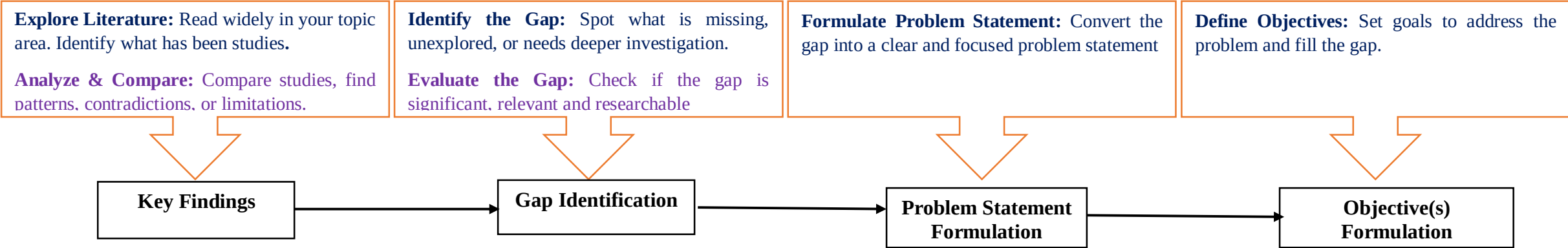


RG=Discover what Missing



Hands on

Paper: Kahn, W. A. (1990). "Psychological Conditions of Personal Engagement and Disengagement at Work." *Academy of Management Journal*, 33(4), 692–724.

Key Findings:

Kahn (1990) introduced the concept of **personal engagement and disengagement at work** and identified three critical psychological conditions that determine employee engagement. **Psychological Meaningfulness** (employees engage more deeply in their work when they perceive their tasks and roles as meaningful, valuable, and worthwhile. Meaningfulness is influenced by Task characteristics (challenge, autonomy, variety); Role characteristics (status, influence, identity); Work interactions (respect, appreciation, recognition). **Psychological Safety** (employees are more willing to express themselves and invest their full selves in work when they feel safe from negative consequences. Safety is influenced by Supportive interpersonal relationships; Positive group dynamics; Supportive leadership; Favorable organizational norms. **Psychological Availability** (employees engage when they possess sufficient physical, emotional, and psychological resources. Availability is affected by Physical energy; Emotional energy; Personal insecurity; Outside-life pressures. The study concluded that higher levels of meaningfulness, safety, and availability promote personal engagement, whereas their absence leads to disengagement.

Gap Identification

Although Kahn's study made a significant theoretical contribution, several gaps remain: **Limited Empirical Validation** (the study was exploratory and qualitative, relying on interviews and observations from only two organizations (a summer camp and an architecture firm). The proposed framework was not quantitatively tested. **Lack of Sectoral Generalizability** (the findings were derived from unique organizational settings and may not be generalizable to contemporary industries such as banking, telecommunications, healthcare, education, manufacturing, or digital workplaces). **Absence of Mediating and Moderating Variables** (the study focused only on the direct effects of psychological

conditions on engagement and did not examine: Leadership styles, Organizational culture, Organizational support, Job stress, Employee engagement, Employee well-being, Psychological empowerment as mediating or moderating mechanisms). **Cross-Cultural Limitation** (the research was conducted entirely in Western organizational settings. The applicability of the model in developing countries such as Bangladesh remains largely unexplored). **Lack of Outcome Variables** (the study focused on engagement itself but did not investigate its consequences for: Organizational effectiveness; Job satisfaction; Employee performance; Organizational commitment; Turnover intention; Innovation behavior). **Dynamic Nature of Engagement** (the research acknowledged that engagement fluctuates over time but did not develop a longitudinal model to explain how psychological conditions change and influence engagement across different periods).

Problem Statement Formulation

Despite the growing importance of employee engagement in enhancing organizational performance, the psychological conditions that foster engagement remain insufficiently examined in developing-country contexts. Kahn (1990) proposed that psychological meaningfulness, psychological safety, and psychological availability are fundamental antecedents of employee engagement. However, his framework was developed through qualitative investigations in two specific organizational settings and lacks extensive empirical validation across industries and cultural contexts. Furthermore, little is known about how these psychological conditions influence important organizational outcomes such as job satisfaction, organizational commitment, employee performance, and organizational effectiveness in emerging economies such as Bangladesh. The absence of quantitative evidence limits the applicability of Kahn's engagement framework in contemporary organizations. Therefore, there is a need to empirically investigate the effects of psychological meaningfulness, psychological safety, and psychological availability on employee engagement and subsequent organizational outcomes in the context of Bangladeshi organizations.

Objective Formulation

To develop and test a psychological conditions framework explaining how psychological meaningfulness, psychological safety, and psychological availability influence organizational effectiveness through employee engagement.

Tentative Title: Psychological Conditions and Organizational Effectiveness: The Mediating Role of Employee Engagement

Prepared by:

Md. Shawan Uddin, PhD

Associate Professor (Management Studies), RU

Secretary, CIRBAS