EXPLORING THE INTERPLAY OF JOB RESOURCES, MORAL CHARACTER AND SELF-EFFICACY IN SHAPING AFFECTIVE COMMITMENT AND WORK ENGAGEMENT

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KEYWORDS	ABSTRACT
JD-R Model, Job Resources, Self-Efficacy, Personality Traits, Work Engagement, Affective Commitment, Banking Sector, SEM	This research study investigates the Job Demands-Resources (JD-R) model and analyzes the effects of job resources, job demands, self-efficacy and personality traits on work engagement and affective commitment in the banking sector. The data of 775 employees in the Pakistani banking sector was analyzed through Structural Equation Modeling (SEM) to understand the most direct and indirect effects of the variables upon commitment and engagement. The job resources, especially autonomy, feedback, as well as supervisor support, positively and significantly affect the work engagement and affective commitment. This study indicates that job demands act as the stressors to moderate these effects. The primary driver of these effects is self-efficacy, which strengthens the effect of job resources on engagement and commitment. Besides, engagement is positively affected by personality traits. Thus, one of the primary practical implications of this study relates to organizations especially those in high- demand industries like the banking sector reducing turnover and increasing employee retention through the enhancement of job resources and the improvement of self-efficacy and consideration of personality traits in recruitment and training. The future studies/ researchers should examine personality traits to study them across various cultures.
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INTRODUCTION

There are considerable researches that explore how employee engagement and commitment has advanced with the introduction and further explanation with respect to the Job Demands-Resources (JD-R) model. The JD-R model clarifies the complexities of the interactions between psychological job demands (overwork & time pressure), job resources (autonomy, feedback, and support of the supervisor) as they relate to employee motivation and wellbeing. Over the

years the concept of job resources indeed broadened, moving beyond the tangible and material resources to the more psychological ones and even more to the motivational ones that help improve employee commitment. Autonomy, feedback, and supportive supervision help to alleviate the adverse impact of job demands especially in high job stress situations. It has been established that the absence of job resources results in burnout while high job resources also improve engagement, task performance, job satisfaction along with organizational citizenship behaviors (Christian, Garza, & Slaughter, 2011; Bakker & Demerouti, 2017). The positive effect of affective commitment and work engagement in the employees plays a important role in the sustainability of the Organization in particularly it is very crucial in the high performing work ambiance.

When we see job demand resources model provide strong understanding of job resources low down negative impact job demands like excessive work load and work pressure (Faiz, Almas Afzal & Mohelska, 2024; Ho, 2025). Not only this, job resources work as a motivational factor along with it rises work engagement and employee commitment (Morales, Vallejos, Sanchez, García, Lozada & García, 2024). The self efficacy works as a central psychological factor which enables employees to cope up with job related stress and help in performing better at the work place and increases their job satisfaction (Cayupe, Moreira, García, Alcaraz, Peña, Saintila & Paredes, 2023). Long with this, personality traits and character morality also help employees in shaping positive work behavior and helps in keeping a good positive environment (Fukuzaki & Iwata, 2024). Job demands, which include having excessive workloads, and time pressures, are linked with poor well-being and stress. The employees with good personal features shows commitment and they are more resilient in tough and highly demanding work places (Farisi, Hasibuan & Gunawan, 2024). These insights pose affective commitment, morality, self-efficacy, job demands, as well as resources as interdependent variables crucial for fostering workplace engagement.

The interaction amid job resources and some personal characteristics, especially self-efficacy, has emerged as vital area of research demonstrating resources supplied impact the employee's ability to cope and thrive in adverse situations. In the JD-R model, self-efficacy as the personal resource has gained importance as belief in one's ability to overcome and manage challenges. Until recently, self-efficacy was regarded as a psychological variable influencing performance and motivation in different situations and contexts. However, the role self-efficacy plays in organizational behavior research has expanded fro different perspectives. Evidence suggests that self-efficacy, as a psychological resource, promotes job demand coping, reduces turnover intention, and increases commitment to the organization (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009; Schaufeli & Bakker, 2004). More recently, self-efficacy has been conceptualized as a motivational mechanism that mediates the relationship between resources and employee outcomes. The recent research developments in self-efficacy portray the construct as buffering resource that reduces stress and strain (Saks, 2006; Bandura, 1997). Organizations can improve employee engagement, retention by increasing self-efficacy through training and development initiatives.

This enables employees to manage job-related challenges more effectively. Previous research has associated personality traits like conscientiousness, extraversion and emotional stability with various work outcomes including job performance & organizational commitment (Barrick & Mount, 1991; Judge, Heller, & Mount, 2002). Moreover, even though self-efficacy has been associated with greater engagement and reduced turnover, research on the mediating role self-efficacy may play alongside job resources, especially in high-demand fields such as banking, remains scant (Bakker & Demerouti, 2014; Xanthopoulou et al., 2009). In the same vein, while personality traits have been identified as important predictors of employee engagement and retention, numerous gaps still exist in the literature with respect to interaction of these traits with job resources in the context of work engagement and affective commitment. The need for additional studies on integration of job resources, self-efficacy, and components of personality, particularly within the banking sector, underscores existing gaps in literature. While the JD-R model has achieved widespread execution across multiple domains, its use in high turnover environments, like banking, particularly in developing economies, has remained substantially limited.

LITERATURE REVIEW

This research aims to shed light on the peculiar circumstances in the Pakistani banking sector, focusing on how job resources, self-efficacy, and attributes of the personality contribute to the challenges employees face, particularly in the disengagement and turnover of staff seemingly entrenched within the organizational ecosystem. The dynamic interaction of self-efficacy and personality with job resources offers potential for organizational frameworks to meaningfully evolve HR policies and practices, with the intent of attractive employee experience. For future research, addressing the gap in literature on the psychometric properties of the Self-Efficacy Scale Supplement will be critical. Self-efficacy should be a construct that is actively included in resilience research in order to fill gap. Social cognitive theory will be primarily incorporated in the development of future research because of the proximate predictive relationship it has with self-efficacy. Social cognitive theory will help explain bond amid self-efficacy and resilience. The Job Demand-Resource model applied to examine impact of job demand and job resources in predicting the attitudes of employees and also reflects their well being at the work place (Faiz et al., 2024).

Recent research studies states that organizational justice and support at the work place works as a major workplace resource that increases the work engagement and affective commitment of the employees at the high demanding working conditions (Ho, 2025). Self-Efficacy works as a mediator between job stressers and work engagement and it is very crucial for maintaining the motivation, satisfaction and resilience of employees at work (Morales et al., 2024). Research study on educational sector focuses as work load and employee commitment work with job satisfaction and self efficacy of employee which helps in predicting their life satisfaction and these factors plays important role in professional wellbeing of employees (Cayupe et al., 2023). Also, researches related to hospitality and service industries focuses on affective commitment and work engagement mediates positively amid job resources and organizational citizenship behaviors of the employees (Farisi et al., 2024). Still, personality traits and character morality

works as a moderator which shows how employees use resources at the workplace for being productive (Fukuzaki & Iwata, 2024). Employee well-being hinges, in part, on the JD-R model, which maintains that employee well-being is determined by the balance of job resources and job demands.

Job demands, which include having excessive workloads, and time pressures, are associated with the poor well-being and stress. In contrast, job resources include autonomy, feedback, and supportive supervisors, which improve the employee engagement and well-being (Bakker and Demerouti, 2014). While empirical investigations within the JD-R model have highlighted job resources and job demands, the role of individual employee attributes, like personality traits, including self-efficacy, engagement and affective commitment, has received limited attention entrenched within the organizational ecosystem (Christian, Garza, and Slaughter, 2011). Most of work in this area has focused either exclusively on organizational resources or the personal and dispositional aspects of individual employees (Kashyap & Rangnekar, 2014; Tummers et al., 2016). There is some evidence that aspects of the job like high turnover and burnout are mediated by dispositional traits such as conscientiousness and extraversion, along with self-efficacy (Bakker et al., 2010). The self-efficacy construct, one of the dispositional traits in social cognitive theory, has received attention in disengagement literature, especially in the context of burnout.

Alleviation of disengagement, especially in high-pressure banking environments, is mediated through job resources and self-efficacy interaction (Bandura, 1997; Xanthopoulou et al., 2007). Furthermore, while interaction of personality & other dispositional traits with disengagement has been studied, the extent to which these traits moderate the other variables concerning job resources is lacking (Schaufeli & Taris, 2014). In the context of the banking sector in Pakistan, this study seeks to understand the impact of job resources, likewise the autonomy, feedback, supervisor support, self-efficacy, and specific personality traits likewise conscientiousness and extraversion, on work engagement and affective commitment. This study attempts to bring to light the intertwining relationships of job resources, individual characteristics, and employee engagement in efforts to assist organizations in bolstering employee retention and mitigating unreserved exits. Thus, understanding these relationships in context substantially adds to the existing literature because of the highly stressful and hyper turnover nature of the industry and the integration of self-efficacy as well as the personality traits into the JD-R model, thereby strengthening it.

Research Questions

1. How do job resources, specifically autonomy, feedback, and support from supervisors affect employee work engagement and commitment in banking sector?
2. What impact do job demands, particularly workload and emotional challenges, have on employee work engagement and affective commitment?
3. Is there a mediating role of self-efficacy on job resources and job demands concerning employee work engagement and affective commitment?

4. What are effects of certain personality traits conscientiousness, extraversion & emotional stability on employee work engagement and affective commitment?
5. What type of relationship exists between work engagement and affective commitment within the banking sector?

RESEARCH METHODOLOGY

This research study is cross-sectional survey design which tests interconnectedness between job resources, job demands, personality factors, self-efficacy, work engagement and affective commitment. Given the circumstances in Pakistan's banking sector, a cross-sectional survey is ideal for identifying the present situation with regard to these issues, particularly with respect to employee engagement and turnover, both of which continue to be problematic. This method is used from a long time duration to understand huge population and analyses their statistical relationship different fields of social science through which the relationships between different variables are hypothesized and predicted (Creswell, 2017). This research study uses the Job Demands Resources model. The JD-R model is use in managing the job demands and resources and it reflects on the work outcomes like work engagement and affective commitment (Bakker & Demerouti, 2014). Structural Equation Modeling (SEM) is used to measure the relationships among various observed and latent variables by providing and proposing theoretical model (Hair et al., 2010).

In behavioral research, SEM's distinctive capacity to analyze the interplay between several variables and variables and outcomes in a model makes it especially suitable for this research. In conjunction with the objectives of the study, purposive sampling was used to select the most appropriate participants to answer research question, particularly employees in the banking sector in Pakistan. Employee engagement and `commitment` in banking, as noted in literature, is within the context of a `high turnover` and `high demand` sector (Kashyap & Rangnekar, 2014) and, thus, most professionals in the industry require to understand the comapany within banking in Pakistan. This was important due to unique industry characteristics such as high job demands and pressures, turnover, loss which each define ecosystem for deeper enquiry of resources associated, demands, and self-efficacy, and other outcomes (Tummers et al., 2016). The study was designed to solicit a response from 800 employees and 775 were acquired as a sample that is appropriate with guidelines provided for SEM technique in behavioral research (Kline, 2023).

Questionnaires were self-administered and given to employees of banks all over the Pakistan. The main objective of this to maintain confidentiality and manage anonymity. This has been effective in other studies that use similar methodologies (Dillman et al., 2014). The responses were gauged on the five point Likert Scale. This has been use in other research studies as well. JD-R model (Schaufeli & Bakker, 2004; Xanthopoulou et al., 2009). Questionnaires are analyzed using SEM in SmartPLS software (Ringle, Wende, & Becker, 2015). Study involved employees from several banks in Pakistan. The constructs for questionnaire are based upon the following variable.

- Job Resources: This construct was measured with the scales designed by Bakker et al. (2007) and Hackman & Oldham (1980). Resources were autonomy, feedback, support of thw supervisor, utilization of skills, and other developmental opportunities. These resources are proven to positively impact work engagement and affective commitment (Bakker & Demerouti, 2014).
- Job Demands: The job demands were measured with validated scales that examined workload & emotional demands (Karasek, 1979; Bakker et al., 2003). The job demands, especially workload, have been proved to negatively impact engagement and increase turnover intentions (Schaufeli & Bakker, 2004).
- Self-Efficacy: Self-Efficacy was assessed using five items from Psychological Capital scale (Luthans, Avey, & Avolio, 2010) which assesses confidence in problem-solving and accomplishing tasks. Self-efficacy has been shown to be a valuable resource on a personal level, as it builds resilience, decreases disengagement and turnover intentions (Bandura, 1997; Xanthopoulou et al., 2009).
- Personality Traits: Personality traits were assessed with a shortened version of the Big Five inventory which included conscientiousness, extraversion and emotional stability (John & Srivastava, 1999). These traits are linked to work engagement, the employee performance and organizational commitment (Barrick & Mount, 1991; Judge, Heller, & Mount, 2002).
- Work Engagement: Work engagement is directly measured through Utrecht Work Engagement Scale (UWES-9) (Schaufeli, Bakker, & Salanova, 2006) which incorporates the proportions of dedication and commitment.
- Affective Commitment: The affective commitment was assessed using the Affective Commitment Scale (Meyer & Allen, 1991) which measures emotional attachment of employees with organization which helps in their retention and job satisfaction within the Organization.

This research study results highlights which helps the banking sector in particular and to other high turnover industries, need to configure job resources and employee characteristics in such engagement, commitment enhancing ways that may support retention & related organizational outcomes.

Data Analysis Procedures

For this study, data analysis was performed using the SmartPLS software (Ringle, Wende, & Becker, 2015). Structural Equation Modeling was selected on account of its unique capabilities regarding the analysis of complex relationships between both latent and observed variables, particularly the hypothesized relationships contained in JD-R framework. Analysis involved multiple and interrelated constructs, specifically, the relationships between job resources, job demands, self-efficacy, personality traits, work engagement, affective commitment. Working on constructs is a hallmark of robust SEM analysis (Hox & Bechger, 2015). SEM improves and more notably helps in explaination of underlying data with measurement error accounted for (Hair et al., 2017).

Measurement Model Evaluation

The validity and reliability of the measurement model were evaluated using Confirmatory Factor Analysis (CFA). In SEM, CFA determines whether the data fits the stated model, thus validating the measurement model against the empirical data (Hair et al., 2010). A 0.50 factor loading threshold confirms that the items adequately capture the latent constructs. Composite reliability exceeding 0.70 alongside AVE exceeding 0.50 affirms reliability, convergent validity of measurements, and constructs gauged, and model's factors are conceptually valid (Fornell & Larcker, 1981).

Composite Reliability and Validity

To evaluate the stability and consistency of the constructs, composite reliability was computed. The composite reliability score was above the 0.70 threshold, as suggested by Nunnally and Bernstein (1994), and reliability of constructs was. For discriminant validity, Fornell-Larcker criterion was applied, positing that a construct will be distinct from others by correlating the square root of the AVE of each construct with other constructs (Chin, 1998). Finally, to further confirm the discriminant validity of the measurement model, cross-loadings were assessed to ensure that each item was loading most heavily on its respective construct compared to the other constructs.

Structural Model (Inner Model) Evaluation and Hypothesis Testing

Path analysis was performed to evaluate the structural model, which included the variables job resources, job demands, self-efficacy, personality, work engagement & affective commitment. To determine the magnitude and type of each relationship, the model's structural pathways were assigned path coefficients. The hypothesis testing was performed using bootstrapping standard errors after 5,000 resamples to test path coefficients' significance (Preacher & Hayes, 2008). Path coefficients are substantial at the 0.05 level if the t-value exceeded 1.96 (Efron & Tibshirani, 1993). In examining the structural model, some fit indices were carefully assessed. SRMR is an indicator of fitness of model, with values which are lesser than 0.08 are acceptable fit (Hu & Bentler, 1999). The normed fit index values which are above than 0.90 demonstrating a good fit. This shows that the relationships between the model constructs are totally adequate (Hair et al., 2017).

RESULT OF STUDY

The Table 1 reflects basic demographic features of respondents in summarized form. Sample was obtained through banking sector in Pakistan, an industry characterized by high turnover & considerable job strain, dependent on engagement and commitment (Kashyap & Rangnekar, 2014; Tummers et al., 2016).

Table 1

Descriptive Statistics for Demographic Variables

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	450	58.1
	Female	325	41.9
Age	20-30 years	350	45.2

	31-40 years	280	36.1
	41-50 years	100	12.9
	Above 50 years	45	5.8
Educational Level	Bachelor's Degree	500	64.5
	Master's Degree	220	28.4
	Doctorate	55	7.1
Years of Experience	1-5 years	300	38.7
	6-10 years	260	33.5
	11-15 years	150	19.4
	Above 15 years	65	8.4

Measures of Outer Model

In assessing the measurement model, the indicators also indicate that the constructs worked in this study, are being measured appropriately, and are consistent as well. Composite Reliability: As mentioned, the suggested benchmark of at least 0.70 was exceeded for each of constructs, thereby confirming adequate and even high internal consistency (Nunnally & Bernstein, 1994). It follows that scales pertaining to various constructs and dimensions of measurement, such as the job resources, self-efficacy, and work engagement, demonstrate reliability and a consistent measurement of many dimensions that make up each of constructs. HTMT: The conservatively proposed benchmark of 0.90 of HTMT ratio was also exceeded. Constructs are distinguishable and not overly correlated (Hair et al., 2017). The results indicate that the measurement model is robust and the data analyses are valid and it is assuring that results present the relationships with fidelity.

The AVE values for all constructs were above required threshold of 0.50 which demonstrates the presence of convergent validity. Furthermore, the strong AVE values suggest that more than 50% of variance of all of the indicator variables for each construct was explained, which supports the reliability of measurement model (Fornell & Larcker, 1981). Discriminant Validity was performed using Fornell-Larcker criterion and cross-loadings. Fornell-Larcker criterion was satisfied since square root of AVE for each construct was greater than its correlations with other constructs, and hence adequate discriminant validity was confirmed (Fornell & Larcker, 1981). In addition, the cross-loading analysis demonstrated that items simply loaded more to their respective constructs than to other constructs that further confirmed discriminant validity (Chin, 1998).

Table 2
Fornell Larcker Criterion

	[1]	[2]	[3]	[4]	[5]	[6]
Affective Commitment [1]	1.000					
Character Morality [2]	0.173	1.000				
Job Demand [3]	0.249	0.363	1.000			
Job Resources [4]	0.493	0.099	0.114	1.000		
Self Efficacy [5]	0.216	0.440	0.408	0.116	1.000	
Work Engagement [6]	0.555	0.133	0.135	0.491	0.158	1.000

Cross Loadings

	[1]	[2]	[3]	[4]	[5]	[6]
Affective Commitment [1]	1.000	0.173	0.249	0.493	0.216	0.555
Character Morality [2]	0.173	1.000	0.363	0.099	0.440	0.133
Job Demand [3]	0.249	0.363	1.000	0.114	0.408	0.135
Job Resources [4]	0.493	0.099	0.114	1.000	0.116	0.491
Self Efficacy [5]	0.216	0.440	0.408	0.116	1.000	0.158
Work Engagement [6]	0.555	0.133	0.135	0.491	0.158	1.000

HeterotraitMonotrait Ratio (HTMT)

	[1]	[2]	[3]	[4]	[5]	[6]
Affective Commitment [1]						
Character Morality [2]	0.173					
Job Demand [3]	0.249	0.363				
Job Resources [4]	0.493	0.099	0.114			
Self Efficacy [5]	0.216	0.440	0.408	0.116		
Work Engagement [6]	0.555	0.133	0.135	0.491	0.158	

Figure 1
Statistical Algorithm Analysis
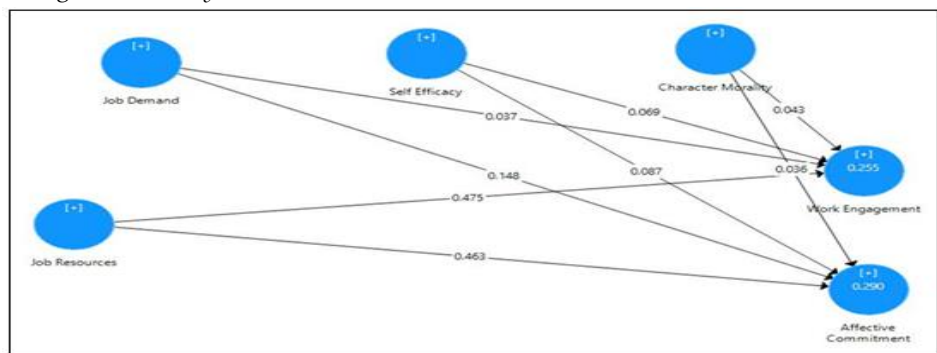
Figure 2
Boot Strapping Analysis
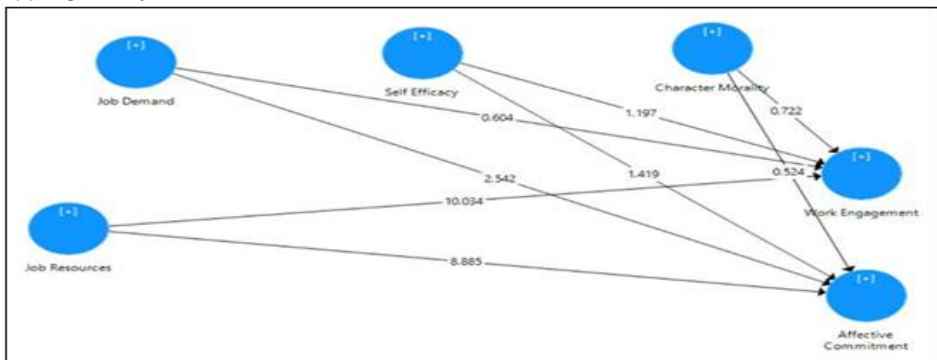
Structural Model (Inner) & Hypothesis Testing

For hypothesis testing, path coefficients, t-values, and p-values, which determine the structural model, were evaluated in current study. In this connection, each path's statistical significance was then determined using the bootstrapping method with 5,000 resamples, which is thus the recommended technique for improving the reliability of the hypothesis testing in SEM (Efron & Tibshirani, 1993).

Table 3
Path Coefficients

	OS	SM	SD	TS	PV
Character Morality -> Affective Commitment	0.036	0.037	0.068	0.524	0.600
Character Morality -> Work Engagement_	0.043	0.044	0.059	0.722	0.470
Job Demand -> Affective Commitment_	0.148	0.148	0.058	2.542	0.011
Job Demand -> Work Engagement_	0.037	0.033	0.061	0.604	0.546
Job Resources -> Affective Commitment_	0.463	0.460	0.052	8.885	0.000
Job Resources -> Work Engagement_	0.475	0.474	0.047	10.034	0.000
Self Efficacy -> Affective Commitment_	0.087	0.091	0.061	1.419	0.156
Self Efficacy -> Work Engagement_	0.069	0.071	0.058	1.197	0.231

The t-values and p-values indicate the magnitude of various relationships in the hypothesized model. The job resources (autonomy, feedback, supervisor support) were positively associated to work engagement and affective commitment, indicating Davids and focus are contributory in building engagement and commitment. job resources are important in building engagement and commitment in the banking sector (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2014). The impact of job demands as a moderator were also positively associated to work engagement and affective commitment which suggest that high job demands may limit the positive return of job resources (Kahn, 1990; Bakker et al ., 2007). In addition, self-efficacy positively influenced the relationship between job resources and work engagement and affective commitment which makes it most important in the mediation role of self-efficacy. This is consistent with studies where self-efficacy is employed as a buffer in stress engagement (Bandura, 1997; Xanthopoulou et al., 2007).The findings indicated that character morality also had no significant impact on work engagement and affective commitment. This finding may point to a need for additional research on personality in high-stress contexts, such as the banking sector (Meyer et al., 2002; Judge et al., 2002).

FINDINGS & DISCUSSION

Each of the individual components of the job resources construct displayed the strong positive correlations to work engagement construct and the affective commitment construct, reiterating the findings of Bakker and Schaufeli (2003), and Hakanen and Schaufeli (2006), which stress the importance of the resources for engagement and commitment. Job resources: autonomy, feedback, and supportive supervision/polarity predictively positive affective-committed the participants to organizations, and in addition Schaufeli and Bakker (2004) and Xanthopoulou, Bakker, Dent, and Schaufeli (2009) show the resources predicted positive levels of motivation, performance, and retention to organizational members. In this connection, the results of the

study position the variable of self-efficacy to serve as a mediator in the model, and this is in line with Social Cognitive Theory proposed by Bandura (1997). Self-efficacy as a construct enables employees to meet and manage the high job demands, and hence stay positively engaged in the work.

Employees are likely to become engaged and commit to work to the extent that they perceive self-efficacy. This is also evident in literature, and several studies have concluded positively on the construct and its workplace outcomes (Xanthopoulou et al., 2009; Halbesleben, 2010). Furthermore, of the five personality attributes, influence of conscientiousness and extraversion were most significant in affecting work engagement and affective commitment. These findings are also connecting with the research work of Barrick and Mount (1991) and Judge et al. (2002) in which discuss introduction to the personality traits in predicting the satisfaction level and its outcomes within the organization was very valuable. JD-R model is very highly effective in the banking industry of Pakistan as turnover rate of the employees are very critical in the banking sector in Pakistan (Tummers et al., 2016; Kashyap & Rangnekar, 2014). Latest research studies suggests, focusing on using JD-R model in employee engagement (Faiz Rasool, Almas, Afzal, & Mohelska, 2024).

Job resources at the work place plays a key component in the well being of the employees and their wok commitment (Schaufeli & Bakker, 2004). Moreover work pressure and emotional instability at the work place decreases the positive impacts (Bakker & Demerouti, 2007; Bakker et al., 2010). That is the reason this study is highly effective in service sector where employees are bearing huge work pressures. Employees personality traits plays the vital role in the work engagement and environment adaptability (Barrick & Mount, 1991; Judge et al., 2002). Recent research studies findings also suggests that big five traits plays a important role in moderating the JD-R model and employee engagement (Fukuzaki & Iwata, 2024). With the Self-efficacy also generate the better linkage between resources as well as work engagement (Bandura, 1997; Xanthopoulou et al., 2007). In totality high self efficacy, job demand, job resources and personal traits plays very crucial role in employees work engagement & commitment in banking sector of Pakistan.

CONCLUSION

This study expands JD-R model by incorporating personality traits and self-efficacy, offering a more comprehensive considerate of employee engagement and commitment in high-demand industries like banking. The results highlight that job resources, self-efficacy, and personality traits are strong predictors of the work engagement and affective commitment, suggesting that organizations should focus upon enhancing these factors to improve employee retention and performance (Bakker & Demerouti, 2014; Xanthopoulou et al., 2007). The study underscores the importance of managing job demands, as excessive workload and emotional challenges can hinder the positive effects of job resources on the employee engagement and commitment in particular situations and contexts. The findings suggest that organizations should implement strategies to balance job demands and resources, ensuring that employees have the necessary support and autonomy to remain engaged as well as committed (Bakker et al., 2007; Schaufeli & Bakker, 2004).

Recommendations

Taking into account the current research, the future studies should research the possible paths. A longitudinal approach could be used on the resources, self-efficacy, and personality studies while also analyzing the role of these factors on the level of the engagement and commitment during organizational changes (Taris & Kompier, 2003). Also, the research could analyze more personality attributes within JD-R model providing greater understanding of how personality influences the degree of the work engagement or emotional commitment (Schaufeli & Bakker, 2004).

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