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THE ROLE OF POSITIVE PSYCHOLOGICAL FACTORS IN ENHANCING EMPLOYEE ENGAGEMENT AND COMMITMENT TO WORK TASKS

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Abstract - *Employee engagement is recognized as a key indicator of organizational success in achieving established objectives. Current evidence shows that many organizations continue to face challenges in creating working conditions that encourage employees to participate actively and demonstrate strong dedication to their assigned tasks. Organizational initiatives often concentrate on material aspects while overlooking psychological factors that play an essential role in shaping employee attitudes and behaviors. This study aims to examine the factors influencing employee engagement by applying the framework of Positive Psychology Theory and to analyze positive elements within the work environment that can enhance employees' involvement and commitment to their responsibilities. The method employed is a literature review that collects and critically evaluates relevant scholarly sources. The findings reveal that positive psychological factors such as the fulfillment of basic needs, psychological well-being, and social support exert a significant influence on employee engagement. The main conclusion of this study is that the creation of a work environment that supports the development of positive psychological aspects constitutes a strategic and effective approach to sustaining employee engagement. This study contributes to the advancement of knowledge in organizational behavior and human resource management and provides practical guidance for organizational leaders in designing optimal working conditions.*

Keywords: Employee engagement, positive psychology, work environment, employee dedication, psychological factors, organizational behavior, human resource management.

INTRODUCTION

The increasingly competitive landscape of business development necessitates that every organization possess human resources who are not only equipped with adequate technical competencies but also demonstrate a high level of engagement in executing their assigned responsibilities (Bhat et al., 2018). A discernible phenomenon at present is the growing awareness among organizational managers regarding the importance of employee engagement as a determinant of operational success. Actively engaged employees tend to exhibit superior performance, maintain a high level of commitment to the organization, and are willing to exert effort beyond what is expected in carrying out their tasks (Tripathi & Sharma, 2016). However, in practice, numerous organizations still encounter difficulties in creating conditions that can effectively encourage employees to achieve optimal levels of engagement. This observation indicates that a comprehensive understanding of the factors influencing employee engagement is of paramount importance and warrants further development.

One of the primary issues emerging in contemporary human resource management is that many organizations continue to rely on traditional approaches to enhance employee engagement. These approaches frequently concentrate solely on the provision of material incentives, stringent supervision, or the establishment of elevated performance targets, without due consideration of the psychological aspects inherent to employees (Raj & Bajwa, 2020). This issue gives rise to negative consequences, in that the engagement fostered tends to be temporary and emerges only when employees receive the expected rewards. Consequently, when anticipated conditions are not fulfilled, employee engagement levels decline significantly, thereby adversely affecting overall organizational performance. Approaches that inadequately address psychological dimensions may also engender excessive work-related stress and diminish employees' psychological well-being, which ultimately reduces their capacity to participate actively in their assigned work.

Another issue of considerable concern is the persistent lack of understanding regarding the role of positive psychological factors in influencing employee engagement levels. Many organizational managers operate under the assumption that employee engagement can only be enhanced through external control mechanisms or the provision of rewards, thereby neglecting the positive aspects that can be cultivated within employees and the work environment (Kokkina et al., 2018). In fact, a substantial body of research has demonstrated that positive psychological factors, such as a sense of worth, opportunities for growth, social support, and meaning in work, play a critically important role in shaping sustainable employee engagement (Albrecht et al., 2021). The insufficient comprehension of this matter has resulted in numerous initiatives failing to yield optimal outcomes and proving incapable of fostering deep-seated engagement among employees. This situation necessitates an in-depth examination of the positive psychological factors that can enhance employee engagement in the workplace.

Furthermore, divergent viewpoints persist regarding how positive psychological factors interact with one another in influencing the level of employee engagement. Some studies suggest that these factors operate independently, each exerting a distinct influence on employee engagement (Arora & Chaudhary, 2018). Conversely, other research indicates that these factors are interrelated and mutually reinforcing in shaping the level of engagement exhibited by employees (Liu & Zhao, 2015). These discrepancies in perspective create ambiguity concerning the appropriate methods for developing such positive psychological factors within the work environment. This ambiguity likewise complicates the efforts of organizational managers to formulate comprehensive strategies for effectively and sustainably enhancing employee engagement. Consequently, a systematic examination of the factors affecting employee engagement through the lens of positive psychology is urgently required.

This study is grounded in the Theory of Positive Psychology as articulated by Seligman and Csikszentmihalyi (2021). This theory posits that positive psychology constitutes the scientific study of strengths and virtues that enable individuals and communities to thrive. According to this theoretical framework, individual well-being and success are determined not solely by the absence of problems or stress, but also by the presence of positive aspects, including positive emotions, engagement in activities, meaningful relationships with others, a sense of purpose in life, and the achievement of valued goals. The theory emphasizes that the cultivation of these positive dimensions can enhance an individual's quality of life and enable optimal functioning across various domains, including the work environment. In the occupational context, this theory explains that the creation of conditions supportive of the development of positive aspects will augment employee engagement and dedication to their assigned responsibilities.

Based on a review of previous studies, a gap remains in the understanding of how the principles of positive psychology can be effectively applied within the work environment to improve employee engagement. Certain studies have addressed factors influencing employee engagement in a general manner without undertaking an in-depth examination of the role of positive psychological aspects (Arora & Chaudhary, 2018). Meanwhile, other investigations have discussed the concept of positive psychology from a theoretical perspective without specifically exploring its application within the context of human resource management and the enhancement of employee engagement (Thompson et al., 2015). This gap creates difficulties for organizational managers in comprehending the requisite steps for establishing a work environment that fosters positive aspects and effectively augments employee engagement.

An additional problem that has emerged is the limited understanding of the specific factors within the work environment that fall within the category of positive psychology and exert a significant influence on employee engagement. Although numerous studies have demonstrated that positive psychology plays an important role in improving individual performance and well-being, many organizational managers remain insufficiently informed about which specific factors warrant attention and development within the workplace (Salanova et al., 2013). This deficiency has resulted in many interventions focusing exclusively on widely recognized factors, without considering positive psychological elements that hold the potential to yield more favorable outcomes. This lack of understanding also impedes organizational managers in their capacity to measure the effectiveness of their efforts to enhance employee engagement through a positive psychology approach.

Actively engaged employees contribute more substantially to organizational success and experience improved psychological well-being while performing their duties (Dhanda, 2015). Moreover, the application of positive psychology principles in human resource management can assist organizations in establishing a work environment that is healthy, harmonious, and conducive to the development of each employee's potential. This study is expected to provide a more comprehensive understanding of the factors influencing employee engagement and the manner in which positive psychology principles can be operationalized within the work environment. In addition, this research is anticipated to contribute to the advancement of knowledge in the fields of organizational behavior and human resource management, as well as to serve as a reference for subsequent studies addressing similar topics.

The objective of this study is to examine the factors affecting the level of employee engagement in work by employing the framework of Positive Psychology Theory, and to analyze the positive elements within the work environment that can enhance employee engagement and dedication to their tasks. This objective has been formulated in alignment with the research questions established, such that each intended aim provides a clear response to the identified problems. This research is expected to yield a comprehensive understanding of the concept of employee engagement and the role of positive psychological factors in influencing it, while also offering practical guidance for organizational managers in creating optimal working conditions.

RESEARCH METHODS

This study employs a literature review method, which aims to collect, examine, and synthesize various information sources relevant to the topic of inquiry in order to obtain a comprehensive and systematic understanding. This method was selected because it enables the researcher to examine various previous studies that have addressed employee engagement, positive psychology, and factors influencing employee behavior in the workplace. Through this method, the researcher can identify diverse perspectives, findings, and concepts that have developed regarding the

relationship between positive psychological factors and the level of employee engagement, as well as develop a holistic understanding of how positive elements within the work environment can enhance employee engagement and dedication to their tasks. This method is considered appropriate for the research objective, which is to compile a summary and analysis of various previous studies in order to provide a clear overview of the phenomenon under investigation.

The data sources utilized in this study consist of various scholarly literature pertinent to the topic of inquiry. The collected literature sources include national and international academic journals that address organizational behavior, human resource management, industrial and organizational psychology, as well as positive psychology. In addition, the literature sources also encompass textbooks authored by experts in the fields of management and psychology, research reports published by prominent research institutions, and other scientific publications that discuss factors influencing employee engagement and the application of positive psychology principles within the work environment. The researcher ensured that the literature sources employed possess high credibility and have undergone rigorous peer review processes, thereby rendering the information obtained accountable in terms of validity and suitable for use as a foundation for conducting accurate analysis and synthesis.

The data analysis technique employed in this study is thematic analysis, in which information gathered from various literature sources is grouped into primary themes that correspond to the focus of the inquiry. The analytical process was conducted by identifying the main ideas contained within each literature source, categorizing them into relevant groupings, and organizing them into a systematic and structured sequence of exposition. This technique enables the researcher to compare and contrast existing perspectives, as well as to develop an integrated synthesis concerning the factors that influence the level of employee engagement in work and the role of positive elements within the work environment. This approach is consistent with the view expressed by Silverman (2020), who asserted that thematic analysis in literature reviews can be employed to organize and present information in a logical manner, thereby providing a clear and comprehensive depiction of the topic under study.

RESULTS AND DISCUSSIONS

Employee engagement constitutes a multidimensional construct encompassing the emotional, cognitive, and behavioral aspects demonstrated by individuals in the execution of their work tasks (Turner, 2020). According to the Chartered Institute of Personnel and Development (2012), engagement has become, for practitioners, an overarching concept that captures the various ways in which employers can elicit discretionary or voluntary effort from employees, namely the willingness on the part of staff to work beyond the terms of their contracts (Trofimov et al., 2017). Based on a review of the extant literature, employee engagement is understood as a positive psychological condition characterized by vigor, dedication, and high levels of absorption in work activities (Kokkina et al., 2018). Individuals who exhibit high levels of engagement tend to regard their work as an integral part of their identity and strive to contribute their best efforts (Amirshoev, 2020). Within the framework of positive psychology, employee engagement is viewed not merely as an outcome of satisfying basic needs, but also as a consequence of the development of individual potential and strengths. This concept emphasizes that sustainable engagement can only be realized when individuals perceive congruence between their personal values and those prevailing in the work environment, and when they are afforded opportunities for growth and meaningful contribution. The quality and optimal performance of human resources can be sustained through continuous training programs (Mardikaningsih & Darmawan, 2021), which in turn serve as one of the pillars for maintaining high levels of engagement.

Employee engagement has been positively associated with productivity, profitability, employee retention, safety, and customer satisfaction (Buckingham & Coffman, 1999). When employees perceive that they have contributed to sustainability objectives, they tend to demonstrate greater engagement and enthusiasm toward their work. By fostering this engagement, organizations can optimize employee potential to achieve broader goals (Abdullah et al., 2021). Darmawan (2021b) posited that organizational commitment among human resources is significantly influenced by the leadership style adopted, and such commitment constitutes a fundamental foundation for the development of deep-seated engagement. One of the primary factors affecting the level of employee engagement is the fulfillment of basic psychological needs inherent to individuals. Numerous studies have demonstrated that the needs for autonomy, competence, and social relatedness represent fundamental aspects that must be satisfied in order for individuals to function optimally within the work environment (Slemp et al., 2021). The need for autonomy refers to the individual's desire to exercise control over the manner in which assigned tasks are executed and to possess the freedom to make decisions pertaining to their work. When this need is fulfilled, individuals tend to feel a greater sense of responsibility for the outcomes achieved and exhibit heightened motivation to engage actively in their work. Conversely, when individuals perceive that they lack freedom in carrying out assigned tasks, they are inclined to demonstrate lower levels of engagement and may even experience psychological distress that diminishes their performance (Restrepo & Valencia, 2014).

The need for competence refers to the individual's desire to feel capable and effective in performing their assigned responsibilities. Individuals who perceive themselves as possessing sufficient abilities to complete assigned tasks tend to exhibit high self-confidence and are more willing to confront challenges inherent in their work (Kodden, 2020).

Within the context of positive psychology, the fulfillment of the need for competence can be facilitated through the provision of opportunities for individuals to develop their skills, the delivery of constructive feedback regarding their performance, and the recognition of achieved accomplishments. Periodic performance evaluations are essential for measuring the tangible contributions of each human resource (Darmawan, 2020a), and this process, when conducted constructively, serves as a feedback mechanism that reinforces the sense of competence. When this need is satisfied, individuals experience a high degree of satisfaction in performing their work and possess a strong impetus to continually enhance their capabilities, which ultimately elevates their level of engagement in their work (Irfan & Al Hakim, 2021). This observation aligns with the perspective of Arifin and Darmawan (2021), who asserted that supportive leadership is capable of unleashing the latent potential of human resources, as supportive leaders actively facilitate the development of subordinates' competencies.

The need for social relatedness refers to the individual's desire to feel connected, valued, and accepted by others within the work environment (Bowling, 2017). Individuals who maintain positive relationships with colleagues and supervisors tend to experience greater comfort in performing their assigned tasks and are more willing to participate in organizational activities. Rojak and Darmawan (2021) noted that effective internal communication among human resources can minimize the risk of workplace conflict, and this condition directly contributes to the creation of a healthy social climate conducive to fulfilling the need for relatedness. The social support available within the work environment serves as a source of strength that assists individuals in coping with various challenges and pressures inherent in their work. A conducive work environment exerts a highly positive impact on employee job satisfaction (Arifin et al., 2021), and this satisfaction is closely associated with the fulfillment of the need for quality interpersonal relationships. Within the framework of positive psychology, the cultivation of positive workplace relationships aims not only to create a harmonious atmosphere but also to establish an environment that supports the growth and development of each individual. Eddine et al. (2021) stated that team collaboration among human resources is capable of generating much stronger work synergy, and such synergy can only be built upon a solid foundation of social relatedness. When the need for social relatedness is fulfilled, individuals develop a strong sense of organizational belonging and are more willing to engage actively in achieving established objectives (Haski-Leventhal et al., 2019).

Another factor exerting a significant influence on the level of employee engagement is the presence of meaning in the work performed. Meaning in work refers to the individual's perception regarding the importance, value, and purpose inherent in their assigned tasks. Individuals who perceive meaning in their work possess strong intrinsic motivation to engage actively and strive to contribute their best efforts (Grama & Todericiu, 2017). Based on a review of the literature, meaning in work can be cultivated when individuals understand how their tasks contribute to the achievement of broader organizational goals, and when they perceive that their work provides benefits to others or the surrounding community (Martela & Pessi, 2018). Strategically oriented human resource management serves to align individual performance with the organization's larger vision (Oluwatosin et al., 2021), and this alignment is key to fostering a robust sense of work meaning. Djazilan and Darmawan (2020) posited that meticulous human resource planning can prevent the accumulation or shortage of personnel, thereby ensuring that each individual is placed in a position that enables them to recognize their strategic contributions. Within the framework of positive psychology, the cultivation of meaning in work constitutes an important aspect that can enhance individual well-being and engagement over the long term.

The psychological well-being of individuals also functions as a factor influencing the level of employee engagement in work. Psychological well-being refers to a positive mental state characterized by pleasant emotions, life satisfaction, and the capacity to function effectively across various life domains (Liona & Yurniardi, 2020). Such programs may include stress management training, counseling, and activities that encourage social interaction among employees, thereby creating a more positive and productive work environment (Darmawan et al., 2016). Assured well-being contributes directly to the enhancement of employee loyalty toward the organization (Mardikaningsih & Hariani, 2020). Putra et al. (2021) emphasized that occupational health and safety must be guaranteed to protect the capacity of human resources, as physically and mentally protected capacity constitutes a prerequisite for optimal psychological well-being. Individuals with high levels of psychological well-being possess sufficient energy to engage actively in their work and are better equipped to confront various challenges. Numerous studies have indicated that a reciprocal relationship exists between psychological well-being and employee engagement, whereby high engagement enhances psychological well-being and, conversely, high psychological well-being increases the individual's capacity for active engagement in work (Çelik, 2017). Within the framework of positive psychology, the enhancement of psychological well-being can be achieved through the cultivation of positive aspects inherent in both the individual and the work environment.

In organizational development, cultivating competent and efficiently functioning teams requires not only technical skills but also leaders who understand how to motivate their members (Arifin et al., 2022). Positive leadership constitutes an essential element within the work environment and exerts a significant influence on the level of employee engagement. Positive leadership is characterized by the leader's capacity to inspire, motivate, and empower team members. Positive leaders tend to entrust team members with decision-making authority and responsibility for their work, while simultaneously providing the support necessary for the development of their potential (Sureshkumar & Karthikeyan, 2014). This perspective aligns with the view of Jahroni and Darmawan (2021), who contended that a strong organizational

culture will shape the characteristics of human resources with integrity, and positive leadership serves as the primary agent in shaping and reinforcing that culture. Based on a review of the literature, positive leadership can create a work environment that supports the development of positive psychological aspects among employees. The role of leadership and a supportive work environment constitutes a fundamental driver of employee satisfaction, which directly underlies engagement and performance, as evidenced in various contexts such as construction projects (Darmawan & Nikmah, 2020). The optimization of work outcomes can be achieved through the placement of human resources in accordance with their areas of expertise (Mardikaningsih & Sinambela, 2021), and positive leadership ensures that such placement is undertaken with due consideration for employee potential and aspirations. When employees perceive that they are led by individuals who are caring, supportive, and provide opportunities for growth, they develop high self-confidence and are more willing to engage actively in achieving the organization's established goals.

A positive organizational culture also serves as a factor influencing the level of employee engagement in work. A positive organizational culture is characterized by values that emphasize appreciation for each individual's contributions, support for the development of potential, and the creation of a fair and transparent work environment (Samanta, 2021). A strong organizational culture, as maintained by Jahroni and Darmawan (2021), will shape the characteristics of human resources with integrity, and this integrity becomes a core value that drives authentic engagement. In organizations with a positive culture, employees feel valued and recognized for their efforts and achievements, and perceive that they have equal opportunities for development and career advancement. Clear career development programs constitute a primary attraction for potential human resources (Mardikaningsih & Putra, 2021), and this represents a tangible manifestation of a culture that values growth. Various studies have demonstrated that a positive organizational culture can create a psychological climate conducive to the long-term development of employee engagement. Work discipline constitutes a fundamental asset that human resources must possess to achieve company targets (Arifin & Mardikaningsih, 2021), and a positive culture fosters discipline that originates from self-awareness rather than coercion. When employees perceive that they are situated within a supportive work environment that values their presence, they develop high organizational commitment and are more willing to exert effort beyond what is expected in performing their assigned tasks.

Recognition and rewards provided for achieved accomplishments represent positive elements within the work environment that can enhance the level of employee engagement (Dhanda, 2015). Efforts to retain high-quality human resources can be undertaken, among other means, through the provision of fair compensation (Eddine & Darmawan, 2021), and compensation fairness constitutes the most fundamental form of recognition for employee contributions. Recognition that is provided appropriately and equitably enables individuals to feel valued for their efforts and contributions, thereby enhancing their self-confidence and motivation. Within the framework of positive psychology, recognition serves not only to reward achieved outcomes but also to reinforce positive behaviors and encourage individuals to continue developing their capabilities. Various studies have indicated that recognition provided consistently and in accordance with individual needs can significantly increase the level of employee engagement. Conversely, when individuals perceive that their efforts have not received due recognition, they experience a decline in motivation and in their demonstrated level of engagement in work.

Opportunities for growth and career development constitute another factor exerting a significant influence on the level of employee engagement. Individuals who perceive the availability of opportunities to enhance their capabilities and advance their careers tend to exhibit high motivation to engage actively in their assigned work (Tripathi & Sharma, 2016). Within the framework of positive psychology, the provision of development opportunities represents an important aspect that can assist individuals in realizing their potential and achieving their desired goals. Hariani (2021) contended that the adaptability of human resources to new technologies has become a determinant of organizational competitiveness in the current era, and such adaptability can only be honed through continuous learning opportunities. The current development of digital transformation demands that human resources continually upgrade their skills (Ishaq et al., 2021), which underscores that investment in employee development is an imperative. Various studies have shown that when organizations provide employees with opportunities to participate in training, gain new experiences, and develop required competencies, employees perceive that the organization cares about their personal development and will reciprocate by making greater contributions.

The balance between work and personal life also functions as a positive element within the work environment that can enhance the level of employee engagement. Individuals who are able to achieve a satisfactory balance between work demands and personal needs exhibit higher levels of well-being and are better equipped to engage actively in their work (Ariawaty, 2019). Imbalance between work and personal life can lead to stress, fatigue, and even burnout, which ultimately exerts a negative impact on employees' psychological well-being (Darmawan, 2017). Gautama et al. (2021) stated that employee engagement among human resources can reduce employee turnover rates, and work-life balance is one of the primary drivers of sustainable engagement. Within the framework of positive psychology, the creation of balance between work and personal life aims not only to reduce work-related stress experienced by individuals but also to enable individuals to develop various dimensions of their lives. Various studies have demonstrated that organizations that provide flexibility in work scheduling and offer support for achieving a healthy balance tend to have employees with higher levels of engagement and lower absenteeism rates (Ropponen et al., 2016).

Job security perceived by individuals also constitutes a factor influencing the level of employee engagement in work. Individuals who perceive adequate job security possess the peace of mind required to engage actively in their work (Asfaw & Chang, 2019). Within the framework of positive psychology, job security is not only concerned with the assurance of continued employment within the organization but also relates to individuals' confidence that they will receive support and protection from the organization when facing various work-related difficulties. A rigorous and objective selection process will yield the best human resource talent capable of confronting work challenges (Darmawan, 2020b), and this process engenders a sense of security because employees know that their colleagues also possess competent capacities. Various studies have indicated that when individuals perceive their job positions to be sufficiently secure and that the organization cares about their well-being, they exhibit higher organizational commitment and are more willing to strive to provide their best contributions. Furthermore, job performance can be significantly enhanced when employees are assigned more creative tasks and work environments with less structured job configurations (Joo et al., 2016).

A conducive and comfortable work environment also functions as a positive element that can enhance the level of employee engagement. A conducive work environment encompasses physical aspects such as adequate work facilities, workplace safety and comfort, as well as psychological aspects such as a harmonious work atmosphere free from excessive pressure (Prahara & Putri, 2020). Darmawan and Marsal (2021) stated that the work ethic demonstrated by human resources serves as the primary reflection of the company's reputation, and a conducive environment is the setting in which positive work ethics can grow and flourish. Within the framework of positive psychology, the creation of a conducive work environment aims to establish conditions that enable individuals to function optimally and develop their potential. Various studies have shown that when individuals feel comfortable and secure in their work environment, they possess sufficient energy to engage actively in their assigned work and are better able to demonstrate good performance.

Effective communication within the work environment constitutes another factor exerting a significant influence on the level of employee engagement. Effective communication enables individuals to clearly understand what is expected of them in their work, to obtain the information required to complete assigned tasks, and to express their opinions and suggestions (Turner, 2020). Within the framework of positive psychology, effective communication also serves as a means of building positive relationships between individuals and their supervisors and colleagues, as well as creating an open and mutually respectful work climate (Darmawan et al., 2020). As emphasized by Rojak and Darmawan (2021), effective internal communication among human resources can minimize the risk of workplace conflict, thereby ensuring that employee energy remains directed toward productive engagement. Various studies have indicated that when communication within the work environment functions well, individuals feel more valued and involved in decision-making processes, thereby increasing their demonstrated level of engagement in work.

Employee engagement is also influenced by the characteristics of the work performed by individuals. Work that possesses characteristics such as meaningfulness, autonomy, task variety, and clear feedback is more capable of enhancing the level of engagement demonstrated by individuals (Albrecht et al., 2021). Within the framework of positive psychology, job design that takes these aspects into account aims to create conditions that enable individuals to develop their potential and derive high satisfaction from performing their work. Various studies have demonstrated that when the work performed possesses challenging yet achievable characteristics, individuals feel more enthusiastic in executing their assigned tasks and exhibit higher levels of engagement compared to work that is routine and lacking in challenge. Thus, all the aspects discussed, ranging from meticulous human resource planning, supportive leadership, strong organizational culture, to compensation and career development, collectively and in an integrated manner contribute to the creation of employees who are not only competent but also fully engaged, representing the most valuable asset for long-term organizational success.

Overall, the review of various literature sources indicates that the level of employee engagement in work is influenced by multiple factors that fall within the category of positive psychology. These factors include the fulfillment of basic psychological needs, the presence of meaning in work, psychological well-being, positive leadership, a positive organizational culture, recognition and rewards, opportunities for growth, work-life balance, job security, a conducive work environment, effective communication, and appropriate job characteristics. These various factors are interrelated and mutually reinforcing in shaping the level of engagement demonstrated by individuals. The creation of a work environment that supports the development of these positive psychological aspects constitutes a strategic and effective measure for enhancing employee engagement in a sustainable manner, which will ultimately yield benefits for both individuals and the organization as a whole.

CONCLUSIONS

The level of employee engagement in the workplace is influenced by various factors that fall within the domain of positive psychology. These factors include the fulfillment of needs for autonomy, competence, and social relatedness, the presence of meaning in work, psychological well-being, positive leadership, a supportive organizational culture, recognition and appreciation, opportunities for growth, work–life balance, job security, a conducive work environment, effective communication, and appropriate job characteristics. Positive elements within the work environment that foster

the development of these factors enhance employee engagement and dedication to assigned tasks. Engagement that emerges through a positive psychology approach tends to be intrinsic and sustainable because it is grounded in the satisfaction and happiness experienced by individuals in carrying out their work.

Future research is recommended to conduct empirical studies that examine the relationship between positive psychological factors and employee engagement across different types of organizations and business sectors. Such studies may identify variations in the influence of these factors according to organizational characteristics and workplace contexts. In addition, future research could explore the role of other variables that interact with positive psychological factors in shaping employee engagement, such as individual differences, educational background, and work experience. Studies on the effectiveness of development programs designed to enhance employee engagement through positive psychology approaches are also necessary to provide stronger evidence of the benefits that can be achieved.

For organizational managers, the findings of this study imply that efforts to increase employee engagement should not be limited to material aspects but should also emphasize the development of employees' positive psychological dimensions. Managers are encouraged to create a work environment that supports the fulfillment of basic psychological needs and provides opportunities for employees to develop their potential into competencies that contribute to organizational performance.

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