

Effect of Meaningful Work on Job Engagement: An Empirical Study of Employees at the Ministry of Interior in the State of Qatar

Fahad Saeed Abdullah Al-Subaey¹, Muhammed Bin Yusof²,
Amer Abdulwahab Mahyoub Murshed³

¹Academy of Islamic Studies, Malaya University, ²Department of Dakwah and Human
Development, Academy of Islamic Studies, Malaya University, ³Department of Siasah
Syar'iyyah, Academy of Islamic Studies, Malaya University

Email: Qtr_fahad84@hotmail.com, my77@um.edu.my, almurshed@um.edu.my

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Abstract

This study aimed to investigate the effect of Meaningful Work on Job Engagement. To achieve the objectives of the study, a quantitative approach was utilized by employing Structural Equation Modeling (SEM). The research population consisted of employees at the Ministry of Interior in the State of Qatar, with a final sample size of 259 employees representing the characteristics of the study population. The study concluded that there is a statistically significant positive Effect of the dimensions of Meaningful Work, which are Greater Good Motivation (GGM), Positive Meaning (PM), and Meaning-Making through Work (MMW), on Job Engagement (JE).

Keywords: Meaningful Work (MW), Greater Good Motivation (GGM), Positive Meaning (PM), Meaning-Making through Work (MMW), Job Engagement (JE).

Introduction

Meaningful Work remains at the top of the agenda for administrations aiming to encourage employees to find their "Calling"; for leaders to discover their "Why"; and for organizations to identify their True North (Bailey & Madden, 2017). Meaningful Work has been defined as: *"The concept of meaningfulness as a fundamental psychological need that strengthens an individual's self-worth and personal agency"* (Fletcher & Schofield, 2019).

Many studies have indicated that high levels of Meaningful Work lead to enhanced Job Engagement, which in turn improves productivity and innovation (Lips-Wiersma and Morris, 2021). The concept of Meaningful Work is gaining increasing attention from researchers due to its ability to meet employees' psychological needs, such as respect, appreciation, empowerment, psychological safety, motivation, and self-esteem (Zanabazar, Dugersuren, & Maligar, 2024). Numerous studies on Meaningful Work have confirmed that high levels of employees' perception that their work is meaningful increase the likelihood of their engagement in their tasks and job requirements, enhancing their job satisfaction and their sense of belonging to their organization and team (May, Gilson, & Harter, 2004).

It is worth noting that the interest in Meaningful Work began in the fields of psychology and management as early as the 1960s. The focus was on promoting Meaningful Work among workers to enhance their engagement in their jobs, based on the assumption that individuals need a purpose, values, or ideals to make their work meaningful. The absence of a sense of meaningful work among individuals increases the likelihood of them experiencing suffering, apathy and anxiety, often referred to as "existential void," which leads to disengagement from their job tasks (Crumbaugh & Henrion, 2001).

Hackman and Oldham (1976) in their "Job Characteristics Theory" identified Meaningful Work as one of the most critical factors contributing to the perceived importance of work. They indicated that Meaningful Work is associated with individuals' interest in their work if they see it as meaningful and valuable, worthy of their attention. Fried and Ferris (1986) also emphasized that the concept of Meaningful Work has gained momentum in organizational behaviour literature over the past few decades. They suggested that employees' belief that their work is meaningful is a crucial prerequisite for motivating and improving their performance.

When reviewing the vast amount of research on Meaningful Work, it is evident that perspectives on the concept vary. Some studies view Meaningful Work as a psychological state derived from the Job Characteristics Model, including those that addressed Job Engagement and psychological empowerment (Hackman & Oldham, 1976; Spreitzer, 1995; May et al., 2004; Geldenhuys, Taba, & Venter, 2014; Fletcher, Bailey, & Gilman, 2018). In contrast, other studies have associated Meaningful Work with workplace spirituality literature (Treadgold, 1999; Arnold et al., 2007; Omar, Ariffin, & Ahmad, 2016).

Studies by Jiang and Johnson (2018), and Allan, Autin, and Duffy (2016), agreed that the concept of Meaningful Work is a multi-faceted eudaimonic psychological state. Hackman and Oldham (1976) noted that the concept of Meaningful Work is linked to the perception of the role's significance, its worth, and its value, as it serves certain objectives and purposes. Rosso, Dekas, and Wrzesniewski (2010) added that the concept of Meaningful Work is the primary criterion by which individuals evaluate the work they perform. Individuals experience Meaningful Work through understanding the significance of their role and its importance to broader goals, as well as the goals of their organization and society. The literature indicates that Meaningful Work is crucial for predicting employee motivation, organizational commitment, and life satisfaction (Chalofsky & Krishna, 2009; Duffy et al., 2018; Hackman, 1980).

Meaningful Work is considered a fundamental component of employee work well-being (Petchsawang & Duchon, 2009). If an employee perceives their work as lacking meaning, it is likely to result in boredom and a decreased interest in the tasks assigned to them (May et al., 2004). This was further affirmed by Steger and Dik (2009), who stated that Meaningful Work motivates employees to be more productive and dedicated.

One of the theories explaining Meaningful Work is the Job Characteristics Theory, which posits that one of the most effective ways to motivate individuals is through better job design that considers the personal traits, behaviors and achievements of individuals. The theory includes

five key job characteristics: Skills Variety, Task Identity, Task Significance, Autonomy, and Feedback (Kadhim & Al-Sultani, 2022).

When job characteristics align with individuals' tasks, values and personal interests, it contributes to enhancing their sense of Meaningful Work, making them more likely to engage in their work. This partially explains why Meaningful Work is so important in the workplace. Moreover, the Self-Determination Theory posits that work is meaningful as long as it satisfies the fundamental psychological needs of autonomy, competence, and relatedness. The theory further suggests that intrinsic motivation plays a crucial role in the meaning of work, as engagement in work driven by self-motivation creates alignment between work behaviors and the individual's self-concept, leading to a sense of meaningfulness (Arvanitis, 2024).

Furthermore, the Goal-Setting Theory shows that goals play a critical role in making work meaningful. When employees are able to pursue task-related goals, they find the work more meaningful, which likely leads to greater engagement in their work (Pervaiz, Li, & He, 2021). The Expectancy Theory suggests that individuals prefer work that offers the greatest benefit or value to them. This theory includes three main elements: the expectation that the worker will achieve the required performance, the value or benefit of their work and their personal evaluation of the work outcomes. The theory holds that the greater the value of these elements, the higher the motivation to work (Jafour & Ba'omar, 2018).

Rothmann and Buys (2011) affirmed that higher levels of job engagement are more prevalent among individuals who believe their work is meaningful. It is essential to note that job engagement is a psychological construct composed of three main components: dedication, vigor, and absorption. These components physically, cognitively, and emotionally motivate employees to perform their roles effectively, reflecting their commitment, voluntary effort, loyalty, enthusiasm, energy, and participation, which leads to increased professional efficiency, job satisfaction, and a sense of vitality toward work activities, thus contributing to achieving the organization's goals. Kahn (1990) defined job engagement as:

"The harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn, 1990, p. 694).

The literature indicates that the concept of job engagement originated in the business world and was included in the works of Kahn (1990), and Gallup studies. According to the studies, job engagement is one of the most critical variables that has garnered considerable attention, as it is a crucial factor influencing employee performance (Macey et al., 2009). Kahn (1990) explained that job engagement involves employees adapting themselves to the requirements of the task and their roles in executing it. It is worth mentioning that Kahn based his model on Goffman's (1972) study related to role performance, where Goffman indicated that wherever work exists, there is interaction, and individuals cannot participate in the interaction unless they have a role to play within the scope of the job. Job engagement is considered one of the most important concepts in human resources (HR) and refers to the level of enthusiasm, commitment, dedication, and vigor that an employee feels towards their job duties (Richman et al., 2008).

Kahn presented a model for the concept of job engagement, which includes three dimensions: vigor, dedication, and absorption. He indicated that vigor means working with high levels of energy and mental flexibility during work. Dedication refers to the individual's sense of enthusiasm, pride and challenge in their work, while absorption means a state of deep immersion and full concentration in performing job tasks with happiness. Yin (2019), pointed out that job engagement brings various benefits to organizations, such as employee retention and increased productivity, and it also enhances the efficiency of self-responsibility. He emphasized that job engagement improves psychological well-being, enhances employee alertness and attention, and stimulates leadership and creativity. Moreover, the components of job engagement physically, cognitively, and emotionally motivate employees to perform their roles effectively, reflecting their commitment, voluntary effort, loyalty, enthusiasm, energy, and participation, which leads to increased professional efficiency, job satisfaction and a sense of vitality toward work activities, thus contributing to achieving the organization's goals. Andrianto and AISada (2019), indicated that job engagement brings various benefits to organizations, such as employee retention and increased productivity, and it also enhances the efficiency of self-responsibility. Yin (2019), affirmed that job engagement improves psychological well-being, enhances employee alertness and attention, and stimulates leadership and creativity.

Moreover, job engagement is influenced by many factors categorized by Bakker (2014), as situational factors, such as task variety, job content, feedback, human relationships, promotion and career growth; in addition to individual factors that affect job engagement, such as self-efficacy, self-esteem, and conscientiousness. It is worth noting that achieving these factors makes work meaningful for individuals, which likely increases the probability of employee engagement. Kahn (1990), in his model of job engagement indicated that three psychological conditions act as mediators between workplace variables and the likelihood of job engagement: meaningfulness, safety, and availability. Meaningfulness refers to the individual's sense of benefits and rewards when performing the work, as well as their sense of the work's value. Safety means the feeling of freedom to perform their work without fear of repercussions and without risking danger when doing so. Availability refers to the individual's belief that their physical, emotional, and cognitive capacities enable them to participate and engage in work.

In this context, it is crucial to determine the impact of Meaningful Work on improving employee job engagement. By reviewing and analyzing previous studies that examined the factors influencing job engagement, we found that many recommendations direct researchers to study the impact of Meaningful Work on Job Engagement. For instance, the study by Zanabazar et al. (2024) recommended further investigation to understand the role and importance of Meaningful Work in enhancing Job Engagement across various sectors, with the aim of exploring whether this relationship differs depending on the type of organization or the nature of the jobs. This study focused on a sector not previously explored in studying the nature of the relationship between Meaningful Work and Job Engagement, represented by the security government sector, specifically the Ministry of Interior in the State of Qatar.

Conceptual Framework and Hypotheses Development

Meaningful Work arises when individuals perceive that their job roles play a significant part in meeting their expectations and achieving the goals for which they are working, whether these are personal goals or the organization's objectives (Ahmed, Majid, & Mohd Zin, 2016). The Gallup organization found that a high level of job engagement is linked to employees' feelings that their work and tasks are meaningful. They pointed out that employees' connection to meaningful work plays a significant role in their engagement with their tasks and reduces employee turnover (Gandhi & Robison, 2021). Ahmed et al (2016), indicated that when employees find their work purposeful and meaningful, they develop a desire to engage in their work, as they see their work as playing an important role in life and serving their goals as well as the goals of the organization they belong to. Additionally, many studies conducted on various organizations have confirmed that meaningful work is a fundamental factor in job engagement and a motivating factor that leads to increased employee participation in work. Studies by Fouché et al (2017), and Van Wingerden and Poell (2019), showed that there is a positive and significant relationship between meaningful work and job engagement. The results of the study by Karataş & Özdemir (2022), also indicated that there is a moderate and significant positive relationship between meaningful work and job engagement. When employees perceive their work as meaningful, it is likely to generate a sense of responsibility, happiness, and well-being, which leads to more effort being put into work, thereby enhancing their engagement in it. The study by Khusanova, Kang, and Choi (2021), identified a positive relationship between meaningful work and job engagement and recommended examining this relationship in non-Western work environments to enhance the validity of the findings related to the nature of the relationship between job engagement and meaningful work.

The study by Steger, Dik, and Duffy (2012), indicated that individuals who consider their work meaningful are more engaged in their tasks. These findings align with the results of the study by Zanabazar et al (2024), which showed a significant positive relationship between meaningful work and job engagement in the education sector. The study by Merdiaty (2024) suggested that job engagement is indirectly influenced by meaningful work, as it found that job design and responsibilities that better match individuals lead to a happier and more engaged workforce. Studies by Kaur and Mittal (2020), and Tan and Yeap (2022), also demonstrated a positive relationship between meaningful work and employee engagement and affective commitment. The study by Karatas and Özdemir (2022), indicated a positive relationship between meaningful work and job engagement, where all sub-dimensions of meaningful work, except for searching for meaning in work and relationships at work, were significant predictors of job engagement. The study by Khusanova, Kang, and Choi (2021), examined the relationship between meaningful work, job engagement, and performance, with results indicating a positive relationship between meaningful work, job engagement and performance. The study recommended further exploration of the relationship between meaningful work and job engagement by examining this relationship in public sector institutions. Consistent with the findings of previous studies and the literature, this study hypothesizes:

H1: *Effective Greater Good Motivation is positively related to job engagement."*

H2: *Effective Positive Meaning is positively related to job engagement."*

H3: *Effective Meaning-Making through Work is positively related to job engagement."*

Methods

Research Approach

The current research was designed to test a structural model that includes two latent variables. The first latent variable is Meaningful Work, which consists of three sub-dimensions: Greater Good Motivation, Positive Meaning, and Meaning-Making through Work. This variable is considered exogenous according to Karataş and Özdemir (2022). On the other hand, job engagement was examined as an endogenous variable, as explained by Al-Otaibi (2018). Structural Equation Modeling (SEM) was used to test the structural model.

Participants

Data for this study were collected from employees of the Ministry of Interior in Qatar through an online survey platform affiliated with the Ministry's website from June 11 to June 30, 2024. A total of 273 responses were retrieved during the survey period. After reviewing the responses, it was found that 259 questionnaires were valid for statistical analysis.

Measures

In our current study, two measures were used:

- The Work and Meaning Inventory (WAMI): This tool, developed by Steger et al. (2012), consists of ten items distributed across three main dimensions: Greater Good Motivation, Positive Meaning, and Meaning-Making through Work.
- Job Engagement Scale: The Job Engagement scale developed by Schaufeli et al. (2006), comprising 17 items, was used. The two scales were reviewed by ten experts, and based on their feedback, some items were modified, and four items were removed from the Job Engagement scale. This adjustment is consistent with the recommendation by Oslen (2010) to use a sample of no less than six specialists.

Data Analysis

Structural Equation Modeling (SEM) was conducted using the SmartPLS software. The analysis involved three main stages: evaluating the measurement model, evaluating the structural model, and the final step involved testing the hypotheses (Kock, 2015). In this type of analysis, the common method variance was assessed using Harman's Single-Factor test to investigate any potential common-method biases by employing exploratory factor analysis through the Principle Axis Factoring method, based on a single factor without rotation, using SPSS 5.25 software. According to Podsakoff et al. (2012), if the explained variance percentage extracted for the single factor does not exceed 50%, this indicates no common method bias in measuring the study variables. The results revealed that the main factor's value was 47.33%, which is less than 50% of the explained variance, indicating no bias due to the common method in measuring the study variables.

Following this, the measurement model was evaluated by examining internal consistency and convergent validity, represented by the following statistics: Cronbach's alpha (α), Composite Reliability (CR), and Average Variance Extracted (AVE). Factor loading and variance inflation factor (VIF) were also tested.

The results presented in Table 1: "The reflection variables adopted in the mode" and depicted in Figure 1, show that all items have factor loading values exceeding 0.6, indicating the validity of each construct (Hair, Black, & Babin, 2010). Moreover, the AVE for each construct exceeds

the recommended value of 0.5, suggesting that convergent validity is appropriate (Hair et al., 2016).

Dijkstra and Henseler (2015), suggested two statistical indicators to infer the reliability of items: Cronbach's alpha (α) and Composite Reliability (CR). Kock and Verville (2012), indicated that Cronbach's alpha (α) and Composite Reliability (CR) values for all constructs should be greater than 0.7. As shown in Table 1, all values exceeded the acceptable level. Additionally, the VIF test was performed to ensure no multicollinearity between variables, and the VIF values were found to be within the ideal range (1.26 – 1.59) as per Kock and Lynn (2012).

A normality test was also conducted, and the results indicated that the data met the normality assumption, with Kurtosis and Skewness values within the acceptable range of ± 3 (Ghasemi & Zahediasl, 2012). The Kurtosis values ranged from -1.29 to 0.51, while the Skewness values ranged from -0.74 to 0.73, as shown in Table 1. Additionally, the items' mean values ranged between 1.89 and 3.72, with low standard deviation values indicating low dispersion. The Fornell and Larcker (1981) criterion was used to verify discriminant validity, which refers to the extent to which a variable is distinct from other variables in the measurement model. Discriminant validity is achieved when the square root of the AVE for each variable is high on the variable itself and low on other variables (Hair & Lukas, 2014). The results in Table 2 indicate that the AVE value for each variable is highest for the variable itself, with no overlap between the variables.

Regarding the evaluation of the structural model, after establishing a measurement model characterized by reliability and validity according to acceptance criteria, the next step was to examine the structural model. This was based on several criteria, including the determination coefficient (R^2), effect size (f^2), predictive relevance (Q^2), and Goodness of Fit (GOF) to assess the structural model's quality. The results in Table 2 show that the determination coefficient (R^2) values were high, reaching 0.633, indicating that the model's explanatory power is acceptable according to Hair et al. (2010). Additionally, the effect size (f^2) value for the PM dimension was large at 0.438, medium for the GGM dimension at 0.174, and small for the MMW dimension according to Cohen (1988). The results also indicated that the predictive relevance (Q^2) value was 0.412, reflecting an acceptable level of predictive relevance according to Hair et al. (2010). The GOF value was 0.95, indicating that the model has a high goodness of fit and demonstrates high predictive capability according to the standard set by Henseler, Ringle, and Sarstedt (2015).

Table 1
 Measurements characteristics of reflective constructs

Variable	No. of Items	loading	Mean	St. Dev	kurtosis	Skewness	VIF	Convergent Validity		
								α	CR	AVE
Positive Meaning (PM)	4	0.896 -0.953	3.06 - 3.38	1.20 - 1.31	-0.52 - -1.08	-0.39 - 0.71	1.26	0.953	0.966	0.876
Greater Good Motivations (GGM)	3	0.908 - 0.981	3.05 - 3.12	0.68 - 0.79	0.34 - 0.51	-0.22 - 0.27	1.59	0.951	0.964	0.911
Meaning-Making through Work (MMW)	3	0.838 - 0.847	3.32 - 3.72	0.75 - 1.1	-0.01 - -0.03	-0.74 - -0.35	1.5	0.838	0.903	0.756
Job Engagement (JE)	13	0.751 - 0.924	1.89 - 2.90	0.63 - 1.27	-1.29 - 0.12	-0.12 - 0.73	*	0.972	0.975	0.748

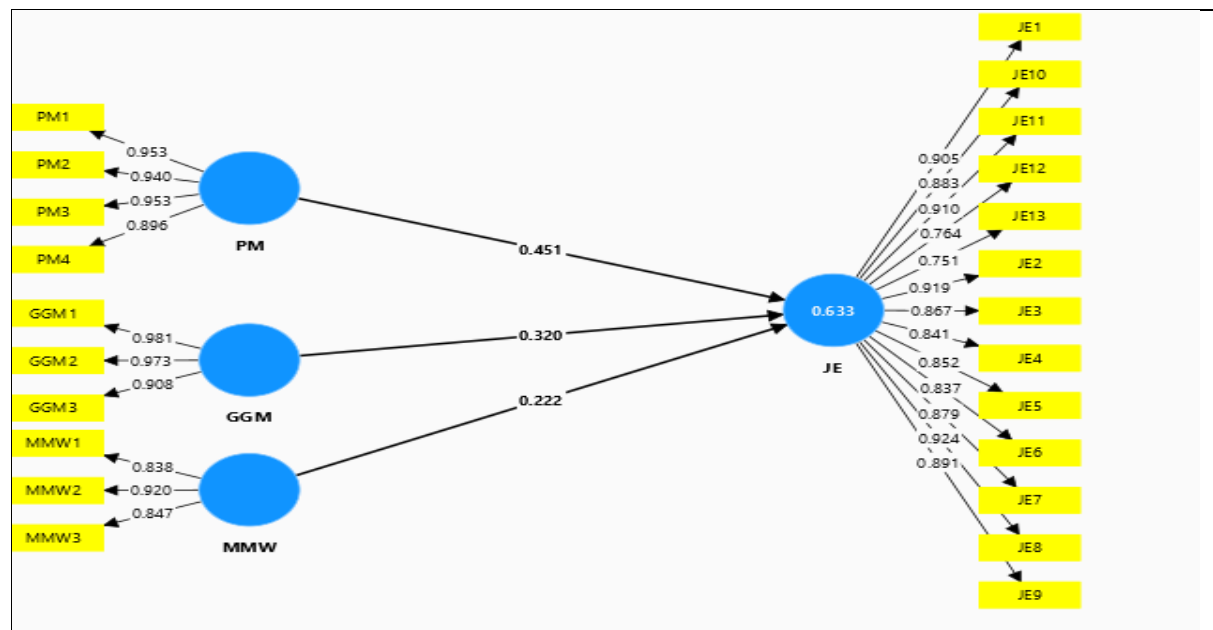


Fig. 1. The Structural Model

Table 2

Discriminate Validity and the structural Model Indicators

Discriminate Validity					The structural Model Indicators				
	GGM	JE	MMW	PM	Construct	JE			
						f ²	R ²	Q ²	GOF
GGM	0.954				GGM	0.174	0.633	0.412	0.95
JE	0.640	0.865			MMW	0.084			
MMW	0.561	0.566	0.869		PM	0.438			
PM	0.432	0.670	0.364	0.936					

Findings

To test the study's hypotheses, the structural model was evaluated by calculating path coefficients, T-statistics, and P-values to examine the statistical significance of the effects of the dimensions of Meaningful Work (Greater Good Motivation, Positive Meaning, and Meaning-Making through Work) on Job Engagement. The results are shown in Table 3, which presents the findings of the effects of the dimensions of Meaningful Work on Job Engagement. The results indicate that there is a statistically significant positive effect of each dimension of Meaningful Work on Job Engagement. The path coefficient and statistical significance values for the dimensions Greater Good Motivation (GGM), Meaning-Making through Work (MMW), and Positive Meaning (PM) were 0.320 (p = 0.00), 0.222 (p = 0.009), and 0.451 (p = 0.066), respectively. Therefore, it can be said that the statistical analysis supported the three hypotheses, which assumed that there is a statistically significant positive effect of the three dimensions on Job Engagement. It can be concluded that as Greater Good Motivation, Positive Meaning, and Meaning-Making through Work increase, Job Engagement also increases.

Table 3

Result of Hypothesis Test

	Original sample (O)	Standard deviation (STDEV)	T statistics	P values	Decision
GGM -> JE	0.320	0.091	3.840	0.000	Supported
MMW -> JE	0.222	0.082	2.627	0.009	Supported
PM -> JE	0.451	0.066	6.834	0.000	Supported

Discussion and Conclusion

The results indicate that Meaningful Work positively affects Job Engagement. This can be explained by the fact that Meaningful Work significantly enhances employee engagement by deeply influencing their motivation and personal experience. When employees perceive that their work has a genuine purpose and serves their goals and those of their organization, rather than merely performing routine daily tasks, they develop a strong sense of purpose and appreciation. This feeling enhances their job satisfaction, and they feel that they are not just tools in the workplace but are contributing to something important and valuable. Moreover, the sense of satisfaction does not only improve the mood of employees but also boosts intrinsic motivation, making them more willing to put in extra effort and achieve outstanding results. When employees feel that their work is meaningful, has a tangible impact, and contributes to achieving goals that align with their personal values, they have a stronger drive to actively participate in work and to be creative in executing their tasks. This internal motivation leads to improved performance and productivity, as employees exceed

expectations and seek new ways to improve the quality of their work, thereby increasing their engagement in their job tasks.

Additionally, Meaningful Work contributes to enhancing collaboration among employees and promotes effective communication and mutual support, making meetings and discussions more productive and helping to solve problems more cooperatively, which fosters dedication to work and increases vigor in performing tasks, all of which represent overall Job Engagement.

The positive impact of Meaningful Work may also extend to increasing loyalty and attachment to the organization. When employees see that their work aligns with the values and goals of the organization, they feel a deeper connection and are more willing to invest in the organization's success. This strong connection reduces turnover rates and increases their engagement in their job tasks, as employees become more determined to stay and work towards achieving shared goals.

By linking Kahn's (1990) model of Job Engagement with the concept of Meaningful Work, the relationship between Meaningful Work and Job Engagement can be interpreted in ways that reflect the impact of this work on the three essential psychological conditions: meaningfulness, safety, and availability. Kahn suggests that individuals' sense of meaning in their work enhances their engagement by making them feel that their contributions have great value and that they have the ability to influence and achieve meaningful goals, which increases their motivation, commitment, and engagement in their tasks.

Furthermore, Meaningful Work provides a supportive psychological environment that contributes to enhancing safety, which is the feeling of security and freedom in performing tasks without fear of negative consequences or risks. When individuals feel that they are working in an environment that provides psychological safety, they are more willing to fully engage in their work, which enhances their interaction and creativity.

The realization of availability, related to the individuals' ability to effectively participate in work based on their physical, emotional, and cognitive resources, is fundamental in fostering the sense that they have sufficient capacity to meet work demands and participate effectively. This contributes to increasing their readiness for engagement and commitment to work.

Therefore, Meaningful Work enhances Job Engagement by creating a positive and impactful work environment that improves individuals' sense of purpose, provides safety, and ensures the availability of necessary resources.

The results of this study are consistent with those of studies by (Fouchel et al., 2017; Van Wingerden and Poel, 2019; Karataş & Özdemir, 2022; Zanabazar et al., 2024), which indicated a significant positive relationship between Meaningful Work and Job Engagement. The study by Merdiaty (2024) also indicated that employee engagement is indirectly affected by Meaningful Work. Additionally, the study by Kaur and Mittal (2020) showed a positive relationship between Meaningful Work and employee engagement and affective commitment.

Recommendation and Future Study Directions

Based on the study results, which demonstrated the positive impact of Meaningful Work on Job Engagement, the current study offers several recommendations that can contribute to enhancing this positive effect effectively. This can be achieved by aligning job objectives and tasks with employees' personal values and by training employees to understand how their work contributes to achieving the goals of the organization they work for, which will enhance their sense of satisfaction. The study also recommends implementing workshops and orientation sessions to strengthen the connection between individual work and organizational goals, which is likely to increase their engagement in their tasks.

To enhance employees' sense of accomplishment and effective contribution, which can increase the likelihood of raising job engagement levels, the study suggests increasing training and development opportunities that focus on enhancing skills that align with employees' interests and aspirations through investing in their personal and professional growth. It also recommends fostering delegation skills among leaders, allowing more autonomy and flexibility for employees in executing their tasks and controlling how they perform their work, alongside adopting clear policies for providing feedback on their performance. This would enable employees to recognize their strengths and areas for improvement, contributing to a sense of responsibility towards their tasks and improving their commitment and engagement at work.

To further enhance the sense of Meaningful Work among employees, the study proposes that organizations adopt a corporate culture that encourages innovation and creativity, and provides an environment that motivates employees to think innovatively by promoting social responsibility programs that contribute to a sense of meaning in the tasks they perform.

Regarding the expansion of understanding the nature of the relationship between Meaningful Work and Job Engagement, the study suggests several ideas for future research that could deepen knowledge in this field and improve work practices. This includes exploring the relationship between Meaningful Work and various patterns of job engagement across different cultures, as well as studying the impact of diverse meanings of work on job engagement in multicultural work environments, which could provide insights into how to adapt Meaningful Work strategies to meet diverse cultural needs. The study also recommends investigating the long-term effects of Meaningful Work on job performance. In light of technological advancements and the presence of flexible and hybrid work models, future studies should focus on examining the impact of technology and digital innovations on the sense of meaning in work in hybrid and flexible work environments and understanding how to maintain a sense of meaning in such settings.

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