

Positive Psychology at Work: Psychological Capital as a Pathway to Employee Engagement

–Kumari Soni*, Renu Rastogi**, Pooja Garg***

ABSTRACT

The purpose of this paper is to examine the significance of psychological capital (PsyCap) in the prediction of employee engagement and how positive psychological strengths and capabilities motivate employees to perform more than their job description. The study has been conducted on a sample of 200 IT professionals. Data analysis was performed using correlation analysis and SEM. The results indicated that psychological capital (PsyCap) is significantly related to employee engagement. The finding suggests PsyCap is a significant predictor, along with other variables in fostering employee engagement.

Keywords: *Psychological Capital, Employee Engagement, Positive Psychology*

INTRODUCTION

Modern organizations are keen to attract and sustain employees who are proactive, exhibit enthusiasm and initiate to take responsibilities for their own professional development. In fact, today organizations expect employees who are not only committed to high quality performance standards but are also ready to take responsibilities over and above their job description. They need employees who shoulder responsibilities over and above their in-role activities – i.e., who identify themselves with their

* (Corresponding Authors) Research Scholar, Department of Humanities and Social Sciences, Indian Institute of Technology Roorkee, Uttarakhand, India.
Email:kumari1soni@gmail.com

** Professor, Department of Humanities and Social Sciences, Indian Institute of Technology Roorkee, Uttarakhand, India.

*** Assistant Professor, Department of Humanities and Social Sciences, Indian Institute of Technology Roorkee, Uttarakhand, India.

work. For engaged workers, work is fun and not a compulsion, as was concluded from a qualitative research by Schaufeli and their colleagues (Schaufeli, et al., 2001). Therefore in the past it has been witnessed that employees are the important assets of an organization, leading by this fact empirical researches on engagement has increase frequently day by day and witnessing a astonishing expansion of studies (Sonnetag, 2011; Rurkkhum et al., 2012) researches on employee engagement has increased frequently and is witnessing a remarkable significant factor for organizational success. Indeed, organizations have made utmost efforts for finding creative sources to meet global challenges of human resources for sustained competitive advantage of an organization by different ways of capitalizing and developing human, social and especially psychological capacities of human resources. There exists a dearth of evidence which fuelling employees' growth and performance by emphasising on employees positive strength (Luthans et al., 2005).

The present study provides an understanding of how positive aspects of employees boosts their engagement with work, in addition it is positively related to desirable employee attitudes such as higher citizenship behaviour, work happiness and job satisfaction and negatively related to undesirable employees attitude. In addition, earlier researches has also observed linked to overall workplace attitudes and performance with the individual psychological elements of PsyCap (HERO) (Luthans et al., 2007). This might be due to the fact that hopeful employees are more resilient and capable to overcoming any adversities. Confident employee will be able to tackle the obstacles of different life domain by transferring and applying their hope, optimism and resiliency. Realistic and flexible optimism is successfully availed by resilient employees compare to other employees through their adaptation mechanisms. Keeping the above fact in mind it can be said that PsyCap contribute to control internalized perceptions of being by optimistic explanatory style.

Accordingly, extensive amount of relevant literature has recommends PsyCap as "an individual's positive psychological state of development. Further, it is suggested that PsyCap as a higher-order construct goes beyond to provide understanding to the positive psychology literature on human capital, that is, "what you know," and social capital, that is, "who you know" (Adler & Kwon, 2002) Specifically, PsyCap deals with "who you are" and, in the progressive sense, "who you are becoming" (Avolio et al., 2004). However, how PsyCap goes beyond human and social capital, and especially the developmental piece of "what you are becoming" is explained by Luthans in his studies that is, PsyCap recognizes moving

(developing) from the actual self (human, social, and psychological capital) to the possible self (Avolio & Luthans, 2006).

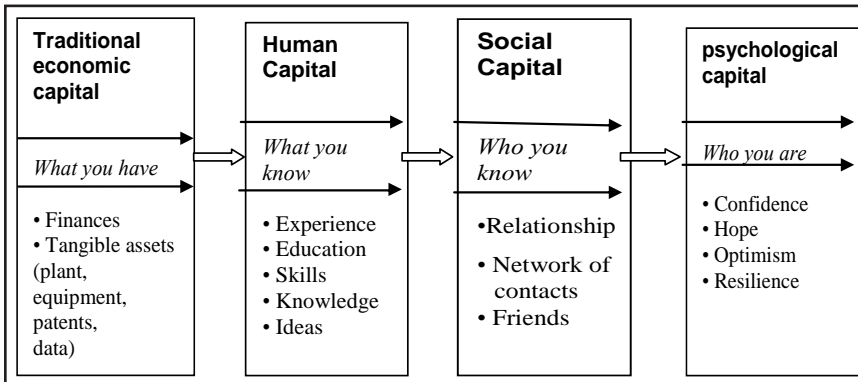


Figure 1: Expanding Capital for Competitive Advantage

Given the importance of PsyCap in organizations, there is no denying that it is employees who create value for businesses today with their level of positive attitude that shows engagement and quality of work which are important element to growth and productivity (Cameron et al., 2011). As observed, companies today feel a greater need of employees who stay on in their jobs and achieve targets beyond their job role and driven by the desire to display a passion/energy in their work and identity with the organisational goal (Macey et al., 2009).

In spite of the large amount of supports to establish psychological capital as a booster of employee's engagement, empirical evidence has made no mention any association between these variables. In fact, recent studies are focusing more on organizational level outcome of PsyCap and has been largely ignored its individual level outcomes such as employee engagement in organizational literature. Interestingly, most studies till date has been more focused on the repercussion of PsyCap have more focused on workplace attitudes and job performance (Luthans et al., 2007) further, PsyCap has linked with higher job satisfaction, citizenship (Youssef & Luthans, 2007). In same manner earlier researches have focused on the different dimensions (HERO) of PsyCap but against this backdrop, this paper will provide a useful framework for understanding of how psychological strength helps an employee to be engaged with their works in positive situation and negative as well.

Keeping the above discussion in mind, the basic premise of the paper is to develop an understanding about the role of psychological capital

to enhance the employee's engagement as well as contributing into the existing literature by investigating the relationship between PsyCap and employee engagement. PsyCap has been investigated extensively in measuring employee satisfaction, organizational commitment and work happiness but this paper will provide a perspective of PsyCap as a potential antecedent of employee engagement.

LITERATURE REVIEW

Psychological Capital (PsyCap)

Psychological capital is an important construct generally refer as PsyCap has been identified by Luthans and colleagues (Luthans et al., 2007) it comprises four elements of positive psychological resources such as hope, efficacy, resiliency, and optimism sometimes referred as 'HERO'. The conceptual definition of PsyCap is "an individual's positive psychological state of development" (Luthans et al., 2007) (1) It is the faith (self-efficacy) in one's ability to handle a situation, particularly the one that is unfamiliar; (2) A sustained positive effort (optimism) to achieve the objective now and in the future; (3) persevering or control toward goals and, when needed, focusing to achieve the goal (hope); and (4) The capacity to withstand protracted physical and mental strain. It emphasis endurance from failure and adversities. Earlier studies have found a strong and significant relationship between PsyCap and employee's positive attitudes such as satisfaction with their job, enthusiasm, and belief in personal abilities. In addition to desirable attitude, PsyCap is negatively related to undesirable employee's attitudes such as cynicism toward change and turnover intentions (Avey et al., 2010). Clearly PsyCap has a number of consequences for employees psychological health but one significant area which has attracted a great deal of attention is it relationship with employee engagement.

Employee Engagement

Engagement is a complex and dynamic process that reflects each individual's unique, personal relationship with work. It can be explained by those situations under which employees used to work (Macey & Schneider, 2008). According to Macey & Schneider (2008), engagement is a complex feeling and emotion that make it difficult to measure. An extensive area of research has refer engagement as a psychological state (e.g., involvement, commitment, attachment, mood), performance

construct (e.g. measureable behaviour, including organisational citizenship behavior and pro-social behavior), disposition (e.g. positive affect).

The term employee engagement was emerged in 1990's by Gallup's State of the Global Workforce report (Endres & Mancheno-Smoak, 2008; Little & Little, 2006). Employee engagement as a concept in academic research was first used by Kahn (1990), by using a framework of 'personal engagement' and 'personal disengagement'. Kahn (1990) defined personal engagement as "the harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during work role performance." Over the past years however, many studies has presented a wide array of definitions on engagement with more or less similar viewpoint on engagement. One definition which has gain attention in both academic and research is given by Schaufeli & Bakker as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". Vigor is characterized by an inner motive power and energetic action at the disposal of an individual while working. Dedication refers to being willing to discharge his obligation and duties followed by a sense of significance and enthusiasm. Absorption is the intensity of one's focus and fully concentrated and happily engrossed in one's work.

Relationship between the Construct

Although PsyCap is an emerging area of research but individually all positive first-order construct of PsyCap have been studied in organizational literature and shown to have a positive correlation with employee and organizational level outcomes (Luthans et al., 2008). Snyder (2002) explains hope as an individual's 'willpower' and 'waypower' to originate an action and referred it as a multidimensional construct. Hope enables employees to evolve workable solution to various problems with varying degree of complexity by best way (Avey et al., 2008). As a matter of fact, it has been discovered that hope does not only generate positive outlook but also forecast job performance that is greater than cognitive ability and efficacy (Byron & Myrowitz, 2009). Furthermore, Luthans & Youssef (2007) found that hope is positively related to work happiness and satisfaction. People with an optimistic outlook put in sustained effort to achieve the objective in spite of obstacles and setbacks and perceive these setbacks as challenges and opportunities which guide to success (Luthans et al., 2005). Resilience characterized as one's strength to keep oneself composed in adverse situations enabling one to be steady in facing

and handling such situation successfully. (Baumgardner & Crothers, 2010). Self-efficacy, a sense of self-confidence in one's own ability (Bandura & Locke, 2003) to appreciate and take purposive risks willingly and see challenges as beatable with proficiency and effort (Avey et al., 2009).

Notable in this direction, PsyCap can play a significant role in enhancing employee engagement as a psychological presence; evidence has proved that all the dimensions of PsyCap are positively support the psychological attributes of employees. Undoubtedly, employee engagement has also been defined as cognitive commitment, emotional attachment and behavioral outcome. Over the years, different approaches has been used to measure employee engagement , namely engagement to be physically as well as psychologically present while occupying and performing an organizational role. We briefly discuss engagement as a psychological element which is buffered by PsyCap.

(as follows figure 2)

H1: PsyCap will significantly predict Employee Engagement.

H2: PsyCap (hope, efficacy, resilience and optimism) is significantly related to Employee Engagement Vigor.

H3: PsyCap (hope, efficacy, resilience and optimism) is significantly related to Employee Engagement Dedication.

H4: PsyCap (hope, efficacy, resilience and optimism) is significantly related to Employee Engagement Absorption.

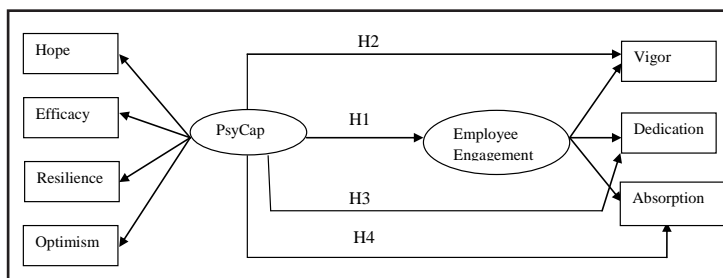


Figure 2: The Proposed Model

METHODS

Sample

The research study was conducted on employees working in IT organization. Convenience purposive sampling was used to collect

data through a survey questionnaire with a cover letter delineating the research purpose, assurances of confidentiality was attached with each questionnaire. Respondents were not asked to write their any identifiable information to maintain the anonymity of responses. The questionnaire included instruments related to the selected variables: PsyCap and employee engagement. About 200 duly filled questionnaires were returned to the researcher. The work experience profile of the participants varied from the minimum 1 year of experience from maximum over 6 years and average age of the participants was 30. 81 percent of the respondents were male and 19 percent were female participants. The work experience profile of the participant was: 1 to 2 years of work experience was 21%, 3 to 4 years of work experience was 26%, 5 to 6 years of work experiences was 21% and rest 32% were having more than 6 years of work experience. Unmarried participants were 35% were and the rest were married. 44% of the participant had engineering degree and 56% of the participants had management degree.

MEASURES

Psychological Capital (PsyCap)

PsyCap was measured by using a questionnaire, consists of 24 items (e.g. “I feel confident analyzing a long-term problem to find a solution”) with four dimensions efficacy, optimism, goal, and resiliency is developed by Fred Luthans (2006). The Cronbach’s alpha reliability was .95. Participants were asked to assess 24 items on 6-point scale ranging from 6 (totally agree) to 1 (totally disagree).

Employee Engagement

Employee engagement was measured by short version (9items) of Utrecht Work Engagement Scale (UWES-9) (Schaufeli et al., 2006). UWES-9 measures three sub-dimensions of employee engagement: vigor, dedication, and absorption. Participant were asked to assess 9 items of each dimensions on 4 point likert scale ranging from 0 to 4 (“Never” to “Very often”) in the present study although the original one was having seven point Likert scale. But short version has been used to make responses easier. 0.92 Cronbach alpha was found for this scale. Sample items included: “At my work, I feel bursting with energy” (vigor), “I am enthusiastic about my job” (dedication), and “I feel happy when I am working intensely” (absorption).

DATA ANALYSIS

SPSS 20 and The Analysis of Moments Structure (AMOS 20) were used to study the proposed model. Structural equation modeling was used to examine hypothesis 1 and SPSS version 20 were used to examine hypothesis 2, 3 and 4. RMSEA values of upto 0.08 (Jöreskog & Sörbom, 1996) and GFI, NFI and CFI values ≥ 0.90 indicate an acceptable level for model fit (Hoyle, 1995) and values close to 0.95 signify good model fit (Peeters et al., 2011).

RESULT

Pearson correlation among the variables was estimated to indicate the hypothesized relationship. Table 1 presents descriptive analysis and correlations of the study variables. A positive and significant correlation has been found between PsyCap and employee engagement with calculation $r = 0.59$ (significant at 0.01 level). Result signifies that higher psychological capital is associated with increased employee engagement. In addition, correlation matrix suggests remarkable positive correlations between PsyCap and three dimensions of employee engagement as vigor, dedication, and absorption which supports our hypothesis 2 and 3 while 4. Remarkably, no correlation has been found between resilience and dedication component of employee engagement.

Table 1: Descriptive Analysis and Correlations

Dimensions	S.D	1.	2.	3.	4.	5.	6.	7.	8.	9.
1. Hope	4.05	–								
2. Efficacy	3.46	0.67**	–							
3. Resilience	3.62	0.40**	0.38**	–						
4. Optimism	3.65	0.42**	0.44**	0.30**	–					
5. PsyCap	11.2	0.83**	0.81**	0.68**	0.71**	–				
6. Vigor	5.62	0.49**	0.45**	0.41**	0.46**	0.59**	–			
7. Dedication	3.50	0.44**	0.46**	0.09	0.36**	0.45**	0.51**	–		
8. Absorption	4.74	0.39**	0.36**	0.28**	0.30**	0.44**	0.71**	0.50**	–	
9. Employee Engagement	11.9	0.52**	0.49**	0.33**	0.44**	0.59**	0.91**	0.73**	0.88**	–

Note: * $p < 0.05$; ** $p < 0.01$.

Structural model

The structural model results shows that all predicted path are significant and fit the data well with $\chi^2 = 22.1$; $df=13$; $CFI=0.96$; $TLI=0.93$; $RMSEA=0.08$; $GFI=0.93$. Model fit indices indicate a satisfactory fit to the data. The result provide conclusive support for the path from PsyCap to Employee Engagement e.g. 0.70 that indicates a positive correlation and significant association of PsyCap to Employee Engagement (as hypothesized in hypothesis 1).

DISCUSSION

The present study tested a conceptual model that links a direct pathway between PsyCap and employee engagement. Earlier evidence assembled over the past years has authenticate that hope, efficacy, resilience and optimism as a second-order core factor is significantly indiating a strong relation with employee engagement. Taken together, the authentic evidence indicates that PsyCap strengthen employee's attitudes in desirable direction for meeting the goals of today's challenged organizations. A similar result has been done by Simons & Buitentach in South Africa (2013), in which they found that psychological capital positively influenced work engagement. Another researches have also founng result in a same manner such as high Psychological capital positively influenced satisfaction (Luthans et al., 2007) and organizational commitment (Luthans et al., 2008). Cetlin (2011) conducted a study on 213 employees of Turkey, found organisational commitment and job satisfaction attitudes were positively related to PsyCap.

In this study, analysis of the effect of dimensions of PsyCap i.e. hope, efficacy, resilience and optimism show a significant positive effect on employees' willingness to perform extra role behavior. One possible explanation for this fact may be that employees carrying these positive construct experiences positive emotions that lead to the positive activities during their work which in return create a positive feelings in employees. Another significant reason could be that PsyCap brings a sense of energetic and affective connection with their work and they feel that they are able to handle the demands of their work.

Hope has also made an imperative impression to foster employee engagement because it has been explained by Snyder (2002) as a multidimensional construct consisting individual's perceived capacities or energy to produce pathways. Agency stands for appreciation and readiness

to achieve goals and pathways is one's mental and physical application to devise alternative solutions in order to face any obstacles (Snyder et al., 1991). According to Snyder hope is a cognitive state which enables individuals to realise their expectation through their self-determination and make them to put in sustain effort by searching for the best alternative (Avey et al., 2008). Moreover, another study which supports findings was conducted by Yourself & Luthans (2007) and found that it had a positive effect on employee satisfaction, commitment and positive feelings at work.

Efficacy has been defined by Bandura as an individual's beliefs in their capabilities to face difficulties specialty unfamiliar, as well as their coping strategies (Bandura, 2000). People with high on this construct will perceive problems as challenges and face them with sufficient application of proficiency (Avey et al., 2009). Self-efficacy has important role in retention of new employees and their socialization (Bauer et al., 2007). Rothmann (2003) found in South African that self-efficacy play a mediating effect on burnout, work engagement and occupational stress that suggests absence of these construct help employees to engage with their work.

Luthans has defined resilience people's ability to rebound from external and internal threats. In this regard, resilient people have capacity to keep him selves buoyant in negative occurrence of life such as conflict, adversity and/or failure and bring about a cheerful atmosphere. Therefore, resilience enhances the coping ability of the individual to successfully resolve life hassles (Crothers & Baumgardner, 2010). Above fact support our findings that employee high on resilience are engaged in their job because they have ability to stay protracted from failure. In addition, many studies has found a strongly positive relation between resilience and workplace performance (Luthans et al., 2007). Resilience also enhances adapting mechanisms and behaviours to deal with adversity and risk.

Optimism is strongly and closely related to positive psychology (Luthans et al., 2004). In previous research optimism has been regarded as dynamic construct that is realistic, and can be developed (Peterson, 2000). Optimistic employees perceive adverse situation as challenges and opportunities which make them engaged in work that lead to success (Luthans et al., 2005). In the work context, optimistic employees are better to assess temporarily adverse situation than employees who are low optimistic (Youssef & Luthans, 2007). In further researches, Rothmann & Essenko (2007) found in their study that dispositional optimism has a direct

effect on employees exhaustion and cynicism in academic institution. Other evidences have also shown in positive psychology literature that optimism is positively correlated with employee performance and engagement and has a positive effect on accomplishment of job-related goals (Arakawa & Greenberg, 2007).

IMPLICATIONS

One important implication of this study is that past studies in organization literature can be expanded to include variables such as strengths, abilities, skills and now PsyCap as a individual level positive psychological properties (Luthans et al., 2007) to enhance employee engagement. Therefore, findings from this study suggest that PsyCap has replaced control; supervision and monitoring of employees and now they need employees with higher levels of PsyCap who exhibit higher levels of employee engagement. In other words, while in the past studies have clearly evident that PsyCap is related to organization outcomes, research here suggests that PsyCap may also affect individual functioning in organizations. If we add insight to organizational literature to adopt strategies to intervene psychological capital properly and systematically then will able to make a beautiful platform for employees' performance and well-being automatically.

REFERENCES

- Adler, P. S., & Seok-Woo, K. (2002). Social capital: Prospects for a new concept. *Academy of Management Review*, 27(1), 17-40.
- Arakawa, D., & Greenberg, M. (2007). Optimistic managers and their influence on productivity and employee engagement in a technology organisation: Implications for coaching psychologists. *International Coaching Psychology Review*, 2(1), 78-89.
- Avey, J. B., Hughes, L. W., Norman, S. M., & Luthans, K. (2008). Using positivity, transformational leadership and empowerment to combat employee negativity. *Leadership and Organization Development Journal*, 29, 110-126.
- Avey, J. B., Wernsing, T. S., & Luthans, F. (2008). Can positive employees help positive organizational change? *Journal of Applied Behavioral Science*, 44, 48-70.

- Avey, J. B., Luthans, F., & Jensen, S. M. (2009). Psychological capital: a positive resource for combating employee stress and turnover. *Human Resource Management, 48*(5), 677-693.
- Avey, J. B., Luthans, F., & Youssef, C. M. (2010). The additive value of positive psychological capital in predicting work attitudes and behaviors. *Journal of Management, 36*(2), 430-452
- Avolio, B. J., & Luthans, F. (2006). *The high impact leader*. New York: McGraw-Hill.
- Axelrod, B., Handfield-Jones, H., & Welsh, T. (2001). War for talent, part two. *McKinsey Quarterly 2*, 9–11
- Bandura, A. (2000). Exercise of human agency through collective efficacy. *Current Directions in Psychological Science, 9*(3), 75–78
- Bauer, T.N., Bodner, T., Erdogan, B., Truxillo, D.M., & Tucker, J.S. (2007). Newcomer adjustment during organizational socialization: A meta-analytic review of antecedents, outcomes, and methods. *Journal of Applied Psychology, 92*(3), 707-721
- Baumgardner, S. R., & Crothers, M. K. (2010). *Positive Psychology*. New Jersey: Pearson Education.
- Cameron, K., Mora, C., Leutscher, T., & Calarco, M. (2011). Effects of Positive Practices on Organizational Effectiveness. *Journal of Applied Behavioral Science, 47*(3), 266-308.
- Edwards, J. R. (1996). An examination of competing versions of the person-environment fit approach to stress. *Academy of Management Journal, 39*, 292-339.
- Endres, G. M., & Mancheno-Smoak, L. (2008). The human resource craze: Human performance improvement and employee engagement. *Organizational Development Journal, 26*(1), 69-78.
- Fishman, C. (1998). The war for talent. *Fast Company, 16*(July), 104.
- Hu, L. T., & Bentler, P. M. (1999). Cut-off criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal, 6*(1), 1-55.
- Jöreskog, K. G., & Sörbom, D. (1996). *LISREL 8: User's reference guide*. Chicago: Scientific Software International.
- Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal, 33*(4).
- Kline, R. B. (2005). *Principles and practice of structural equation modeling* (2nd ed.). New York: Guilford Press

- Little, B., & Little, P. (2006). Employee engagement: Conceptual issues. *Journal of Organizational Culture, Communications and Conflict*, 10(1), 111-120.
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23, 695-706.
- Luthans, F., & Youssef, C. M. (2004). Human, social and now positive psychological capital management: Investing in people for competitive advantage. *Organizational Dynamics*, 33, 143-160.
- Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of Management*, 33, 321-349.
- Luthans, F., Avey, J. B., Avolio, B. J., Norman, S. M., & Combs, G. M. (2006). Psychological capital development: toward a micro-intervention. *Journal of Organizational Behaviour*, 27, 387-393.
- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60, 541-572.
- Luthans, F., Avolio, B. J., Walumbwa, F. O., & Li, W. (2005). The psychological capital of Chinese workers: Exploring the relationship with performance. *Management and Organization Review*, 1(2), 249-271.
- Luthans, F., Luthans, K. W., & Luthans, B. C. (2004). Positive psychological capital: Going beyond human and social capital. *Business Horizons*, 47, 45-50.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital: Developing the human competitive edge*. New York: Oxford University Press.
- Macey, W. H. & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1, 3-30.
- Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2009). *Employee engagement: Tools for analysis, practice and competitive advantage*. Wiley-Blackwell
- Michaels, E., Handfield- Jones, H., & Axelrod, B. (2001). *The war for talent*. Harvard Business School Press, Boston, MA.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487-516.
- Peterson, C. (2000). The future of optimism. *American Psychologist*, 55(1), 44-55
- Peterson, S. J., Walumbwa, F. O., Byron, K., & Myrowitz, J. (2009). CEO positive psychological traits, transformational leadership,

- and firm performance in high-technology start-up and established firms. *Journal of Management*, 35(2), 348-368
- Rothmann, S. (2003). Burnout and engagement: A South African perspective. *SA Journal of Industrial Psychology*, 29(4), 16-25.
- Rothmann, S., & Essenko, N. (2007). Job characteristics, optimism, burn-out, and ill health of support staff in a higher education institution in South Africa. *South African Journal of Psychology*, 37(1), 135-152
- Rurkkhum, S., & Barlett, K. R. (2012). The relationship between employees engagement and organizational citizenship behavior in Thailand. *Human Resource Development International*, 15(2), 157-174.
- Saks, A. M. (2008). The Meaning and Bleeding of Employee Engagement: How Muddy is the Water? *Industrial and Organizational Psychology*, 1(1).
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement. *Journal of Organizational Behavior*, 25, 293-315.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66, 701-716.
- Schaufeli, W. B., Taris, T. W., Le Blanc, P., Peeters, M., Bakker, A. B., & De Jonge, J. (2001). Does work make happy? In search of the engaged worker. *De Psycholoog*, 36, 422-428.
- Simons, J. C., & Buitendach, J. H. (2013). Psychological capital, work engagement and organisational commitment amongst call centre employees in South Africa. *SA Journal of Industrial Psychology*.
- Snyder, C. R. (2002). Hope theory: Rainbows in the mind. *Psychological Inquiry*, 13(4), 249-276.
- Snyder, C. R., Irving, L., & Anderson, J. R. (1991). Hope and health: measuring the will and the ways. *Handbook of social and clinical psychology: The health perspective* (pp. 285-307). Elmsford, NY: Pergamon Press.
- Sonnentag, S. (2011). Research on work engagement is well and alive. *European Journal of Work and Organizational Psychology*, 20(1), 29-38.
- Sundaray, B. K. (2011). Employee engagement: A driver of organizational effectiveness. *European Journal of Business and Management*, 3(8).
- Vinarski-Peretz, H., & Carmeli, A., (2011). Linking care felt to engagement in innovative behaviors in the workplace: The mediating role of

psychological conditions. *Psychology of Aesthetics, Creativity, and the Arts*, 5(1), 43-53.

Weick, K. E., & Quinn, R. E. (1999). Organizational change and development. *Annual Review of Psychology*, 50, 361-386.

Welch M (2011). The Evolution of the Employee Engagement Concept: Communication Implications. *Corporate Communications: An International Journal*, 16, 328-346.

Wijhe, C., Peeters, M., Schaufeli, W. & Hout, M. (2011). Understanding workaholism and work engagement: The role of mood and stop rules. *Career Development International*, 16(3), 254-170.