

The Wormhole of Work Engagement: The Empowerment of Personal Resources

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ARTICLE INFO

Article history:

Received May 08, 2022

Revised May 12, 2022

Accepted November 22, 2022

Available online February 25, 2023

Kata Kunci:

Keterlibatan kerja, sumber daya pekerjaan, sumber daya pribadi, self-efficacy

Keywords:

Work engagement, job resources, personal resources, self-efficacy



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ABSTRAK

Semakin banyak studi empiris tentang keterlibatan kerja telah dilakukan untuk menyelidiki 34industry34 keterlibatan kerja dari perspektif sumber daya. Namun, penelitian sebelumnya tentang keterikatan kerja hanya berfokus pada kepemilikan sumber daya pekerjaan, mengabaikan sumber daya pribadi yang dimiliki oleh individu sebagai entitas yang berbeda. Studi saat ini mengevaluasi literatur tentang keterlibatan kerja, mengidentifikasi kesenjangan penelitian, dan mengusulkan agenda penelitian untuk masa depan. Tinjauan literatur sistematis dari 54 artikel dari jurnal papan atas dilakukan untuk mencapai tujuan penelitian. Studi ini menambah literatur dengan membangun analisis konseptual yang memperluas pemahaman teoritis tentang keterlibatan kerja. Dengan demikian, ini menyoroti bagaimana sumber daya pribadi memainkan peran penting dalam meningkatkan keterlibatan kerja. Sumber daya pribadi dapat melengkapi dan memperkuat sumber daya pekerjaan, yang memungkinkan individu mengartikulasikan visi perusahaan ke dalam proses bisnis yang lebih efektif. Potensi peran efikasi diri sebagai sumber daya pribadi yang kuat yang dapat memprediksi dan meningkatkan keterlibatan kerja merupakan salah satu temuan yang paling signifikan dalam penelitian ini. Selain itu, studi saat ini menekankan perlunya kemajuan metodologis, analisis multilevel, dan perluasan konstruksi keterlibatan kerja di berbagai konteks dan 34industry di seluruh dunia.

ABSTRACT

A growing body of empirical studies on work engagement has been conducted to investigate the predictors of work engagement from a resource perspective. However, previous research on work engagement has focused solely on the ownership of job resources, dismissing personal resources owned by individuals as distinct entities. The current study evaluates the literature on work engagement, identifies the research gaps, and proposes a research agenda for the future. A systematic literature review of 54 articles from top-tier journals was conducted to achieve the research objective. This study adds to the literature by constructing a conceptual analysis that expands on the theoretical understanding of work engagement. As such, it sheds light on how personal resources play a critical role in increasing work engagement. Personal resources may supplement and reinforce job resources, allowing individuals to articulate the company's vision into more effective business processes. The potential role of self-efficacy as a strong personal resource that can predict and enhance work engagement is one of the most significant findings in this study. Furthermore, the current study emphasizes the need for methodological advances, multilevel analysis, and the expansion of work engagement construction across a wide range of contexts and industries around the world.

1. INTRODUCTION

Of the various potential elements relevant to human capital management, work engagement has gained a lot of attention and popularity from both practitioners and scholars in the arenas of business, human resources, and organizational development (Eldor & Vigoda-Gadot, 2017; J. Hakanen & Peeters, 2015). As reported by AON Hewitt, global engagement decreased to 63 percent from 65 percent in 2016. Further, as reported in the Gallup Survey Report (2019), globally, 87 percent of employees are not

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engaged in their work (poor work engagement), and only 13 percent are actively engaged in their work. In contrast, an organization that hires employees with a high level of work engagement will have a positive impact on increasing customer satisfaction and loyalty and is proven to be more productive than other organizations with poor work engagement (Book et al., 2019; Findley Musgrove, C. et al., 2014). In terms of business performance, an organization like this can also perform better than its competitors with earnings per share of 147 percent (Yusuf et al., 2014). Work engagement is more important than ever because every year businesses lose \$100000 billion because of poor work engagement. Work engagement is more than job satisfaction because it involves deep commitment, pride, and honor (Sulistiono et al., 2019; Wong & Laschinger, 2013). Therefore, it is a very crucial aspect in the development of the organization financially and in realizing a potential competitive advantage (Sihag, 2021; Yandi & Havidz, 2022). Currently, the majority of employees are agitated as a result of the rise in COVID-19 cases throughout the world. They are concerned about their job security as well as their income (Etehad & Karatepe, 2019; Vo-Thanh et al., 2020). Employees seem unable to concentrate/focus on their work as a result of these issues, emphasizing the importance of work engagement. Engaged employees support the organization in achieving its goals, executing its strategy, and producing significant business outcomes in turbulent and dynamic changes caused by the pandemic situation (Chanana, 2021).

The existence of work engagement is substantial since it is a significant determinant of organizational performance and long-term viability (Alagaraja & Shuck, 2015). A large number of studies have disclosed that work engagement has been linked with various positive outcomes related to work (Parent & Lovelace, 2018; Zhang et al., 2017). For instance, work engagement is an antecedent of innovative behavior and high employee performance, contextual creativity, and overall organization performance (Bakker & Xanthopoulou, 2013; Breevaart & Bakker, 2018; Gawke et al., 2017; Ismail et al., 2019). Employees with higher levels of engagement are more productive at work and may devote more energy, which leads to excellent performance (Kim, 2017; Uddin et al., 2018). Work engagement is also often affiliated with various indicators in the workplace, such as increased job satisfaction and decreased burnout (Bakker et al., 2014; Upadyaya et al., 2016). Work engagement is also a variable that affects organizational success, such as increased productivity, organizational reputation, and stakeholder value (Chan et al., 2017; Christensen et al., 2020; Turner & Turner, 2020). It is further revealed that work engagement is a strong predictor of organizational commitment, organizational citizenship behavior, and retention (Hofmann & Stokburger-Sauer, 2017; Kossivi et al., 2016; Liu, 2019; Meynhardt et al., 2020; Özçelik, 2015; Sugianingrat et al., 2019). This is consistent with the results of previous studies which found that employees who have high work engagement tend to show altruistic and supportive behavior beyond their main role (extra-role behavior), are willing to help other colleagues, and show higher levels of pro-social work behavior (Islam & Tariq, 2018; Orłowski et al., 2021).

In recent years, there has been a rise in the prevalence of studies focused on work engagement. It indicates that researchers and practitioners are keenly interested in this phenomenon (Knight et al., 2017). Work engagement has evolved into an important concept in the domain of organizational and positive psychology (Russo et al., 2016; Shoshani, 2019). Over the years, researchers have confirmed various antecedents of work engagement, such as psychological empowerment, occupational self-efficacy, and human resource development climate, and job-related resources (Bhatnagar, 2012; Chaudhary, 2019; Clauss et al., 2021; Quiñones et al., 2013). From the Job-Demand Resources Model, factors related to owned resources greatly determine the degree of engagement of an individual. Two groups of resources greatly affect the level of work engagement, namely job, and personal resources. Job resources are defined as working conditions that provide employees with work-related resources. Employees perceive supportive job resources as a kind of resource that can assist them to alleviate job demands and elevate their psychological well-being (Kotze, 2018). While, personal resource is a positive self-evaluation related to resilience and refers to an individual's perception of his or her ability to successfully manage and influence his or her surroundings (Albrecht & Marty, 2020; Chen & Fellenz, 2020).

To this point, studies on work engagement have been dominantly associated with job resources rather than personal resources. It has been confirmed that personal resources have a stronger connection to work engagement compared to other variables such as job resources, thus can be used to explain and predict variance in work engagement scores among several people (Karatepe et al., 2018; Laguna et al., 2017; Ott et al., 2019; Shahpouri et al., 2016). There are a few studies that focus on personal resources as they relate to work engagement. An imbalanced viewpoint between these two types of resources might contribute to a decrease in the contextual meaning of work engagement. In a very dynamic and volatile business climate, organizations may be unable to provide the proper work resources to develop employee engagement. Due to the presence of personal resources, employees can still generate cognitive and emotional bonds with their jobs. As a consequence, individuals will still be able to contribute to the creation of a prospective competitive advantage that distinguishes the company from its competitors.

This research seeks to investigate the intercorrelation between work engagement and various resources that contribute to establishing work engagement. The gaps from previous empirical research offer the opportunity to expand the literature on work engagement from a broad range of perspectives. The limitations of previous research provide an opportunity for this research to identify personal resources that can contribute to work engagement. A study on work engagement is essential, especially during or post a pandemic that urgently needs a workforce with high work engagement to face a world full of volatility, uncertainty, complexity, and ambiguity. As a response, the purpose of this study is to conduct a comprehensive analysis through a systematic literature review of the job resources and personal resources that contribute to enhancing work engagement in vulnerable social conditions and post-pandemic business contexts.

2. METHODS

This review employed a narrative synthesis technique grounded on five phases: planning, organized search, reviewing material against specified eligibility criteria, analysis and thematic coding, and reporting (Bailey et al., 2015). A systematic literature review approach was used to achieve the study's objectives (Sun & Bunchapattanasakda, 2019). Using an open search approach, an initial scan of the literature produced 5295 items from diverse sources. At the first and second phase, an inclusive extended string of relevant search terms drawn from dissimilar disciplinary fields was developed. The researchers specifically conducted extensive searches on reputable journals, Scopus indexed, Google Scholar, the Web of Science, and other relevant databases. An article must meet three inclusion criteria to be chosen: (1) the article must be peer-reviewed, namely in the form of empirical research, not a meta-analysis, meta-synthesis, nor meta-review; (2) use three dimensions of engagement, namely vigor, absorption, and dedication (if selected articles only use one, two, or any of these, the articles will be eliminated); and (3) specific keywords used in the articles should explicitly mention either job resources or personal resources which are related to work engagement. The pilot search produced 1495 items.

At the third phase, the preliminary screening producing a total of 980 items of literature from the database. In order to eliminate duplication using the 'close de-duplication' function within Refworks decreased this number to 640 items. Non-referred articles, such as reports, theses, book chapters, or journal articles published by unidentified publishers (due to quality concerns), as well as review and conceptual articles, were excluded. On the next phase, the abstract was reviewed. To prevent selection bias, the abstracts of each of these were scrutinized further by using quality and relevance criteria. A total of 552 of these were excluded because of poor quality or relevance. This resulted in 88 articles remaining. These articles' full text versions were retrieved and downloaded into a specific folder. The approach in synthesizing the data collected should explore the relationships within and between studies. Furthermore, based on the research questions, factor clusters were created relating to each aspect of the synthesis and generated sub-clusters through thematic analysis. Of the 88 included articles, 54 studies were selected for inclusion in further review. Figure 1 depicts the selection procedure.

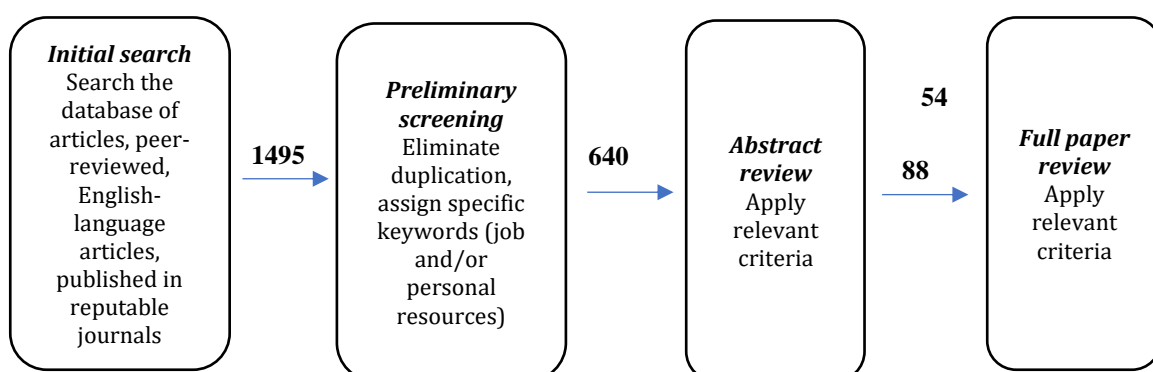


Figure 1: Selection Procedure

3. RESULTS AND DISCUSSIONS

Results

Three theories dominate the literature related to work engagement, namely the Job Demand-Resources Model (n=14), Conservation of Resources Theory (n=10), and Social Exchange Theory (n=2). Table 1 shows the theoretical framework that is used as a guide for at least 3 articles studied. Some

researchers refer to more than one theoretical framework in their studies. For example, previous research was guided by two theoretical frameworks in their studies, namely the Job Demands-Resource Model and the Conservation of Resources Theory (Olugbade & Karatepe, 2019).

Table 1. Distribution of Theoretical Framework in the Work Engagement Literature

No.	Name of Theory Framework	Number of studies/articles applying the particular theory	Author/researcher referring to the particular theory
1	Job Demand-Resource Model (JDR)	14	(Albrecht et al., 2021; Inoue et al., 2013; Karatepe et al., 2018; Kotze, 2018; Lee et al., 2019; Majumdar & Kumar, 2021; Orgambidez et al., 2020; Ott et al., 2019; Radic et al., 2020; Rai & Chawla, 2022; Sarti, 2014; Searle & Lee, 2015; Upadyaya et al., 2016; Vander Elst et al., 2016)
2	Conservation of Resources Theory (COR)	10	(Chaudhary, 2019; J. Hakanen & Peeters, 2015; Harunavamwe et al., 2020; Karatepe et al., 2018; Kotze, 2018; Malik & Garg, 2020; Quiñones et al., 2013; Rai & Maheshwari, 2021; Upadyaya et al., 2016; Weigl et al., 2014)
3	Social Exchange Theory (SET)	2	(Park & Min, 2020; Quiñones et al., 2013)
4	Broaden and Build Theory (BB)	3	(Han et al., 2021; Kašpárková et al., 2018; Malik & Garg, 2020)
5	Organizational Support Theory (OST)	2	(Imran et al., 2020; Ott et al., 2019)

Job Demand-Resource Model (JDR). The JD-R model is widely used to frame the complex relationship between work/organization-related variables and wellbeing outcomes in different work contexts and different countries (Cooke et al., 2019; Grover et al., 2017; Lee et al., 2019; Radic et al., 2020). The JD-R framework using personal resources confirms that individual differences in perspectives should be incorporated into the model (Majumdar & Kumar, 2021). Personal resources were integrated into five ways, where these aspects: (1) had a direct impact on well-being; (2) moderated the correlation between job characteristics and well-being; (3) mediated the connection between job characteristics and well-being; (4) influenced perceptions of job characteristics; and (5) acted as a "third variable" that can influence job characteristics and well-being. In the occupational context, this model has highlighted those job-related resources (e.g., job and personal resources) have the potential to increase the motivation and well-being of employees (Alessandri et al., 2015; Bauer et al., 2014).

Conservation of Resources Theory (COR). The doctrine of the conservation of resources theory postulates that individuals strive to achieve, maintain, and protect their valuable resources (Halbesleben et al., 2014; Zhou et al., 2018). These resources can be tangible objects or individual characteristics, arrangements, or stimulation that individuals, in turn, invest in protecting or recovering from losses or gaining benefits. Frankly speaking, when individuals are provided with sufficient job resources, they will be more likely to acquire psychological resources, resulting in the creation of a 'resource caravan' (Halbesleben et al., 2009). Research demonstrates that these individuals perform a higher degree of congruence between their personal and organizational goals, and are more motivated to achieve them intrinsically and/or extrinsically (Bhatti et al., 2018; J. Hakanen & Peeters, 2015; van Wingerden et al., 2017). In essence, highly resilient employees believe in their abilities and, as a result, are more engaged in their jobs (Rai & Chawla, 2022; Rai & Maheshwari, 2021).

Social Exchange Theory (SET). Homans was the first to develop the concept of social exchange (Cropanzano et al., 2017). This theory postulates that every human behavior can be associated with exchange interests for rewards and compensation (Biswas et al., 2013). Based on this theory, a person's social behavior is also concluded as a form of exchange, as well as social relations. To a certain extent, individual contributions to the organization are also a form of exchange for the support provided by the organization, so it can be said that this exchange can form mutually beneficial relationships both from the individual and organizational perspectives. All social exchange theories treat social life as something that involves a series of sequential transactions between two or more parties (Mitchell et al., 2012; Sarti, 2014). The connection between the actor and the target sometimes plays a significant role in determining the quality of this exchange. The interactions that stimulate this exchange will ultimately foster work engagement (Delina, 2020). As shown in Table 2, a balanced composition of studies that discuss personal

and job resources emerged from a systematic review of 54 articles related to work engagement, specifically the resources that influence the formation of this level of engagement. A total of 20 articles that specifically discuss job resources with various types of specific resources were observed, 18 articles on personal resources, and 16 articles that combine these two types of resources into one research model.

Table 2: Thematic Analysis

Resources researched in studies/articles	Number of studies/articles	Author/researcher, year of publication
Job Resources Supervisor support (n=15); Autonomy (n=10); co-worker support (n=9); growth opportunities (n=8); perceived organizational support (n=7); feedback (n=5); social support (n=3); organizational justice (n=3); task variation (n=2); skill utilization (n=2); decision-making authority (n=2)	20	(Albrecht et al., 2021; Albrecht & Marty, 2020; Cooke et al., 2019; J. J. Hakanen et al., 2008; Harunavamwe et al., 2020; Hassan & Syafri Harahap, 2010; Imran et al., 2020; Inoue et al., 2013; Karatepe et al., 2018; Kim, 2017; Lee et al., 2019; Malinowska & Tokarz, 2020; Mas-Machuca et al., 2016; Prikshat et al., 2019; Radic et al., 2020; Sarti, 2014; Searle & Lee, 2015; Upadyaya et al., 2016; Vander Elst et al., 2016; Weigl et al., 2014)
Personal Resources Self-efficacy (n=17); optimism (n=5); self-esteem (n=4); resilience (n=4); psychological capital (n=3); proactive personality (n=3); emotional trait (n=2), big 5 personality (n=2)	18	(Bakker et al., 2014; Bhatti et al., 2018; Chaudhary, 2019; Chen & Fellenz, 2020; Cheng & Chen, 2017; Grover et al., 2017; Guarnaccia et al., 2018; Han et al., 2021; Har et al., 2019; Harunavamwe et al., 2020; Kašpárková et al., 2018; Kotze, 2018; Laguna et al., 2017; Orgambidez et al., 2020; Ott et al., 2019; Rai & Maheshwari, 2021; Shahpouri et al., 2016; Wong & Laschinger, 2013)
Combination of Job-Personal Resources	16	(Bakker & Xanthopoulou, 2013; Bauer et al., 2014; Christensen et al., 2020; De Clercq et al., 2018; De Spiegelaere et al., 2014; Furnham et al., 2009; J. Hakanen & Peeters, 2015; Halbesleben et al., 2014; Liao et al., 2015; Majumdar & Kumar, 2021; Malik & Garg, 2020; Olugbade & Karatepe, 2019; Quiñones et al., 2013; Sulistiono et al., 2019; van Wingerden et al., 2017; Yan et al., 2019)

Job Resources. Most of the research reviewed in this study refers to the job resource-demand model, which is applied to explain the factors that contribute to the central role in work engagement. Supervisor and co-workers' support, social support, job autonomy, performance feedback, task variety, job control, and other job-related resources are assumed to be associated with the motivational process (Imran et al., 2020; Weigl et al., 2014). In addition, a direct relationship between this variable and work engagement has been demonstrated in various previous studies, where job resources have a positive impact on workplace engagement (Cheng & Chen, 2017; Malinowska & Tokarz, 2020). One of the job resources that has been widely studied is job autonomy (De Spiegelaere et al., 2014).

Personal Resources. Individuals must acquire and conserve necessary personal and social resources to respond to and deal with stress effectively. Personal resources consist of personality traits or skills that assist individuals to endure stressful situations, achieve anticipated goals, or obtain additional resources (Guarnaccia et al., 2018; Harunavamwe et al., 2020; Orgambidez et al., 2020). These resources consist of unique traits such as self-efficacy and optimism. Previous Studies have found that work engagement is strongly affected by personal resources and is an important predictor of organizational performance (Yan et al., 2019). From the thematic analysis, it can be seen that the majority of studies (94%) show that self-efficacy is a personal resource that most influences individual work engagement (De Clercq et al., 2018; Ladyshewsky & Taplin, 2018; Lyons & Bandura, 2019; Musenze et al., 2021). Individuals who have high self-efficacy have confidence that with their competencies they will be able to achieve the goals set and overcome all obstacles that may be encountered in the process of achieving those goals. This belief will make individuals work optimally, so that, in the end, it will increase their attachment to work.

Discussion

The current study reviews how job and personal resources predict work engagement and has yielded several key findings. The results of the analysis and synthesis of 54 empirical articles can be used to provide ideas or descriptions of the results of previous research related to work engagement so that

gaps in the literature can be identified and directions for future research can be developed. The following section is divided into three major areas that can be focused on and expanded further in future research, namely the development of theoretical foundations, variation of resources, and contextual factors such as location and unit of analysis.

This review reveals that various theoretical perspectives have been used to explain how employees empower their acquired and/or owned job and personal resources which in turn has implications for their level of work engagement. Table 1 presents the Job Demand-Resource model and Conservation of Resources Theory are the two theories that have dominated the work engagement framework so far. This is based on the view that with a highly competitive work situation, especially amid this pandemic situation, employees have to work with increasingly high job demands. Studies using these theories emphasize that with increasing job demands that trigger job stress, the role of resource ownership becomes very important (Olugbade & Karatepe, 2019; Ott et al., 2019; Rai & Maheshwari, 2021). On the other hand, it must be understood that work engagement is a positive psychological condition consisting of three dimensions (vigor, dedication, and absorption) which are parameters for the extent to which individuals devote themselves physically, cognitively, and emotionally to their work (Kašpárková et al., 2018). When associated with resources, both job, and personal resources, individuals will be bound by their work if they have sufficient resources to do so. Over time, with the acquisition of these resources, individuals will feel obliged to repay all the resources obtained in the form of work engagements. This obligation was born from a series of interactions between several parties under conditions of reciprocal interdependence over time to create a sense of trust, loyalty, and mutual commitment. This is consistent with the similar study which states that engagement is a two-way relationship between employees and the organization (Fletcher & Robinson, 2013). This reciprocal norm is one of the basic tenets in social exchange theory and organizational support theory.

In brief, this study illustrates that the key theories mentioned in Table 1 are relevant to guide research on organizational resources and engagement. However, future research is encouraged to enrich and develop other theories that might explain and predict the relationship between the job and/or personal resources and work engagement. It is beyond the scope of our ability to evaluate all of these theories. In the context of developing literature and theory, more research is required to test the relevance of various theories that can be used to study work engagement, particularly those related to the job and personal resources. From the results of this systematic study, it can be seen that the proportion of research that discusses job and personal resources is quite balanced, both specifically for each resource and the integration between the two (Figure 2).

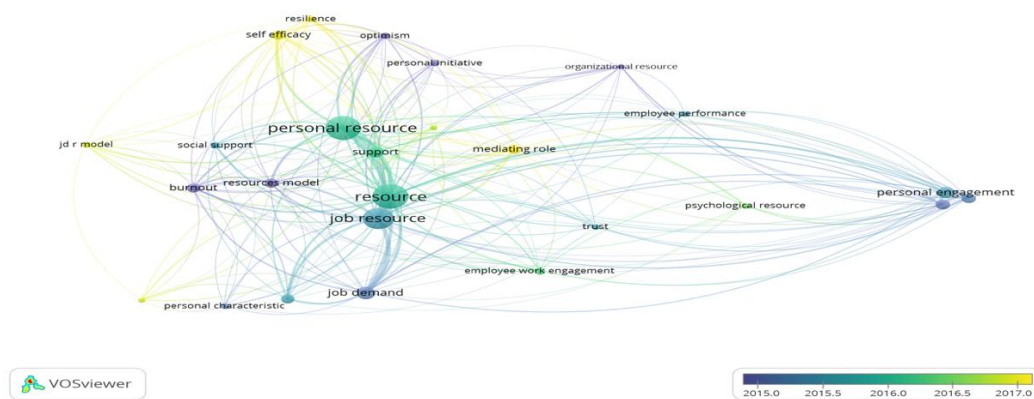


Figure 2. Mapping of Work Engagement Articles

Source: VOSviewer (2021)

It is critical to consider the types of job-specific and/or personal resources that have been the subject of previous research. From 54 mapping articles in this study, which were then systematically reviewed, it can be seen that there are quite a lot of variations in resources that can be associated with job resources. In addition to those described in Table 2, many other resources can be classified as job resources and have been empirically tested for their effects on job engagement. In total, of the 54 articles reviewed in this study, there are at least 31 types of work resources that affect work engagement, including craftsmanship, decision latitude and extrinsic reward, learning organization; learning opportunities; and psychological reward and job control (J. J. Hakanen et al., 2008; Inoue et al., 2013; Lee

et al., 2019; Malik & Garg, 2020; Vander Elst et al., 2016). Some of these job resources have not been extensively researched for their impact on work engagement and can be developed further through research. In comparison to the wide range of job resources, little research has been conducted to delve deeper into the personal resources that influence work engagement. Whereas in the context of strategic HRM, potential competitive advantages can be realized through humans with distinct characteristics and uniqueness, allowing the organization to be distinguished from its competitors. Self-efficacy, which has been empirically proven to be a predictor of work engagement, can be seen in Table 2. Figure 3 shows the studies that have been carried out related to work engagement in terms of personal resources and work resources. Using the Vosviewer application to retrieve a database of articles from various reputable international journals, it is clear that studies that investigate self-efficacy as a personal resource that can affect work engagement are still scarce and relatively new. This is indicated by its location in a cluster far from the central point (i.e., personal engagement) with a yellow correlation line, indicating that it has only recently begun to receive academic attention in 2017. As a result, research into the relationship between self-efficacy and work engagement is still ongoing, broad, and has the potential to be explored.

Furthermore, there are several other personal resources (in terms of numbers, they are still significantly different from job resources) that can be developed in future research, such as psychological empowerment, independent leadership, hope, and meaningfulness (Albrecht et al., 2021; Han et al., 2021; Harunavamwe et al., 2020; Park & Min, 2020; Quiñones et al., 2013). These personal resources are important because they can define, accelerate, and stabilize work engagements. Although job and personal resources are equally important, personal resources are very crucial in determining the success of achieving organizational goals in the era of technological disruption that requires organizations to continue to innovate and transform. From several research articles, it is stated that personal resources can be inherent/attached to individuals (eg, personality) or can also be stimulated, nurtured, and developed in the workplace. This personal resource is related to the intrinsic drive in the individual so that it plays a stronger role in determining the individual's determination to achieve a goal. Personal attributes that are leveraged to build resilience, resistance, vigor, and self-efficacy are possible protective factors for an employee's mental health in the face of an unpleasant circumstance such as a pandemic and health crisis (Allande-Cussó et al., 2021).

From location point of view, work engagement research is more prevalent in Western countries (such as Australia, Belgium, the Netherlands, and Africa) than in non-Western countries. Cultural factors, on the other hand, have a significant influence on individual perceptions of work engagement. Culture is defined as "shared motives, values, beliefs, identities, and interpretations or meanings of important events resulting from the common experiences of collective members that are transmitted from generation to generation". Cultures in Western and Eastern countries differ in terms of power distance, with Western countries having a lower tendency to power distance than Eastern countries. Western countries, on the other hand, favor an individualist culture over eastern countries, which endorse a collective culture. People's behavior and mindsets in society and organizations will differ as a result of the differences in these cultural dimensions. Future research should account for cultural differences in each country.

The generational cohort is also an important factor in determining employee work engagement. The emergence of a new generation (the millennial generation) that now constitutes the majority of the current workforce has altered the pattern and orientation of HR practices in organizations. This generation is referred to as "job hoppers," as they frequently change jobs if they do not get what they want at work. Only a small proportion (less than 10%) of the 54 articles reviewed in this study explicitly examine the millennial generation's work engagement. When compared to previous generations (generations X and baby boomers), it is clear that they have distinct perceptions, outlooks, and expectations that influence their level of engagement with their job. So, it is hoped that more research will be conducted in the future to determine the work engagement of this millennial generation, as well as the differences in the attributes that form their engagement when compared to other generations.

This study contributes to the literature by asserting that the different perspectives of individuals as personal resources is a factor that has a characteristic dualism, which is not only inherent in individuals but can also be stimulated and developed proactively in the workplace. Second, this study also provides an overview and insight into previous empirical studies that have been developed in various work engagement contexts and identifies gaps in the literature, especially those related to the job and personal resources. Third, the directions and recommendations for future research development and the limitations of this research are also provided. However, this study has several limitations. First, while this study may have been successful in identifying potential variables that can influence the construction of work engagement, the context of cultural differences between western and eastern countries should be carefully considered. It is difficult to pinpoint the exact reasons for the differences or similarities between the West and the East without conducting cross-cultural research or reviewing all studies of work

engagement in the West to make comparisons. As a result, future research may consider conducting cross-cultural examinations in a variety of Western and Eastern countries to make evidence-based comparisons. More research is also required to determine why cultural differences occur. The debate that has been offered is related to the theoretical foundation that is extensively utilized to investigate job engagement, as well as resources and units of analysis in prior studies. Based on this description, the study's findings have various implications for future research. The theoretical relevance of this research is the dominance of JD-R and COR theories in understanding the creation of work engagement in various contexts. These two theories can provide a solid theoretical foundation since they emphasize resource ownership in generating job engagement in employees. Individuals will not be able to completely devote themselves to their work roles in the absence of adequate resources, either physically, cognitively, or emotionally. Further study on job engagement based on other theories, such as social exchange theory, is required in the future. Humans are viewed as social entities in social exchange theory, unable to work individually and therefore must interact with others in the workplace. Social interaction will thus lead to social exchanges between individuals and organizations. The interrelationship of the resources exchanged will greatly determine the quality of the transaction. This is relevant to the findings of the preceding study, which found that two types of resources, namely job and personal resources, impact the intensity of their job engagement.

This study also has managerial implications. The majority of the literature on work engagement is concentrated on job resources. As a consequence, the next research will have the opportunity to delve deeper into the impact of personal resources in promoting job engagement, which has received less attention in prior studies. Furthermore, there are several other personal resources that can be expanded in future studies (in terms of numbers, they are still substantially different from job resources), such as psychological empowerment, independent leadership, hope, and meaningfulness. In light of prior research gaps, one of the study's noteworthy findings is the inclusion of personal resources in the form of self-efficacy, which could be reinforcing element in today's extremely turbulent and uncertain business environment. This personal resource is associated to the individual's internal motivation; hence it plays a significant part in influencing the individual's commitment to accomplish a goal. Personal characteristics that are employed to generate resilience, resistance, vigor, and self-efficacy may be protective factors for an employee's mental health in the face of an unpleasant scenario such as a pandemic and health crisis.

The findings in this study postulate important managerial implications. To the best of our knowledge, there is limited empirical research examining work engagement based on generational cohorts, specifically the millennial generation. The Millennials have different work preferences and orientations compared to the older generations in the workplace. These values include aspects such as meaningfulness, learning and growth opportunities, challenging job, and job variety. If these values cannot be fulfilled by the job provider, it is difficult to maintain their work engagement. In the worst case, they might be disengaged from their job. The differences characteristic of each generation may be a challenge in present organizations. The dominance of millennial workers in various industries will boost dynamicity within the organization. Managers should embrace the top talents of millennials by providing a certain work environment and engaging job features to accommodate the unique psychological characteristics of millennials. This study suggests more research needs to be conducted in the future to explore the specific work preferences of millennials in order to build work engagement in today's unprecedented business situation.

4. CONCLUSION

The current study focuses on work engagement. This systematic review focuses on the various theories used to explain work engagement, as well as the job resources and personal resources that contribute to the construction of work engagement. To begin, this study highlights several previously studied aspects to identify gaps in the literature. Second, this study provides a new perspective on the resources that influence work engagement during the pandemic, especially the role of personal resources. Finally, the study identifies future research directions that could broaden the network of variables influencing the construction of work engagement as well as alternative theoretical foundations for future research. Therefore, for future research, it could be suggested to explore Social Exchange Theory as a valid theoretical basis and personal self-efficacy as a strong personal resource that contributes to work engagement.

5. ACKNOWLEDGEMENT

We would like to extend our sincere gratitude to the management of Udayana University, particularly the Dean of the Faculty of Economics and Business, for their ongoing encouragement and support in developing this study. The generosity and expertise of one and all have improved this study in innumerable ways and saved us from many errors; those that inevitably remain are entirely our responsibility. Bali Tourism Polytechnic, in partnership with Udayana University, is providing funds for this project.

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