

From Work Energy to Organizational Attachment: An Integrative, Dimension-Resolved Review for Business Management and Human Resource Development

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ABSTRACT

This study examines the effect of capital adequacy, credit risk, and liquidity risk on bank financial performance through profitability, using 43 conventional banks listed on the Indonesia Stock Exchange, 2015-2024 (430 bank-year observations). CAR, NPL, and LDR are the independent variables; PBV proxies market-based bank performance, with ROA tested as an intervening variable. Structural Model I (CAR/NPL/LDR-to-ROA) is estimated with Random Effects and Model II (to PBV) with Fixed Effects, per the Hausman test. CAR, NPL, and LDR do not affect ROA, individually or jointly ($F=1.236$; $p=0.296$). CAR positively, and NPL negatively, affect PBV; LDR and ROA do not. An explicit Sobel test confirms ROA does not mediate any of the three paths. Winsorized and cluster-robust checks confirm these results. Capital adequacy and credit quality appear to affect firm value directly rather than through profitability.

ABSTRAK

Penelitian ini menguji pengaruh kecukupan modal, risiko kredit, dan risiko likuiditas terhadap kinerja keuangan bank melalui profitabilitas, menggunakan 43 bank konvensional yang terdaftar di Bursa Efek Indonesia periode 2015-2024 (430 observasi bank-tahun). CAR, NPL, dan LDR merupakan variabel independen; PBV memproksikan kinerja bank berbasis pasar, dengan ROA diuji sebagai variabel intervening. Model Struktural I (CAR/NPL/LDR terhadap ROA) diestimasi dengan Random Effects dan Model II (terhadap PBV) dengan Fixed Effects, sesuai Uji Hausman. CAR, NPL, dan LDR tidak berpengaruh terhadap ROA, baik parsial maupun simultan ($F=1,236$; $p=0,296$). CAR berpengaruh positif dan NPL berpengaruh negatif terhadap PBV; LDR dan ROA tidak berpengaruh. Uji Sobel eksplisit mengonfirmasi ROA tidak memediasi ketiga jalur tersebut. Uji ketahanan dengan data winsorized dan robust cluster mengonfirmasi hasil ini. Kecukupan modal dan kualitas kredit tampaknya memengaruhi nilai perusahaan secara langsung, bukan melalui profitabilitas.



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1. INTRODUCTION

Employee engagement and organizational commitment both explain why employees invest effort, remain with employers, and contribute beyond formal role requirements. Yet engagement is an activated connection with work, whereas commitment is a psychological bond with an organizational target. Employees may therefore be energetic without being attached to their employer or may remain because of obligation or perceived costs rather than enthusiasm. The literature reflects this ambiguity: engagement has been modeled as an antecedent of commitment, commitment as an antecedent of engagement, and both as parallel mediators or moderators (Bailey et al., 2017; Kim et al., 2017; Knotts & Houghton, 2021; Teo et al., 2020). Aggregate scores intensify this problem. Work engagement comprises vigor, dedication, and absorption, while organizational commitment comprises affective, normative, and continuance commitment. Correlating two aggregate indices averages six theoretically distinct components and can conceal strong, weak, or contradictory motivational relationships (Albdour & Altarawneh, 2014; Knezović & Đilović, 2020; Rayton et al., 2019). Target specificity is equally important: dedication to a profession or task does not necessarily transfer to the employing organization.

This review makes four readily identifiable contributions. First, it separates vigor, dedication, and absorption instead of treating engagement as a unitary score. Second, it differentiates desire-based, obligation-based, and cost-based commitment. Third, it explains relational conversion: work energy becomes organizational attachment when employees attribute meaningful and well-supported work to the organization. Fourth, it translates dimensional diagnosis into managerial and HRD action, distinguishing voluntary attachment from obligation and constrained retention. The organizing question is therefore: which form of engagement strengthens which form of commitment, through what central mechanism, under what conditions, and with what consequences? This question matters across business management, human resource management, organizational behavior, organizational development, and HRD because work design, leadership, learning, career systems, and employment practices jointly shape employee energy and the meanings attached to staying.

2. LITERATURE REVIEW AND RESEARCH DEVELOPMENT

Employee engagement and organizational commitment are related but conceptually distinct. Engagement concerns the physical, cognitive, and emotional energy invested in work roles, whereas commitment concerns the psychological bond between an employee and the organization (Kahn, 1990; Meyer & Herscovitch, 2001). Thus, employees may be enthusiastic about their work without being attached to their employer or may remain because of obligation or high exit costs despite low enthusiasm. Engagement is also more responsive to changing job demands and resources, while commitment generally reflects a more consolidated evaluation of the employment relationship. Their positive correlation therefore does not establish whether engagement produces commitment, commitment sustains engagement, or both reflect common organizational conditions (Kim et al., 2017). Engagement develops when employees experience meaningfulness, psychological safety, and sufficient personal resources (Kahn, 1990). In the work-engagement tradition, it comprises vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor reflects energy, resilience, and persistence; dedication reflects significance, enthusiasm, pride, and challenge; and absorption reflects deep concentration. Job demands-resources theory further explains that autonomy, feedback, support, learning opportunities, role clarity, and fair leadership stimulate motivation and buffer demanding work (Bakker & Demerouti, 2007). However, resources strengthen organizational commitment only when employees view them as stable, fair, and attributable to the organization, rather than solely to an interesting task, a supportive supervisor, or a professional community.

Organizational commitment includes affective, normative, and continuance components (Meyer & Allen, 1991). Affective commitment is a voluntary, desire-based attachment and is most consistently related to discretionary effort, citizenship behavior, well-being, and lower withdrawal. Normative commitment reflects an obligation to remain and can be constructive when reciprocity is freely endorsed, but less so when sustained by guilt or pressure. Continuance commitment reflects the perceived costs of leaving or limited alternatives; it may retain employees without generating positive attachment. Consequently, a total commitment score can be misleading because similar retention behavior may arise from affection, moral duty, or dependence. The most theoretically coherent relationship is therefore between engagement and affective commitment. Social exchange and perceived organizational support explain how positive work experience may become organizational attachment. Fair procedures, respectful leadership, development opportunities, employee voice, and concern for well-being signal that the organization values employees, encouraging reciprocal effort and loyalty (Rhoades & Eisenberger, 2002). This conversion nevertheless depends on an attribution gate: employees must identify the organization or its legitimate agents as the reliable source of meaningful and adequately resourced work. When meaning is attributed primarily to clients, an occupation, or personal craft, strong job engagement may coexist with organizational mobility. Organizational justice, identification, person-organization fit, psychological safety, voice, and satisfaction represent complementary (not interchangeable) mechanisms in this transfer (Saks, 2006; Jena et al., 2017).

The three engagement dimensions have different commitment implications. Dedication should relate most strongly to affective commitment because both involve positive evaluation, pride, and identity relevance, especially when organizational values and purpose are credible. Vigor should strengthen affective commitment when organizational resources support both performance and recovery; visible effort under insecurity or overload should not be mistaken for healthy vigor. Absorption has a weaker and more target-dependent relationship because concentration and mastery can transfer across employers. It may support attachment when the organization protects focused work and recognizes expertise, but excessive absorption may undermine recovery. Normative commitment complements engagement only when reciprocity remains choice-preserving, while continuance commitment should not be treated as successful engagement conversion unless investments also enhance voluntary attachment and well-being.

Causal claims require caution. Although engagement is commonly modeled as an antecedent of commitment, affective commitment may also provide meaning and motivation that sustain engagement, while leadership and HR practices may influence both simultaneously (Kim et al., 2017). Cross-sectional self-report studies cannot reliably distinguish these alternatives and may exaggerate relationships through common positive affect or overlapping wording. Future research should use longitudinal, cross-lagged, experience-sampling, intervention, and multisource designs; separate engagement and commitment dimensions; and match the target of engagement to the target of commitment. Context also matters: professional identity, employment alternatives, job insecurity, remote work, national norms, leadership consistency, and recovery conditions can alter whether employees interpret resources as organizationally provided and trustworthy. For management and HRD, retention, long hours, and visible busyness are insufficient indicators of healthy engagement and commitment. Diagnosis should distinguish energy, dedication, and immersion; desire, obligation, and cost; and attachment to the task, profession, team, supervisor, or organization. Sustainable affective attachment is most likely when organizations provide meaningful work, developmental resources, fair treatment, credible leadership, employee voice, internal mobility, and protected recovery. Training contributes when it is relevant, accessible, fairly allocated, and connected to credible career opportunities. The objective is not to maximize every engagement or commitment score, but to create sustainable work energy that employees can reasonably attribute to a trustworthy organization.

Table 1. Dimension-resolved synthesis of the focal relationship

No	Focal dimension	Most plausible commitment link	Primary conversion mechanism	Main interpretive risk
1	Vigor	Affective commitment	Stable organizational resources, support, and protected recovery	Pressured effort may be mistaken for energy
2	Dedication	Affective; internalized normative commitment	Meaning, value congruence, identification, and credible purpose	Dedication may target the profession rather than employer
3	Absorption	Conditional affective or continuance commitment	Protected focus, mastery, recognition, and firm-specific investment	Immersion is portable and may impair detachment
4	Affective commitment	Reciprocal reinforcement of engagement	Identification, positive exchange, and voluntary attachment	Construct overlap and common positive affect
5	Normative commitment	Conditional support for engagement	Choice-preserving reciprocity and internalized values	Guilt and pressure may sustain compliance without vigor

6	Continuance commitment	Weak or ambiguous engagement link	Valued investments and embeddedness	Dependence and scarce alternatives may create entrapment
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Source: Author-developed synthesis based on Kahn (1990), Schaufeli et al. (2002), Meyer and Allen (1991), Saks (2006), and Kim et al. (2017).

3. METHODS

An integrative literature-review design was used because the evidence is theoretically and methodologically heterogeneous and the objective is conceptual integration rather than estimation of a single pooled effect (Callahan, 2010, 2014; Torraco, 2016). The protocol was structured to make the database, period, population of records, screening decisions, coding, and synthesis logic transparent.

Scopus was searched for English-language journal articles published from 2006 through June 2026. The operational search combined engagement terms ("employee engagement" OR "work engagement") with commitment terms ("organizational commitment" OR "affective commitment" OR "normative commitment" OR "continuance commitment" OR "workplace commitment" OR "job commitment" OR "supervisor commitment" OR "occupational commitment" OR "professional commitment"). Foundational pre-2006 studies were added only when required to establish construct lineage or review methodology.

Screening proceeded in three stages. The database search yielded 307 records. Title-and-abstract screening retained 152 records that examined both constructs or a mechanism connecting them. Full-text eligibility and conceptual relevance assessment retained 90 studies for intensive synthesis because they differentiated dimensions or targets, tested mediating, moderating, reciprocal, or temporal relationships, or offered conceptual or methodological insight. Records were excluded when they mentioned only one focal construct, used engagement in a non-employee sense, treated commitment toward a noncomparable target without transfer logic, lacked sufficient scholarly reporting, or duplicated evidence already represented by a more complete report. Each retained study was coded for engagement definition and target; commitment definition and component; causal ordering; antecedents, mediators, moderators, and outcomes; sector and national context; research design; measurement validity; sample adequacy; and evidentiary limitations. Longitudinal, multisource, time-lagged, and intervention evidence received greater inferential weight than single-wave self-report models. Cross-sectional mediation was interpreted as covariance compatible with a proposed mechanism, not proof of temporal causation.

Bibliographic verification was treated as a source-integrity step. DOI presence, publication status, and indexing metadata should be checked against the publisher record and Scopus before resubmission. Where a source is online first or in press, that status should be reported explicitly. Because the supplied manuscript did not include the exported Scopus file or an item-level verification log, the present revision does not claim that every 2025–2026 record has been independently revalidated.

Table 2. Review protocol and selection logic

Stage	Operational rule	Records
Identification	Scopus; English-language journal articles; 2006–June 2026; paired engagement and commitment terms	307
Title/abstract screening	Both focal constructs or a theoretically relevant connecting mechanism	152
Intensive synthesis	Dimension/target differentiation; mechanism, boundary condition, temporal ordering, or methodological contribution	90
Supplementation	Foundational pre-2006 and directly relevant management/HRD sources	Not included in database count

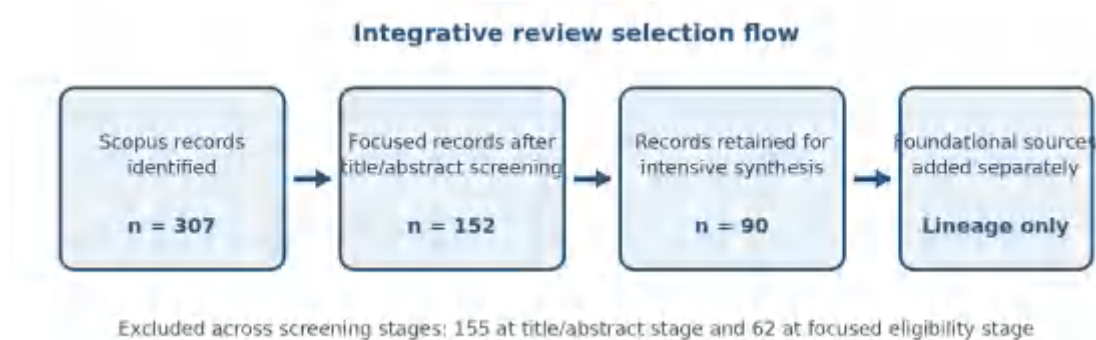


Figure 1. Selection flow for the integrative review

Source: Author-developed from the documented search and screening counts.

Table 3. Quality appraisal and inferential weighting

Criterion	Higher inferential weight	Lower inferential weight
Design	Longitudinal, time-lagged, experimental/intervention.	Single-wave cross-sectional
Data source	Multisource or objective outcomes	Same-source self-report only
Measurement	Validated dimension-specific measures; discriminant validity tested	Global/unclear measures; construct overlap untested
Sample	Adequate and contextually described; relevant subgroup coverage	Small convenience sample; context poorly reported
Causal inference	Temporal order and rival explanations addressed	Causal language based only on mediation fit
Target match	Engagement and commitment targets explicitly aligned	Targets aggregated or unspecified

4. RESULTS AND DISCUSSION

4.1 The Dimensional Architecture of Employee Engagement

Employee engagement is commonly explained through two complementary traditions. Kahn (1990) defines it as the physical, cognitive, and emotional investment of the self in role performance, enabled by meaningfulness, psychological safety, and availability. This account explains why supportive relationships, role clarity, identity relevance, learning, and purpose foster self-investment (May et al., 2004; Rich et al., 2010; Bailey et al., 2019). The work-engagement tradition describes engagement as a positive state comprising vigor, dedication, and absorption (Schaufeli et al., 2002). Although distinct, these dimensions are correlated and may form a higher-order engagement construct. Vigor reflects energy, resilience, and sustained effort. In job demands-resources theory, autonomy, feedback, support, learning opportunities, and adequate staffing preserve vigor by enabling goal attainment and offsetting demands (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2007). Thus, vigor depends on workload, recovery, health, insecurity, and resource loss. Evidence from hospitality and service settings likewise shows that supportive climates, psychological capital, and manageable challenges sustain energy, whereas politics, abuse, loneliness, and insecurity erode it (Karatepe, 2013; Karatepe et al., 2014; Paek et al., 2015). Unlike effort driven by fear, vigor denotes energized persistence. Dedication captures significance, inspiration, challenge, and pride. It is closest to affective organizational commitment because both involve positive evaluation and identity, but their targets differ: dedication concerns the work, whereas affective commitment concerns the employer.

Dedication becomes organizational attachment when employees attribute meaningful work to the organization, identify with its mission, or perceive value congruence (Akingbola & van den Berg, 2019; Gomes et al., 2022; Gomes et al., 2023). Otherwise, employees may remain devoted to a profession, client group, or public purpose without strong employer attachment. Absorption refers to deep concentration and immersion. It can support mastery when challenge and resources are balanced, yet it is less inherently

social than dedication and need not imply organizational identification. Excessive absorption may also impair detachment and recovery; sustainable, rather than maximal, activation is therefore preferable (Bakker et al., 2011; Bakker & Albrecht, 2018; Shrotryia et al., 2022; Nimon et al., 2023). Target specificity further clarifies the engagement–commitment relationship.

Saks (2006) distinguishes job engagement from organization engagement: job characteristics chiefly shape investment in tasks, whereas organizational support and justice more directly shape investment in membership. These targets show different associations with affective commitment, citizenship, and intention to quit (Albdour & Altarawneh, 2014; Akingbola & van den Berg, 2019; Knezović & Đilović, 2020). Because organizational commitment is directed toward the employer, organization engagement is conceptually more proximal than task-focused engagement. As Figure 1 shows, investment in work, team, supervisor, organization, or occupation becomes organizational commitment only when positive experience is attributed or transferred to the employer; highly engaged professionals may therefore remain mobile across organizations.

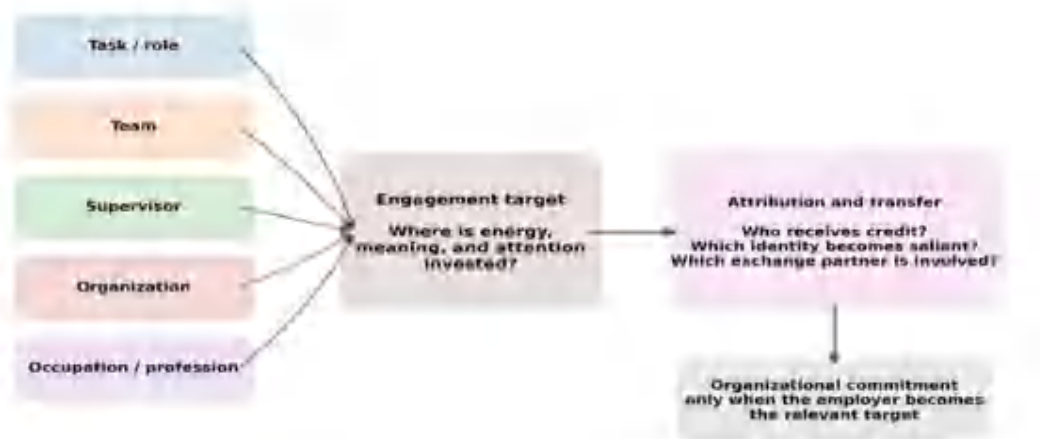


Figure 2. Target alignment and the attribution required for engagement to become organizational commitment

Source: Author-developed synthesis based on Saks (2006), Meyer and Herscovitch (2001), and Akingbola and van den Berg (2019).

Construct redundancy remains a central concern (Macey & Schneider, 2008; Christian et al., 2011). Engagement shares variance with job satisfaction, involvement, positive affect, and affective commitment, partly through positive affect (Nimon et al., 2023), but overlap does not establish equivalence. Engagement is generally more activated than satisfaction, more state-like than commitment, and more specifically concerned with investment in role performance. Researchers should therefore test discriminant validity—especially when measures share terms such as enthusiasm, pride, and involvement. Table 1 summarizes the dimensions, their expected cross-construct alignment, and their main interpretive risks.

Table 4. Dimension-resolved conceptual map of employee engagement and organizational commitment

Construct	Dimension/target	Core diagnostic question	Expected alignment	Interpretive risk	Key references
Employee engagement	Vigor	Do employees possess energy, resilience, and persistence?	Most compatible with affective commitment when resources are attributed to the organization; conditional links to normative and continuance commitment.	Effort caused by fear or pressure can be mistaken for vigor.	Kahn (1990); Schaufeli et al. (2002); Bakker et al. (2011)

Construct	Dimension/target	Core diagnostic question	Expected alignment	Interpretive risk	Key references
Employee engagement	Dedication	Does work feel significant, inspiring, challenging, and worthy of pride?	Strongest expected alignment with affective commitment through identity, value congruence, and meaningfulness; may support internalized normative commitment.	Dedication to a profession or mission may not transfer to the employer.	Schaufeli et al. (2002); Kim et al. (2017); Gomes et al. (2022)
Employee engagement	Absorption	Are employees deeply concentrated and immersed in work?	Positive but target-dependent association with affective commitment; possible links to continuance commitment through specialized investments.	High absorption can impair detachment and does not necessarily imply organizational identification.	Bakker et al. (2011); Nimon et al. (2023); Shrotryia et al. (2022)
Employee engagement	Job engagement	Is investment directed primarily toward tasks and role performance?	Can strengthen commitment when positive task experiences are attributed to the employer.	Employees may love the work but remain mobile between organizations.	Saks (2006); Akingbola and van den Berg (2019); Knezović and Đilović (2020)
Employee engagement	Organization engagement	Is investment directed toward membership and organizational participation?	Expected to be more proximal to affective and normative organizational commitment than job engagement.	Item wording may overlap strongly with affective commitment.	Saks (2006); Albdour and Altarawneh (2014); Biswas and Bhatnagar (2013)
Organizational commitment	Affective	Do employees stay because they want to?	The most coherent commitment outcome of engagement; can also operate as a resource that sustains future engagement.	Overlap with positive affect, identification, and engagement must be tested.	Meyer and Allen (1991); Mercurio (2015); Basit (2019)
Organizational commitment	Normative	Do employees stay because they feel they ought to?	Compatible with engagement when obligation is internalized through fair reciprocity and shared values.	Externally controlled duty can preserve membership without energy or voice.	Meyer and Allen (1991); Meyer and Herscovitch (2001); Osta (2025)
Organizational commitment	Continuance	Do employees stay because leaving is costly or alternatives are limited?	May coexist with engagement through valued investments and embeddedness, but is not intrinsically energizing.	Can indicate entrapment and can weaken constructive change attitudes.	Meyer and Allen (1991); Ampofo and Karatepe (2022); Divya and Christopher (2025)

4.2 The Dimensional Architecture of Organizational Commitment

Commitment is more than organizational attachment. Meyer and Herscovitch (2001) define it as a force that binds individuals to a course of action through a mindset that stabilizes and directs behavior. Thus, identical decisions to remain may reflect different motives and behavioral consequences. The three-component model distinguishes affective, normative, and continuance commitment (Meyer & Allen, 1991). Affective commitment reflects emotional attachment, identification, and involvement: employees stay because they want to. Normative commitment reflects obligation: they stay because they feel they ought to. Continuance commitment reflects perceived sacrifice or limited alternatives: they stay because they need to. These components may coexist, but their psychological foundations should not be treated as equivalent. Affective commitment is most consistently associated with desirable outcomes (Meyer et al., 2002) and is the component most compatible with engagement because both involve positive affect, identification, and voluntary investment. Mercurio (2015) therefore positions it as the core of organizational commitment. Empirical studies indicate a reciprocal relationship: engagement can

strengthen affective attachment or transmit the effects of leadership, respectful interaction, training, social resources, and embeddedness, while affective commitment can make work meaningful and motivate contribution to a valued collective (Basit, 2019; Moulik & Giri, 2022; Solangi et al., 2022).

Normative commitment has a more conditional meaning. When obligation arises from internalized values and positive reciprocity for support, fairness, or development, it can reinforce engagement. When driven by guilt, indebtedness, or social pressure, it may sustain membership and compliance without vigor or absorption; it can even inhibit turnover despite variations in engagement (Osta, 2025). Continuance commitment is still less affectively positive. It may reflect rewarding investments and embeddedness, but it may also signal entrapment through high switching costs or scarce alternatives. Consequently, employees may remain while weakly engaged, and continuance commitment may weaken engagement's contribution to constructive change attitudes (Divya & Christopher, 2025).

Conceptual critiques sharpen this distinction. Solinger et al. (2008) argue that affective commitment is an attitude toward the organization, whereas normative and continuance commitment are closer to evaluations of staying or leaving; Klein et al. (2012) likewise define commitment more narrowly as a volitional psychological bond. These critiques do not render obligation or cost-based attachment irrelevant. They show why a total commitment score is substantively ambiguous: the same score may represent healthy attachment, moral duty, costly dependence, or their combination. Engagement-commitment relationships should therefore be analyzed at the component level to preserve their motivational meaning.

4.3 Dimension-Resolved Architecture

The engagement literature draws from Kahn's (1990) account of physical, cognitive, and emotional self-investment and from the work-engagement model of vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor denotes energy, resilience, and persistence; dedication denotes significance, enthusiasm, inspiration, pride, and challenge; absorption denotes concentrated immersion. These dimensions share a higher-order core but have different diagnostic meanings. Vigor is especially sensitive to resources, workload, recovery, and insecurity; dedication is closest to meaning and identity; absorption is primarily attentional and may remain attached to interesting work even when organizational attachment is weak (Bakker & Demerouti, 2007; May et al., 2004; Bakker & Albrecht, 2018).

Commitment likewise comprises different mindsets. Affective commitment is a desire-based bond: employees stay because they want to. Normative commitment is obligation-based: employees stay because they feel they ought to. Continuance commitment is cost-based: employees stay because leaving is costly or alternatives are limited (Meyer & Allen, 1991; Meyer & Herscovitch, 2001). A total commitment score is therefore ambiguous because desire, obligation, and constraint can produce similar retention behavior while predicting different levels of well-being, adaptation, citizenship, and voice (Mercurio, 2015; Solinger et al., 2008).

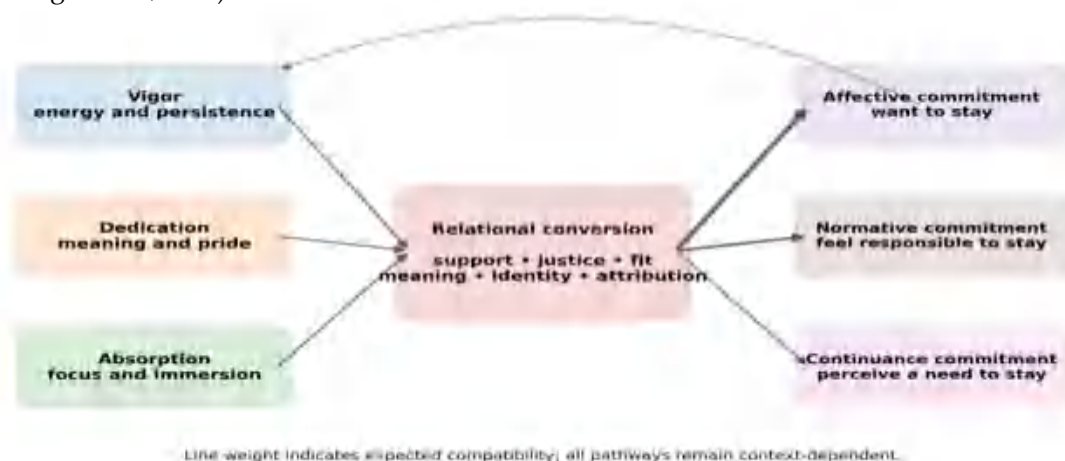


Figure 3. Dimension-resolved architecture linking engagement dimensions to commitment mindsets.

Source: Author-developed synthesis based on Kahn (1990), Schaufeli et al. (2002), Saks (2006), Meyer and Herscovitch (2001), and Kim et al. (2017).

Target alignment is as important as dimensional alignment. Job engagement concerns tasks and role performance, organization engagement concerns the employer, and occupational engagement concerns a profession or calling. Organizational commitment is directed toward the employer. Positive task

experience must therefore cross an attribution gate before it becomes organizational attachment: employees must credit the organization, its agents, or its practices for creating the experience (Saks, 2006; Akingbola & van den Berg, 2019; Knezović & Đilović, 2020). The expected pattern is probabilistic rather than deterministic. Dedication has the strongest conceptual alignment with affective commitment because both contain meaning and identity relevance, but their targets differ. Vigor can strengthen affective commitment when the organization reliably supplies resources and protects recovery. Absorption has the weakest necessary connection to commitment because deep concentration may be portable across employers. Normative commitment may emerge when supportive exchange becomes an internalized, choice-preserving sense of reciprocity. Continuance commitment is not a desirable conversion outcome unless investments also enhance employability and voluntary attachment.

4.4 Relational Conversion Mechanism

Social exchange theory explains the engagement–commitment link as reciprocity: employees respond to valued organizational resources with energetic role investment (engagement) and attachment or persistence (commitment). Support, justice, and respectful treatment signal that the organization values employees and can strengthen engagement, affective commitment, citizenship, and retention (Rhoades & Eisenberger, 2002; Aggarwal et al., 2022; Alshaabani et al., 2021; Uddin et al., 2025). This explanation is strongest when the resource provider and the targets of engagement and commitment are aligned.

Attribution specifies how positive work experiences become organizational attachment: employees must credit those experiences to the organization rather than to their occupation, team, customers, or personal craftsmanship. Organizational practices, leadership, and coherent communication shape this interpretation (Kaur et al., 2020; Einwiller et al., 2021), explaining why organization engagement often predicts organizational commitment more strongly than job engagement. Identification provides a second bridge. When organizational membership becomes part of the self, effort toward organizational goals gains personal meaning; responsible leadership and socially responsible HRM can reinforce this alignment (Gomes et al., 2022; Pimenta et al., 2024). Dedication can therefore develop into affective commitment through shared significance and pride, whereas continuance commitment may persist without identification because remaining is driven by costs.

Fit and embeddedness make engagement and commitment mutually reinforcing. Person–job fit enables meaningful use of abilities and supports engagement, while person–organization fit aligns values and supports affective commitment. Embeddedness adds links and sacrifice that discourage departure (Ampofo, 2020; Ampofo & Karatepe, 2022; Rayton et al., 2019). Yet sacrifice must be distinguished as either valued investment, which can coexist with vitality, or coercive dependence, which resembles continuance commitment without genuine engagement. Voice and psychological safety turn reciprocity into active participation. Employees invest more fully when they can question decisions, influence outcomes, and take interpersonal risks without punishment; this helps commitment reflect identification rather than compliance (Jena et al., 2017; Viseu et al., 2023). Job satisfaction is related but distinct: it evaluates whether experience meets expectations, engagement captures activated investment, and commitment denotes organizational attachment. Because these constructs share positive affect, discriminant validity is essential, and cross-sectional mediation alone cannot prove causal sequence (Ampofo, 2020; Kaur et al., 2020; Demircioglu, 2023).

Psychological contract fulfillment strengthens reliability, engagement, and affective commitment; breach produces discrepancy, distress, withdrawal, and negative organizational attribution (Ampofo et al., 2023). The overall relationship is therefore best understood as dynamic: resources and relationships shape engagement; employees interpret and attribute those experiences; affective, normative, or continuance mindsets then influence future investment, especially during difficulty or change. Four rival causal structures remain plausible—engagement-first activation, commitment-first attachment, parallel attitudes arising from shared antecedents, and reciprocal development over time. Longitudinal and time-lagged evidence is better suited than single-wave models to distinguish them (HO, 2025; Vera & Sánchez-Cardona, 2023); thus, a significant cross-sectional indirect effect cannot establish causal order.

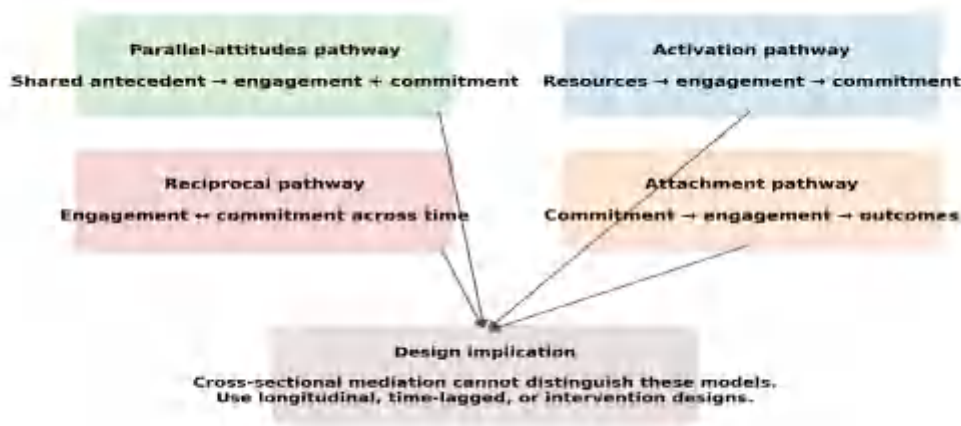


Figure 4. Rival causal orderings in engagement-commitment research.

Source: Author-developed synthesis based on Kim et al. (2017), Knotts and Houghton (2021), and Ly (2024).

4.5 Boundary Conditions and Evidence Interpretation

Integrated Antecedent Architecture

Organizational commitment is not produced by a single practice but by systems of resources, signals, and exchange relationships. High-commitment HRM, development, appraisal, participation, rewards, career opportunities, and talent management strengthen engagement when employees interpret them as genuine investments rather than controls or symbolic promises. Engagement then often carries these effects into affective or global commitment, although task proficiency, organizational culture, and implementation quality condition the pathway (Boon & Kalshoven, 2014; Aboramadan et al., 2020; Dalal & Akdere, 2023). The theoretical implication is that enacted practices and employee interpretations must be separated: the same formal policy can generate energy and reciprocity, compliance without attachment, or cynicism.

Leadership operates as the most visible organizational signal, but its causal position is not fixed. Transformational, authentic, ethical, responsible, servant, and inclusive leadership may first create clarity, trust, meaning, and support, thereby increasing engagement and later affective commitment (Aboramadan & Dahleez, 2020; Park et al., 2022; Mansoor et al., 2022). Other findings place commitment before engagement or use engagement to condition commitment-based effects on service and change behavior (Ly, 2024; Changar & Sesen, 2025). These apparently competing models are theoretically compatible when time and target are recognized: leadership can energize immediate task investment, repeated interactions can consolidate attachment to the organization or supervisor, and established attachment can subsequently determine whether employees sustain a leader's goals.

Justice, psychological safety, voice, and organizational support are especially robust because they combine resource availability with relationship quality. Fair procedures and outcomes communicate respect and predictability; support communicates care; voice converts reciprocity into participation. Together, these conditions primarily strengthen organization-focused engagement and affective commitment and reduce turnover intention (Jena et al., 2017; Aggarwal et al., 2022). Their effects weaken when support is manipulative, inconsistent, or detached from actual work demands. Person-job and person-organization fit further translate resources into perceived congruence, but fit can be both antecedent and consequence; likewise, embeddedness may represent valued connection or costly entrapment. Measures must therefore distinguish voluntary attachment from retention driven by sacrifice.

Meaning, Work Design, and Resource Loss

Value-based initiatives, such as CSR, green HRM, workplace spirituality, and responsible leadership, link work to moral identity through pride, identification, meaningfulness, and perceived support (Adi & Fithriana, 2020; Pimenta et al., 2024). Their strongest expected effects are on dedication and affective commitment. Authentic alignment between external claims and internal practice can deepen identification, whereas symbolic or coercive initiatives may produce normative pressure without genuine engagement. Because organization-level policy and individual perception can diverge, multilevel analysis is necessary; publicity alone is not evidence that employees experience a value-based resource. Work design acts more proximally on vigor and absorption. Autonomy, feedback, skill variety, peer and supervisor support, manageable demands, and opportunities to learn enable employees to mobilize energy and concentrate. Person-job fit and a supportive psychosocial environment convert these

conditions into meaningful investment, especially in emotionally demanding service work (Teo et al., 2020; Moulik & Giri, 2022; Karim et al., 2024). Yet activation requires recovery: work-life balance and restoration prevent high engagement from becoming depletion (Roshan & Mehta, 2022; Tiwari et al., 2024). Thus, sustainable commitment depends not merely on maximizing engagement, but on balancing challenge, resources, and recovery.

The inverse pattern appears under loneliness, abuse, politics, contract breach, harassment, and insecurity. These conditions consume attention, damage trust, and reduce vigor and affective attachment; supportive leader-member and coworker relationships may buffer, but not erase, the loss (Karatepe, 2013; Jung et al., 2021; Ampofo et al., 2023). Job insecurity is particularly diagnostic: employees may remain because leaving is costly even as engagement and affective commitment deteriorate (Stankevičiūtė & Ramanauskaitė, 2021). A total commitment score can therefore conceal a qualitative shift from desire-based attachment to need-based retention.

Change, Technology, and Contextual Boundaries

Crises, remote work, and technological transformation reveal that engagement and commitment are related but nonidentical. Credible, timely, relational communication can preserve trust, whereas weakened information flow and relationship quality can reduce engagement even when organizational attachment remains relatively stable (Einwiller et al., 2021; Albro & McElfresh, 2021). Awareness of smart technology, artificial intelligence, robotics, and algorithms may be appraised as a challenge that stimulates learning and productivity or as a threat to employability and control (Ding, 2021). Change communication, participation, readiness, and perceived controllability determine whether engaged employees become committed supporters, resistant members, or merely compliant participants (Bagga & Kumar, 2025; Divya & Christopher, 2025). Sector and culture define the meaning of these mechanisms. Mission-driven nonprofit employees may be dedicated to a cause without being equally attached to a particular employer; hospitality employees face emotional demands, irregular schedules, and turnover pressures; public employees may combine public-service dedication with security-based continuance commitment (Akingbola & van den Berg, 2019; Aboramadan & Dahleez, 2020; Ampofo & Karatepe, 2022). Evidence across diverse countries demonstrates broad relevance, but not automatic measurement equivalence. Obligation, hierarchy, collectivism, ownership structure, labor markets, and career systems can alter both normative commitment and the behavioral expression of engagement. Cross-context comparison should therefore test construct equivalence rather than assume that identical scale scores have identical meanings.

Interpretation of the Antecedent Evidence

The antecedent evidence converges on four mechanisms. First, resource mechanisms: development, autonomy, support, knowledge, recovery, and psychological safety, primarily activate vigor and sustained investment. Second, exchange mechanisms: justice, recognition, contract fulfillment, and credible leadership, create reciprocity and affective attachment. Third, identity mechanisms: fit, mission, values, spirituality, CSR, and inclusion, strengthen dedication and identification. Fourth, constraint mechanisms: insecurity, sacrifice, hierarchy, or coercive change, can retain employees without generating positive engagement. These mechanisms explain why superficially similar practices produce different outcomes: their effects depend on whether employees experience them as resources, fair exchanges, identity signals, or obligations. Several important qualifications follow. Engagement most often functions as a proximal state mediating the effect of HRM, leadership, justice, and support on commitment, but reverse and reciprocal sequences are plausible. Commitment to the organization, supervisor, mission, or occupation should not be treated as interchangeable. Affective commitment is most consistently aligned with engagement; normative commitment is more sensitive to culture and moral obligation; continuance commitment may coexist with low energy and weak identification. Moreover, common-method, cross-sectional, and single-organization designs limit causal inference, while broad labels such as employee experience, culture, and positive organizational behavior risk circular explanation unless operationalized precisely.

Interpretation of the Quantitative Evidence

The selected studies range from 185 to 791 respondents and predominantly apply cross-sectional regression or structural equation modeling. Across universities, nonprofit organizations, IT firms, banks, hospitality, manufacturing, public organizations, and entry-level employment, engagement is repeatedly associated with organizational commitment—most consistently its affective and normative forms. The evidence supports mediation in both directions: engagement transmits the effects of HR practices, leadership, justice, support, fit, or embeddedness to commitment, while affective commitment sometimes carries leadership or fit effects to later engagement. Serial models also indicate that commitment and engagement can operate sequentially rather than as competing explanations. However, larger samples

and sophisticated structural models do not by themselves establish temporal or causal order. Most quantitative anchors are self-reported and cross-sectional; only a small subset uses two waves, a meaningful time interval, multisource evidence, or component-level commitment measures. The strongest temporal clue comes from two-wave findings: embeddedness effects were partly transmitted through engagement and satisfaction, while affective commitment carried person-organization fit effects to engagement measured 12 months later (Ampofo, 2020; Rayton et al., 2019). These results caution against a universal one-way model and instead support a dynamic architecture in which resources influence engagement, repeated experiences consolidate attachment, and existing attachment shapes later investment.

Taken together, the quantitative literature is more persuasive about patterned association than definitive causality. Its central contribution is not a single coefficient but a replicated configuration: supportive resources and credible relationships are linked to higher engagement and stronger affective attachment, whereas threats and constraints can preserve membership while weakening energy and identification. Future research should prioritize longitudinal, multisource, multilevel, and cross-cultural designs; explicitly separate engagement dimensions and commitment components; identify the target of attachment; and test competing temporal models. This would reveal whether an intervention creates sustainable contribution, moral obligation, or costly retention—outcomes that a global commitment score cannot distinguish.

4.6 Managerial Diagnosis and Action



Figure 5. Employee profiles produced by joint engagement and affective-commitment levels

Table 5. Profile-specific recommendations for HR managers

Profile	Diagnostic interpretation	Priority actions	Avoid
<i>Energized attachment</i>	<i>High engagement and high affective commitment; voluntary contribution.</i>	<i>Protect recovery; maintain fair recognition, development, voice, and internal mobility.</i>	<i>Assuming enthusiasm permits chronic overload.</i>
<i>Mobile enthusiast</i>	<i>High engagement but low affective commitment; energy is attached to work, profession, or clients.</i>	<i>Strengthen organizational attribution through credible leadership, career pathways, values, and mobility.</i>	<i>Retention pressure or benefits that merely raise exit costs.</i>
<i>Obligated contributor</i>	<i>Contribution is sustained mainly by duty or reciprocity rather than desire.</i>	<i>Restore autonomy; clarify mutual expectations; invite voice; test whether obligations are freely endorsed.</i>	<i>Moralizing loyalty or treating compliance as enthusiasm.</i>
<i>Constrained stayer</i>	<i>Low activation with high continuance commitment; staying reflects cost or limited alternatives.</i>	<i>Repair fairness, job design, safety, employability, and external/internal mobility; monitor well-being.</i>	<i>Deepening lock-in, surveillance, or dependency to suppress turnover.</i>

Managers should diagnose both activation and attachment before selecting an intervention. An engagement score alone does not reveal whether energy is sustainable, portable, obligation-driven, or constrained. A commitment score alone does not reveal whether employees remain from desire, duty, or cost. The four-profile matrix in Figure 3 and Table 3 translates this diagnosis into distinct action priorities. Energized attachment is the desired but not self-sustaining profile. Managers should protect recovery, maintain credible development, recognize contribution fairly, and avoid converting enthusiasm into overload. Mobile enthusiasts require a stronger attribution bridge: career pathways, organizational identification, supervisor credibility, internal mobility, and visible reciprocity can connect valued work to the employer without restricting external options. Obligated contributors require restoration of autonomy and voice; organizations should reduce moral pressure and ensure that reciprocity remains freely endorsed. Constrained stayers require the most caution: retention tactics that increase switching costs can suppress turnover while worsening distrust, silence, and well-being. The appropriate response is to repair fairness, employability, work design, and psychological safety rather than deepen dependency.

4.7 Prioritized recommendation

The first recommendation is measurement alignment. Studies should report vigor, dedication, and absorption and distinguish affective, normative, and continuance commitment. They should also name the engagement and commitment targets. Without these distinctions, empirical estimates cannot test the proposed compatibility pattern. *The second* recommendation is causal discrimination. Three-wave or random-intercept panel designs should compare engagement-to-commitment, commitment-to-engagement, reciprocal, and common-cause models. Experience-sampling designs can test whether repeated engagement episodes accumulate into more stable attachment. Field and natural experiments can estimate whether changes in autonomy, supervisor support, recovery, development, or communication alter both activation and attachment. *The third* recommendation is person-centered and multilevel analysis. Latent-profile research can identify energized attachment, mobile enthusiasm, obligation, and constraint without imposing arbitrary cut points. Multilevel studies can separate individual perceptions from shared HRM implementation, leadership, or climate. Cross-cultural and occupational comparisons should test whether the same profile carries different meanings under different mobility and reciprocity norms. *The fourth* recommendation is ethical sustainability. Research should treat employability, autonomy, recovery, voice, and well-being as outcomes alongside performance and retention. A practice should not be judged successful merely because it lowers turnover if it produces continuance commitment, silence, or dependency. This criterion connects business performance with responsible organizational development.

5. CONCLUSION

Employee engagement and organizational commitment are connected, but they do not form one uniformly positive attitude. Vigor, dedication, and absorption describe energy, meaning, and attention directed toward work; affective, normative, and continuance commitment describe desire-, obligation-, and cost-based bonds with an organizational target. Their most constructive connection occurs when positive work experience crosses a relational conversion gate: employees attribute meaningful, supported, fair, safe, and developmental conditions to the employer and retain genuine choice. For managers, the practical implication is diagnostic rather than promotional. Energized attachment should be sustained, mobile enthusiasm should be connected rather than trapped, obligated contribution should be made more autonomous, and constrained staying should trigger repair rather than stronger lock-in. For researchers, dimensional and target alignment, transparent review protocols, explicit quality appraisal, temporal designs, and person-centered analysis are necessary to distinguish voluntary attachment from retention by constraint. The framework therefore shifts the managerial question from 'How do we increase engagement and commitment?' to 'What kind of energy and attachment are we creating, for whom, through which practices, and at what human cost?'

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