

Exploring the nexus between the HR practices and work engagement: The mediating role of Job Demand

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ABSTRACT

The main purpose of the current study is to investigate the impact of the HR practices on work engagement. In addition to that the study has examined the mediating role of job demand in the relationship between the HR practices and work engagement. For analysis of data we have used both inferential and descriptive statistics. In addition to this we have employed the partial least square (PLS-SEM) software 3.0 to perform the inferential statistical analysis. A total of 415 questionnaires were distributed out of which 360 were received back, whereas we have dropped 20 questionnaires because they were not filled properly. Therefore 340 questionnaires were used for further analysis and the response rate for this study was 81.92%. The current research concluded that there is a negative insignificant link exist among work engagement and workload. The results show that workers of the banks did not found time pressure and troubles while fulfilling's their tasks and responsibilities of work. However, the workers have potential to perceive their job as regular practice no more struggle required in their work and similarly, there were no issues in their banks which they have to face.

Keywords: HR practices, Work Engagement, Job Demand

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Background

Globally companies are willing to spend millions to gear up their workers for their performance so that the employees would show devotion towards work for the accomplishment of their tasks and ready to put in more effort than is expected for achievements (Lugo, 2016). It is noticeable that right allocation of operative resource is the only possibility for the success in business, and it has been noted from the earlier studies of business and management that it is considered as the key to prosper. Especially, human resources is very important for the service sector due to which employees with the appropriate behaviors are required to guarantee the performance with competitive advantages (Burgess & Mario, 2017). In the same way, competition has strengthen in the business sector (Rupert & Smith, 2016), thus, the SMEs firms recognized and motivate the vital role of human capital. On the other hand, in the existing work developing situation companies have to understand that there is a requirement to follow unusual processes of targeting worker satisfaction and commitment for the purpose of achieving targeting outcomes (Liu & Zhou, 2018). Thus, at this time companies need workforce who are enthusiastic and full of dedication regarding their professional responsibilities hence, give performance with their complete contribution. Especially, there is a need of workers in the international economy with connectivity, spark, energy and the workers should be passionate about their job, in other simple words; it developed the requirement of focused employees.

Especially, in the current developments targeting job-related psychology has started due to its influence on employee optimal functioning and wellbeing. The above psychological imagination is usually called as work engagement (Iwanaga, Imamura, & Shimazu, 2018; Peralta, Arias, & Caracciolo, 2020).

Lisbona, Palaci, and Salanova (2018) claimed that, work engagement is a progressive work which depends upon the conditions which facilitate a worker to drive job with

high energy, motivation and involvement. Earlier researches pointed out that it is the work that would engage the workers who are efficacious, resilient and highly energetic (Cesário & Chambel, 2017). They actually enjoy their job while the work becomes pleasurable for the employees. Companies have observation that engaged individual achieve more than the other people (Peralta et al., 2020). Usually, the workers who are engaged perform better than the workers who are disengaged by positively impacting and taking consumer ratings 10 percent higher; with 22 percent higher profitability and 21% higher productivity (Ahmed et al., 2017; Saragih et al., 2020; Danilwan et al., 2020).

Results from the research gave an alarming result according to which, the Gallup Incorporation's engagement survey reported that 87% of the workers are disengaged at their jobs; while the resultant only 13% employees are engaged, the research was carried out through the survey of 1.4 million workers from 142 countries internationally (Bhargava, 2019). According to their report, in Pakistan only 15% of the workers are engaged and the percentage of disengaged employees are 85%. Furthermore, the research stated that South Asian region had average result of 90% disengaged workers and 10% engaged workers.

Furthermore, in the South Asian region the service sector had an average result of 87 percent of disengaged employees while only 13 percent were found to be engaged employees. This survey also highlighted that \$450-\$550 billion of loss every year faced by US economy because of the workers disengagement (Bhargava, 2019). This survey report outlined the international problems of critical business performance because of the disengaged employees at workplace. According to the survey reported by Mitambo and Ndemo (2016) among 106 countries on the international situation of engagement which highlighted that 87% of companies are facing the issues of disengagement at their work place. In the same way, according to the Harvard Business Review in the edition of

April 2015 it was reported that the level of engaged workers are 10% (Zenger & Folkman, 2015). However, the problem of engagement towards work faced by international business market needs serious consideration.

There could be numerous key reasons for the low rate of engagement levels. For Example, there could be no serious measurements by the companies regarding the work engagement problem, however, there could be no attention on the variables which helps to attain the engagement among workers. In the same way, lack of engagement strategies in the primary developments that focused to gain high performances and behaviors of the workers. Similarly, this might be due to the absence of psychiatrist affiliation and intellectual consideration towards the variables which helped to enhance the performance and the behaviors of the workers towards the job engagement (Ahmed & Majid, 2016; Azhari, 2017; Atrizka *et al.*, 2020)

Literature Review and Hypothesis Development Work Engagement

One of the psychological element is Engagement, it is basically a core intrinsic in person's nature which has relationship with the inner self (Tiwari & Lenka, 2016). Approximately 25 years ago since Tiwari and Lenka (2016) abstracted the idea of engagement primarily and explained it as an act of encouragement and operation are under control of workers of companies which resulted that they contributed cognitively, emotionally, physically to their responsibilities of job. In the following research, Tiwari and Lenka (2016) differentiated psychological presence from engagement by claiming that people who are psychologically active at their job, deliver higher level of connectivity, integration and focus towards their work responsibilities. Meanwhile, this idea has changed partially; and the research could be followed by the various engagement types, conceptualizations and forms. This is one of the highlighted points that engagement drives performance and energy further than a worker's input in his job and hence it pointed out the components of passion and energy. Therefore, individual's resilience, self-efficacy and energy enhanced with the engagement towards job and their performance better than the other (Peralta *et al.*, 2020; Tabak & Hendy, 2016). Green, Finkel, and Fitzsimons (2017) also argued that the engaged workers are more energetic towards their profession; psychologically they are more fit, and they experience pleasure at their job. In short, the workers who are disengaged are performing lesser compared to the workers who are engaged with their work.

Job Demands

Job demand indicates the features of psychological, job and institutional which encouraged people for more mental and physical struggle, it mostly have a relation with the psychological and physical overheads (Taris, 2017). Generally, due to work load and demand to become passionate during job demand that often drained worker's energy, skills psychologically and physically so as a result low energy level was noticed at job place. Olafsen and Halvari (2017) argued that, job demands reduces the intellectual abilities and physical strength which resulted in disengagement. People having sleeping issues and health disorders due to job demands. High rate of job demands leads to critically negative impact on workers at job place, hence, resulted in disengagement from job (Taris, 2017). When job demand is prolonged and workers

energy is drained due to emotional demands and workload then mostly workers faced the condition of fatigue. It has been noticed that significance of assets could only be noticed in the job demands scenarios like the researcher Woerkom, Bakker, and Nishii (2016) claimed that the high job demand led to high utilization of capitals. The work engagement model JD-R Taris (2017) has stated that when the job resources are very low but the job demands are very high it leads to drain the motivational energy and consequently disengagement occur. Generally, job demands comprises of emotional demand and amount of work that mostly caused the negative results e.g. fatigue, exhaustion, ill health and absenteeism (Ahmed, 2019; Mérida & Extremera, 2017). Apparently, these research articles pointed out about the negative impact on the worker's physical abilities and on mental health hence, the annoying persons show exhausted behavior, absenteeism at job which may cause the health issues

Workload

Thus, here the workload is determined as the quantitative measure which could be discussed as the amount of time, pressure and work at the job is called the workload. According to the research the extreme amount of work leads the workers towards stress and they become exhausted and consequently they have negative impact on the work engagement. Nazir and Islam (2017) claimed that workload has a negative influence on the worker's job engagement. In the same way, (Ahmed, 2019; Mérida & Extremera, 2017) conducted research and according to their eight-country study which stated that low work engagement is due to work load. Hence, the mostly workers feeling stressed due to workload and as a result they faced exhaustion in resources physically and mentally.

Especially, Ahmed, Shah, and Siddiqui (2017) have claimed that in some person's case the issue of workload cannot lead towards stress. According to the researchers, the extreme amount of work can also be taken as a target in some worker's case however, it may cause motivational process and they would be highly engaged at job. The result of this research about job demand reported that workload encourages people with high spirits and association towards their job thus it increases their psychological link with the job, so it creates a positive influence on work engagement. Likewise, Ahmed (2019) in their research claimed that the extreme amount of work if enjoyed by job demands and job resources then the workers mostly experience great pleasure and commitment. Hence neutral findings were reported by the researchers Itkonen and Stenman (2019) on professionals of Finnish healthcare, where worker's work engagement increased by the time based amount of work.

Emotional Demands

Emotional demands determined the circumstances with are emotionally challenging at job and caused stress at job among employees (Huppertz, Hülshager, & Calheiros, 2020; Lee, Huang, & Ashford, 2018). These researches pointed out the toxic influence on work engagement by the emotional demands (Ahmed, 2019; Olafsen & Halvari, 2017). Researchers reported that emotionally stimulating circumstances and job scenarios and experience gained from the consumers could diverted the employees delivering from complete efficiency and engagement towards their job responsibilities thus causing damage in work engagement.

Especially, Ahmed *et al.* (2017) also stated that few kinds of job demands might not be nerve-wracking and hence employee work as an objective and as a result it enhanced the work engagement. Consequently, job demands as time pressure and workload drives employees to fulfill their responsibilities regarding job with more association and passion thus it increased their psychological link towards their job. Hence it created a positive influence on the job engagement.

Developmental HR Resources

According to the resources theory of conservation Woerkom *et al.* (2016) reported that for gaining desired job goals in any form and vision concerning resources are appreciated for helping persons. This theory declared that the persons who have resources are more skillful to gain advantages from more resources. In the same way Peralta *et al.* (2020) claimed that in any job set-up one type of resources are the performance of HRM. Due to the practices of HRM the workers were trained for gaining their job targets and it reduced the impact of job demands. When workers have ability to perform their jobs with less stress, it would create a positive behavior at workplace for example happy, energetic and passionate which the features are of work engagement. The researcher Ahmed, Ahmad, and Joarder (2016) has same views regarding this concept. In addition to this, the practical research has results according to Ahmed *et al.* (2016) who pointed out the relationship among HRM practices and the resources for achieving the worker's job engagement. It has been noticed that developmental HR resources are that types of HR practices which is concerned about the progressive and growing requirements of a worker. They comprise of developmental performance appraisal, career development opportunities, worker training opportunities (Ahmed & Zin, 2016).

Employee Training Opportunities

Generally, there are several researches which are existing that highlighted the influence and responsibility of HRM practices on person's performances and behaviors (Ahmed & Zin, 2016; Arefin, Alam, & Islam, 2019). Employee training opportunities determines the amount at which the workers identify their company's HR practices which help in their training requirements (Ahmed & Zin, 2016). According to the definition of Employee Training Opportunities it is stated that training is the core and one of the essential rights of the workers. The primary responsibilities of HR department are training and to support in the growth of employees and development of new abilities

Training comprises of essential opportunities for understanding and abilities that workers required to fulfill their job tasks according to their company criteria. Employee training is actually a vital development of human resource which has link among work outcomes and individual job behaviors (Ahmed & Zin, 2016). According to the research which pointed out the significant link among worker's training, about worker's training opportunities and the outcomes of worker or the job's well-being and the factors such as turnover intention, performance, motivation and job satisfaction, organizational commitment and organizational citizenship behavior (Ahmed & Zin, 2016; Lloyd, Bond, & Flaxman, 2017). In addition to this, few well-known researches also pointed out the impact of person's psychological abilities like self-efficacy by the training.

Career Development Opportunities

However, Career Development Opportunities got attention from some famous researchers who considered it as a vital element of HR which stimulated job engagement in a company. The worker's training determined the amount of concern that HR department of a company cares about employee's requirement for their career growth (Zhao, Liu, & Zhou, 2020).

According to the empirical research the researchers studied the influence of work engagement by the career development opportunities. The research conducted through the involvement of 113 workers who were employed full time in public universities have positive link among work engagement and career development opportunities. The results pointed out that for the purpose of development the career opportunities effected the psychological health of workers at job which enhanced their passion and energy at job and consequently enhanced work engagement. In the same way, Chang, Wu, and Weng (2019) conducted a research survey on 6047 retail workers from USA who recognized a positive opinion about the existence of a vital link among work engagement towards worker (excluding the workers who are near to their retirement) and career development opportunities. Strategic importance in work engagement prediction with the growth capital which is career development opportunities are pointed out in this research. Additionally, this research highlighted the effect on person's job engagement which are long term as well as short term impact.

Developmental Performance Appraisal

Developmental performance appraisal determined the targets for inspiring skills, attitudes, proficiencies which supported in growth of workers efficiency (Manuh, Anlesinya, & Odoi, 2016). Usually the system for performance appraisal have been improved and there has been growth with the time because more companies are understandings about the importance of Key Performance Indicators. It has been noticed that the system of performance appraisal now these days have two opinions which are administrative and developmental. Importantly, Ahmed and Zin (2016) claimed that currently companies acknowledged the importance of development performance appraisal but the research work existing in a very less amount regarding this association. One of the significant elements of HR is Performance appraisal which supports workers in their behavior and shape. However, they are usually based on assumptions rather than any practical study.

Hypothesis

According to the earlier research job demands has been very thought-provoking. It identify the institutional , psychological and work attributes towards the job that motivates workers for further psychological and physical struggle which usually result in psychological cost (Taris, 2017). According to Olafsen and Halvari (2017) recognized that usually the job demands such as emotional demands and work load burned worker's mental resources and energy, consequently ruined the level of engagement in the company. Essentially, researchers such as Aiello and Tesi (2017) pointed out that the job demands is not negative in opinion of everybody. According to the earlier research the researchers reported that job demands can be observed like a challenge as well like a limitation. The workers who take them as a task, usually result in more utilization of resources and acknowledged

all obtainable assets regarding work, consequently, it supports in work engagement enhancement and the other way around.

Because of the earlier research works on work engagement, they pointed out the insignificant as well as significant outcomes (Ahmed, 2019; Ahmed *et al.*, 2017) thus they encourage the more research on these links. However, it's very vague that in what way job demands comprising of emotional demands and workload in the Pakistan banking sector which would find that nationally there is no availability of empirical research on the link.

The famous research about engagement deliberating in the following paragraphs in which the vital role of developmental HR resources are highlighted such as the openings for the workers training on various worker's behaviors and job performances. Ahmed and Zin (2016) highlighted the view of developmental HR resources which comprising of career development opportunities, developmental performance appraisal and employee training opportunities, these are significantly essential for improving performance at job and for worker behaviors.

Therefore, for work engagement relationship there is few earlier researches which pointed out the analytical significance regarding in view of worker training opportunities with work engagement (Peralta *et al.*, 2020). These researches pointed out about the earlier research's gaps regarding this link, consequently, suggested for more research on corresponding gaps. On contrary to this, career development opportunities also claimed to conduct a vital role in prediction regarding job performances and thoughtful worker's behaviors (Gao, Zhao, & Cooke, 2020). Thus, inadequate number of researches reported as relation prediction with the engagement towards job.

Scholars have claimed that work engagement have significant relationship with the career development opportunities and however, ought to be restricted in the companies for quick response on performance of the worker. Olafsen and Halvari (2017) recognized that for enhancing work engagement workers must be facilitating with career development opportunities. Similarly, author recognized a significant and positive link among work engagement and career development opportunities. In addition to this reported that work engagement have vital influence by the perceived career development opportunities. Gao *et al.* (2020) claimed that worker's opinion about opportunities for career development and their effect on prediction about employee work behavior which still needs further research. Gao *et al.* (2020) and Peralta *et al.* (2020) their research reported the similar views. In addition to this, Olafsen and Halvari (2017) recognized that the facilities regarding career development support to increase the level of job engagement. In the same way, scholars have also declared that for the enhancement of work engagement the opportunities of career development play a significant role.

In the same way, author also recognized the significant influence on work engagement by the performance appraisal. This research pointed out the strategic importance of this HR resources and refer for more research on earlier findings. It has been noted that, researches highlighted the gaps in the original JD-R model

of job engagement (Peralta *et al.*, 2020; Taris, 2017). However, the famous studies pointed out that the connection of HR resources and the role of HR which could actually play a vital role to work engagement although it's very vague (Arefin *et al.*, 2019). The earlier studies suggested more research in this regard. According to the earlier studies and references, indirect perception was introduced about performance appraisal, employee training opportunities and career development opportunities which would strengthen the JD-R model of work engagement. Hence the following hypothesis were presented:

H1: ETO has Significant impact on the WRKE.

H2: CDO has Significant impact on the WRKE.

H3: DPA has Significant impact on the WRKE.

H4: WKL has Significant impact on the WRKE.

H5: EMD has Significant impact on the WRKE.

H6: ETO has Significant impact on the WKL.

H7: CDO has Significant impact on the WKL.

H8: DPA has Significant impact on the WKL.

H9: ETO has Significant impact on the EMD.

H10: CDO has Significant impact on the EMD.

H11: DPA has Significant impact on the EMD.

H12: WKL mediates the relationship between the ETO and WRKE

H13: WKL mediates the relationship between the CDO and WRKE

H14: WKL mediates the relationship between the DPA and WRKE

H15: EMD mediates the relationship between the ETO and WRKE

H16: EMD mediates the relationship between the CDO and WRKE

H17: EMD mediates the relationship between the DPA and WRKE

Methodology

There are many other methods available but for this study we have employed a self-administered survey as it has more benefits as compare to other techniques. As by using this technique the researcher can examine the ambiguous variables. It allows different variables to be involved for collecting the large data. For analysis of data we have used both inferential and descriptive statistics. In addition to this we have employed the partial least square (PLS-SEM) software 3.0 to perform the inferential statistical analysis. A total of 415 questionnaires were distributed out of which 360 were received back, whereas we have dropped 20 questionnaires because they were not filled properly. Therefore 340 questionnaires were used for further analysis and the response rate for this study was 81.92%.

Results

For the determination of loadings of specific constructs and indicators relevance in PLS analysis we have assessed the measurement model (MM). The reliability test determines that construct has measured the consistency of measurement instrument they supposed to be measured. Furthermore. Th measurement model creates the relation among different latent and observed constructs.

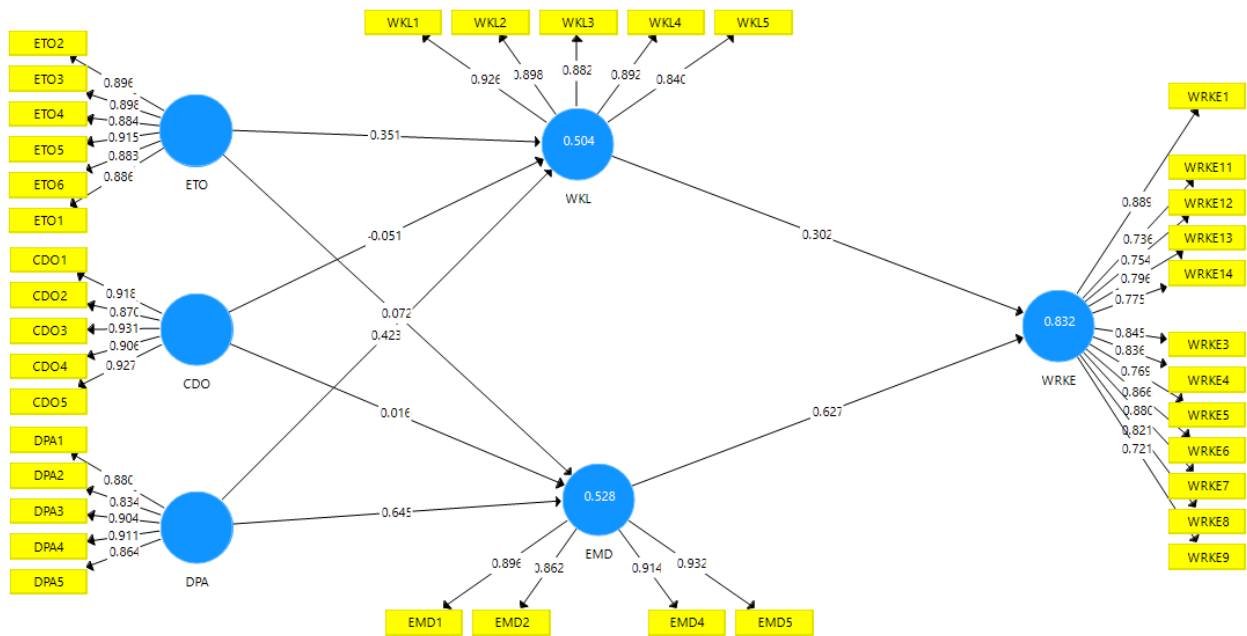


Figure 1. Measurement Model

	CDO	DPA	EMD	ETO	WKL	WRKE
CDO1	0.918	0.859	0.624	0.831	0.616	0.678
CDO2	0.870	0.776	0.532	0.780	0.532	0.589
CDO3	0.931	0.836	0.642	0.821	0.617	0.676
CDO4	0.906	0.837	0.597	0.815	0.575	0.641
CDO5	0.927	0.853	0.651	0.812	0.610	0.684
DPA1	0.796	0.880	0.652	0.777	0.603	0.647
DPA2	0.766	0.834	0.598	0.786	0.551	0.657
DPA3	0.797	0.904	0.675	0.808	0.638	0.688
DPA4	0.815	0.911	0.680	0.831	0.666	0.708
DPA5	0.852	0.864	0.578	0.800	0.595	0.655
EMD1	0.573	0.623	0.896	0.587	0.822	0.766
EMD2	0.532	0.601	0.862	0.553	0.800	0.799
EMD4	0.669	0.683	0.914	0.661	0.847	0.864
EMD5	0.637	0.704	0.932	0.623	0.848	0.829
ETO1	0.824	0.812	0.591	0.886	0.600	0.636
ETO2	0.763	0.794	0.593	0.896	0.641	0.615
ETO3	0.798	0.816	0.562	0.898	0.601	0.620
ETO4	0.751	0.799	0.597	0.884	0.600	0.628
ETO5	0.834	0.857	0.660	0.915	0.669	0.702
ETO6	0.809	0.799	0.605	0.883	0.589	0.637
WKL1	0.571	0.617	0.835	0.636	0.926	0.803
WKL2	0.599	0.622	0.860	0.624	0.898	0.804
WKL3	0.582	0.626	0.804	0.599	0.882	0.785
WKL4	0.600	0.647	0.829	0.634	0.892	0.774
WKL5	0.530	0.577	0.755	0.572	0.840	0.734
WRKE1	0.668	0.698	0.875	0.654	0.858	0.889
WRKE11	0.508	0.541	0.554	0.507	0.545	0.736
WRKE12	0.542	0.573	0.606	0.551	0.588	0.754

WRKE13	0.603	0.649	0.656	0.614	0.633	0.796
WRKE14	0.587	0.611	0.603	0.545	0.573	0.775
WRKE3	0.612	0.636	0.796	0.587	0.781	0.845
WRKE4	0.651	0.617	0.760	0.591	0.757	0.836
WRKE5	0.533	0.578	0.752	0.553	0.728	0.769
WRKE6	0.586	0.649	0.851	0.611	0.819	0.866
WRKE7	0.628	0.675	0.816	0.638	0.796	0.880
WRKE8	0.576	0.653	0.805	0.584	0.774	0.821
WRKE9	0.470	0.508	0.569	0.504	0.537	0.721

Moreover, estimation of construct validity was provided by convergent and discriminant validity (DV) of instrument (Hair, Hult, & Ringle, 2016). For individual constructs, the estimation of outer loadings and reliability of items was measured by employing PLS-SEM approach. The range of item loadings (Hair et al., 2016). The range of outer loadings lies between 0.40 to 0.70. however, the most suitable value for outer loading must be equal or greater than 0.70 (Hair et al., 2016; Henseler, Hubona, & Ray, 2016; Ramayah, Cheah, & Memon, 2018). For the determination of convergent validity most commonly used measures are composite reliability, factor loadings and average variance extracted (AVE) (Hair, Matthews, Matthews, & Sarstedt, 2017). We have also checked the composite reliability which shows the level at which the construct is indicated by basic items (Hair et al., 2017). The minimum acceptable value for composite reliability is .70 (Hair et al., 2017; Singh & Prasad, 2018). All the values of CR are mentioned in Table 2 all construct values are lying between the ranges of 0.872-0.968 which is greater than the recommended value i.e.0.70

Table 2. Reliability

	Cronbach's Alpha	rho_A	CR	(AVE)
CDO	0.948	0.952	0.960	0.829
DPA	0.926	0.930	0.944	0.773
EMD	0.923	0.926	0.945	0.813
ETO	0.950	0.951	0.960	0.799
WKL	0.933	0.934	0.949	0.789
WRKE	0.952	0.959	0.958	0.655

AVE is the level of variance between latent variable and their indicators (Hair et al., 2017; Singh & Prasad, 2018). The recommended value of AVE is greater or equal to 0.50. DV has tried to confirm that after the analysis the specific measures will not linked with other measures which basically make sure the outer model's construct validity. As we can see the table 3 which shows that all diagonal values are higher than values of other rows and columns which are representing the DV of outer model as per the recommendations of Ong and Puteh (2017).

Table 3: Validity

	CDO	DPA	EMD	ETO	WKL	WRKE
CDO	0.901					
DPA	0.891	0.879				
EMD	0.871	0.726	0.901			
ETO	0.892	0.810	0.674	0.894		
WKL	0.649	0.696	0.820	0.691	0.888	
WRKE	0.719	0.764	0.805	0.717	0.879	0.809

Normally we determine the construct validity of measurement model with the assumption that the results of hypothesis testing would be valid and reliable. After measuring the MM in PLS-SEM in second step we measure the structural model (SM) or inner model.in which we calculate t-values and path coefficients to test the assumed hypothesis. By following the study of Ong and Puteh (2017) we have applied the process of bootstrapping as well by taking a sample of 500 for testing the assumed relations and for the determination significance of path coefficients.

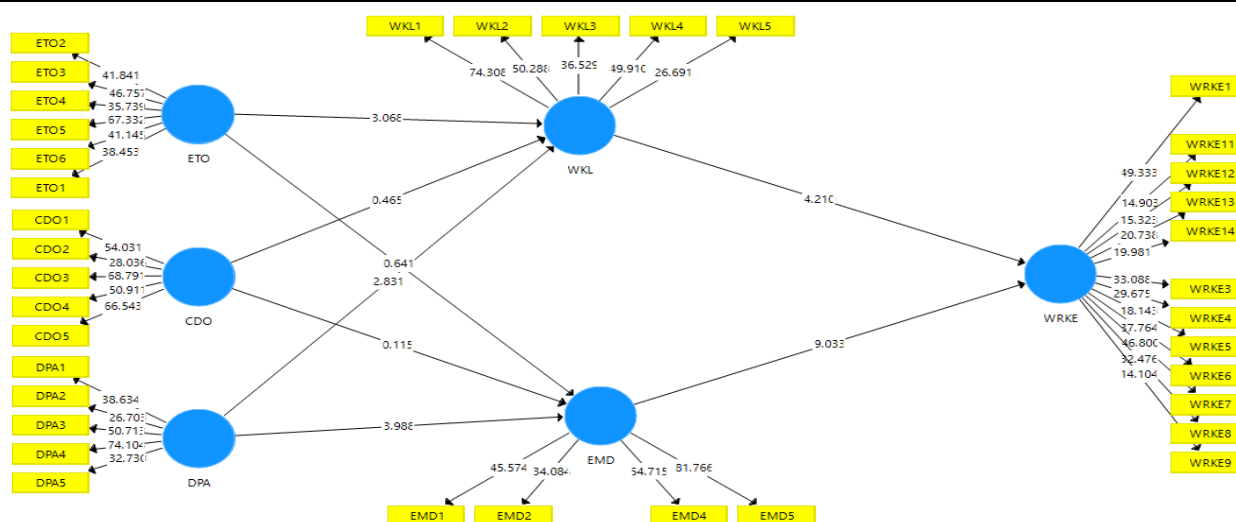


Figure 2. Structural Model

Table 4. Direct Relationships

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
CDO -> EMD	0.016	0.033	0.139	0.115	0.454
CDO -> WKL	-0.051	-0.041	0.110	0.465	0.321
CDO -> WRKE	-0.005	0.008	0.112	0.049	0.481
DPA -> EMD	0.645	0.639	0.162	3.988	0.000
DPA -> WKL	0.423	0.419	0.149	2.831	0.002
DPA -> WRKE	0.532	0.530	0.139	3.829	0.000
EMD -> WRKE	0.627	0.628	0.069	9.033	0.000
ETO -> EMD	0.072	0.063	0.113	0.641	0.261
ETO -> WKL	0.351	0.347	0.115	3.068	0.001
ETO -> WRKE	0.151	0.143	0.098	1.540	0.062
WKL -> WRKE	0.302	0.302	0.072	4.210	0.000

Table 5. Mediation

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
CDO -> EMD -> WRKE	0.010	0.020	0.087	0.115	0.454
DPA -> EMD -> WRKE	0.405	0.402	0.113	3.594	0.000
ETO -> EMD -> WRKE	0.045	0.039	0.071	0.637	0.262
CDO -> WKL -> WRKE	-0.015	-0.012	0.034	0.451	0.326
DPA -> WKL -> WRKE	0.128	0.129	0.060	2.122	0.017
ETO -> WKL -> WRKE	0.106	0.103	0.039	2.699	0.003

As according to the study of Ong and Puteh (2017) the sufficient slandered errors can be estimated by taking bootstrap samples of minimum 200 to 1000. In PLS-SEM the coefficient of determination is most appropriate term for the estimation of SM which is represented by R-square (Hair et al., 2016; Henseler et al., 2016; Ramayah et al., 2018). The value of R-square (endogenous construct) indicates the model strength. R-square specify the amount of change by exogenous variable to endogenous variable. According to the available literature the adequate value of R-square must be equal or greater than 0.10 (Ong & Puteh, 2017). It cannot only evaluate the values of R-square for endogenous variables to check the strength of model but also can assess the effect of exogenous construct on endogenous construct.

Table 6. R-Square

	R Square
EMD	0.528
WKL	0.504
WRKE	0.832

It can be calculated as increase in the value of Square in one variable with respect to other variables (Hair et al., 2017). According to the study of Hair et al. (2017) if the values of f square are 0.35, 0.15 and 0.02 they indicate the effect as large, medium, and small.

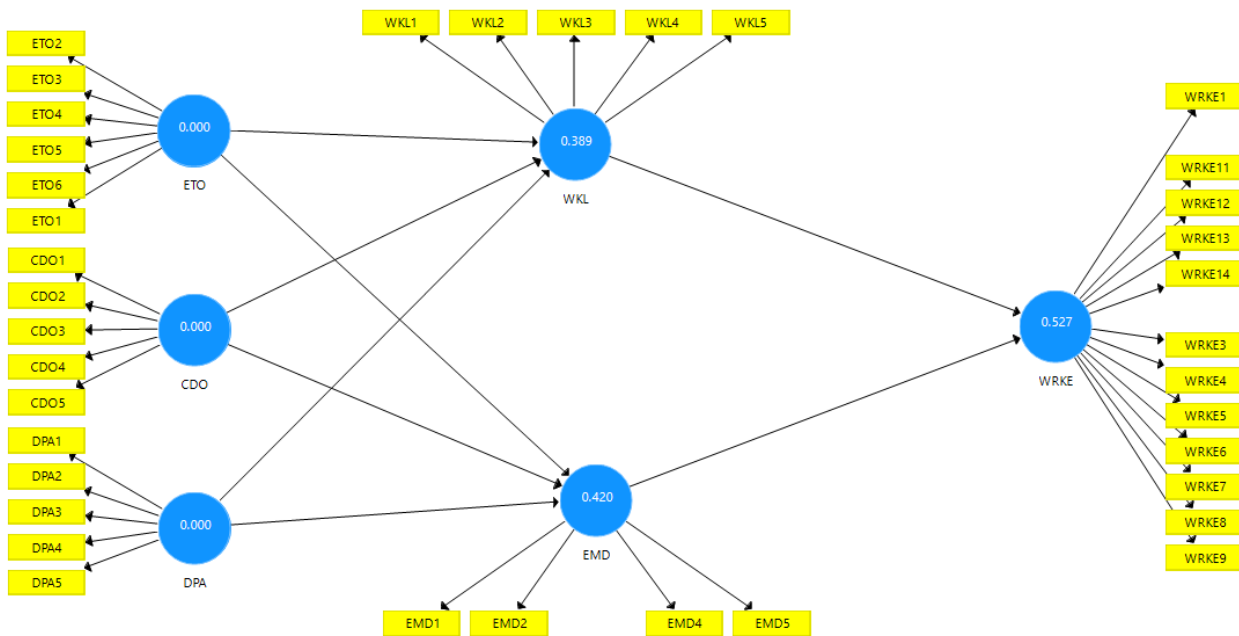


Figure 3. Blindfolding

In addition to this by following the recommendations of Hair *et al.* (2017) we have measured the predictive relevance to check the quality of model which is known as Q-square. We have used the blindfolding procedure by using the PLS-SEM to check the predictive relevance. In this procedure we omit some cases and for parameters estimation some missing values were also manipulated (Hair *et al.*, 2016; Ong & Puteh, 2017; Ramayah *et al.*, 2018). After that for the reestablishment of data we have managed the parameters that were supposed to be missing. Then Q-square was generated by cross-validating metrics (Hair *et al.*, 2017). Table 7 shows that value of Q-square is above zero which shows that for the present model there is an adequate level of predictive relevance.

Table 7: Q-square

	SSO	SSE	Q ² (=1-SSE/SSO)
CDO	1085.000	1085.000	
DPA	1085.000	1085.000	
EMD	868.000	503.606	0.420
ETO	1302.000	1302.000	
WKL	1085.000	662.827	0.389
WRKE	2604.000	1232.989	0.527

Conclusion

The current research concluded that there is a negative insignificant link exist among work engagement and workload. The results show that workers of the banks did not found time pressure and troubles while fulfilling's their tasks and responsibilities of work. However, the workers have potential to perceive their job as regular practice no more struggle required in their work and similarly, there were no issues in their banks which they have to face. However, work engagement has no

significant negative influence by the workload. However, the emotional demands raise the emotional pressure in job conditions that create work pressure (Huppertz *et al.*, 2020; Lee *et al.*, 2018). The results recognized that the respondents who did not practices emotional demanding in their job; leads towards complains and demands from the customer side and run through lack of courtesy and respect. As a result, reduction in emotional problems in job place has no toxic effect on their mental health and with their job association.

Consequently, researchers valued the investment and the facility of training opportunities for the growth of the worker and the bank made struggles to support their employees for the improvement of their abilities. Particularly, the enhancement of work engagement among bank workers possible only with positive views and with the important worker training opportunities.

Meanwhile, inadequate amount of earlier research about link through emerging economies and Asian (Sawasdee, Saengchai, & Jermsittiparsert, 2020); the results reported the idea of worker training and its important role to stimulate the job engagement for the emerging economies. The result of structural equation modeling of PLS have pointed out positive link among work engagement and career development. According to the results the workers prefer circumstances of career development that their particular banks provide them. However, they are positive and prefers the banks objective for the workers career development, facilitation for lifelong career, provision of career growth opportunities. All together support the relation among the mental health with the job and enhancement of work experience. The outcomes of researchers are in harmony with the results. However, the earlier researches recognized the suggestion of, who pointed out the growth through career opportunities that in return gives high profit to the company due to the advantages of their workers and thus it improves the behavior such as resulting in work engagement.

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