Promoting Employee Engagement: Concept Paper for the Development of a Conceptual Framework

K.G. Priyashantha[1], A.C. De Alwis[2] & I. Welmilla[3]

[1]Department of Human Resource Management, Faculty ofManagement and Finance, University of Ruhuna, Matara
[2]Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya
SRI LANKA
prigayan@badm.ruh.ac.lk[1], chamaru@kln.ac.lk[2,] iwelmilla@kln.ac.lk[3]

Abstract

This study aimed to examine how employee engagement can be increased through the perceived desirability of disruptive Human Resource Management (HRM) technologies where sociological phenomena like gender stereotype change and work realities as work- family conflicts derive lower employee engagement. This study is a literature review in which employee engagement, gender stereotype change, work-family conflicts, and disruptive HRM technologies literature were surveyed and reviewed from two perspectives. Both perspectives developed a conceptual framework that focuses on three impacts. The first is the role of work-family conflicts in mediating the impact of changing gender stereotypes on employee engagement. Second, the perceived desirability of disruptive HRM technologies has a direct impact on increasing employee engagement. The third effect is that the perceived desirability of disruptive HRM technologies has a moderating effect on the impact of work-family conflicts on employee engagement. The paper provides directions for empirical research basedon the predicted impacts.

Keywords: Disruptive HRM Technologies, Employee Engagement, Gender stereotypes, Work-Family Conflict

1. INTRODUCTION

Employee engagement involves energy, dedication, and work absorption (Bakker & Schaufeli, 2008). It has more benefits like improved financial performance, customer satisfaction, retention, and well- being (Macey & Schneider, 2008; Rana et al. 2014; Schaufeli et al., 2002). Moreover, it predicts organizational performance and strategic benefits (Turner, 2020). Thus, employee engagement is a detrimental factor to the success of any organization. However, global employee engagement is currently at only 20% (Gallup, 2021), indicating that eighty percent of workers are disengaged from their jobs. Which means they mentally quit while physically remaining at work (Turner, 2020). It is detrimental to the firm (Purcell, 2014) because employees are paid and receive benefits despite their

energy not being available to the organization (Osborne & Hammoud, 2017; Pech & Slade, 2006).

Among many factors, the nature of contemporary work realities creates many factors that can inhibit employee engagement. Notably, the contemporary work realities reveal more complexities due to employees' extensive work hours (Poelmans et al., 2008) and more diversities due to an increase in the number of women in the workplace, dual- career families, single-parent families, and an aging population (Brough & Kelling, 2002; Frone & Yardley, 1996). Such complexities and diversities have changed the family structures where the stereotypes of traditional gender roles have been changed (Blau & Kahn, 2006; De Vaus & Wolcott, 1997). Thus, people engage in different role performances than expected in traditional gender-biased activities (Eagly et al., 2020; Haines et al., 2016; Priyashantha et al., 2021a, 2021b). Those different role performances create multiple roles within both work and family domains. As all those roles must be fulfilled in a limited time and energy, participation in one role makes participation in another more complicated and strains the worker (Greenhaus & Beutell, 1985). Such a strain is known as work-family conflict. Work- family conflicts positively impact employee burnout (Bowen et al., 2018; Huyghebaert et al., 2018; Molina, 2021; Taylor et al., 2019) or job exhaustion (Hill et

al., 2006). As employee burnout feelings reduce the employees' level of engagement (Bakker & Schaufeli, 2008; Turner, 2020), researchers treat employee burnout as the opposite reaction of employee engagement (Bakker & Schaufeli, 2008; Kular et al., 2008; Maslach et al., 2001). As a result, work- family conflicts limit employees' ability to engage in their jobs (Kengatharan & Kunatilakam, 2020; Wayne et al., 2017).

Furthermore, changing gender stereotypes produce normative role expectations based on job needs, job descriptions, social identity, rules, and regulations that make employees feel obligated to perform them (Biddle, 1986; Eagly et al., 2020; Goffman, 1961). As a result, changing gender stereotypes can positively influence employee engagement (Artz et al., 2021; García-Arroyo et al., 2019; Li et al., 2021; Ushiro & Nakayama, 2010).

In this context, employee engagement is critical. One implication is that HRM activities increase employee engagement (Albrecht et al., 2015; Guest, 1997, 2011; Turner, 2020). Another is that technology increases employee engagement (Turner, 2020; Waddill, 2018). Thus the combined effect of both HRM and technology, known in reality as Electronic HRM (EHRM) (Oswal & Narayanappa, 2015) Digital HRM or Disruptive HRM Technologies (Bersin, 2017; Waddill, 2018), would positively impact employee engagement. It creates boundless

opportunities to increase employee engagement innovatively (Bersin, 2017; Turner, 2020; Waddill, 2018). Disruptive HRM technologies are web-based technologies that use computers and smartphones to automate HRM operations. (Bersin, 2017; Jazdi, 2014; Sareen & Subramanian, 2012). It includes social media, cloud computing, big data/data analytics, IoT, and mobile technologies. (Waddill, 2018). They give employees greater autonomy and flexibility in making decisions and managing their workload (Garibaldo & Rebecchi, 2018; Jazdi, 2014). They increase employee engagement using user engagement models and behavioral modeling capabilities (Golestani et al., 2018; Jha et al., 2019; Turner, 2020). They also help integrate work and family, creating more permeable transitions between the two domains (Allen et al., 2014; Carlson et al., 2018; Turner, 2020) and well-being (Macey & Schneider, 2008; Rana et al., 2014; Schaufeli et al., 2002). Thus employees would be desirable to adopt such technologies (Bersin, 2017). It is known as the perceived desirability of disruptive HRM technologies. It is defined as a belief that individual desires disruptive HRM technologies that automate and streamline HRM processes, which are more efficient and worthwhile than existing technologies (Buhalis et al., 2019). The scholarly thoughts highlight that the perceived desirability of disruptive HRM technology

positively impacts employee engagement (Ginac, 2018; Kossek et al., 2014; Waddill,2018).

The main goal of this concept paper was to spot unexplored factors to promote employee engagement. To address that, we highlight the possibility of the perceived desirability of disruptive HRM technologies' capacity to increase employee engagement in the context of changing gender stereotypes' impact on employee engagement through work- family conflicts. Separate systematic literature reviews on gender stereotypes changes (Priyashantha et al., 2021b, 2021a, 2021c, 2021d), work- family conflicts (Priyashantha et al., 2022b), and disruptiveHRM technologies (Priyashantha, 2022; Priyashantha et al., 2022a) were conducted based on the empirical publications. They revealed that researchers had not investigated these variables with employee engagement in a holistic model. Thus, this idea is presented in a conceptual framework, and underlined theoretical grounds for such a framework are explained from two perspectives. In the first perspective, we provide literature to support the impact of changing gender stereotypes on employee engagement through the mediation impact of work-family conflicts. Researchers have found that gender stereotype has changed in every region of the world in contemporary societies (Mergaert, 2012) due to females entering the labor force activities (World Bank, 2011).

Thus, our review found that changing gender stereotypes impact work-family conflicts (Duxbury et al., 2018; Michel et al., 2011), reducing employee engagement (Bakker & Schaufeli, 2008). The impact of changing gender stereotypes on work-family conflict is explained by the organization role theory and role conflict theory (Biddle, 1986). Furthermore, the impact of work-family conflict on employee engagement is grounded in the job demands resource model(JD-R), as it explains that providing resources can mitigate work-family conflicts and increase employee engagement (Haines et al., 2020; Wayne et al., 2020). Given these foundations, we predicted a mediation role of work-family conflicts of the impact of changing gender stereotypes on employee engagement.

The second perspective highlights two impacts. The first is the impact of the perceived desirability of disruptive HRM technologies on employee engagement. It is supported by similar studies (Ginac, 2018; Parvari et al., 2015; Waddill, 2018). The second is the moderation impact of the perceived desirability of disruptive HRM technologies' capacity to strengthen the work impact of work-family conflicts on employee engagement. This impact is supported by other similar studies' theoretical groundings (Opie & Henn, 2013). Besides, the two impacts predicted are supported by the JD-R model (Demerit et al., 2001; Bakker &

Demerouti, 2007).

2. LITERATURE REVIEW

Employee engagement was initially known as personal engagement. It was defined as the simultaneous employment and expression of a person's 'preferred self' in task behaviors that promote connections to work and others, personal presence, and active full-role performances" (Kahn,1990). People engage in work for three reasons; Meaningfulness, Safety, and Availability (Kahn, 1990). Meaningfulness is the return on self-investments in role performance (p. 705). Safety is showing oneself "without fear or negative consequences to self-image, status, or career" (p. 705). Availability was defined as the "sense of possessing the physical, emotional, and psychological resources necessary" (p.705). All these are required to complete the work. Once they are provided, the employees will fully engage in their work. Apart from this definition, researchers have given various other definitions for employee engagement and some important of which are mentioned in the following Table 1.

Concerning the definitions in Table 1, they seem to highlight Kahn's argument that employees increase their physical, cognitive, and emotional engagement by being authentically involved. It includes satisfaction, enthusiasm, involvement, and commitment, the simultaneous employment and expression of one's preferred self (Turner, 2020). Moreover,

considering the definitions of employee engagement, Kruse (2012) noted that employee engagement is a commitment and care the employee has to the work, organization, and its goals. They do not work just for a paycheck or the next promotion but on behalf of the organization's goals. Therefore, engagement refers to a more persistent and pervasive affective–cognitive state that is not focused on any particular object, event, individual, or behavior' (Schaufeli et al.2002).

2.1. Antecedents of employee engagement

The antecedents are the factors that promote employee engagement. Studies have found that employee engagement can vary daily and is influenced by various factors (Turner, 2020). Most of the researchers have organized those factors under common categories as individual factors, job factors, and organizational factors (Harter et al., 2002; W. A. Kahn, 1990; Langelaan et al., 2006; May et al., 2004; Turner, 2020; Wollard & Shuck, 2011; Yi-wen & Yi-qun, 2005). Thus in this research, the antecedents were categorized under the same categories shown in Table 2.

When carefully analyzing each main category of antecedents, more attention has been given by the researchers to organizational and individual factors other than job-related factors. However, concerning the individual factors, our survey found gaps in individual factors like religiosity (Nwachukwu et al., 2021), individual character (Iddagoda & Opatha, 2017), and attitudes toward gender roles (Iyer, 2016; Ushiro & Nakayama, 2010). The emphasis on the attitudes toward gender roles and their impact on employee engagement is critical since employee engagement is in a crisis worldwide (Gallup, 2021), and gender role attitudes worldwide are changing (Brown, 1991; van de Vijver, 2007). Even though few studies on the work-family interface and employee engagement have been conducted (Lieke et al., 2010; Peeters et al., 2005; Shuck et al., 2011a), we discovered gaps in which gender role attitude changes impact work-family conflicts, resulting in lower employee engagement. More on this will be explained in the *perspective one* of this paper that will provide future research directions.

Additionally, the implications of technology (Turner, 2020) and HRM activities on increasing employee engagement (Albrecht et al., 2015; Guest, 1997, 2011; Turner, 2020) are essential.

This idea makes the rationality of the combined effect of those two, known as Electronic HRM (EHRM) (Oswal & Narayanappa, 2015), Digital HRM, or Disruptive HRM Technologies (Bersin, 2017; Waddill, 2018), would positively impact employee engagement. It has gaps in the empirical literature, and the idea is discussed under *perspective two* of the article that

will provide future research directions.

3. METHODOLOGY

The article is designed as a conceptual paper. The conceptual articles include literature rather than data (Gilson & Goldberg, 2015; Rana et al., 2020). We intend to follow this pattern to establish a conceptual framework to promote employee engagement. The arguments are structured and developed by complying with the notions in framework development indicated by the literature (MacInnis, 2011) and then provide future research directions. As non-empirical studies suffer from a lack of universally accepted samples, we took the methodology provided by (Jaakkola, 2020) for this conceptual article development. The goal was to spot unexplored factors to promote employee engagement. In achieving that, we have incorporated concepts from social psychology, technology adoption, and human resource management in our investigation to justify the theoretical contribution of the present research.

Moreover, numerous examples are provided to review the present phenomenon and the need for the subject to be presented more clearly. The journal articles on gender stereotypes, work-family conflicts, and employee engagement published between 1970 and 2022 were considered. The articles were accessed through Scopus, Web of Science Ebscohost, Lens.org, and Google Scholar. This

paper considered 15 articles for gender stereotypes change, 420 for work-family conflicts, 62 for disruptive HRM technologies, and 260 for employee engagement for reviewing.

The paper is organized into two phases: the first phase attempts to investigate the current knowledge on factors promoting employee engagement. The second phase is developing a conceptual framework with unexplored factors in gender stereotype change, work-family conflicts, and disruptive HRM technologies. The impacts predicted in the conceptual framework are explained with example justifications presented as perspectives. It required formal reasoning and was supported by research from several areas and real- world applications (Huang & Rust, 2018; Jaakkola, 2020). In other words, the authors employ method theories and deductive reasoning to explain the effects of key variables and are aided by the theories in use (MacInnis, 2011). In each perspective, future research directions are also provided that can contribute to more effective promotion in employee engagement.

3.1. A conceptual framework for promoting employee engagement

In this article, among other factors unexplored in promoting employee engagement, we highlight the possibility of the perceived desirability of disruptive HRM technologies' capacity to increase employee engagement in the context

of changing gender stereotypes' impact on employee engagement through work-family conflicts. This idea is presented in the conceptual framework shown in Figure 1. This paper presents two perspectives on promoting employee engagement to address the research objectives.

Perspective 1: Do work-family conflicts mediate the impact of gender stereotype change on employee engagement?

Gender role attitudes (Davis & Greenstein, 2009) or gender stereotypes (Berridge et al., 2009; De Silva & Priyashantha, 2014; Eagly et al., 2020; Priyashantha et al., 2021a, 2021b) are society's perceptions about the suitable roles for men and women in the division of paid jobs, domestic work, and care for children. According to social psychologists, such gender stereotypes stem from men's and women's assumed characteristics (Eagly & Karau, 2002). Thus, men are assertive, independent, rational, competitive, and decisive, while women are assumed to show concern for others, warmth, helpfulness, and nurturing (Hoyt et al., 2009). Most studies label such distinct characteristics as the agency/masculine (male stereotype) and feminine/communion (female stereotype) (Bakan, 1966; Eagly et al., 2020; Priyashantha et al., 2020). Based on these assumed characteristics, there is a typical neo-traditional labor division in which women perform most domestic work, accounting for the caregiver role, and men, accounting for the breadwinner role (Bianchi et al., 2014).

The females entering into the labor force activities in the contemporary world of work in every region of the world (World Bank, 2011) has resulted in people having multiple roles as employers, employees, volunteers, friends, spouses, and siblings (Najeema, 2010). Thus, men's and women's traditional roles have become far more complicated than ever, resulting in changing gender stereotypes over the past 50 years (Mergaert, 2012). Such a change in gender stereotypes refers to egalitarian gender attitudes (Boehnke, 2011), where men and women share equally the division of paid jobs, domestic work, and care for children. Thus, gender stereotype change is people's attitudes toward engagement in different activities while engaging in traditional social roles (Eagly et al., 2020). Organization role theory proposes roles in organizations formed by preplanned, hierarchical, and task-oriented social systems (Biddle, 1986). In those, the normative expectations and job demands determine the scope of the roles (Biddle, 1986). These roles may vary among the individuals depending on their positions in the organization (Kahn et al., 1964). Since each role is associated with social positions, the social role expectations, organizational normative role expectations, and job demands create multiple roles (Biddle, 1986;

Colombo & Ghislieri, 2008). These multiple roles are subject to role conflicts, opposing role expectations from organizations, and social positions (Biddle, 1986). Such role conflicts are said to produce strains (Biddle, 1986). This theory has been used as role conflict theory concerning work-family conflicts (Biddle, 1986). The role conflicts defined in theory represent the various work-family conflicts and have been widely used in research (Madsen & Hammond, 2013). Thus the roles conflict theory states that experiencing ambiguity or conflict within a role (e.g., whether performing this duty or that duty) results in an undesirable state (Carlson & Kacmar, 2000) that leads to a personal conflict (Grandey & Cropanzano, 1999). This idea has been examined as gender stereotype change impacts work-family conflicts (De Silva & Priyashantha, 2014; Duxbury et al., 2018; Michel et al., 2011; Priyashantha et al., 2021c, 2021d; Theunissen et al., 2003).

The work-family conflicts can be mitigated by producing resources (Haines et al., 2020; Wayne et al., 2020). Otherwise, that can harm employee engagement (Kengatharan & Kunatilakam, 2020; Wayne et al., 2017). It is grounded in the job demands resource model(JD-R). Job demands represent role overload, unfavorable environmental conditions, emotional demands, time constraints, and high work pressures (Bakker &

Demerouti, 2007). They can be managed by providing more job resources such as social, psychological, personal, physical, and organizational resources (Bakker & Demerouti, 2007; Demerouti & Bakker, 2011; Schaufeli & Bakker, 2004). The JD-R highlights two psychological processes; motivation and job strain (Bakker & Demerouti, 2007). Job resources provide motivational potential that leads to positive outcomes such as employee engagement (Bakker & Demerouti, 2007). Extensive job demands may result in adverse outcomes such as depletion of psychological resources and cause more strain (Lorente Prieto et al., 2008), like work-family conflicts (Bakker et al., 2010; Derks et al., 2016). This idea is examined in studies as the impact of work-family conflicts on employee engagement (Kengatharan & Kunatilakam, 2020; Wayne et al., 2017). Moreover, work-family conflicts positively impact employee burnout (Molina, 2021; Taylor et al., 2019), emotional exhaustion (Bande et al., 2019; Boles et al., 1997), or job exhaustion (Hill et al., 2006). Since job burnout and emotional exhaustion are the exact antitheses of employee engagement (Bakker & Schaufeli, 2008), thus, those facts prove that work-family conflicts lower employeeengagement.

Other than that, people define gender roles based on their gender identity (Haines et al., 2016). The social role theory highlight that

gender identity is derived based on socially defined roles (e.g., mother, employee, wife) (Biddle, 1986; Eagly & Wood, 2012; Skelly & Johnson, 2011). Scholars confirm that the changing nature of gender stereotypes is also explained in social role theory because modern societies have transformed traditional gender stereotypes into changing gender stereotypes (Haines et al., 2016; Priyashantha et al., 2021a). As a result, almost all employees believe men and women should have an equal share of socially defined traditional gender roles. Accordingly, people may perform any role regardless of socially segregated roles (Priyashantha et al., 2021b, 2021c). In other words, men and women are willing to work in employment and household activities. In terms of employment, job descriptions define the work demands, regulations, and normative expectations (Biddle, 1986). As a result, job engagement increases (Goffman, 1961). This idea is also examined in studies as the positive impact of changing gender stereotypes on employee engagement (Artz et al., 2021; García-Arroyo et al., 2019; Li et al., 2021; Ushiro & Nakayama, 2010).

In sum, the first perspective highlights that changing gender stereotypes impacts work-family conflicts that result in lower employee engagement. Additionally, the changing gender stereotype impacts employee engagement to rise. Thus, these effects prove that there is a theoretical rationale for having a mediation impact on work-family conflict to the impact of changing gender stereotypes on employee engagement. Future researchers must consider this effect for empirical investigations to verify this proposition. It will contribute to promoting the employee engagement

Perspective 2: Do the perceived desirability of disruptive HRM technologies impact employee engagement and weaken the effect of work-family conflicts on reducing employee engagement?

The perceived desirability of disruptive HRM technologies is the perception of somebody who wants technologies that automate and streamline processes of Human Resource Management that are more efficient and worthwhile than the existing technologies (Buhalis et al., 2019). Major disruptive HRM technologies are Social Media, Cloud Computing, Big Data/Data Analytics, and Mobile Technologies (Priyashantha et al., 2022a; Waddill, 2018), which facilitate employee management and work activities more than ever before. Job resources include social, psychological, personal, physical, and organizational resources that aid in meeting job demands or lowering job-related costs (Bakker & Demerouti, 2007; Demerouti & Bakker, 2011; Schaufeli & Bakker, 2004). Any job resource can

motivate employees, leading to positive outcomes such as employee engagement (Bakker & Demerouti, 2007). Thus, the technology provided is a resource that facilitates employee engagement. Besides, the belief is that receiving technology resources or the perceived desirability of disruptive HRM technologies can be treated as a psychological resource that can increase employee engagement. Related findings and viewpoints support this idea, including the positive impact of attitude toward information technology (IT) on employee commitment (Parvari et al., 2015) and the intention for technology disruptions in HRM will help employee engagement (Ginac, 2018; Waddill, 2018).

Additionally, perceived ICT resources reduce employee burnout (Ninaus et al., 2021). Attitude toward IT, the intention for technology disruptions in HRM, and the Perceived ICT resources are related to the perceived desirability of disruptive HRM technologies. Employee commitment is reflected as dedication in employee engagement (Kahn, 1990). Employee Burnout and engagement are the opposites of a single continuum that a single instrument can fully cover (Maslach et al., 1997). Accordingly, burnout and employee engagement are overlapping concepts (Bakker & Schaufeli, 2008; Taris et al., 2017). Thus, decreasing burnout will result in increased employee engagement.

Accordingly, the perceived desirability of disruptive HRM technologies increases employee engagement.

Moreover, as per the JD-R model, work-family conflicts arise due to work demands (Bakker et al., 2010; Demerouti et al., 2001; Mauno et al., 2006). Providing physical, emotional, or mental resources can reduce such work-family conflicts and promote employee engagement (Bakker & Demerouti, 2008b; Demerouti & Bakker, 2011) or reduce employee burnout (Bakker et al., 2014). The JD-R postulates an interaction effect between job demands and job resources, affecting employee motivation and job strain (Bakker & Demerouti, 2007; Demerouti et al., 2001). Specifically, job resources will buffer the effects of job demands on job strain (Bakker & Demerouti, 2007). In other words, if job resources are not provided, extensive job demands may deplete psychological resources and cause more strain outcomes (Lorente Prieto et al., 2008). One such strain outcome is the work-family conflicts (Bakker et al., 2010; Derks et al., 2016) that can reduce employee engagement (Halbesleben et al., 2009; Kengatharan & Kunatilakam, 2020; Wayne et al., 2017). This idea can be the foundation for the impact of the perceived desirability of disruptive HRM technologies to dampen the negative impact of work-family conflicts on employee engagement. It is a moderation effect of the

perceived desirability of disruptive HRM technologies on the impact of work-family conflicts on employee engagement.

Prior empirical research on this type of moderation effect is limited, specifically on technology-related interaction effects (Mauno et al., 2006; Poelmans et al., 2005). However, other studies can be the foundation for this perspective. For example, job autonomy and less job control (as job resources) moderate the relationship between work-family conflicts and stress (Opie & Henn, 2013). It means that the stress due to work-family conflicts can be minimized by providing resources like more autonomy or less job control. Moreover, contemporary arguments on the JDR approach postulate that more psychological resources like mental energies or characteristics can reduce the adverse effects of job demands (for example, Work-family conflicts) on employee well-being outcomes (for example, burnout and employee engagement) (Demerouti & Bakker, 2011). Without such resources, work-family conflicts can reduce engagement (Mauno et al., 2006). Consistent with that, employees' demand for technology resources is the perceived desirability for disruptive HRM technologies (a psychological resource), which can exist due to increased work-family conflicts resulting from changing gender stereotypes. Such a demand on the employees' side means psychological energy, which can be treated as a psychological resource.

As a result, having psychological resources will diminish employee burnout (Bakker et al., 2014). As burnout is treated as the antithesis of employee engagement (Bakker & Schaufeli, 2008; Kular et al., 2008; Maslach et al., 2001), the reduction in burnout can be treated as increasing employee engagement on the other hand. In other words, the decreasing employee engagement due to work-family conflicts derived from the changing gender stereotypes can be increased by the perceived desirability of disruptive HRM technologies.

In summary, this perspective highlights mainly two impacts. Firstly, the impact of the perceived desirability of disruptive HRM technologies on employee engagement. Secondly, the perceived desirability of disruptive HRM technologies strengthens the impact of work-family conflicts on reducing employee engagement. Those two impacts suggested have not been empirically tested. Thus, future research must verify this proposition, which will promote employee engagement.

4. DISCUSSION

The present conceptual paper aims to develop a conceptual framework that postulates the perceived desirability for disruptive HR technologies' ability to strengthen the reduction of employee engagement due to work-family conflicts derived from changing gender stereotypes. It emphasized that employee engagement is further reduced due to the perceived

desirability for disruptive HR technologies. It may be paradoxical for an average reader to introduce a moderating effect of the perceived desirability of disruptive HRM technologies to strengthen the reduction in employee engagement due to the work-family conflicts derived from changing gender stereotypes. We wanted to introduce disruptive HRM technologies and discuss the possibility of increasing employee engagement through a theoretical lens. However, we took the perceived desirability of disruptive HRM technologies rather than disruptive HRM technologies. The reason for that is the general application of this model to any context. For example, not all organizations have adopted disruptive HRM technologies; such organizations may exist, particularly in developing nations. The employees in those organizations do not have any experience with the benefits of such technologies. At the same time, if disruptive HRM technologies were incorporated into the proposed framework, the model could not be tested in those nations as there is no employee experience with such technologies. Thus we used the perceived desirability of disruptive HRM technologies, which denotes the intention rather than the adoption of disruptive HRM technologies. According to the innovation diffusion theory (Rogers, 1962), media or prior adopters provide their perceived benefits of those

technologies. Thus, whether they adopt disruptive HRM technologies, almost all employees are desirable of such technologies (Bhattacherjee, 2012; Rogers, 1962). Thus taking the perceived desirability for disruptive HR technologies is reasonable.

It then introduces the perceived desirability of disruptive HRM technologies that positively impact employee engagement. Additionally, the changing gender stereotypes have positively impacted employee engagement through theoretical lenses. However, as far as the moderation effect is concerned, the perceived desirability of disruptive HRM technologies dampens the reduction of employee engagement due to work-family conflicts that derive from the changing gender stereotypes. It can happen as the perceived desirability of disruptive HRM technologies are a psychological resource according to the JDR approach, so the negative impact of work-family conflict on employee engagement can dampen. This notion is developed as empirical investigations show that providing psychological resources can reduce the adverse effects of high work demands on positive work outcomes (Bakker & Demerouti, 2008b; Demerouti & Bakker, 2011).

5. CONCLUSION

Employee engagement is a critical factor in any organization's success. However, global surveys (Gallup, 2021) state that engagement is a crisis, with a meager percentage of

employees engaged. Thus, research is needed to find how engagement can be promoted. This study aimed to examine how employee engagement can be increased through perceived desirability of disruptive HRM technologies where sociological phenomena like gender stereotypes change and work realities as work- family conflicts derive lower employee engagement. The literature on employee engagement, gender stereotype change, work-family conflicts, and disruptive HRM technologies was surveyed.

The literature was reviewed from two perspectives. In the first perspective, the impact of changing gender stereotypes on work-family conflicts that decrease employee engagement and the impacts of gender stereotypes change on employee engagement are highlighted. Similarly, the second perspective highlights the impact of perceived desirability for disruptive HRM technologies on increasing employee engagement. Further, in the second perspective, the moderation effect of the perceived desirability of disruptive HRM technologies on the impact of work-family conflict derived from the change in gender stereotypes on employee engagement is highlighted. Both these two perspectives developed a conceptual framework (Figure 1) that future research can empirically test.in addition, managerial and academic implications are also provided from the study findings.

6. IMPLICATIONS OF THE STUDY

6.1. Managerial implications

The present study shows how employee engagement can be increased through disruptive HRM technologies. The idea is vital for HR practitioners as it provides a novel way to incorporate HRM technology to increase employee engagement. The present study's findings commonly imply that practitioners assess employee engagement levels and find remedies. Particularly the first perspectives in this study convince HR practitioners about the contemporary nature of employee engagement. At the same time, the second perspective implies that managers adopt disruptive HRM technologies. Some HR practices must alter due to the deployment of disruptive HR technology. For example, flexible working patterns, remote working, and changes in labor regulations (Bersin, 2017a; Schwab, 2016; Waddill, 2018), the study's findings can encourage the applicable authorities and institutions to do so. Furthermore, the findings suggest that managers should be aware of preparing staff to aid in such technology adoption and vendor businesses releasing more disruptive HRM technology solutions.

6.2. Academic and research implications

This study contributes substantially to our understanding of disruptive HR technologies' perceived

desirability to promote employee engagement. Further, the study revealed that work- family conflicts reduce employee engagement, whereas changing gender stereotypes drive increased employee engagement. Further, the moderated mediation model proposed in the present study is the other implication for academia. It is new knowledge to understand and improve employee engagement.

Additionally, three domain theories, namely Organization Role Theory (Biddle, 1986; R. L. Kahn et al., 1964), Social Role Theory (Eagly et al., 2020; Goffman, 1961), and the Job Demand Resource Model (Bakker & Demerouti, 2007; Demerouti et al., 2001; Schaufeli & Bakker, 2004) were used to gound the phenomenon of the present study. The Organization Role Theory, in particular, shows the impact of changing gender stereotypes on work-family conflicts. The Social Role Theory supports the impact of changing gender stereotypes on employee engagement. The Job Demands Resource Model illustrates the impact of work- family conflicts on employee engagement and the perceived desirability of disruptive HR technologies on employee engagement. Furthermore, the Job Demands Resource Model supports the moderating impact of perceived desirability for disruptive HR technology on the negative impact of work- family conflicts on employee engagement (the moderated mediation impact). The underlying assumption of all three theories is that the negative consequences (work- family conflicts) of role attitude changes (gender roles) can be minimized by providing resources (disruptive HR technologies).

Aside from that, the perceived desirability of disruptive HR technology is a newly established construct. The concept explicitly refers to disruptive HR technologies' desirability rather than the desirability of conventional technology. Only the term technology intention can be found in the existing literature (Davis & Davis, 1989; Moghavvemi, 2017). However, contemporary human resource management technologies are disruptive HR technology (Bersin, 2017b, Bersin 2019; Dharmasiri, 2017; Ginac, 2018; Khanna, 2019; Sivathanu & Pillai, 2018; Ulrich, 2017; Waddill, 2018). As a result, the construct is contemporary, relevant, and specific.

Concerning future research directions, the proposed model was presented in terms of two perspectives that future researchers can empirically test. In the exercise of empirical investigations, establishing measurement scales is vital. Thus, changing the gender stereotype and work-family conflicts can be measured through prevailing scales, as there is much in the literature. However, as the newly established variable, the perceived desirability of disruptive HRM technologies lacks a comprehensive measure; future

researchers can develop a measurement scale using the items in the technology acceptance theories in the literature. Thus the findings of the study imply that

future researchers to empirically test and validate the measurements of the variables proposed in this study.

APPENDIX

Table 1: Definitions of Employee Engagement

Definition	Author
High levels of activation and pleasurecharacterize employees' persistent, positiveaffective-motivational state of fulfillment."	(Maslach et al., 2001)
Individual's involvement and satisfaction withas well as enthusiasm for work."	(Harter et al., 2002)
Simultaneous employment and expression of a person's "preferred self" in task behaviors thatpromote connections to work and to others,personal presence (physical, cognitive, and emotional), and active, full-role performance	(Saks, 2006)
An employee's cognitive, emotional, andbehavioral state is directed toward desired organizational outcomes.	(Shuck & Wollard, 2010)
"a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption." **Vigor** is characterized by being energetic and resilient at work, investing one's effort, and being persistent during difficulties. **Dedication**refers to feeling valued, inspired, proud, and passionate at work. **Absorption** is regarded as having high levels of concentration and focus atwork or energetic involvement with fulfilling activities that enhance the person's sense of professional efficacy.	(Albrecht et al., 2015; Bakker, 2011; Harter et al., 2002; Maslach & Leiter, 2008; May et al.,2004; Schaufeli et al.,2002; Schaufeli & Bakker, 2004; Turner, 2020)

Source: Authors Construct, (2022)

Table 2: Antecedents of Employee Engagement

Antecedents, Authors, and Year of Publication
Job factors: task characteristics, role characteristics, work interaction (Kahn,1990), work environment (Harter et al., 2002), job enrichment (May et al., 2004), job characteristics (Saks, 2006), Job Fit (Shuck et al., 2011b), Co-Employee Support (Andrew & Sofian, 2012) Job Design and Characteristics (Rana et al., 2014)

Organizational Factors: group and inter-group dynamics, management style and process, organizational norms (Kahn,1990), direct supervisor, senior management team, colleagues (Harter et al., 2002), work role fit, rewarding co-workers, supportive supervisor (May et al., 2004), support, sense of fairness, interpersonal consumption, and conflict (Yi-wen & Yi- qun, 2005),**:** available job resources (Bakker & Demerouti, 2008a; Montgomery et al., 2003; Salanova & Schaufeli, 2008; Schaufeli & Bakker, 2004), Job Control, Job Participation, Job Feedback, Job Rewards, Job Security, Supervisor Support (Salanova & Schaufeli, 2008), Autonomy, Performance Feedback, Social Support, Supervisory Coaching (Bakker & Demerouti, 2008a) corporate culture (Brunetto et al., 2014), clear expectations, corporate social responsibility, encouragement, feedback, hygiene factors, job characteristics, job control, Job Fit, Leadership, Level of Task Challenge, Manager Expectation, Manager Self-Efficacy, Mission and Vision, Opportunities for Learning, Perception of Workplace Safety, Positive Workplace Climate, Rewards, Supportive Organizational Culture, Talent Management, Use of Strength (Wollard & Shuck, 2011), Strategy, Talent Management and Culture (Turner, 2020), Job Demands, Work Home Interference (Montgomery et al., 2003; Peeters et al., 2005),rewards and recognition, procedural justice, distributive justice (Saks, 2006), Supervisor and Co- Worker Relationships, Workplace Environment, HRD Practices (Kura et al., 2019; Memon et al., 2021; Rana et al., 2014), Internal Communication (Tkalac Verčič, 2021), participation in CSR activities (Nazir et al., 2021), Transformational Leadership (Edelbroek et al., 2019), opputunities for creativity(Ghosh et al., 2020), Organizational identification (sense of belongingness) (Men et al., 2020) Trust:Senior Management (Holland et al., 2017), Supervisor (Mohanty & Arunprasad, 2021), Co- Worker (Mohanty & Arunprasad, 2021).

Individual factors: physical energies, emotional energies, insecurity, outside life (Kahn,1990), Family Work Interference (Lieke et al., 2010), Home Demands, Home Work Interference (Peeters et al., 2005), Home Resources (Montgomery et al., 2003),self-consciousness (May et al., 2004), neuroticism, extraversion and mobility (Langelaan et al., 2006) resilience (Bakker et al., 2006) Optimism, Self-Efficacy, Resilience, Self Esteem (Bakker & Demerouti, 2008) Absorption, Available to Change, Coping Style, Curiosity, Dedication, Emotional Fit, Employee Motivation, Employee Work-Family Status, Feelings of Choice and Control, Higher Levels of Corporate Citizenship, Involvement in Meaningful Work, Link Individual, Organizational Goals, Optimism, Perceived Organizational Support, Self-Esteem, Self-Efficacy, Vigor, Willingness to Direct Personal Energies, Work-Life Balance, Core Self-Evaluation, Value Congruence (Wollard & Shuck, 2011) Affective Commitment, Psychological climate (Shuck et al., 2011b), Team Relationships, Positive events, Empowerment, Opportunity to Voice Ideas or Concerns, Employee Welfare, Recognition of Individual Contribution, Career and Professional Development, Reward and Recognition (Turner, 2020),perceived organizational support (Bentley et al., 2019; Saks, 2006; Sihag, 2021), perceived supervisor support (Saks, 2006), Psychological capital (Chen & Peng, 2021; Y. Li et al., 2018; Sihag, 2021), Job Satisfaction (Hameduddin & Lee, 2021), Continuance Commitments (Ibrahim & Al Falasi, 2014)

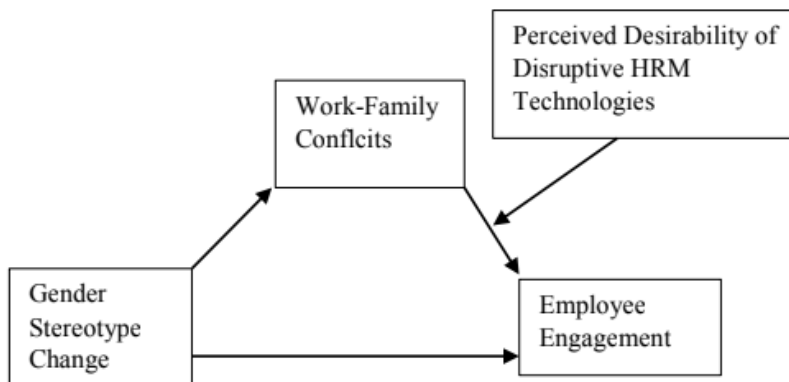Source: Author conception, (2022)

Figure 1. Conceptual Framework

Source: Authors' compilation (2022)

REFERENCES

Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices, and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, *2*(1), 7–35. https://doi.org/10.1108/JOEPP-08-2014-0042

Allen, T. D., Cho, E., & Meier, L. L. (2014). Work–Family Boundary Dynamics. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*(1), 99–121. https://doi.org/10.1146/annurev-orgpsych- 031413-091330

Artz, B., Kaya, I., & Kaya, O. (2021). Gender role perspectives andjob burnout.

Review of Economics of the Household. https://doi.org/10.1007/s11150-021-09579-2

Bakan, D. (1966). *The Duality of Human Existence (Reading, PA*. Addison-Wesley.

Bakker, A. B. (2011). An Evidence-Based Model of Work Engagement. *Current Directions in Psychological Science*, *20*(4), 265–269. https://doi.org/10.1177/0963721411414534

Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, *22*(3), 309–328. https://doi.org/10.1108/02683407107331 15

Bakker, A. B., & Demerouti, E. (2008a). Towards a model of work engagement. *Career*

Development International.

Bakker, A. B., & Demerouti, E. (2008b). Towards a model of work engagement. *Career Development International*, *13*(3), 209–223. https://doi.org/10.1108/136204 308108704 76

Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and Work Engagement: The JD–R Approach. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*(1), 389– 411. https://doi.org/10.1146/annure v-orgpsych- 031413-091235

Bakker, A. B., Emmerik, H. van, & Euwema, M. C. (2006). Crossover of burnout and engagement in work teams. *Work and Occupations*, *33*(4), 464–489.

Bakker, A. B., & Schaufeli, W. B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *29*(2), 147–154.

Bakker, A. B., Van Veldhoven, M., & Xanthopoulou, D. (2010). Beyond the Demand-Control Model: Thriving on High Job Demands and Resources.*Journal of Personnel Psychology*, *9*(1), 3– 16. https://doi.org/10.102

7/1866-5888/a000006

Bande, B., Jaramillo, F., Fernández-Ferrín, P.,& Varela, J. A. (2019). Salesperson coping with work- family conflict: The joint effects of ingratiation and self-promotion. *Journal of Business Research*, *95*, 143– 155. https://doi.org/10.101 6/j.jbusres.2018.10.0 15

Bentley, T. A., Teo, S. T., Catley, B., Blackwood, K., Roche, M., & O'Driscoll, M. P. (2019). Factors influencing leave intentions among older workers: A moderated-mediation model. *Personnel Review*, *48*(4), 898–914. https://doi.org/10.110 8/PR-03-2018-0095

Berridge, D., Penn, R., & Ganjali, M. (2009). Changing Attitudes to Gender Roles: A Longitudinal Analysis of Ordinal Response Data from the British Household Panel Study. *International Sociology*, *24*(3), 346–367. https://doi.org/10.1177/026858 0909102912

Bersin, J. (2017, November 3). HR Technology in 2018: Ten Disruptions Ahead. *JOSH BERSIN*. https://joshbersin.co m/2017/11/hr- technology-in-2018-ten-disruptions- ahead/

Bhattacherjee, A. (2012). *Social science research: Principles, methods, and practices* (2nd ed.). University of South Florida. http://scholarcommo

ns.usf.edu/oa_textbooks/3/

Bianchi, S., Lesnard, L.,Nazio, T., & Raley, S. (2014). Gender and time allocation of cohabiting and married women and men in France, Italy, and the United States. *Demographic Research*, *31*, 183– 216. https://doi.org/10.4054/DemRes.2014.31.8

Biddle, B. J. (1986). Recent developments in role theory. *Annual Review of Sociology*, *12*(1), 67–92.

Blau, F. D., & Kahn, L. M. (2006). The US gender pay gap in the 1990s: Slowing convergence. *ILR Review*, *60*(1), 45–66.

Boehnke, M. (2011). Gender role attitudes around the globe: Egalitarian vs. Traditional views. *Asian Journal of Social Science*, *39*(1), 57–74. https://doi.org/10.1163/156853111X554438

Boles, J. S., Johnston, M. W., & Jr, J. F. H. (1997). Role Stress, Work-Family Conflict and Emotional Exhaustion: Inter-Relationships and Effects on Some Work-Related Consequences. *Journal of Personal Selling & Sales Management*, *17*(1), 17–28. https://doi.org/10.1080/08853134.1997.10754079

Bowen, P., Govender, R., Edwards, P., & Cattell, K. (2018). Work-related contact, work-family conflict, psychological distress and sleep problems experienced by construction professionals: An integrated explanatory model. *Construction Management and Economics*, *36*(3), 153– 174. https://doi.org/10.1080/01446193.2017.1341638

Brough, P., & Kelling, A. (2002). Women, work & well-being: The influence of work-family and family-work conflict. *New Zealand Journal of Psychology*, *31*(1),29.

Brown, D. E. (1991). *Human universals*. Temple University Press.

Brunetto, Y., Xerri, M., & Nelson, S. (2014). Building a Proactive, Engagement Culture in Asset Management Organizations.*Journal of Management in Engineering*, *30*(4), 04014014. https://doi.org/10.1061/(ASCE)ME.1943-5479.0000251

Buhalis, D., Harwood, T., Bogicevic, V., Viglia, G., Beldona, S., & Hofacker, C. (2019). Technological disruptions in services: Lessons from tourism and hospitality. *Journal of Service Management*, *30*(4), 484– 506.https://doi.org/10.1108/JOSM-12-2018-0398

Carlson, D. S., & Kacmar, K. M. (2000). Work-Family Conflict in the Organization: Do Life Role Values make a Difference? *Journal of Management*, *26*(5),1031–

1054.https://doi.org/10.1177/0 14920630002600 502

Carlson, D. S., Thompson,M. J., Crawford, W. S., Boswell, W. R., & Whitten, D. (2018). Your job is messing with mine! The impact of mobile device use for work during family time on the spouse's work life. *Journal of Occupational Health Psychology*, *23*(4), 471–482. https://doi.org/10.1037/ocp0000103

Chen, S.-W., & Peng, J.-C. (2021). Determinants of frontline employee engagement and their influence on service performance. *The International Journal of Human Resource Management*, *32*(5), 1062–1085. https://doi.org/10.1080/09585192.2018.1505764

Colombo, L., & Ghislieri, C. (2008). *The work-to- family conflict: theories and measures*. *15*(1), 21. http://www.tpmap.or g/tpmap/wp-content/uploads/2014/11/15.1.3.pdf Davis, S. N., & Greenstein,

T. N. (2009). Gender ideology: Components, predictors, and consequences. *Annual Review of Sociology*, *35*, 87– 105.

De Silva, M. T. T., & Priyashantha, K. G. (2014). Changing gender stereotypes: the impact of conflicts in dual career families on turnover intention

(With special reference to female professionals in Sri Lanka). *International Journal of Arts and Commerce*, *3*(5). https://ijac.org.uk/images/front Images/gall ery/Vol._3_No._5/1. pdf

De Vaus, D. A., & Wolcott, I. (1997). *Australian family profiles: Social and demographic patterns*. Australian Institute of Family Studies.

Demerouti, E., & Bakker, A. B. (2011). The Job Demands–Resources model: Challenges for future research. *SA Journal of Industrial Psychology*, *37*(2), 9 pages. https://doi.org/10.4102/sajip.v 37i2.974

Demerouti, E., Bakker, A. B., De Jonge, J., Janssen, P. P., & Schaufeli, W. B. (2001). Burnout and engagement at work as a function of demands and control. *Scandinavian Journal of Work, Environment & Health*, 279–286.

Derks, D., Bakker, A. B., Peters, P., & van Wingerden, P. (2016). Work-related smartphone use, work–family conflictand family role performance: The role of segmentation preference. *Human Relations*, *69*(5),1045-1068. https://doi.org/10.1177/001872 6715601890

Duxbury, L., Stevenson, M., & Higgins, C. (2018). Too much to do, too little time: Role

overload and stress in a multi-role environment. *International Journal of Stress Management*, *25*(3),250–266. https://doi.org/10.1037/str0000 062

Eagly, A. H., & Karau, S. J. (2002). Role congruity theory of prejudice toward female leaders. *Psychological Review*, *109*(3), 573–598. https://doi.org/10.103 7/0033-295X.109.3.573

Eagly, A. H., Nater, C.,Miller, D. I., Kaufmann, M., & Sczesny, S. (2020). Gender stereotypes have changed: A cross-temporal meta-analysis of U.S. public opinion polls from 1946 to 2018. *American Psychologist*, *75*(3),301–315. https://doi.org/10.1037/amp00 00494

Eagly, A. H., & Wood, W. (2012). Social Role Theory. In P. Van Lange, A. Kruglanski, & E. Higgins, *Handbook of Theories of Social Psychology* (pp. 458–476). Sage Publications Ltd. https://doi.org/10.4135/978144 6249222.n49

Edelbroek, R., Peters, P., & Blomme, R. J. (2019). Engaging in open innovation: The mediating role of work engagement in the relationship between transformational and transactional leadership and the quality of the open innovation process asperceived by employees. *Journal of*

General Management, *45*(1),5–17. https://doi.org/10.1177/030630 7019844633

Frone, M. R., & Yardley, J. K. (1996). Workplace family-supportive programmes: Predictors of employed parents' importance ratings. *Journal of Occupational and Organizational Psychology*, *69*(4),351–366.

Gallup. (2021). *State of the global workplace 2021 report* (p. 191). Gallup, Inc. https://www.google.com/searc h?q=state+of+the+global+wor kplace+2021+report&rlz=1C1 CHZN_enLK971LK971&oqst ate+of+the+global+&aqs=chro me.2.69i57j0i512l9.6802j1j15 &sour ceid=chrome&ie=UT F-8

García-Arroyo, J. A., Osca Segovia, A., & Peiró, J. M. (2019). Meta-analytical review of teacher burnout across 36 societies: The role of national learning assessments and gender egalitarianism. *Psychology & Health*, *34*(6), 733–753. https://doi.org/10.1080/088704 46.2019.1568013

Garibaldo, F., & Rebecchi, E. (2018). Cyber-physical system. *AI & SOCIETY*, *33*(3), 299–311. https://doi.org/10.1007/s00146 -018-0802-3

Ghosh, D., Sekiguchi, T., & Fujimoto, Y. (2020).

Psychological detachment: A creativity perspective on the link between intrinsic motivation and employee engagement. *Personnel Review*, *49*(9), 1789–1804. https://doi.org/10.110 8/PR-12-2018-0480

Gilson, L. L., & Goldberg, C. B. (2015). Editors' Comment: So, What Is a Conceptual Paper? *Group & Organization Management*, *40*(2), 127–130. https://doi.org/10.1177/105960 1115576425

Ginac, L. (2018). Top 10 Disruptive HR Technology Trends for 2019 [Blog]. *Hacking HR*. https://hackinghr.io/b log/top-10- disruptive-hr- technology-trends- for-2019/

Goffman, E. (1961). *Encounters; two studies in the sociology of interaction.* Bobbs-Merrill.

Golestani, A., Masli, M., Shami, N. S., Jones, J., Menon, A., & Mondal, J. (2018). Real-Time Prediction of Employee Engagement Using Social Media and Text Mining. *2018 17th IEEE International Conference on Machine Learning and Applications (ICMLA)*, 1383–1387. https://doi.org/10.1109/ICML A.2018.00225

Grandey, A. A., & Cropanzano, R. (1999). The Conservation of Resources Model Applied to Work– Family Conflict and Strain. *Journal of Vocational Behavior*, *54*(2), 350–370.

https://doi.org/10.1006/jvbe.19 98.1666

Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, *10*(1), 76–88.

Guest, D. E. (1997). Human resource management and performance: A review and research agenda. *The International Journal of Human Resource Management*, *8*(3), 263–276. https://doi.org/10.1080/095851 997341630

Guest, D. E. (2011). Human resource management and performance: Still searching for some answers: Human Resource Management and Performance. *Human Resource Management Journal*, *21*(1), 3–13. https://doi.org/10.111 1/j.1748-8583.2010.00164.x

Haines, E. L., Deaux, K., & Lofaro, N. (2016). The Times They Are a-Changing or Are They Not? A Comparison of Gender Stereotypes, 1983–2014. *Psychology of Women Quarterly*, *40*(3), 353–363. https://doi.org/10.1177/036168 4316634081

Haines, V. Y., Doray- Demers, P., Guerrero, S., & Genin, E. (2020). Nonstandard work schedules, resource shortfalls, and individual/family functioning. *International Journal of Stress Management*,

27(4), 346–357. https://doi.org/10.1037/str0000 159

Halbesleben, J. R. B., Harvey, J., & Bolino, M. C. (2009). Too engaged? A conservation of resources view of the relationship between work engagement and work interference with family. *The Journal of Applied Psychology*, *94*(6), 1452–1465. https://doi.org/10.103 7/a0017595

Hameduddin, T., & Lee, S. (2021). Employee engagement among public employees: Examining the role of organizational images. *Public Management Review*, *23*(3), 422–446. https://doi.org/10.1080/147190 37.2019.1695879

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *The Journal of Applied Psychology*, *87*(2), 268–279.

Hill, E. J., Mead, N. T., Dean, L. R., Hafen, D. M., Gadd, R., Palmer, A. A., & Ferris, M. S. (2006). Researching the 60-hour dual-earner workweek: An alternative to the "opt-out revolution." *American Behavioral Scientist*, *49*(9), 1184–1203.

Holland, P., Cooper, B., & Sheehan, C. (2017). Employee Voice, Supervisor Support, and Engagement: The Mediating Role of Trust: The Mediating Role of Trust. *Human Resource Management*, *56*(6), 915–929. https://doi.org/10.1002/hrm.21 809

Hoyt, C. L., Simon, S., & Reid, L. (2009). Choosing the best (wo) man for the job: The effects of mortality salience, sex, and gender stereotypes on leader evaluations. *The Leadership Quarterly*, *20*(2), 233–246.

Huang, M.-H., & Rust, R. T. (2018). Artificial Intelligence in Service. *Journal of Service Research*, *21*(2), 155–172. https://doi.org/10.1177/109467 0517752459

Huyghebaert, T., Fouquereau, E., Lahiani, F.-J., Beltou, N., Gimenes, G., & Gillet, N. (2018). Examining the longitudinal effects of workload on ill-being through each dimension of workaholism. *International Journal of Stress Management*, *25*(2), 144–162. https://doi.org/10.1037/str0000 055

Ibrahim, M., & Al Falasi, S. (2014). Employee loyalty and engagement in UAE public sector. *Employee Relations*, *36*(5), 562–582. https://doi.org/10.110 8/ER-07-2013-0098

Iddagoda, Y. A., & Opatha, H.

(2017). Identified research gaps in employee engagement. *International Business Research*, *10*(2), 63–73.

Iyer, R. D. (2016). A study of work engagement among teachers in India. *Global Business and Management Research*, *8*(1), 34.

Jaakkola, E. (2020). Designing conceptual articles: Four approaches. *AMS Review*, *10*(1–2), 18–26. https://doi.org/10.1007/s13162 -020-00161-0

Jazdi, N. (2014). Cyber physical systems in the context of Industry 4.0. *2014 IEEE International Conference on Automation, Quality and Testing, Robotics*, 1–4. https://doi.org/10.1109/AQTR. 2014.6857843

Jha, N., Potnuru, R. K. G., Sareen, P., & Shaju, S. (2019). Employee voice, engagement and organizational effectiveness: A mediated model. *European Journal of Training and Development*, *43*(7/8), 699–718. https://doi.org/10.110 8/EJTD-10-2018- 0097

Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal,R. A. (1964). *Organizational Stress: Studies in Role Conflict and Ambiguity*.

Willy Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, *33*(4), 692–724. https://doi.org/10.5465/256287

Kengatharan, N., & Kunatilakam, S. (2020). Work-family conflict among female nurses in the healthcare sector. *International Journal of Work Organisation and Emotion*, *11*(3), 213. https://doi.org/10.1504/IJWOE .2020.111315

Kossek, E. E., Hammer, L. B., Thompson, R. J., & Burke, L. B. (2014). Leveraging Workplace Flexibility for Engagement and Productivity. *Society for Human Resource Management*, *Effective Practice Guideline Series*, 60.

Kruse, K. (2012). *What Is Employee Engagement*. Forbes. https://www.forbes.c om/sites/kevinkruse/2012/06/2 2/employee-engagement-what-and-why/

Kular, S., Gatenby, M.,Rees, C., Soane, E., & Truss, K. (2008). Employee engagement: A literature review *Kingston BusinessSchool*.

Kura, K. M., Shamsudin, F. Mohd., Umrani, W. A., & Salleh, N. M. (2019). Linking Human Resource Development Practices to Counterproductive Work Behaviour: Does Employee Engagement Matter. *Journal of African Business*, *20*(4), 472–488.

https://doi.org/10.1080/152289 16.2019.1583974

Langelaan, S., Bakker, A. B., Schaufeli, W. B., van Rhenen, W., & van Doornen, L. J. (2006). Do burned-out and work- engaged employees differ in the functioning of the hypothalamic- pituitary-adrenal axis? *Scandinavian Journal of Work, Environment & Health*, 339–348.

Li, P., Sun, J.-M., Taris, T. W., Xing, L., & Peeters, M. C. W. (2021). Country differences in the relationship between leadership and employee engagement: A meta- analysis. *The Leadership Quarterly*, *32*(1),101458. https://doi.org/10.1016/j.leaqu a.2020.1014 58

Li, Y., Castaño, G., & Li, Y. (2018). Linking leadership styles to work engagement: The role of psychological capital among Chinese knowledge workers. *Chinese Management Studies*, *12*(2), 433–452. https://doi.org/10.110 8/CMS-04-2017-0108

Lieke, L., Bakker, A. B., & Euwema, M. C. (2010). Is family-to- work interference related to co- workers' work outcomes? *Journal of Vocational Behavior*, *77*(3), 461–469.

Lorente Prieto, L., Salanova Soria, M., Martínez Martínez, I., & Schaufeli, W. (2008). Extension of the Job

Demands-Resources model in the prediction of burnout and engagement among teachers over time. *Psicothema*, *20*(3), 354–360.

Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, *1*(1), 3–30.

MacInnis, D. J. (2011). A Framework for Conceptual Contributions in Marketing. *Journal of Marketing*, *75*(4), 136–154. https://doi.org/10.1509/jmkg.7 5.4.136

Madsen, S., & Hammond, S. (2013). The Complexification of Work-Family Conflict Theory: A Critical Analysis. *Tamara: Journal for Critical Organization Inquiry*, *4*(2). http://tamarajournal.com/index .php/tamara /article/view/247

Maslach, C., Jackson, S. E., & Leiter, M. P. (1997). Maslach Burnout Inventory: Third edition. In *Evaluating stress: A book of resources.* Pp 191–218. ScarecrowEducation.

Maslach, C., & Leiter, M. P. (2008). *The truth about burnout: How organizations cause personal stress and what to do about it*. John Wiley & Sons. Maslach, C., Schaufeli, W. B., & Leiter,

M. P. (2001). Job Burnout. *Annual Review of Psychology*, *52*(1), 397–422. https://doi.org/10.1146/annure

v.psych.52.1.397

Mauno, S., Kinnunen, U., & Ruokolainen, M. (2006). Exploring work-and organization-based resources as moderators between work–family conflict, well-being, and job attitudes. *Work & Stress*, *20*(3), 210–233.

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, *77*(1), 11–37.

Memon, M. A., Salleh, R., Mirza, M. Z., Cheah, J.-H., Ting, H., Ahmad, M. S., & Tariq, A. (2021). Satisfaction matters: The relationships between HRM practices, work engagement and turnover intention. *International Journal of Manpower*, *42*(1), 21–50. https://doi.org/10.110 8/IJM-04-2018-0127

Men, L. R., O'Neil, J., & Ewing, M. (2020). Examining the effects of internal social media usage on employee engagement. *Public Relations Review*, *46*(2), 101880. https://doi.org/10.1016/j.pubre v.2020.101880

Mergaert, L. A. K. (2012) *The Reality of Gender Mainstreaming Implementation. The Case of*

the EU Research Policy. Nijmegen: Radboud Universiteit Nijmegen.

Michel, J. S., Kotrba, L. M., Mitchelson, J. K., Clark, M. A., & Baltes, B. B. (2011). Antecedents of work- family conflict: A meta-analytic review. *Journal of Organizational Behavior*, *32*(5),689–725. https://doi.org/10.1002/job.69 5

Mohanty, S. K., & Arunprasad, P. (2021). Identification of drivers of employee engagement in Indian power companies. *International Journal of Productivity and Performance Management*, *70*(6), 1263–1290. https://doi.org/10.110 8/IJPPM-08-2019-0414

Molina, J. A. (2021). The Work–Family Conflict: Evidence from the Recent Decade and Lines of Future Research. *Journal of Family and Economic Issues*,*42*(S1), 4–10. https://doi.org/10.1007/s10834 -020-09700-0

Montgomery, A. J., Peeters, M. C. W., Schaufeli, W. B., & Ouden, M. D. (2003). Work-home interference among newspaper managers: Its relationship with burnout and engagement. *Anxiety, Stress, and Coping*, *16*(2), 195–211.

Najeema, M., A. (2010). *Parental and occupational stress*. http://archives.dailynews.lk/20 1/pix/PrintPage.asp?REF=/201

0 /01/08/bs26.asp

Nazir, O., Islam, J. U., & Rahman, Z. (2021). Effect of CSR participation on employee sense of purpose and experienced meaningfulness: A self-determination theory perspective. *Journal of Hospitality and Tourism Management*, *46*, 123–133. https://doi.org/10.1016/j.jhtm. 2020.12.002

Ninaus, K., Diehl, S., & Terlutter, R. (2021). Employee perceptions of information and communication technologies in work life, perceived burnout, job satisfaction and the role of work-family balance. *Journal of Business Research*, *136*, 652–666. https://doi.org/10.1016/j.jbusre s.2021.08.0 07

Nwachukwu, C., Chládková, H., Agboga, R. S., & Vu, H. M. (2021). Religiosity, employee empowerment and employee engagement: An empirical analysis. *International Journal of Sociology and Social Policy*, *41*(11/12), 1195–1209. https://doi.org/10.110 8/IJSSP-03-2021-0060

Opie, T. J., & Henn, C. M. (2013). Work-family conflict and work engagement among mothers: Conscientiousness and neuroticism as moderators. *SA Journal of Industrial Psychology*, *39*(1), 12 pages. https://doi.org/10.4102/sajip.v 39i1.1082

Osborne, S., & Hammoud, M. S. (2017). Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology*, *16*(1), 50–67. https://doi.org/10.5590/IJAMT .2017.16.1.04

Oswal, N., & Narayanappa, G. L. (2015). Evolution of HRM to E-HRM to Achieve Organizational Effectiveness and Sustainability.*Journal of Business Administration and Management Research*, *1*(2), 22. https://doi.org/10.241 78/ijbamr.2015.1.2.2 2

Parvari, A., Anvari, R., Mansor, N. N. binti A., Jafarpoor, M., & Parvari, M. (2015). Technology Acceptance Model, Organizational Commitment and Turnover Intention: A Conceptual Framework. *Review of European Studies*, *7*(12), 146. https://doi.org/10.5539/res.v7n 12p146

Pech, R., & Slade, B. (2006). Employee disengagement: Is there evidence of a growing problem? *Handbook of Business Strategy*.

Peeters, M. C., Montgomery,A. J., Bakker, A. B., & Schaufeli, W. B. (2005). Balancing work and home: How job and home demands are related to burnout. *International Journal of Stress Management*, *12*(1), 43.

Poelmans, S. A., Kalliath, T., & Brough, P. (2008). Achieving

work–life balance: Current theoretical and practice issues. *Journal of Management & Organization*, *14*(3), 227–238.

Poelmans, S., O'Driscoll, M., & Beham, B. (2005). *An overview of international research on the work-family interface.*

Priyashantha, K. G. (2022). Disruptive technologies for human resource management: A conceptual framework development and research agenda. *Journal of Work-Applied Management*. https://doi.org/10.1108/JWAM-10-2022-0069

Priyashantha, K. G., De Alwis, A. C., & Welmilla, I. (2021a). Outcomes of Egalitarian Gender Role Attitudes: A Systematic Literature Review. *Proceedings of Business Law and Management (BLM2): International Conference on Advanced Marketing (ICAM4) An International Joint e-Conference-2021*, 281. http://repository.kln.ac.lk/handle/12345678 9/23557

Priyashantha, K. G., De Alwis, A. C., & Welmilla, I. (2021b). *The facets of gender stereotype change: A systematic Literaturereview*. 70.

Priyashantha, K. G., De Alwis, A. C., & Welmilla, I. (2021c). Three Perspectives on Changing Gender Stereotypes. *FIIB Business Review*, 231971452110496.https://doi.

org/10.1177/23197145211049 604

Priyashantha, K. G., De Alwis, A. C., & Welmilla, I. (2021d). Gender stereotypes change outcomes: A systematic literature review. *Journal of Humanities and Applied Social Sciences*, *ahead-of-print* (ahead-of-print). https://doi.org/10.1108/JHASS -07-2021-0131

Priyashantha, K. G., De Alwis, A. C., & Welmilla, I. (2022a). Disruptive human resource management technologies: A systematic literature review. *European Journal of Management and Business Economics*. https://doi.org/10.1108/EJMB E-01-2022-0018

Priyashantha, K. G., De Alwis, A. C., & Wlmilla, I. (2020). Changing Gender Stereotypes: A Survey on Definitions and Dimensions. *Proceedings of 11th International Conference on Business & Information*, 121.http://repository.kln.ac.lk/ handle/123456789/22970

Priyashantha, K. G., De Alwis, A., & Welmilla, I. (2022b). Work-Family Conflicts in the Context of Labour Market Change: A Systematic Literature Review. *Management and Economic Review*, *7*(3), 330–359. https://doi.org/10.248 18/mer/2022.10-06

Purcell, J. (2014). Disengaging

from engagement: Disengaging from engagement. *Human Resource Management Journal*, *24*(3), 241–254. https://doi.org/10.111 1/1748-8583.12046

Rana, S., Ardichvili, A., & Tkachenko, O. (2014). A theoretical model of the antecedents and outcomes of employee engagement. *Journal of Workplace Learning*. https://doi.org/10.110 8/JWL-09-2013-0063

Rana, S., Raut, S. K., Prashar, S., & Hamid, A. B. A. (2020). Promoting through Consumer Nostalgia: A Conceptual Framework and Future Research Agenda. *Journal of Promotion Management*, 1–39. https://doi.org/10.108 0/10496491.2020.1829773

Rogers, E. M. (1962). 1995. *Diffusion of Innovations. New York*. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, *21*(7), 600–619. https://doi.org/10.1108/026839 40610690169

Salanova, M., & Schaufeli, W. B. (2008). Across-national study of work engagement as a mediator between job resources and proactive behaviour. *The International Journal of Human Resource Management*, *19*(1), 116–131.

Sareen, P., & Subramanian, K. V. (2012). e-HRM: A Strategic Reveiw. *International Journal of Human Resource Studies*, *2*(3), 119. https://doi.org/10.5296/ijhrs.v 2i3.2100

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *25*(3), 293–315.

Schaufeli, W. B., Salanova, M., González-romá, V., & Bakker, A. B. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, *3*(1), 71–92. https://doi.org/10.102 3/A:1015630930326

Shuck, B., Reio, T. G., & Rocco, T. S. (2011a). Employee engagement: An examination of antecedent and outcome variables. *Human Resource Development International*, *14*(4), 427–445. https://doi.org/10.1080/136788 68.2011.601587

Shuck, B., Reio, T. G., & Rocco, T. S. (2011b). Employee engagement: An examination of antecedent and outcome variables. *Human Resource*

Development International, *14*(4), 427–445. https://doi.org/10.1080/136788 68.2011.601587

Shuck, B., & Wollard, K. (2010). Employee Engagement and HRD: A Seminal Review of the Foundations. *Human Resource Development Review*, *9*(1), 89–110. https://doi.org/10.1177/153448 4309353560

Sihag, P. (2021). The mediating role of perceived organizational support on psychological capital–employee engagement relationship: A study of Indian IT industry. *Journal of Indian Business Research*, *13*(1), 154–186. https://doi.org/10.110 8/JIBR-01-2019-0014

Skelly, J. J., & Johnson, J. B. (2011). Glass ceilings and great expectations: Gender stereotype impact on female professionals. *Southern Law Journal*, *21*(1), 59.

Taris, T. W., Ybema, J. F., & Beek, I. van. (2017). Burnout and engagement: Identical twins or just close relatives? *Burnout Research*, *5*,3–11. https://doi.org/10.1016/j.burn. 2017.05.002

Taylor, E. A., Huml, M. R., & Dixon, M. A. (2019). Workaholism in Sport: A Mediated Model of Work–Family Conflict and Burnout. *Journal of Sport Management*,

33(4), 249–260. https://doi.org/10.1123/jsm.20 18-0248

Theunissen, B., Visser, D., & Van Vuuren, L. J. (2003). Communication of job-related information and work-family conflict in dual career couples. *SA Journal of Industrial Psychology*, *29*(1), 18–25.

Tkalac Verčič, A. (2021). The impact of employee engagement, organisational support and employer branding on internal communication satisfaction. *Public Relations Review*, *47*(1), 102009. https://doi.org/10.1016/j.pubre v.2021.102009

Turner, P. (2020). *Employee Engagement in Contemporary Organizations:Maintaining High Productivity and Sustained Competitiveness*. Springer.

Ushiro, R., & Nakayama, K. (2010). Gender role attitudes of hospital nurses in Japan: Their relation to burnout, perceptions of physician–nurse collaboration, evaluation of care, and intent to continue working. *Japan Journal of Nursing Science*, *7*(1), 55–64. https://doi.org/10.111 1/j.1742-7924.2010. 00138.x

Van de Vijver, F. J. R. (2007). Cultural and Gender Differences in Gender-Role Beliefs, Sharing Household Task and Child-Care

Responsibilities, and Well-Being Among Immigrants and Majority Members in The Netherlands. *Sex Roles*, *57*(11–12),813–824. https://doi.org/10.1007/s11199-007-9316-z

Waddill, D. D. (2018). *Digital HR: A Guide to Technology-enabled Human Resources*. Society For Human Resource Management.

Wayne, J. H., Matthews, R., Crawford, W., & Casper, W. J. (2020). Predictors and processes of satisfaction with work–family balance: Examining the role of personal, work, and family resources and conflict and enrichment. *Human Resource Management*, *59*(1), 25–42. https://doi.org/10.1002/hrm.21971

Wayne, S. J., Lemmon, G., Hoobler, J. M., Cheung, G. W., & Wilson, M. S. (2017). The ripple effect: A spillover model of the detrimental impact of work-family conflict on job success: Work-Family Conflict and Job Success. *Journal of Organizational Behavior*, *38*(6), 876–894. https://doi.org/10.1002/job.2174

Wollard, K. K., & Shuck, B. (2011). Antecedents to Employee Engagement: A Structured Review of the Literature. *Advances in Developing Human Resources*, *13*(4), 429–

446. https://doi.org/10.1177/1523422311431220

World Bank. (2011). *World Development Report 2012: Gender Equality and Development*. The World Bank. https://doi.org/10.1596/978-0-8213-8810-5

Yi-wen, Z., & Yi-qun, C. (2005). The Chinese version of Utrecht Work Engagement Scale: An examination of reliability and validity. *Chinese Journal of Clinical Psychology*.