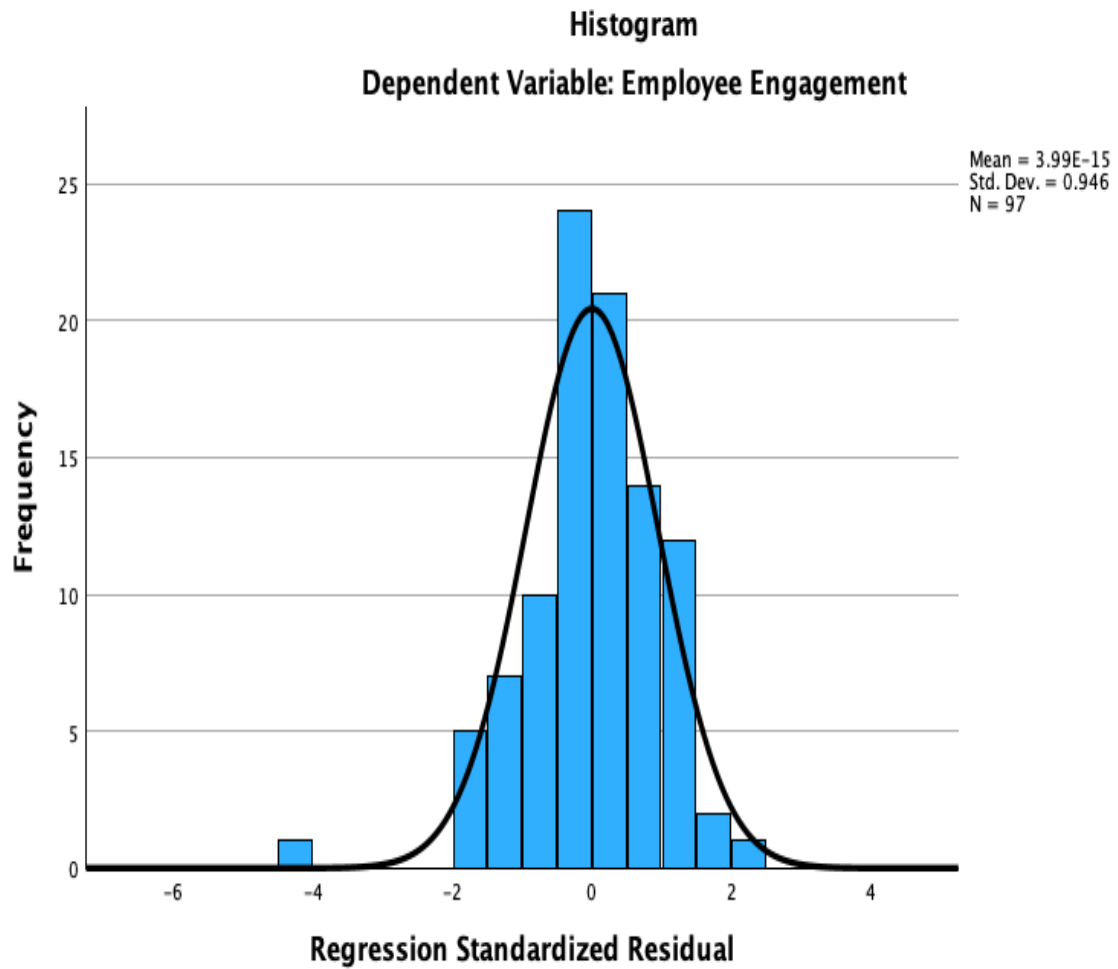
**Figure 2**

*Scatter-Plot Matrix*



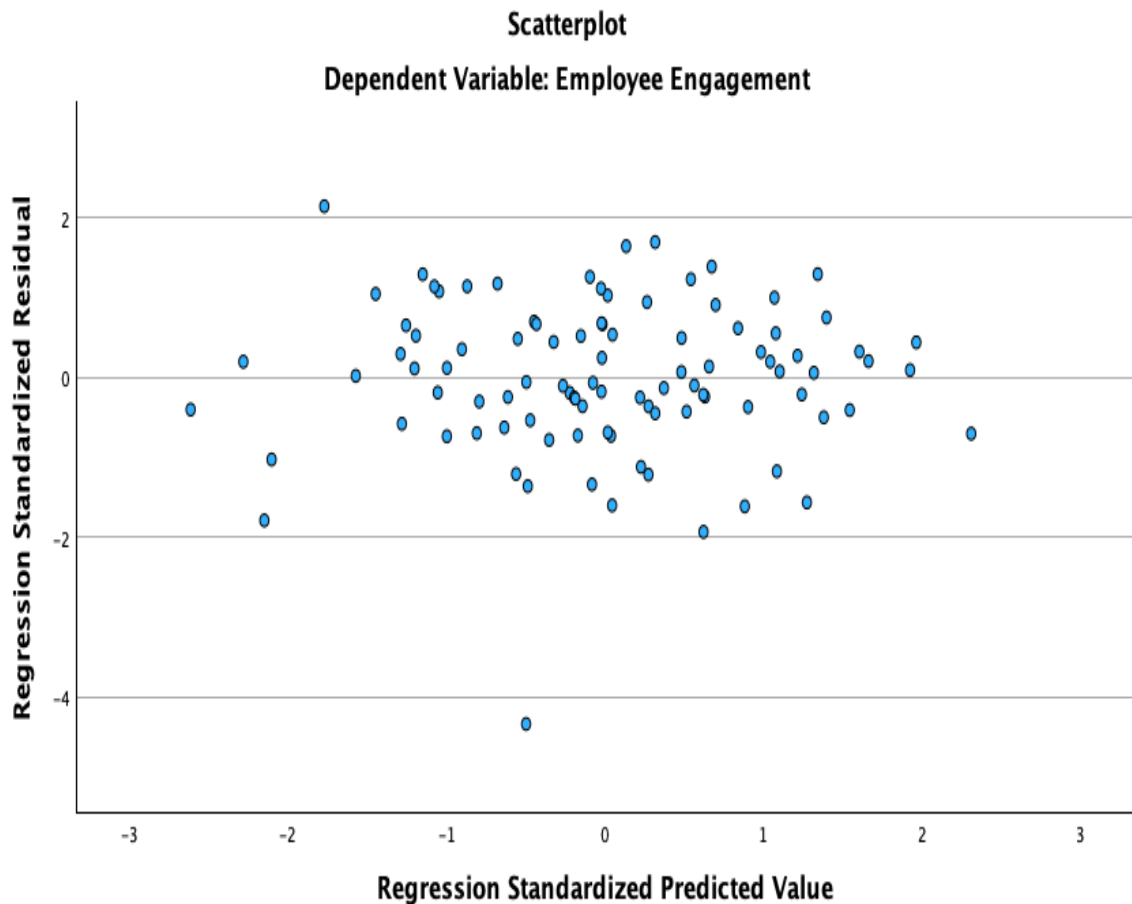
**Figure 3**

*Histogram*



**Figure 4**

*Scatterplot*



### **Multiple Linear Regression**

The analysis employed a multiple linear regression to determine whether job demands emotional (JD\_E), job demands mental (JD\_M), and job demands physical (JD\_P) predict the availability of psychological conditions (PC\_A). The overall regression was statistically significant  $R^2 = .315$ ,  $F(3, 94) = 14.392$ ,  $p < .001$ .

Job demands emotional proved a strong negative predictor of psychological conditions availability ( $\beta = -.616$ ,  $t = -6.10$ ,  $p < .001$ ), indicating that employees experiencing greater emotional strain perceive fewer psychological resources as available. In contrast, job demands mental showed a significant positive link to psychological conditions availability ( $\beta = .469$ ,  $t = 4.86$ ,  $p < .001$ ), meaning that higher cognitive challenge corresponded with increased resource availability. Job demands physical did not contribute significantly ( $\beta = .081$ ,  $t = 0.90$ ,  $p = .371$ ). These results show that different types of job demands have distinct impacts on employees' psychological resource availability, with job demands emotional exerting the greatest influence.

A multiple linear regression examined whether job resources (JR\_JC), task variety (JR\_TV), and employee enablement (JR\_EE) predict the availability of psychological meaningfulness (PC\_M). The combined predictors accounted for 44.0% of the variance in PC\_M ( $R^2 = .440$ , adjusted  $R^2 = .423$ ), and the overall model was significant,  $F(3, 94) = 24.659$ ,  $p < .001$ . Job resources employee enablement emerged as the strongest predictor ( $\beta = .438$ ,  $t = 4.86$ ,  $p < .001$ ), indicating that when employees feel empowered to carry out their roles, they report higher meaningfulness at work. Job resources task variety also contributed significantly ( $\beta = .259$ ,  $t = 2.54$ ,  $p = .013$ ), suggesting that a range of duties enhances employees' sense of purpose. In contrast, job resources job control did not reach significance ( $\beta = .093$ ,  $t = .897$ ,  $p = .372$ ). These results highlight the importance of support and varied responsibilities in helping employees find their work meaningful.

A multiple linear regression assessed whether personal resources hope (PR\_H) and personal resources self-efficacy (PR\_SE) predict employees' sense of physical conditions safety (PC\_S). Together, these two predictors explained 46.4% of the variance in psychological conditions safety ( $R^2 = .464$ , adjusted  $R^2 = .452$ ), and the overall model was significant,  $F(2, 95) = 41.06$ ,  $p < .001$ . Personal resources hope emerged as a significant contributor ( $\beta = .392$ ,  $t = 4.06$ ,  $p < .001$ ), indicating that employees who maintain goal-directed energy report higher safety perceptions. Personal resources self-efficacy also showed a significant effect ( $\beta = .362$ ,  $t = 3.75$ ,  $p < .001$ ), suggesting that belief in one's capabilities enhances feelings of workplace security. These findings highlight the role of personal strengths in fostering a safe work environment.

A multiple linear regression assessed how psychological conditions availability (PC\_A), psychological conditions meaningfulness (PC\_M), and psychological conditions safety (PC\_S) contribute to employee engagement (EE). Together, these three predictors explained 75.5% of the variance in engagement, and the overall model was highly significant,  $F(3, 93) = 95.35$ ,  $p < .001$ . Psychological conditions meaningfulness was the strongest contributor ( $\beta = .650$ ,  $t = 9.54$ ,  $p < .001$ ), indicating that employees who see purpose in their work tend to be more engaged. psychological conditions availability also made a reliable contribution ( $\beta = .206$ ,  $t = 3.03$ ,  $p = .003$ ), suggesting that having sufficient resources supports greater engagement. psychological conditions safety showed a positive but marginal effect ( $\beta = .122$ ,  $t = 1.91$ ,  $p = .060$ ), pointing to a possible role for secure work environments in fostering engagement.



**Table 8**Regression Coefficients with Model R<sup>2</sup>

<b>Construct</b>	<b>B</b>	<b>SE</b>	<b>β</b>	<b>t</b>	<b>p</b>	<b>R<sup>2</sup></b>
<b>Job demands emotional (JD_E)</b>	-.620	.102	-.616	-6.10	< .001	.315
<b>Job demands mental (JD_M)</b>	.547	.113	.469	4.86	< .001	.315
<b>Job demands physical (JD_P)</b>	.059	.066	.081	0.90	.371	.315
<b>Job resources job control (JR_JC)</b>	.100	.112	.093	0.90	.372	.440
<b>Job resources task variety (JR_TV)</b>	.306	.121	.259	2.54	.013	.440
<b>Job resources employee enablement (JR_EE)</b>	.501	.103	.438	4.86	< .001	.440
<b>Personal Resources hope (PR_H)</b>	.411	.101	.392	4.06	< .001	.464
<b>Personal resources self-efficacy (PR_SE)</b>	.455	.121	.362	3.75	< .001	.464

**Table 9**Regression Coefficients with Model R<sup>2</sup> for Employee Engagement (EE)

<b>Construct</b>	<b>B</b>	<b>SE</b>	<b>β</b>	<b>t</b>	<b>p</b>	<b>R<sup>2</sup></b>
<b>Psychological conditions availability (PC_A)</b>	.228	.075	.206	3.03	.003	.755
<b>Psychological conditions meaningfulness (PC_M)</b>	.647	.068	.650	9.54	<.001	.755
<b>Psychological conditions safety (PC_S)</b>	.125	.066	.122	1.91	.060	.755

**Table 10**

## Hypothesis Testing Results

Hypothesis	$\beta$	t	p	Supported
H1- Job demands emotional (JD_E)	-.616	-6.10	< .001	Yes
H3- Job demands physical (JD_P)	.081	0.90	.371	No
H4- Job resources job control (JR_JC)	.093	0.90	.372	No
H5- Job resources task variety (JR_TV)	.259	2.54	.013	Yes
H6- Job resources employee enablement (JR_EE)	.438	4.86	< .001	Yes
H7- Personal resources hope (PR_H)	.392	4.06	< .001	Yes
H8- Personal resources self-efficacy (PR_SE)	.362	3.75	< .001	Yes
H9- Psychological conditions availability (PS_A)	.206	3.03	.003	Yes
H10- Psychological conditions meaningfulness (PC_M)	.650	9.54	< .001	Yes
H11- Psychological conditions safety (PC_S)	.122	1.91	.060	No

**Mediation Analysis***Hypothesis 1*

A mediation analysis was conducted using PROCESS Model 4 to examine the direct and indirect effects of job demands emotional on employee engagement, mediated by physical conditions availability.

The direct path from job demands emotional to physical conditions availability was significant,  $b = -.3786$ ,  $SE = .0925$ ,  $t = -4.0918$ ,  $p < .001$ , 95% CI =  $[-.5623, -.1949]$ , indicating that higher emotional job demands were related to a lower psychological conditions availability. The model accounted for 14.98% of the variance in psychological conditions availability,  $F(1, 95) = 16.7426$ ,  $p < .001$ ,  $R^2 = .1498$ .

In the second stage, job demands emotional and psychological conditions availability were entered as predictors of employee engagement. Psychological

conditions availability was significant,  $b = .6930$ ,  $SE = .0917$ ,  $t = 7.5530$ ,  $p < .001$ , 95% CI = [.5108, .8751]. The direct effect of job demands emotional on employee engagement was not significant,  $b = -.1097$ ,  $p = .2248$ , 95% CI = [-.2879, .0685]. Therefore, job demands emotional does not impact employee engagement.

Bootstrapping analysis (5,000 resamples) revealed a significant indirect effect of job demands emotional on employee engagement through psychological conditions availability,  $b = -.2624$ ,  $BootSE = .0582$ , 95% CI = [-.3783, -.1469]. The completely standardized indirect effect was  $b = -.2423$ ,  $BootSE = .0531$ , 95% CI = [-.3446, -.1348]. Since the confidence interval does not include zero, this indicates presence of a statistically significant mediation effect.

### ***Hypothesis 2***

A mediation analysis was conducted using PROCESS Model 4 to examine the direct and indirect effects of job demands mental on employee engagement, mediated by physical conditions availability.

The direct path from job demands mental to physical conditions availability was not significant,  $b = .1870$ ,  $SE = .1161$ ,  $t = 1.6114$ ,  $p = .1104$ , 95% CI = [-.0434, .4174], indicating that higher job demands mental were related to a lower psychological conditions availability. The model accounted for 2.66% of the variance in psychological conditions availability,  $F(1, 95) = 2.5967$ ,  $p = .1104$ .  $R^2 = .0266$ .

In the second stage, job demands mental and psychological availability were entered as predictors of employee engagement. Psychological conditions availability was significant,  $b = .7236$ ,  $SE = .0860$ ,  $t = 8.4099$ ,  $p < .001$ , 95% CI = [.5528, .8945]. The direct effect of job demands mental on employee engagement was not significant,  $b$

= .0895,  $p = .3669$ , 95% CI = [-.1064, .2853]. Consequently, job demands mental does not influence employee engagement.

Bootstrapping analysis (5,000 resamples) revealed a not significant indirect effect of job demands emotional on employee engagement through psychological conditions availability,  $b = .1353$ , BootSE = .0830, 95% CI = [-.0265, .2954]. The completely standardized indirect effect was  $b = .1066$ , BootSE = .0658, 95% CI = [-.0196, .2357]. Since the confidence interval does include zero, this indicates absence of a statistically significant mediation effect.

### ***Hypothesis 3***

A mediation analysis was conducted using PROCESS Model 4 to examine the direct and indirect effects of job demands physical on employee engagement, mediated by physical conditions availability.

The direct path from job demands physical to physical conditions availability was significant,  $b = -.0297$ , SE = .0728,  $t = -.4073$ ,  $p = .6847$ , 95% CI = [-.1743, .1149], indicating that higher job demands physical were related to a lower psychological conditions availability. The model accounted for 0.17% of the variance in psychological conditions availability,  $F(1, 95) = .1659$ ,  $p = .6847$ ,  $R^2 = .0017$ .

In the second stage, job demands physical and psychological availability were entered as predictors of employee engagement. Psychological conditions availability was significant,  $b = .7443$ , SE = .0831,  $t = 8.9592$ ,  $p < .001$ , 95% CI = [.5793, .9092]. The direct effect of job demands physical on employee engagement was significant,  $b = .1345$ ,  $p = .0249$ , 95% CI = [.0174, .2517]. Thus, job demands physical does effect employee engagement.

Bootstrapping analysis (5,000 resamples) revealed a not significant indirect effect of job demands physical on employee engagement through psychological conditions availability,  $b = -.0221$ ,  $\text{BootSE} = .0575$ ,  $95\% \text{ CI} = [-.1371, .0896]$ . The completely standardized indirect effect was  $b = -.0281$ ,  $\text{BootSE} = .0727$ ,  $95\% \text{ CI} = [-.1749, .1098]$ . Since the confidence interval does include zero, this indicates absence of a statistically significant mediation effect.

#### ***Hypothesis 4***

A mediation analysis was conducted using PROCESS Model 4 to examine the direct and indirect effects of job resources job control on employee engagement, mediated by physical conditions meaningfulness.

The direct path from job resources job control to physical conditions meaningfulness was significant,  $b = .4936$ ,  $\text{SE} = .0961$ ,  $t = 5.1361$ ,  $p < .001$ ,  $95\% \text{ CI} = [.3028, .6844]$ , indicating that higher job resources job control was related to a lower psychological conditions meaningfulness. The model accounted for 21.73% of the variance in psychological conditions meaningfulness,  $F(1, 95) = 26.3800$ ,  $p < .001$ ,  $R^2 = .2173$ .

In the second stage, job resources job control and psychological meaningfulness were entered as predictors of employee engagement. Psychological conditions meaningfulness was significant,  $b = .7839$ ,  $\text{SE} = .0617$ ,  $t = 12.7010$ ,  $p < .001$ ,  $95\% \text{ CI} = [.6613, .9064]$ . The direct effect of job resources job control on employee engagement was not significant,  $b = .1194$ ,  $p = .0708$ ,  $95\% \text{ CI} = [-.0103, .2492]$ . Hence, job resources job control does not impact employee engagement.

Bootstrapping analysis (5,000 resamples) revealed a significant indirect effect of job resources job control on employee engagement through psychological conditions

meaningfulness,  $b = .3869$ ,  $\text{BootSE} = .0895$ ,  $95\% \text{ CI} = [.2299, .5840]$ . The completely standardized indirect effect was  $b = .3673$ ,  $\text{BootSE} = .0677$ ,  $95\% \text{ CI} = [.2350, .5027]$ . Since the confidence interval does not include zero, this indicates presence of a statistically significant mediation effect.

### ***Hypothesis 5***

A mediation analysis was conducted using PROCESS Model 4 to examine the direct and indirect effects of job resources task variety on employee engagement, mediated by physical conditions meaningfulness.

The direct path from job resources task variety to physical conditions meaningfulness was significant,  $b = .5962$ ,  $\text{SE} = .1023$ ,  $t = 5.8294$ ,  $p < .001$ ,  $95\% \text{ CI} = [.3931, .7992]$ , indicating that higher job resources task variety was related to a lower psychological conditions meaningfulness. The model accounted for 26.35% of the variance in psychological conditions meaningfulness,  $F(1, 95) = 33.9814$ ,  $p < .001$ ,  $R^2 = .2635$ .

In the second stage, job resources task variety and psychological meaningfulness were entered as predictors of employee engagement. Psychological conditions meaningfulness was significant,  $b = .7038$ ,  $\text{SE} = .0590$ ,  $t = 11.9291$ ,  $p < .001$ ,  $95\% \text{ CI} = [.5866, .8209]$ . The direct effect of job resources task variety on employee engagement was significant  $b = .3002$ ,  $p < .001$ ,  $95\% \text{ CI} = [.1641, .4362]$ . Accordingly, job resources task variety does influence employee engagement.

Bootstrapping analysis (5,000 resamples) revealed a significant indirect effect of job resources task variety on employee engagement through psychological conditions meaningfulness,  $b = .4196$ ,  $\text{BootSE} = .0759$ ,  $95\% \text{ CI} = [.2743, .5717]$ . The completely standardized indirect effect was  $b = .3631$ ,  $\text{BootSE} = .0555$ ,  $95\% \text{ CI} = [.2460, .4683]$ .

Since the confidence interval does not include zero, this indicates presence of a statistically partial mediation effect.

### ***Hypothesis 6***

A mediation analysis was conducted using PROCESS Model 4 to examine the direct and indirect effects of job resources employee enablement on employee engagement, mediated by physical conditions meaningfulness.

The direct path from job resources employee enablement to physical conditions meaningfulness was significant,  $b = .6684$ ,  $SE = .0937$ ,  $t = 7.1303$ ,  $p < .001$ , 95% CI = [.4823, .8544], indicating that higher job resources employee enablement was related to a lower psychological conditions meaningfulness. The model accounted for 34.86% of the variance in psychological conditions meaningfulness,  $F(1, 95) = 50.8418$ ,  $p < .001$ ,  $R^2 = .3486$ .

In the second stage, job resources employee enablement and psychological meaningfulness were entered as predictors of employee engagement. Psychological conditions meaningfulness was significant,  $b = .7389$ ,  $SE = .0667$ ,  $t = 11.0783$ ,  $p < .001$ , 95% CI = [.6065, .8714]. The direct effect of job employee enablement variety on employee engagement was significant  $b = .1869$ ,  $p = .0151$ , 95% CI = [.0370, .3369]. So, job resources employee enablement does effect employee engagement.

Bootstrapping analysis (5,000 resamples) revealed a significant indirect effect of job resources employee enablement on employee engagement through psychological conditions meaningfulness,  $b = .4939$ ,  $BootSE = .0900$ , 95% CI = [.3341, .6908]. The completely standardized indirect effect was  $b = .4385$ ,  $BootSE = .0703$ , 95% CI =

[.3075, .5850]. Since the confidence interval does not include zero, this indicates presence of a statistically partial mediation effect.

### ***Hypothesis 7***

A mediation analysis was conducted using PROCESS Model 4 to examine the direct and indirect effects of personal resources hope on employee engagement, mediated by physical conditions safety.

The direct path from of personal resources hope to physical conditions safety was significant,  $b = .6354$ ,  $SE = .0841$ ,  $t = 7.5557$ ,  $p < .001$ , 95% CI = [.4684, .8023], indicating that higher of personal resources hope was related to a lower psychological conditions safety. The model accounted for 37.54% of the variance in psychological conditions safety,  $F(1, 95) = 57.0885$ ,  $p < .001$ ,  $R^2 = .3754$ .

In the second stage of personal resources hope and psychological safety were entered as predictors of employee engagement. Psychological conditions safety was significant,  $b = .2321$ ,  $SE = .0895$ ,  $t = 2.5935$ ,  $p = .0110$ , 95% CI = [.0544, .4099]. The direct effect of personal resources hope on employee engagement was significant  $b = .6181$ ,  $p < .001$ , 95% CI = [.4338, .8024]. Then, personal resources hope does impact employee engagement.

Bootstrapping analysis (5,000 resamples) revealed a significant indirect effect of personal resources hope on employee engagement through psychological conditions safety,  $b = .1475$ ,  $BootSE = .0722$ , 95% CI = [.0211, .3070]. The completely standardized indirect effect was  $b = .1389$ ,  $BootSE = .0645$ , 95% CI = [.0207, .2783]. Since the confidence interval does not include zero, this indicates presence of a statistically partial mediation effect.



### ***Hypothesis 8***

A mediation analysis was conducted using PROCESS Model 4 to examine the direct and indirect effects of personal resources self-efficacy on employee engagement, mediated by physical conditions safety.

The direct path from of personal resources self-efficacy to physical conditions safety was significant,  $b = .7460$ ,  $SE = .1037$ ,  $t = 7.1925$ ,  $p < .001$ , 95% CI = [.5401, .9519], indicating that higher of personal resources self-efficacy was related to a lower psychological conditions safety. The model accounted for 35.26% of the variance in psychological conditions safety,  $F(1, 95) = 51.7321$ ,  $p < .001$ ,  $R^2 = .3526$ .

In the second stage of personal resources self-efficacy and psychological safety were entered as predictors of employee engagement. Psychological conditions safety was significant,  $b = .3652$ ,  $SE = .0987$ ,  $t = 3.6981$ ,  $p < .001$ , 95% CI = [.1691, .5612]. The direct effect of personal resources self-efficacy on employee engagement was significant  $b = .4912$ ,  $p < .001$ , 95% CI = [.2449, .7375]. Therefore, personal resources self-efficacy does influence employee engagement.

Bootstrapping analysis (5,000 resamples) revealed a significant indirect effect of personal resources self-efficacy on employee engagement through psychological conditions safety,  $b = .2724$ ,  $BootSE = .0905$ , 95% CI = [.0965, .4546]. The completely standardized indirect effect was  $b = .2117$ ,  $BootSE = .0628$ , 95% CI = [.0797, .3273]. Since the confidence interval does not include zero, this indicates presence of a statistically partial mediation effect.

**Table 11**

## Mediation Hypotheses Testing Results

Hypothesis	R <sup>2</sup>	Indirect Effect (b)	BootSE	95% CI	Supported
H1 – JD_E → PC_A → EE	.1498	-.2624	.0582	[-.3783, -.1469]	Yes
H2 – JD_M → PC_A → EE	.0266	.1353	.0830	[-.0265, .2954]	No
H3 – JD_P → PC_A → EE	.0017	-.0221	.0575	[-.1371, .0896]	No
H4 – JR_JC → PC_M → EE	.2173	.3869	.0895	[.2299, .5840]	Yes
H5 – JR_TV → PC_M → EE	.2635	.4196	.0759	[.2743, .5717]	Yes
H6 – JR_EE → PC_M → EE	.3486	.4939	.0900	[.3341, .6908]	Yes
H7 – PR_H → PC_S → EE	.3754	.1475	.0722	[.0211, .3070]	Yes
H8 – PR_SE → PC_S → EE	.3526	.2724	.0905	[.0965, .4546]	Yes

**Moderation Analysis***Hypothesis 1a*

A moderation analysis was conducted using PROCESS Model 1 to test whether transformational leadership style moderates the relationship between job demands emotional and employee engagement. All variables were mean-centered prior to analysis to reduce multicollinearity and facilitate interpretation of interaction effects.

The overall model was significant,  $F(3, 93) = 31.5725$ ,  $p < .001$ , and explained approximately 50.46% of the variance in employee engagement.

The main effect of job demands emotional on employee engagement was significant,  $b = -.2897$ ,  $SE = .0826$ ,  $t = -3.5065$ ,  $p < .001$ , 95% CI = [-.4537, -.1256]. The main effect of transformational leadership style was also significant,  $b = .5924$ ,  $p < .001$ .

The interaction between job demands emotional and transformational leadership style was not significant,  $b = .0723$ ,  $p = .3761$ , 95% CI = [-.0891, .2337]. This indicates that transformational leadership style does not significantly moderate the effect of job demands emotional on employee engagement.

### ***Hypothesis 2a***

A moderation analysis was conducted using PROCESS Model 1 to test whether transformational leadership style moderates the relationship between job demands mental and employee engagement. All variables were mean-centered prior to analysis to reduce multicollinearity and facilitate interpretation of interaction effects.

The overall model was significant,  $F(3, 93) = 24.5268$ ,  $p < .001$ , and explained approximately 64.69% of the variance in employee engagement.

The main effect of job demands mental on employee engagement was not significant,  $b = .0507$ ,  $SE = .1044$ ,  $t = .4859$ ,  $p = .6282$ , 95% CI =  $[-.1566, .2580]$ . The main effect of transformational leadership style was significant,  $b = .6321$ ,  $p < .001$ .

The interaction between employee engagement and transformational leadership style was not significant,  $b = .0324$ ,  $p = .7648$ , 95% CI =  $[-.1817, .2464]$ . This indicates that transformational leadership style does not significantly moderate the effect of employee engagement on job demands mental.

### ***Hypothesis 3a***

A moderation analysis was conducted using PROCESS Model 1 to test whether transformational leadership style moderates the relationship between job demands physical and employee engagement. All variables were mean-centered prior to analysis to reduce multicollinearity and facilitate interpretation of interaction effects.

The overall model was significant,  $F(3, 93) = 24.5509$ ,  $p < .001$ , and explained approximately 64.67% of the variance in employee engagement.

The main effect of job demands physical on employee engagement was not significant,  $b = .0288$ ,  $SE = .0638$ ,  $t = .4517$ ,  $p = .6525$ , 95% CI =  $[-.0978, .1554]$ . The main effect of transformational leadership style was significant,  $b = .6399$ ,  $p < .001$ .

The interaction between employee engagement and transformational leadership style was not significant,  $b = .0230$ ,  $p = .6964$ , 95% CI =  $[-.0936, .1396]$ . This indicates that transformational leadership style does not significantly moderate the effect of employee engagement on job demands physical.

#### ***Hypothesis 4a***

A moderation analysis was conducted using PROCESS Model 1 to test whether transformational leadership style moderates the relationship between job resources job control and employee engagement. All variables were mean-centered prior to analysis to reduce multicollinearity and facilitate interpretation of interaction effects.

The overall model was significant,  $F(3, 93) = 30.8708$ ,  $p < .001$ , and explained approximately 49.90% of the variance in employee engagement.

The main effect of job resources job control on employee engagement was significant,  $b = .2407$ ,  $SE = .0863$ ,  $t = 2.7885$ ,  $p = .0064$ , 95% CI =  $[.0693, .4121]$ . The main effect of transformational leadership style was also significant,  $b = .5642$ ,  $p < .001$ .

The interaction between employee engagement and transformational leadership style was not significant,  $b = .1129$ ,  $p = .1847$ , 95% CI =  $[-.0549, .2808]$ . This indicates that transformational leadership style does not significantly moderate the effect of employee engagement on job resources job control.

### ***Hypothesis 5a***

A moderation analysis was conducted using PROCESS Model 1 to test whether transformational leadership style moderates the relationship between job resources task variety and employee engagement. All variables were mean-centered prior to analysis to reduce multicollinearity and facilitate interpretation of interaction effects.

The overall model was significant,  $F(3, 93) = 36.5740$ ,  $p < .001$ , and explained approximately 53.16% of the variance in employee engagement.

The main effect of job resources task variety on employee engagement was significant,  $b = .4326$ ,  $SE = .0962$ ,  $t = 4.4987$ ,  $p < .001$ , 95% CI = [.2416, .6235]. The main effect of transformational leadership style was also significant,  $b = .4601$ ,  $p < .001$ .

The interaction between employee engagement and transformational leadership style was not significant,  $b = .0320$ ,  $p = .6853$ , 95% CI = [-.1244, .1884]. This indicates that transformational leadership style does not significantly moderate the effect of employee engagement on job resources task variety.

### ***Hypothesis 6a***

A moderation analysis was conducted using PROCESS Model 1 to test whether transformational leadership style moderates the relationship between job resources employee enablement and employee engagement. All variables were mean-centered prior to analysis to reduce multicollinearity and facilitate interpretation of interaction effects.

The overall model was significant,  $F(3, 93) = 32.9239$ ,  $p < .001$ , and explained approximately 51.50% of the variance in employee engagement.

The main effect of job resources task variety on employee engagement was significant,  $b = .3461$ ,  $SE = .1031$ ,  $t = 3.3582$ ,  $p = .001$ , 95% CI = [.1415, .5508]. The main effect of transformational leadership style was also significant,  $b = .4917$ ,  $p < .001$ .

The interaction between employee engagement and transformational leadership style was not significant,  $b = .1060$ ,  $p = .0687$ , 95% CI = [-.0304, .2424]. This indicates that transformational leadership style does not significantly moderate the effect of employee engagement on job resources employee enablement.

### ***Hypothesis 7a***

A moderation analysis was conducted using PROCESS Model 1 to test whether transformational leadership style moderates the relationship between personal resources hope and employee engagement. All variables were mean-centered prior to analysis to reduce multicollinearity and facilitate interpretation of interaction effects.

The overall model was significant,  $F(3, 93) = 48.3688$ ,  $p < .001$ , and explained approximately 45.26% of the variance in employee engagement.

The main effect of personal resources hope on employee engagement was significant,  $b = .5383$ ,  $SE = .0859$ ,  $t = 6.2670$ ,  $p = .001$ , 95% CI = [.3677, .7089]. The main effect of transformational leadership style was also significant,  $b = .3567$ ,  $p < .001$ .

The interaction between employee engagement and transformational leadership style was not significant,  $b = .0006$ ,  $p = .0668$ , 95% CI = [-.1321, .1332]. This indicates that transformational leadership style does not significantly moderate the effect of employee engagement on personal resources hope.

### ***Hypothesis 8a***

A moderation analysis was conducted using PROCESS Model 1 to test whether transformational leadership style moderates the relationship between personal resources self-efficacy and employee engagement. All variables were mean-centered prior to analysis to reduce multicollinearity and facilitate interpretation of interaction effects. The overall model was significant,  $F(3, 93) = 39.2934$ ,  $p < .001$ , and explained approximately 51.10% of the variance in employee engagement.

The main effect of personal resources self-efficacy on employee engagement was significant,  $b = .3875$ ,  $SE = .1054$ ,  $t = 56.7167$ ,  $p = .001$ , 95% CI = [4.6297, 4.9657]. The main effect of transformational leadership style was also significant,  $b = .5007$ ,  $p < .001$ .

The interaction between employee engagement and transformational leadership style was significant,  $b = .2400$ ,  $p = .0152$ , 95% CI = [.0473, .4328]. This indicates that transformational leadership style does significantly moderate the effect of employee engagement on personal resources self-efficacy.

**Table 12**

Moderation Hypotheses Testing Results for Transformational Leadership on Employee Engagement

Hypothesis	R <sup>2</sup>	B <sub>(int)</sub>	p	Supported
H1a- EE: JD_E × TL	.504	.0723	.3761	No
H2a- EE: JD_M × TL	.647	.0324	.7648	No
H3a- EE: JD_P × TL	.647	.0230	.6964	No
H4a- EE: JR_JC × TL	.499	.1129	.1847	No
H5a- EE: JR_TV × TL	.532	.0320	.6853	No
H6a- EE: JR_EE × TL	.515	.1060	.0687	No
H7a- EE: PR_H × TL	.453	.0006	.0668	No
H8a- EE: PR_SE × TL	.511	.2400	.0152	Yes

## Post-Hoc Stepwise Regression Results

A post-hoc multiple linear regression was used to test if physical conditions (safety), job demands (mental), job demands (physical), job resources (job control), and job resources (employee enablement) significantly predicted employee engagement.

The overall regression was statistically significant ( $R^2 = .815$ ,  $F(5, 91) = 80.443$ ,  $p < .001$ ).

It was found that physical conditions (meaningfulness) ( $\beta = .525$ ,  $p < .001$ ), job resources (task variety) ( $\beta = .214$ ,  $p < .001$ ), job demands (emotional) ( $\beta = -.138$ ,  $p = .006$ ), transformational leadership style ( $\beta = .154$ ,  $p = .012$ ), physical conditions (availability) ( $\beta = .137$ ,  $p = .027$ ) predicted employee engagement.

It was found that physical conditions (safety) ( $\beta = -.060$ ,  $p = .3640$ ), job demands (mental) ( $\beta = .089$ ,  $p = .124$ ), job demands (physical) ( $\beta = .060$ ,  $p = .225$ ), job resources (job control) ( $\beta = -.042$ ,  $p = .484$ ), and job resources (employee enablement) ( $\beta = -.029$ ,  $p = .656$ ) did not significantly predict employee engagement.



**Table 13****Excluded Variables**

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	PC_Availability	.246 <sup>b</sup>	3.754	<.001	.361	.633	1.581	.633
	PC_Safety	.183 <sup>b</sup>	2.873	.005	.284	.709	1.411	.709
	JD_Emoional	-.156 <sup>b</sup>	-2.834	.006	-.281	.946	1.057	.946
	JD_Mental	.063 <sup>b</sup>	1.124	.264	.115	.981	1.019	.981
	JD_Physical	.021 <sup>b</sup>	.373	.710	.038	.979	1.022	.979
	JR_Job Control	.113 <sup>b</sup>	1.827	.071	.185	.783	1.278	.783
	JR_Employee Enablement	.166 <sup>b</sup>	2.476	.015	.247	.651	1.535	.651
	JR_Task Variety	.260 <sup>b</sup>	4.381	<.001	.412	.737	1.358	.737
	Transformational LS	.258 <sup>b</sup>	4.052	<.001	.386	.655	1.526	.655
2	PC_Availability	.218 <sup>c</sup>	3.600	<.001	.350	.625	1.599	.540
	PC_Safety	.083 <sup>c</sup>	1.244	.217	.128	.575	1.740	.575
	JD_Emoional	-.182 <sup>c</sup>	-3.683	<.001	-.357	.936	1.069	.690
	JD_Mental	.004 <sup>c</sup>	.077	.939	.008	.914	1.095	.686
	JD_Physical	-.014 <sup>c</sup>	-.272	.786	-.028	.955	1.047	.719
	JR_Job Control	-.022 <sup>c</sup>	-.330	.742	-.034	.575	1.738	.541
	JR_Employee Enablement	.112 <sup>c</sup>	1.749	.084	.178	.621	1.610	.575
	Transformational	.187 <sup>c</sup>	2.907	.005	.289	.582	1.718	.582
3	PC_Availability	.162 <sup>d</sup>	2.606	.011	.262	.556	1.799	.539
	PC_Safety	.031 <sup>d</sup>	.482	.631	.050	.544	1.838	.544
	JD_Mental	.135 <sup>d</sup>	2.363	.020	.239	.672	1.489	.672
	JD_Physical	.058 <sup>d</sup>	1.115	.268	.115	.831	1.204	.675
	JR_Job Control	-.041 <sup>d</sup>	-.650	.517	-.068	.572	1.750	.532
	JR_Employee Enablement	.075 <sup>d</sup>	1.215	.228	.126	.602	1.661	.562
	Transformational LS	.175 <sup>d</sup>	2.894	.005	.289	.580	1.723	.574
4	PC_Availability	.137 <sup>e</sup>	2.247	.027	.229	.542	1.844	.486
	PC_Safety	-.028 <sup>e</sup>	-.431	.667	-.045	.490	2.041	.490
	JD_Mental	.118 <sup>e</sup>	2.130	.036	.218	.663	1.507	.570
	JD_Physical	.051 <sup>e</sup>	1.003	.318	.105	.828	1.207	.567
	JR_Job Control	-.047 <sup>e</sup>	-.769	.444	-.080	.571	1.752	.491
	JR_Employee Enablement	.015 <sup>e</sup>	.236	.814	.025	.525	1.906	.506
5	PC_Safety	-.060 <sup>f</sup>	-.912	.364	-.096	.470	2.127	.470
	JD_Mental	.089 <sup>f</sup>	1.555	.124	.162	.606	1.650	.485
	JD_Physical	.060 <sup>f</sup>	1.220	.225	.128	.823	1.216	.478
	JR_Job Control	-.042 <sup>f</sup>	-.703	.484	-.074	.570	1.754	.474
	JR_Employee Enablement	-.029 <sup>f</sup>	-.447	.656	-.047	.478	2.092	.472

a. Dependent Variable: Employee Engagement

b. Predictors in the Model: (Constant), PC\_Meaningfulness

c. Predictors in the Model: (Constant), PC\_Meaningfulness, JR\_Task Variety

d. Predictors in the Model: (Constant), PC\_Meaningfulness, JR\_Task Variety, JD\_Emoional

e. Predictors in the Model: (Constant), PC\_Meaningfulness, JR\_Task Variety, JD\_Emoional, Transformational LS

f. Predictors in the Model: (Constant), PC\_Meaningfulness, JR\_Task Variety, JD\_Emoional, Transformational LS, PC\_Availability

**Table 14**

## Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	.604	.290		2.081	.040		
	PC_ Meaningfulness	.836	.055	.841	15.134	<.001	1.000	1.000
2	(Constant)	-.146	.316		-.461	.646		
	PC_ Meaningfulness	.704	.059	.707	11.929	<.001	.737	1.358
	JR_ Task Variety	.300	.069	.260	4.381	<.001	.737	1.358
3	(Constant)	.846	.401		2.109	.038		
	PC_ Meaningfulness	.651	.057	.654	11.364	<.001	.690	1.450
	JR_ Task Variety	.325	.065	.281	5.022	<.001	.729	1.373
	JD_ Emotional	-.197	.054	-.182	-3.683	<.001	.936	1.069
4	(Constant)	.565	.398		1.420	.159		
	PC_ Meaningfulness	.579	.060	.582	9.578	<.001	.574	1.743
	JR_ Task Variety	.260	.066	.225	3.932	<.001	.645	1.549
	JD_ Emotional	-.189	.052	-.175	-3.665	<.001	.933	1.072
	Transformational	.169	.058	.175	2.894	.005	.580	1.723
5	(Constant)	.054	.451		.119	.906		
	PC_ Meaningfulness	.523	.064	.525	8.135	<.001	.486	2.056
	JR_ Task Variety	.247	.065	.214	3.801	<.001	.640	1.562
	JD_ Emotional	-.150	.053	-.138	-2.797	.006	.832	1.202
	Transformational	.149	.058	.154	2.567	.012	.566	1.767
	PC_ Availability	.152	.068	.137	2.247	.027	.542	1.844

a. Dependent Variable: Employee Engagement

**Table 15**

## Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.841 <sup>a</sup>	.707	.704	.57669	.707	229.048	1	95	<.001
2	.870 <sup>b</sup>	.757	.751	.52832	.050	19.190	1	94	<.001
3	.887 <sup>c</sup>	.788	.781	.49620	.031	13.563	1	93	<.001
4	.897 <sup>d</sup>	.805	.797	.47762	.018	8.377	1	92	.005
5	.903 <sup>e</sup>	.815	.805	.46744	.010	5.051	1	91	.027

a. Predictors: (Constant), PC\_Meaningfulness

b. Predictors: (Constant), PC\_Meaningfulness, JR\_Task Variety

c. Predictors: (Constant), PC\_Meaningfulness, JR\_Task Variety, JD\_Emoational

d. Predictors: (Constant), PC\_Meaningfulness, JR\_Task Variety, JD\_Emoational, Transformational

d. Predictors: (Constant), PC\_Meaningfulness, JR\_Task Variety, JD\_Emoational, Transformational

e. Predictors: (Constant), PC\_Meaningfulness, JR\_Task Variety, JD\_Emoational, Transformational, PC\_Availability

f. Dependent Variable: Employee Engagement

## Model 16

### ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.174	1	76.174	229.048	<.001 <sup>b</sup>
	Residual	31.594	95	.333		
	Total	107.767	96			
2	Regression	81.530	2	40.765	146.047	<.001 <sup>c</sup>
	Residual	26.237	94	.279		
	Total	107.767	96			
3	Regression	84.869	3	28.290	114.899	<.001 <sup>d</sup>
	Residual	22.898	93	.246		
	Total	107.767	96			
4	Regression	86.780	4	21.695	95.103	<.001 <sup>e</sup>
	Residual	20.987	92	.228		
	Total	107.767	96			
5	Regression	87.884	5	17.577	80.443	<.001 <sup>f</sup>
	Residual	19.884	91	.219		
	Total	107.767	96			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), PC\_ Meaningfulness

c. Predictors: (Constant), PC\_ Meaningfulness, JR\_ Task Variety

d. Predictors: (Constant), PC\_ Meaningfulness, JR\_ Task Variety, JD\_ Emotional

e. Predictors: (Constant), PC\_ Meaningfulness, JR\_ Task Variety, JD\_ Emotional

f. Predictors: (Constant), PC\_ Meaningfulness, JR\_ Task Variety, JD\_ Emotional, Transformational, PC\_ Availability

**Table 17**

Post Hoc Hypothesis Testing Results for Predictors of Employee Engagement (EE)

<b>Hypothesis (EE – Predictor)</b>	<b>R<sup>2</sup></b>	<b>β</b>	<b>p</b>	<b>Supported</b>
<b>H1 - EE: Psychological meaningfulness (PC_M)</b>	.815	.525	< .001	Yes
<b>H2 - EE: Task variety (JR_TV)</b>	.815	.214	< .001	Yes
<b>H3 - EE: Emotional demands (JD_E)</b>	.815	-.138	.006	Yes
<b>H4 - EE: Transformational leadership style (TL)</b>	.815	.154	.012	Yes
<b>H5 - EE: Psychological availability (PC_A)</b>	.815	.137	.027	Yes
<b>H6 - EE: Psychological safety (PC_S)</b>	.815	-.060	.364	No
<b>H7 - EE: Mental demands (JD_M)</b>	.815	.089	.124	No
<b>H8 - EE: Physical demands (JD_P)</b>	.815	.060	.225	No
<b>H9 - EE: Job control (JR_JC)</b>	.815	-.042	.484	No
<b>H10 - EE: Employee enablement (JR_EE)</b>	.815	-.029	.656	No

A simple slopes analysis was conducted to probe the interaction between personal resources self-efficacy and transformational leadership style on employee engagement (see figure 7). The graph depicts the conditional effects of personal resources self-efficacy on employee engagement at low ( $-1$  SD), average (mean), and high ( $+1$  SD) levels of transformational leadership style.

At high levels of transformational leadership style, the slope was positive, suggesting that a higher self-efficacy was related to greater employee engagement when transformational leadership style was high.

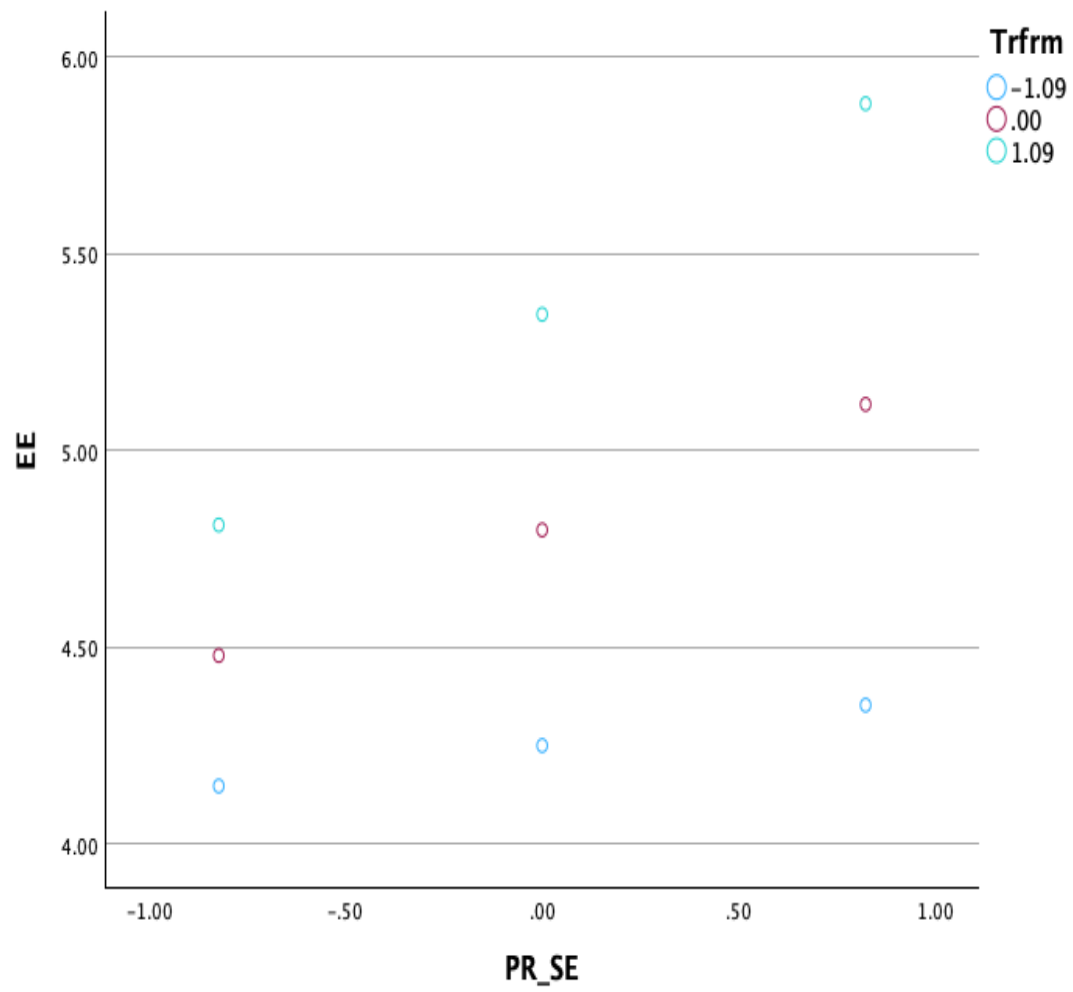
At low levels of transformational leadership style, the slope was non-significant and close to zero, which means that self-efficacy did not meaningfully predict employee engagement in the absence of transformational leadership.

At high levels of transformational leadership, there's a positive relationship between self-efficacy and engagement (points trend upward). At medium levels, the relationship is still positive but less steep. At low levels of transformational leadership, the slope is relatively flat, suggesting self-efficacy has little effect on engagement when transformational leadership is weak. Figure 7 supports the significant interaction found in Hypothesis 8a and visually demonstrates moderation. Basically, the strength of the relationship between self-efficacy and engagement depends on the level of transformational leadership.

These results support the hypothesis that transformational leadership style moderates the relationship between personal resources self-efficacy and employee engagement.

**Figure 5**

*Simple Slopes*



## CHAPTER VII. DISCUSSIONS AND CONCLUSION

### Key findings

The analysis demonstrated that the three types of job demands exert different influences on employees' sense of resource availability. Specifically, higher emotional job demands such as navigating difficult client interactions were associated with significantly lower psychological availability ( $\beta = -.616$ ,  $p < .001$ ), indicating that when workers must manage intense emotions, they feel less equipped to invest their mental and emotional energy in their roles. By contrast, cognitive challenges posed by mental demands corresponded with greater perceptions of available resources ( $\beta = .469$ ,  $p < .001$ ), suggesting that tasks requiring sustained attention may actually enhance employees' sense of readiness. Physical job demands, however, did not meaningfully predict availability ( $\beta = .081$ ,  $p = .371$ ), highlighting that emotional and mental strains play a more critical role in shaping how employees assess their capacity to engage.

Supportive job resources emerged as key drivers of meaningful work experiences. Employee enablement access to tools, training, and managerial support was the strongest predictor of psychological meaningfulness ( $\beta = .438$ ,  $p < .001$ ), emphasizing the value of equipping employees with the means to succeed. Task variety also contributed positively to meaningfulness ( $\beta = .259$ ,  $p = .013$ ), indicating that a mix of responsibilities helps workers find purpose in their daily activities. In contrast, job control alone did not significantly affect meaningfulness ( $\beta = .093$ ,  $p = .372$ ), suggesting that simply granting autonomy without sufficient support or varied challenges may not be enough to foster a strong sense of purpose.



Personal resources played a central role in promoting feelings of safety. Hope the belief in one's ability to identify pathways toward goals was linked to higher safety perceptions ( $\beta = .392, p < .001$ ), as was self-efficacy ( $\beta = .362, p < .001$ ), reflecting employees' confidence in handling workplace challenges. Together, these personal strengths explained nearly half of the variance in psychological safety, demonstrating that individual resources significantly bolster employees' sense of security in expressing ideas and taking interpersonal risks.

When the three psychological conditions (availability, meaningfulness, and safety) were examined as predictors of engagement, meaningfulness again stood out as the most influential factor ( $\beta = .650, p < .001$ ), followed by availability ( $\beta = .206, p = .003$ ). Safety had a positive but non-significant effect ( $\beta = .122, p = .060$ ), suggesting that while a secure environment supports engagement, it may be less directly linked than the other two conditions. Mediation analyses further clarified these processes: emotional job demands reduced employee engagement through their negative impact on psychological conditions availability, whereas job resources employee enablement, job resources task variety, personal resources hope, and personal resources self-efficacy each enhanced employee engagement by strengthening psychological conditions meaningfulness or psychological conditions safety.

Finally, transformational leadership style showed a selective moderating effect on the relationship between personal resources self-efficacy and employee engagement. Under high levels of transformational leadership characterized by inspiration, intellectual stimulation, and individualized consideration the positive association between personal resources self-efficacy and employee engagement was substantially stronger. In

environments with lower transformational leadership style, personal resources self-efficacy had little to no effect on employee engagement, highlighting the importance of leadership that actively cultivates employees' confidence and sense of purpose. Together, these findings suggest that banks seeking to boost employee engagement should tailor interventions to address specific job demands, invest in enabling resources and varied tasks, develop employees' personal strengths, and train leaders in transformational leadership practices.

### **Interpretation of Results**

The regression results show that emotional strain at work erodes employees' sense of available mental and emotional energy, while challenging cognitive tasks can actually sharpen that sense of readiness. This suggests that when banks assign roles requiring empathy and emotion regulation such as handling upset customers it can leave staff feeling depleted. In contrast, tasks that call for problem-solving or analysis may prompt employees to feel more alert and prepared. From a practical standpoint, bank managers might consider rotating emotionally intense duties with mentally engaging assignments to help staff recover and maintain performance.

The analysis of job resources makes clear that simply granting autonomy is not enough to foster a strong sense of purpose. What truly moves the needle is tangible support access to up-to-date tools, clear procedures, and regular feedback that lets workers do their jobs well. When employees feel well equipped, they report a stronger connection to their work. Offering a variety of tasks also contributes to this sense of meaning, suggesting that banks could boost employee engagement by designing roles that mix routine activities with new challenges.

On an individual level, the findings highlight how personal strengths contribute to feeling safe at work. Employees who maintain hope believing they can find paths around obstacles and those who trust in their own abilities report a greater willingness to speak up and take interpersonal risks. These forms of inner confidence accounted for nearly half of the variation in safety perceptions, pointing to the benefit of training programs that build resilience and self-confidence alongside technical skills.

When the three psychological conditions (availability, meaningfulness, and safety) are considered together, the sense of meaningful work emerges as the strongest driver of employee engagement, followed by the feeling of having enough mental resources. A secure environment plays a role, but its direct link to employee engagement is weaker. This pattern tells us that bank leaders should focus first on ensuring employees see purpose in their tasks and feel supported in their roles; once those needs are met, psychological safety can help sustain long-term commitment. Training managers in leadership behaviors that reinforce direction, encouragement, and personal connection can help turn these findings into everyday improvements in employee engagement.

### **Theoretical and Practical Implications**

The contrast between emotional and mental job demands calls for a refinement of the JD-R model in service settings. Past studies often grouped all demands under a single strain pathway, yet our results reveal that emotional labor depletes employees' perceived resources, while demanding cognitive work can bolster their sense of readiness. Future research should therefore distinguish between "draining" and "energizing" demands, examining the conditions under which each type promotes or hinders employee engagement. In addition, Kahn's three psychological conditions (availability,

meaningfulness, and safety) now appear to contribute unequally: meaningfulness and availability emerge as core drivers, whereas safety plays a more supporting role. This suggests the value of prioritizing certain psychological states when extending engagement theory. Finally, the finding that leaders amplify the link between personal resources self-efficacy and employee engagement indicates that transformational leadership operates not only by shaping the work environment but also by activating employees' internal strengths. Scholars should expand leadership models to include these boundary-condition effects, exploring how different leader behaviors interact with individual resources.

Practical implications: for banking leaders seeking to boost employee engagement, the data suggest targeted adjustments rather than broad interventions. First, job design can be optimized by interspersing emotionally demanding tasks such as conflict resolution or difficult customer calls with activities that tap analytical skills, like data review or strategic planning. This rotation allows staff to replenish their emotional reserves while sharpening their cognitive focus. Second, enhancing meaningfulness means going beyond general talk of purpose: managers should invest in tools and training that directly remove obstacles. When employees have reliable systems, well-structured workflows, and timely responses from supervisors, they experience a clearer connection between their efforts and organizational goals. Third, building psychological safety benefits from a dual approach: offer workshops on stress management and peer-support groups, and encourage leaders to recognize small successes publicly. When individuals see that their ideas are welcomed and mistakes lead to learning rather than blame, they feel secure in taking interpersonal risks.

## **Limitations and Future Research Directions**

While this study offers valuable contributions to understanding employee engagement within the banking industry, several limitations should be acknowledged.

### *Leadership Development Recommendations*

Transformational leadership training should include modules on personalized support and confidence-building. Rather than generic seminars, development programs can simulate real-world challenges and coach managers on how to tailor their feedback to each team member's strengths. Role-playing exercises can help leaders practice combining inspirational vision with concrete guidance showing, for example, how to link an employee's past successes to upcoming projects. By learning to foster hope and reinforce self-efficacy, leaders will magnify the impact of those personal resources on employee engagement.

### *Organizational Policy Adjustments*

Policies that promote flexible work arrangements can support both psychological conditions availability and psychological conditions safety. For instance, allowing employees to swap shifts or adjust start times gives them greater control over work life balance, reducing cognitive fatigue and elevating their sense of resource readiness. Establishing clear escalation paths for workload concerns such as a dedicated review team or an online request portal ensures that issues are addressed quickly, reinforcing psychological conditions meaningfulness by demonstrating that the organization values employees' well-being. Over time, these adjustments can foster a culture in which personnel feel equipped, purposeful, and secure, translating directly into higher levels of sustained engagement.

Every study carries some caveats. First, this research relied on a single survey taken at one point in time, which means it cannot show how employees' engagement or perceptions change over weeks or months. Future work could track the same group of bank staff over time to see whether shifts in leadership behavior or job assignments lead to predictable shifts in engagement. Second, all measures came from self-reports, so the links we observed might reflect common-method effects or shared biases. Gathering data from multiple sources such as peer ratings of leadership or objective performance metrics would help confirm which relationships hold up when people aren't reporting on themselves. Third, our sample consisted of U.S. bank sales professionals, so the findings may not translate to other roles or industries. Replicating this study among tellers, back-office personnel, or employees in non-financial sectors would show whether these patterns apply more broadly. Finally, although our analyses distinguished emotional, mental, and physical job demands, other aspects of work like interpersonal conflict or technological stress could also influence employees' psychological states.

Building on these results, future research might take several paths. A longitudinal design would clarify whether boosting job resources or strengthening personal resilience truly leads to sustained gains in employee engagement. Experimental studies could test specific interventions such as stress-management workshops or leadership coaching to see which approaches yield the fastest improvements. Researchers could also explore additional personal resources, for example, emotional intelligence or adaptability, to learn how they interact with leadership style in shaping engagement. Finally, qualitative interviews with employees could reveal the everyday challenges and supportive practices

that numbers alone cannot capture, offering managers concrete examples of how to refine their leadership and job-design strategies in real time.

## **Conclusion**

This study set out to understand how transformational leadership style, job demands, job resources, and personal resources strengths shape employee engagement in U.S. banks. By surveying sales professionals and examining psychological conditions availability, meaningfulness, and safety, the research identified clear pathways: emotional demands reduce employees' sense of resource readiness, while mental challenges can sharpen it. Practical support and task variety both strengthened workers' feelings of purpose, and personal resources hope, and personal resources self-efficacy bolstered their confidence to speak up and take risks. Importantly, employees' perception of meaningful work emerged as the strongest driver of employee engagement, with psychological conditions availability also making a meaningful contribution.

The findings carry real implications for banking managers. Rotating staff through roles that balance emotionally taxing interactions with mentally engaging assignments will help maintain energy levels. Investment in up-to-date technology, clear processes, and timely feedback can reinforce employees' connection to their work, and training programs that build resilience and self-confidence will deepen psychological conditions safety. Leadership development should teach managers to offer tailored support, recognizing each team member's achievements and challenges in ways that build trust and determination.

By highlighting which demands drain versus which demands energize, this research adds specificity to existing employee engagement models. It also shows how

leaders can leverage their team's inner strengths especially personal resources self-efficacy by practicing inspirational and supportive behaviors. While focused on bank sales professionals, the study offers lessons that can be tested in other roles and industries, suggesting a path forward for organizations that aim to sustain high levels of commitment and performance.

In closing, creating an environment where employees feel equipped, purposeful, and secure is no small task, but it starts with deliberate choices in job design, resource allocation, and leadership practice. When banks invest in both the tools that people need and the personal development that they value, they lay the groundwork for a workforce that is not only productive but also deeply engaged.



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## APPENDICES

**Table 1**

### Employee Engagement Survey Questionnaire

Constructs	Item	Measurement	Reference
<i>Transformational Leadership Style</i>	TLS1	My leader instills pride in me for being associated with them.	(Bass, 1994)
	TLS2	My leader displays a sense of power and confidence.	
	TLS3	My leader talks about their most important values and beliefs.	
	TLS4	My leader emphasizes the importance of having a strong sense of purpose.	
	TLS5	My leader expresses confidence that goals will be achieved.	
	TLS6	My leader talks optimistically about the future.	
	TLS7	My leader motivates and inspires me to do my best.	
	TLS8	My leader seeks different perspectives when solving problems.	
	TLS9	My leader encourages me to challenge old ways of doing things.	
	TLS10	My leader stimulates me to think critically about problems.	
	TLS11	My leader suggests new ways of looking at how to complete tasks.	
	TLS12	My leader spends time coaching and developing team members.	
	TLS13	My leader treats me as an individual rather than just a group member.	
	TLS14	My leader listens to my concerns and needs.	
	TLS15	My leader helps me develop my strengths.	
<i>Job Demands-Resources</i>	JDRe1	How often do you feel emotionally drained from dealing with customers' concerns in your role?	(Demerouti et al., 2001)
Emotional	JDRe2	To what extent do you experience stress from managing conflicting customer expectations?	
	JDRe3	How frequently do you have to suppress your emotions to maintain professionalism?	
	JDRe4	How demanding is your job in terms of managing customer complaints and dissatisfaction?	
	JDRe5	How often do you feel emotionally exhausted due to interactions with colleagues and management?	
	JDRe6	Do you feel that your job requires excessive emotional effort to maintain positive customer relationships?	
Mental	JDRm1	How often do you have to juggle multiple tasks simultaneously in your role?	
	JDRm2	To what extent does your job require constant concentration and problem-solving?	
	JDRm3	Does your role require you to process large amounts of information quickly and accurately?	
	JDRm4	How often do tight deadlines increase your cognitive workload?	
	JDRm5	Do you feel that your job demands excessive mental effort to comply with financial regulations?	
Physical	JDRp1	How physically demanding is your role in handling cash, documents, or other materials?	
	JDRp2	How frequently do you experience strain from repetitive tasks such as typing or data entry?	
	JDRp3	Do you feel that your job requires excessive physical stamina to meet daily work requirements?	

<i>Job Resources</i>	Job control	PRjc1	How much control do you have over the way you perform your tasks?	(Bandura, 1997)
		PRjc2	Do you feel that you have enough autonomy to make decisions in your role?	
		PRjc3	How often are you allowed to adjust your work schedule to balance workload?	
		PRjc4	Are you able to provide input into the policies and procedures that affect your work?	
		PRjc5	Do you feel empowered to handle customer requests without excessive managerial approval?	
	Task variety	PRjc6	How frequently are you allowed to take breaks when needed to manage workload?	
		PRtv1	How often does your job involve a variety of tasks that keep it engaging?	
		PRtv2	Do you feel that your work involves different challenges on a regular basis?	
		PRtv3	To what extent does your job allow you to use a diverse set of skills?	
	Employee enablement	PRtv4	How frequently do you get opportunities to work on new assignments or projects?	
		PRee1	Do you have access to the tools and technology necessary to perform your job effectively?	
		PRee2	How adequate is the training provided to help you manage job demands?	
		PRee3	Do you receive sufficient support from colleagues and supervisors?	
		PRee4	Are there clear guidelines and procedures to help you perform your tasks efficiently?	
		PRee5	Do you feel that your organization provides sufficient resources to handle high workloads?	
<i>Personal Resources</i>	Self-efficacy	PRse1	How confident are you in your ability to successfully perform your job tasks?	(Maslach & Jackson, 1981)
		PRse2	Do you believe you can effectively handle complex banking operations?	
		PRse3	How often do you feel prepared to tackle new challenges in your role?	
		PRse4	To what extent do you trust your ability to manage customer concerns independently?	
		PRse5	Do you feel capable of meeting your performance targets?	
	Hope	PRse6	How confident are you in making critical decisions in your role?	(Schaufeli & Bakker, 2004)
		PRh1	Do you believe you can find ways to achieve your career goals in banking?	
		PRh2	Do you have clear strategies to achieve success in your role?	
		PRh3	How frequently do you set and strive for new goals in your job?	
		PRh4	Do you feel hopeful about your future career prospects in the banking industry?	
		PRh5	How often do you seek opportunities for growth and learning in your job?	



<i>Psychological Conditions</i>	PCa1	Do you feel you have enough personal energy to fully engage in your work every day?	(Schaufeli et al., 2006)
	PCa2	Are you able to focus on your tasks without feeling overly distracted by non-work issues?	
	PCa3	How frequently do you feel mentally prepared to handle the demands of your job?	
	PCa4	Do you have enough recovery time between shifts to restore your energy levels?	
	PCa5	Does your workload leave you with sufficient energy for personal and family time?	
	PCa6		
	PCm1	Do you feel that you have access to resources that help maintain your psychological well-being?	
	PCm2	Do you find your job meaningful and personally fulfilling?	
	PCm3	How often do you feel that your work contributes to the success of your bank?	
	PCm4	Do you believe your job positively impacts customers' financial well-being?	
	PCm5	To what extent does your work align with your personal values and goals?	
	PCm6		
	PCs1	Do you feel proud of the work you do in the banking sector?	
	PCs2	How often do you feel that your contributions are recognized and valued?	
	PCs3	Do you feel psychologically safe to express concerns or ideas at work?	
	PCs4	How comfortable are you in taking initiative without fear of negative consequences?	
	PCs5	Do you feel that mistakes in your job lead to constructive feedback rather than punishment?	
	PCs6	To what extent do you trust your managers and colleagues to support you during challenges?	
<i>Employee Engagement</i>	EE1	How often do you feel enthusiastic about your job?	(Schaufeli et al., 2006)
	EE2	Do you find yourself fully immersed in your work during banking operations?	
	EE3	To what extent do you feel motivated to go above and beyond in your role?	
	EE4	Do you feel a strong sense of commitment to your bank's mission and goals?	
	EE5	How likely are you to recommend your bank as a great place to work?	
<i>Demographic</i>		Are you 18 years of age or older?	
		Do you live in the U.S.?	
		Are you employed by a U.S. Bank for at least 9 months?	
		Do you work in bank sales?	

**Figure 1**

Dimensions of Psychological Conditions				1990
Dimensions	Meaningfulness	Safety	Availability	Kahn
Definition	Sense of return on investments of self in role performances.	Sense of being able to show and employ self without fear of negative consequences to self-image, status, or career.	Sense of possessing the physical, emotional, and psychological resources necessary for investing self in role performances.	
Experiential components	Feel worthwhile, valued, valuable; feel able to give to and receive from work and others in course of work.	Feel situations are trustworthy, secure, predictable, and clear in terms of behavioral consequences.	Feel capable of driving physical, intellectual, and emotional energies into role performance.	
Types of influence	Work elements that create incentives or disincentives for investments of self.	Elements of social systems that create situations that are more or less predictable, consistent, and nonthreatening.	Individual distractions that are more or less preoccupying in role performance situations.	
Influences	Tasks: Jobs involving more or less challenge, variety, creativity, autonomy, and clear delineation of procedures and goals. Roles: Formal positions that offer more or less attractive identities, through fit with a preferred self-image, and status and influence. Work interactions: Interpersonal interactions with more or less promotion of dignity, self-appreciation, sense of value, and the inclusion of personal as well as professional elements.	Interpersonal relationships: Ongoing relationships that offer more or less support, trust, openness, flexibility, and lack of threat. Group and intergroup dynamics: Informal, often unconscious roles that leave more or less room to safely express various parts of self; shaped by dynamics within and between groups in organizations. Management style and process: Leader behaviors that show more or less support, resilience, consistency, trust, and competence. Organizational norms: Shared system expectations about member behaviors and emotions that leave more or less room for investments of self during role performances.	Physical energies: Existing levels of physical resources available for investment into role performances. Emotional energies: Existing levels of emotional resources available for investment into role performances. Insecurity: Levels of confidence in own abilities and status, self-consciousness, and ambivalence about fit with social systems that leave more or less room for investments of self in role performances. Outside life: Issues in people's outside lives that leave them more or less available for investments of self during role performances.	
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## VITA

ANOUAR LARHZAL

2012-2014	Bachelor's in Business Administration with double major Business Management and International Business & Trade Florida Atlantic University Boca Raton, FL
2018-2020	Corporate Master of Business Administration (CMBA) Florida International University Miami, FL
2022- 2025	Doctorate in Business Administration (DBA) Florida International University Miami, FL