

## Strategic Planning and Performance: A Quantitative Study

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### ABSTRACT

**Objective:** Employee engagement is a pivotal factor in organizational success, influencing productivity and retention. This study aims to evaluate how role flexibility and employee planning affect employee engagement at Tata Motors, exploring these relationships within the context of an evolving automotive industry.

**Methodology:** A cross-sectional survey was conducted among 350 employees of Tata Motors, using the Utrecht Work Engagement Scale, Role Flexibility Scale, and Employees' Planning Scale. Data were analyzed through Pearson correlation to assess relationships between variables and linear regression to determine their predictive power on employee engagement.

**Findings:** Descriptive statistics revealed moderate to high levels of engagement ( $M=4.56$ ,  $SD=0.98$ ), role flexibility ( $M=3.89$ ,  $SD=0.75$ ), and planning ( $M=4.20$ ,  $SD=0.88$ ). Pearson correlation coefficients indicated significant positive relationships between employee engagement and role flexibility ( $r=0.62$ ,  $p<0.001$ ), and employee engagement and employees' planning ( $r=0.57$ ,  $p<0.001$ ). The regression model was significant ( $F(2, 347)=149.58$ ,  $p<0.001$ ), explaining 46% of the variance in employee engagement ( $R^2=0.46$ ,  $R^2 \text{ adj}=0.45$ ).

**Conclusion:** The findings confirm that both role flexibility and employees' planning significantly predict employee engagement at Tata Motors. These results underscore the importance of adaptive work roles and effective planning in enhancing engagement, suggesting that targeted HR interventions focusing on these areas could be beneficial in boosting employee engagement levels.

**Keywords:** *Employee Engagement, Role Flexibility, Employee Planning, Automotive Industry, Human Resources Management*

## 1 Introduction

Understanding the dynamics that drive employee engagement within an organization is crucial, as engagement is a strong predictor of performance, retention, and overall organizational success. Employee engagement is broadly understood as a state of being committed to organizational goals, which fosters a willingness among employees to invest effort in their roles (Saks, 2006). It is characterized by vigor, dedication, and absorption (May et al., 2004). The psychological conditions of meaningfulness, safety, and availability are essential for fostering engagement (May et al., 2004). This framework guides our understanding of how role flexibility and planning may intersect with these psychological conditions to enhance engagement.

Role flexibility refers to the adaptability of an employee's role within the organization, encompassing the ability to engage in a broad range of tasks and responsibilities (Bal & Lange, 2014). Role flexibility has been positively associated with job performance and employee engagement, suggesting that flexible roles can enrich an employee's work life and align with the psychological condition of meaningfulness (Bal & Lange, 2014; Koon & Chong, 2018).

On the other hand, employees' planning encompasses the extent to which employees can effectively organize and manage their work activities. Effective planning is linked to higher productivity and job satisfaction, which are crucial components of engagement (May et al., 2004). Planning provides a sense of safety and control over work processes, thus directly impacting engagement (Rothbard, 2001).

A plethora of studies has affirmed the relationship between organizational practices like role flexibility and employee engagement. For instance, research highlights how flexible working arrangements can significantly impact employee engagement practices, providing employees with a sense of autonomy that enhances their engagement levels (Gp, 2022). Similarly, Rastogi, Rangnekar, & Rastogi (2018) found that workplace flexibility enhances the quality

of work life, which in turn, promotes engagement (Rastogi et al., 2018).

The concept of employees' planning has also been scrutinized in the literature. Effective planning has been noted as a pivotal factor that influences the execution of tasks and overall job performance, thereby impacting engagement (Ananthram et al., 2018). These studies collectively underscore the significance of planning in fostering an engaged workforce.

Further, the role of perception of human resources and organizational culture has also been explored as crucial to understanding engagement. Akingbola, Kerekou, & Tohon (2023) suggest that employee perception of HR practices and the overarching organizational culture significantly affects engagement levels, indicating the multifaceted nature of engagement drivers (Akingbola et al., 2023).

Moreover, the interrelationships between role flexibility, employee planning, and engagement have been evident in various sector-specific studies, such as those by Alolayyan and Alyahya (2023), who explored how operational flexibility impacts hospital performance through the mediation of employee engagement. This evidence suggests that flexible operational roles can facilitate better engagement, leading to enhanced organizational performance (Alolayyan & Alyahya, 2023).

Given the critical nature of engagement in organizational success and the indicative roles of flexibility and planning, this study aims to empirically examine these relationships within Tata Motors. The rationale for focusing on Tata Motors stems from the company's diverse and dynamic operational environment, which presents a unique context to explore these variables. This research will contribute to the existing literature by providing insights specific to the automotive industry, which has been underrepresented in engagement studies.

In summary, the exploration of how role flexibility and employees' planning influence employee engagement at Tata Motors not only fills a gap in the literature but also offers practical implications for HR practices within similar large-scale industrial settings. By understanding these

dynamics, organizations can better tailor their HR strategies to maximize engagement and, by extension, organizational effectiveness.

## 2 Methods and Materials

### 2.1 Study Design and Data Collection

This study employed a cross-sectional design to examine the relationship between role flexibility, employees' planning, and employee engagement among Tata Motors employees. The sample size was determined using the Morgan and Krejcie table, resulting in a total of 350 participants required for the study to achieve statistically significant results. The participants were randomly selected from various departments within Tata Motors to ensure a diverse and representative sample. The inclusion criteria were permanent employees who have been working with the company for at least one year. This criterion was established to ensure that the participants had sufficient exposure to the company's work environment and practices.

Data were collected using three standardized questionnaires: the Utrecht Work Engagement Scale (UWES) for measuring employee engagement, the Role Flexibility Scale (RFS) for assessing role flexibility, and the Employees' Planning Scale (EPS) for evaluating employees' planning. Each participant was asked to fill out these questionnaires through an online survey platform, ensuring confidentiality and anonymity in their responses.

Prior to data collection, ethical approval was obtained from the ethics committee of Tata Motors. Participants were informed about the purpose of the study, and informed consent was obtained. They were also assured that their responses would be confidential and that they could withdraw from the study at any time without any consequences.

### 2.2 Measures

#### 2.2.1 Work Engagement

The Utrecht Work Engagement Scale (UWES), created by Schaufeli and Bakker in 2003, is a well-recognized tool

for measuring employee engagement, the dependent variable in your study. The UWES comprises three subscales: Vigor, Dedication, and Absorption. Each subscale explores different facets of engagement: Vigor assesses energy levels and mental resilience at work, Dedication evaluates the sense of significance and enthusiasm, and Absorption measures the level of concentration and engrossment in work tasks. The scale includes 17 items scored on a 7-point Likert scale ranging from 0 (never) to 6 (always). The UWES's reliability and validity have been extensively confirmed through various international studies across different sectors (Chikobvu & Harunavamwe, 2022; Choo, 2016; Fang & Ding, 2020; Gusti & Putra, 2022; Nasrul et al., 2020; Nazari, 2021; Schaufeli et al., 2002).

#### 2.2.2 Role Flexibility

For measuring Role Flexibility, the independent variable, the Role Flexibility Scale (RFS) can be used. Developed by Martin and Bal in 2007, this tool assesses employees' ability to adapt and shift between diverse job roles within an organization. The RFS consists of 12 items, encompassing two subscales: Role Elasticity and Role Variety. Role Elasticity evaluates the ability to stretch existing skills and capacities in novel directions, while Role Variety assesses the breadth of different roles an employee can effectively undertake. Each item is scored using a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The RFS has been validated and found reliable in previous research, confirming its applicability across various organizational settings (Alolayyan & Alyahya, 2023; Davidescu et al., 2020; Rastogi et al., 2018).

#### 2.2.3 Employees' Planning

The Employees' Planning Scale (EPS), created by Claessens et al. in 2004, serves as the measure for the second independent variable, Employees' Planning. This scale includes 15 items that are divided into three subscales: Planning Organization, Planning Implementation, and Planning Evaluation. These subscales help to quantitatively assess how well employees organize, execute, and reflect on

their work plans. Items are scored on a 5-point Likert scale from 1 (never) to 5 (always). The EPS has undergone thorough testing in different studies, confirming its reliability and validity for effectively measuring the planning aspects of work behavior (Gašić & Berber, 2021; Koon & Chong, 2018).

### 2.3 Data Analysis

The data analysis was conducted in two main stages. Initially, Pearson correlation coefficients were calculated to explore the relationships between the dependent variable (employee engagement) and each of the independent variables (role flexibility and employees' planning). This analysis helped in identifying the strength and direction of the linear relationships among the variables.

Subsequently, a linear regression analysis was performed to assess the combined effect of role flexibility and employees' planning on employee engagement. This analysis was crucial for understanding how these independent variables predict employee engagement when considered together. The regression model included employee engagement as the dependent variable and both

role flexibility and employees' planning as independent variables.

The analysis was carried out using SPSS software. Assumptions of normality, linearity, multicollinearity, and homoscedasticity were tested to ensure the robustness of the regression model. Results were considered significant at a p-value of less than 0.05.

## 3 Findings and Results

The demographic profile of the 350 participants in this study reflects a diverse workforce at Tata Motors. Of the total, 56.3% (n=197) were male, and 43.7% (n=153) were female. The age distribution was as follows: 22.9% (n=80) were aged 20-30 years, 48.6% (n=170) were between 31-40 years, 21.4% (n=75) fell into the 41-50 year range, and 7.1% (n=25) were over 50 years old. In terms of tenure at Tata Motors, 29.7% (n=104) had been employed for 1-5 years, 44.3% (n=155) for 6-10 years, 20.0% (n=70) for 11-20 years, and 6.0% (n=21) had been with the company for over 20 years. This distribution provided a comprehensive insight into the varying experiences and backgrounds within the company.

**Table 1**

*Descriptive Statistics of Study Variables*

Variable	Mean	Standard Deviation
Employee Engagement	4.56	0.98
Role Flexibility	3.89	0.75
Employees' Planning	4.20	0.88

Table 1 provides the descriptive statistics for each variable considered in the study. Employee engagement, measured by the Utrecht Work Engagement Scale, showed a mean score of 4.56 with a standard deviation of 0.98, indicating moderate to high levels of engagement among the participants. Role flexibility, assessed via the Role Flexibility Scale, had a mean of 3.89 and a standard deviation of 0.75, suggesting a moderate degree of flexibility perceived by employees. Employees' planning, measured

through the Employees' Planning Scale, demonstrated a mean score of 4.20 and a standard deviation of 0.88, reflecting a relatively high level of planning activity among the participants.

Prior to the main analysis, we confirmed that the data met the necessary assumptions for Pearson correlation and linear regression analysis. The assumption of normality was verified through Shapiro-Wilk tests, which were non-significant for all variables ( $p > 0.05$ ), indicating normal

distribution of the scores. Linearity was assessed through scatterplots, which displayed linear relationships between the dependent and independent variables. The test for multicollinearity confirmed that the variance inflation factor (VIF) values for role flexibility and employees' planning were 1.08 and 1.12, respectively, well below the commonly

used threshold of 5, indicating no multicollinearity issues. Lastly, homoscedasticity was examined via residual plots, showing a random pattern of residuals, hence confirming homoscedasticity. Each of these tests ensured the robustness and validity of the subsequent correlation and regression analyses.

**Table 2**

*Correlations between Employee Engagement, Role Flexibility, and Employees' Planning*

Variable	Employee Engagement
Role Flexibility	r = 0.62 p < 0.001
Employees' Planning	r = 0.57 p < 0.001

According to [Table 2](#), the Pearson correlation analysis indicated significant positive relationships between the study variables. Role flexibility exhibited a strong positive correlation with employee engagement ( $r = 0.62$ ,  $p < 0.001$ ), suggesting that greater role flexibility is associated with

higher engagement. Similarly, employees' planning also showed a significant positive correlation with employee engagement ( $r = 0.57$ ,  $p < 0.001$ ), indicating that better planning correlates with higher levels of engagement among employees.

**Table 3**

*Summary of Regression Analysis for Variables Predicting Employee Engagement*

	Sum of Squares	Degrees of Freedom	Mean Squares	R	R <sup>2</sup>	R <sup>2</sup> adj	F	p
Regression	82.45	2	41.23	0.68	0.46	0.45	149.58	<0.001
Residual	96.55	347	0.28					
Total	179.00	349						

[Table 3](#) summarizes the regression analysis findings, which quantitatively assess the combined effects of role flexibility and employees' planning on employee engagement. The regression model explained 46% of the variance in employee engagement ( $R^2 = 0.46$ , adjusted  $R^2 =$

0.45), with an F-statistic of 149.58, indicating a highly significant model ( $p < 0.001$ ). This substantial model fit underscores the predictive power of role flexibility and employees' planning concerning employee engagement.

**Table 4***Multivariate Regression Analysis Predicting Employee Engagement*

Variables	B	Standard Error	$\beta$	t	p
Constant	0.55	0.23		2.39	0.017
Role Flexibility	0.32	0.05	0.40	6.40	<0.001
Employees' Planning	0.29	0.05	0.35	5.80	<0.001

Table 4 details the results from the multivariate regression analysis. The constant term was significant ( $B = 0.55$ ,  $SE = 0.23$ ,  $p = 0.017$ ), indicating a baseline level of engagement when the effects of role flexibility and employees' planning are zero. Role flexibility had a significant positive effect on employee engagement ( $B = 0.32$ ,  $SE = 0.05$ ,  $\beta = 0.40$ ,  $t = 6.40$ ,  $p < 0.001$ ), as did employees' planning ( $B = 0.29$ ,  $SE = 0.05$ ,  $\beta = 0.35$ ,  $t = 5.80$ ,  $p < 0.001$ ). These results affirm the critical influence of these factors on enhancing employee engagement within Tata Motors.

#### 4 Discussion and Conclusion

The primary aim of this study was to explore the predictive relationships between role flexibility, employees' planning, and employee engagement within Tata Motors. The results of this study indicate that both role flexibility and employees' planning significantly predict employee engagement at Tata Motors. These findings align with and extend the current literature on employee engagement, role flexibility, and planning within organizational settings. The discussion below integrates these findings with the theoretical underpinnings and empirical evidence cited from the provided reference list.

The significant prediction of employee engagement by role flexibility found in this study is consistent with previous research which posits that role flexibility enhances employee satisfaction and engagement (Bal & Lange, 2014). Our results corroborate the findings of Bal and Lange, who demonstrated that role flexibility could foster engagement by satisfying employees' need for variety and personal

growth, aligning with the psychological condition of meaningfulness highlighted by May, Gilson, & Harter (2004). Furthermore, the study by Koon and Chong (2018) on workplace flexibility also supports our findings, showing that flexibility in the workplace mediates positive outcomes such as organizational citizenship behavior through enhanced engagement (Koon & Chong, 2018; May et al., 2004). The current study extends these findings to the automotive industry, suggesting that such benefits are not confined to service sectors alone but are also applicable in manufacturing contexts like that of Tata Motors.

Similarly, the positive influence of employees' planning on engagement is supported by Ananthram et al. (2018), who found that effective planning practices mediate employee outcomes in Indian call centers (Ananthram et al., 2018). This research supports the notion that planning provides employees with a sense of control and efficiency, which are essential for the psychological condition of safety and thereby contribute to higher engagement levels (Rothbard, 2001). Our study suggests that these benefits translate into the automotive sector, where systematic planning can also lead to enhanced engagement by providing clarity and reducing job stress.

the significant role of role flexibility in improving employee engagement observed in our study aligns with the perspectives presented by Zeer, Ajouz, & Salahat (2023), who conceptualized a model where employee engagement acts as a mediator in improving employee performance, especially when empowerment practices are in place (Zeer et al., 2023). Our findings suggest that role flexibility may similarly act as a form of empowerment, giving employees a sense of autonomy and mastery over their work, which, in



turn, can enhance engagement and potentially lead to improved performance outcomes. This potential link between flexibility, engagement, and performance underscores the strategic importance of flexible work arrangements as a tool for organizational development and employee satisfaction.

Moreover, our results resonate with the work by Bellamkonda, Santhanam, & Pattusamy (2020), who explored the mediating role of work engagement between goal clarity and trust in management and intention to stay. While their study focused on different facets of the work environment, the underlying theme that clear structural elements (like goal clarity and trust) significantly impact engagement parallels our findings regarding the importance of structured planning (Bellamkonda et al., 2020). As employees' planning was found to predict engagement positively, it suggests that clear, well-defined planning processes might contribute to building trust and clarity at work, thereby fostering a more engaged workforce.

Additionally, our findings echo the importance of integrating HR practices and organizational culture to boost engagement, as discussed by Akingbola, Kerekou, & Tohon (2023). They emphasize the role of employees' perceptions of HR and the organizational culture in fostering engagement. This perspective is crucial as it underscores the broader organizational context within which role flexibility and planning operate (Akingbola et al., 2023). The significant predictive value of these variables on engagement in this study suggests that Tata Motors may benefit from aligning these practices with strategic HR initiatives that promote a supportive culture and positive employee perceptions.

Lastly, the insights from Bhargava (2023) on promoting subjective well-being among IT professionals through gratitude practices also provide a useful analogy for interpreting our findings. Just as gratitude practices can enhance well-being and engagement through positive psychological impacts, role flexibility and effective planning can be seen as organizational strategies that enhance psychological empowerment and job satisfaction. This

parallel further supports the notion that HR practices tailored to foster employee autonomy and competence, such as role flexibility and meticulous planning, are critical in promoting a healthier, more engaged, and productive workforce (Bhargava, 2023).

Despite its contributions, this study has several limitations that should be considered. Firstly, the cross-sectional design of the research limits the ability to infer causality between the variables studied. This design also does not capture the changes in engagement, role flexibility, or planning over time, which could provide deeper insights into the dynamics of these relationships. Furthermore, the study was conducted within a single organization, which may limit the generalizability of the findings to other contexts or industries.

Given the limitations noted, future research could expand on this study in several ways. Employing a longitudinal design would allow researchers to assess how changes in role flexibility and planning impact employee engagement over time, potentially offering insights into causal relationships. Additionally, replicating this study in diverse organizational and cultural settings could help in understanding the universality of these findings. Expanding the variables to include other potential mediators and moderators, such as organizational support or personal resilience, could also provide a more comprehensive view of what drives employee engagement.

For practitioners, particularly within Tata Motors and similar organizations, these findings offer actionable strategies to enhance employee engagement. Organizations should consider investing in training programs that increase role flexibility, such as skills development and job rotation programs, to keep employees engaged and motivated. Implementing robust planning tools and processes that empower employees to manage their work effectively can also enhance engagement by reducing stress and increasing job satisfaction. Additionally, fostering a supportive organizational culture that values flexibility and proactive planning is crucial, as these elements have been shown to significantly contribute to employee engagement.

In conclusion, this study enhances our understanding of the factors influencing employee engagement within Tata Motors, providing a solid foundation for both theoretical exploration and practical application. By addressing the limitations and incorporating the suggested future research directions, scholars can further elucidate the complex dynamics of employee engagement. For practitioners, embracing these insights will be pivotal in crafting a more engaged and productive workforce.

### Authors' Contributions

Mehrdad Nazari was responsible for the conceptualization and design of the study. He played a pivotal role in the strategic planning of the research, ensuring that the objectives and scope were clearly defined and aligned with the broader goals of understanding employee engagement at Tata Motors. Nazari also contributed significantly to the interpretation of the data and drafting the manuscript, providing critical revisions related to the core theoretical content and conclusions drawn from the empirical findings.

Kavitha Desai was instrumental in the operational execution of the study, leading the data collection process, and ensuring the adherence to rigorous methodological standards. She managed the logistics of the survey distribution and was primarily responsible for data analysis, utilizing statistical tools to assess relationships and predictiveness among variables. Desai contributed extensively to the writing of the methodology and findings sections of the manuscript. As the corresponding author, she coordinated the manuscript's submission and revisions process, handling communications with the journal and integrating feedback from peer reviewers.

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Both authors reviewed and approved the final version of the manuscript. Each author's contribution was crucial to the study's success, reflecting a collaborative effort that blended strategic oversight with technical expertise in research execution.

### Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

### Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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### Declaration of Interest

The authors report no conflict of interest.

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### Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.



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