

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Literature Review**

##### **2.1.1 Human Resource Management**

According to Ramadhani et al. (2025) in their journal titled “Human Resource Management (HRM) and Entrepreneurship,” human resource management is a strategic approach to managing the workforce within an organization to achieve corporate goals efficiently and effectively. This approach involves establishing formal systems to regulate employee behavior in the workplace, ensuring that the potential and capabilities of employees are utilized optimally for organizational success (Gusti Ngurah et al., 2024).

Furthermore, Armstrong (2020) explains that HRM focuses on the development and well-being of employees so that they can contribute optimally to achieving organizational objectives. Human Resource Management is not limited to administrative tasks but also encompasses essential aspects such as recruitment, selection, training, career development, compensation, and labor relations factors that foster a productive and innovative work culture (Armstrong & Taylor, 2014).

Meanwhile, Nurdin et al. (2024) add that HRM functions to align organizational strategies with workforce planning, both in the short and long term, to ensure the availability of competent to adaptable employees amid changing business environments. Based on the perspectives of the aforementioned researchers, it can be concluded that Human Resource Management (HRM) is a strategic and systematic approach to managing individuals as the organization’s primary assets. This management process involves recruitment, training, development, compensation, and the creation of a work culture that supports productivity and innovation. Human Resource Management serves not only as an administrative function but also as a strategic instrument to create sustainable competitive advantage, enhance employee loyalty, and foster organizational growth that is adaptive to the dynamics of the modern business environment.

### **2.1.2 Professional Self-Efficacy**

Professional Self-Efficacy refers to an individual's belief in their ability to manage and accomplish professional demands and challenges within the workplace. Bandura (1992), in "Self-Efficacy: The Exercise of Control," defines self-efficacy as one's belief in one's capability to organize and execute actions required to achieve specific outcomes. In a professional context, PSE serves as a crucial factor influencing how individuals evaluate their competence in performing work effectively. According to Ghani et al., (2024) in "Does Professional Self-Efficacy Provide a Shield in Troubling Situations?", PSE functions as a psychological mechanism that strengthens an individual's resilience against work-related stress while enhancing performance and work engagement through confidence in personal strengths and capabilities. Therefore, PSE not only reflects self-confidence but also encompasses adaptive capacity, emotional regulation, and perseverance in navigating the complexities of the modern work environment.

Several studies (Ghani et al., 2024; Gustavo Alexis Calder et al., 2018) explain that Professional Self-Efficacy (PSE) consists of three main dimensions that describe individuals' behaviors and attitudes when facing work-related challenges: Confidence in Problem-Solving Ability, Resourcefulness and Adaptability, and Persistence and Emotional Control. These three dimensions reflect the cognitive, affective, and behavioral components that strengthen an individual's professional confidence in accomplishing tasks and maintaining consistent job performance.

The first dimension, Confidence in Problem-Solving Ability, reflects the extent to which individuals believe in their capability to effectively address problems in the workplace. Individuals with high self-efficacy tend to possess strong confidence when confronting complex challenges and demonstrate

structured critical thinking to identify effective solutions. A study by Wardanis et al., (2023), titled “The Influence of Self-Efficacy on the Problem-Solving Ability of Final-Year Students at the Faculty of Psychology, Muhammadiyah University of Jember”, found a significant positive relationship between self-efficacy and problem-solving ability, where individuals with high efficacy are able to optimize their cognitive resources when dealing with complex problems. This finding is supported by Ghani et al., (2024), who revealed that individuals with high levels of professional self-efficacy are more confident and persistent in finding solutions when under work pressure. This dimension emphasizes the cognitive confidence that serves as the foundation for professional effectiveness and resilience in workplace situations.

The second dimension, Resourcefulness and Adaptability, reflects an individual’s ability to adjust to changes in the work environment and to utilize available resources effectively. Individuals with high professional self-efficacy can adapt to work dynamics efficiently. Sun et al. (2025), in their study “How Self-Efficacy Shapes Professional Identity,” found that professional self-efficacy plays a crucial role in shaping an adaptive and flexible professional identity in response to organizational changes. Similarly, Öner et al. (2025), in “The Effect of Nursing Students’ Level of Readiness for Professional Practice on Self-Efficacy and Clinical Stress Perception: A Cross-Sectional Study,” explain that high professional readiness and efficacy are associated with adaptive capacity and emotional control in dealing with stress. Therefore, this dimension illustrates the ability of individuals to remain productive and composed amid changes and to view challenging situations as opportunities for growth.

The third dimension, Persistence and Emotional Control, describes an individual’s perseverance in achieving work goals and their ability to regulate emotions when facing professional challenges. Ma et al., (2025), in “Impact of Self-Efficacy and Burnout on Professional Development of Physical Education Teachers in the Digital Age”, stated that high professional self-efficacy helps individuals remain calm under work-related pressure. This findings aligns with

Prakoso et al., (2025) in “How Do Anxiety and Self-Efficacy Affect the Problem-Solving Ability of Pre-Service Teachers”, which revealed that self-efficacy not only enhances self-confidence but also promotes perseverance and emotional regulation. This dimension can be considered the affective aspect of Professional Self-Efficacy, enabling individuals to maintain focus and emotional stability in achieving optimal job performance.

### **2.1.3 Life Satisfaction**

Life satisfaction refers to an individual’s cognitive evaluation of their life, assessing how well it aligns with their expectations, values, and personal goals. In a study conducted by Diener et al. (1985), life satisfaction is defined as a core component of subjective well-being. Subjective well-being itself represents psychological well-being derived from an individual’s rational assessment of their life quality. Individuals with high levels of life satisfaction often demonstrate optimism, emotional stability, and a clear sense of life direction. To analyze life satisfaction more deeply, several studies by Diener (2000) and Belizario et al. (2024) classify it into three main dimensions: evaluation of life as a whole, achievement of personal goals, and comparison with an ideal life. These dimensions illustrate how individuals interpret and assess their lives from cognitive and experiential perspectives.

The evaluation of life as a whole dimension refers to the extent to which individuals conduct a cognitive appraisal of their overall life. This evaluation reflects a person’s satisfaction with the general quality of their life Diener et al. (1985). A recent study by Abo Shereda et al. (2025) supports this view by showing that individuals who maintain a positive outlook on life tend to experience higher psychological well-being and optimism. Such findings suggest that the ability to view life positively significantly contributes to one’s overall sense of subjective well-being. Therefore, the greater the individual’s ability to evaluate life positively, the higher their perceived level of life satisfaction.

The achievement of personal goals dimension describes how individuals perceive their success in reaching personal aspirations and life objectives. Diener

(2000) emphasizes that life satisfaction is strongly influenced by the extent to which people achieve what they consider important in their lives. Goal attainment has a positive relationship with increased life satisfaction and long-term emotional stability (Hinz et al., 2025). Individuals who successfully meet their personal goals tend to handle stress better and show higher optimism, thus reinforcing a positive evaluation of their overall life.

The comparison with the ideal life dimension captures the degree to which an individual's current life aligns with their envisioned ideal life. The theory of subjective well-being explains that the smaller the gap between an individual's actual life and their ideal expectations, the higher their level of life satisfaction. In a study titled "A mediation and Moderation Model for Life Satisfaction: The Role of Social Support, Psychological Resilience, and Gender", Hanimoğlu (2025) found that social support and psychological resilience help narrow the gap between reality and the ideal, thereby enhancing overall life satisfaction.

#### **2.1.4 Burnout**

Burnout is a condition characterized by emotional exhaustion, a diminished sense of meaning toward one's work or the people at work, and a reduced sense of personal competence that arises from prolonged and chronic stress. Bernales-Turpo et al. (2022) identify burnout as a negative predictor of work engagement and job performance, particularly in the healthcare context. Their study adopts the Maslach Burnout Inventory (MBI), which conceptualizes burnout through three core dimensions: emotional exhaustion, depersonalization, and reduced professional efficacy. Overall, burnout reflects a psychological response to excessive job demands that ultimately decreases an individual's involvement, effectiveness, and quality of performance in the workplace.

The emotional exhaustion dimension captures the state in which individuals feel emotionally drained and depleted of energy due to continuous job pressures. Maslach & Jackson (1981) describe emotional exhaustion as the central and most observable component of burnout, as it is typically the earliest symptom to appear. Employees experiencing emotional exhaustion tend to show decreased

energy, lowered motivation, and difficulty restoring psychological balance even after resting. This condition is triggered by high job demands such as heavy workload, conflict, and time pressure that are not supported by adequate job resources. Individuals with high emotional exhaustion often experience impaired concentration, irritability, and a loss of enthusiasm for tasks that were previously meaningful.

The depersonalization dimension refers to the tendency of individuals to emotionally distance themselves from their work, colleagues, or service recipients. This is often expressed through emotional detachment, apathy, or cynicism, psychological defense mechanisms used to cope with excessive pressure. Within the Job Demands-Resources framework proposed by Bakker et al. (2014), such cynical attitudes emerge when individuals lose intrinsic meaning and motivation toward their work due to inadequate psychological resources, such as social support or opportunities for development.

The reduced professional efficacy dimension represents a decline in individuals' feelings of competence and effectiveness in performing their job. Individuals may perceive that their work has little impact or that they are failing to meet expected professional standards. This condition typically develops after prolonged emotional exhaustion and depersonalization, gradually eroding one's belief in their professional abilities. Research published by (Armstrong & Taylor (2014) indicates that reduced professional efficacy is associated with decreased work engagement; employees who feel ineffective tend to show lower productivity, minimal involvement, and higher vulnerability to feelings of failure. Within the Job Demands–Resources framework, this dimension is considered the final outcome of an imbalance between high job demands and insufficient personal resources such as self-efficacy and psychological resilience.

### **2.1.5 Work Engagement**

Work engagement can be understood as a psychological condition reflected through high energy, emotional involvement in work, and strong focus

on job tasks. Based on research by Bernales-Turpo et al. (2022b), individuals who demonstrate high work engagement and emotional attachment to their work tend to show better job performance.

In a journal written by Wells et al. (2024), it is explained that Schaufeli is the primary figure who developed the theory and measurement scale for work engagement through the Job Demands-Resources (JD-R) Model. Job demands predict burnout, while job resources predict work engagement. The implications of the JD-R Model are evident in coworker support, workplace flexibility, and opportunities for professional development, all of which contribute to increased engagement and reduced burnout. Engagement arises when adequate job resources and personal resources are available, including supervisor support, autonomy, and professional self-belief.

Furthermore, Schaufeli developed the work engagement measurement tool known as the Utrecht Work Engagement Scale (UWES) (Gabini & Salessi, 2016). Based on various definitions and empirical findings, work engagement is not only understood as a positive psychological state but also consists of several main components that form comprehensive work involvement. These components are explained through three core dimensions that form the basis of the UWES scale, namely vigor, dedication, and absorption.

Based on the journal by Schaufeli et al. (2006) titled “The Measurement of Work Engagement with a Short Questionnaire,” vigor is the engagement dimension most frequently and strongly identified as a predictor of increased job performance compared to dedication and absorption (Busyairi & Apriyan, 2025). Vigor is defined as the level of energy, enthusiasm, and motivation at work. Vigor serves as a primary indicator within the work engagement framework for measuring employee performance, particularly in sectors that require high endurance and work energy, such as the retail industry. Individuals with high vigor demonstrate physical and mental resilience, are not easily fatigued, and maintain motivation even under demanding work conditions.

The dedication dimension refers to a sense of enthusiasm and deep involvement in work. Dedication can stimulate the emergence of affective commitment, in which individuals develop an emotional attachment to their job. Schaufeli et al. (2006), in their journal “The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach,” which later became the foundation for the UWES scale, state that dedication is the affective aspect of engagement that reflects positive emotional attachment to work. This finding is also supported by more recent research by Zhang et al. (2025), which concludes that dedication develops when individuals feel valued, receive organizational support, and develop positive identification with their workplace. The higher an individual's dedication, the greater the likelihood of loyalty and commitment to organizational objectives. Therefore, dedication serves as a main pillar of work engagement because it encompasses emotional aspects that drive individuals to contribute positively to higher job performance.

The absorption dimension describes a condition in which individuals are fully immersed in their work. This condition reflects a high level of focus, difficulty detaching from work tasks, and a sense that time passes quickly while working. Schaufeli defines absorption as the cognitive aspect of work engagement, characterized by deep concentration. In the journal by Zhou et al. (2025), it is shown that absorption increases when employees perceive a strong person–organization fit and a supportive work environment. Furthermore, Cavicchioli et al. (2025) found that an effective digital workplace can enhance employee absorption, enabling tasks to be completed smoothly without interruptions.

Therefore, absorption functions as an indicator of the quality of an individual's cognitive involvement in work. When absorption is high, individuals work with strong focus and experience intrinsic satisfaction during the work process. Ultimately, this has a positive impact on job performance.



### **2.1.6 Job Performance**

Job performance refers to the extent to which an individual is able to complete tasks and fulfill their role according to organizational standards. It can be assessed through quality, quantity, efficiency, and work behaviors that align with organizational goals. Based on the primary journal, job performance is an outcome influenced by psychological conditions among health care workers, particularly work engagement, burnout, professional self-efficacy, and life satisfaction. The relationship among these variables indicates that strong job performance is the final result of high work engagement, supported by consistent effort and individual dedication, which together produce optimal performance Bernales-Turpo et al. (2022).

This model aligns with the Job Demands-Resources (JD-R) framework, which emphasizes that individual performance improves when personal resources, such as self-efficacy, life satisfaction, and work engagement, are sufficient to meet high job demands. Conversely, burnout and excessive demands act as risk factors that may hinder performance.

Considering that job performance is an outcome shaped by multiple psychological factors, it cannot be understood as a single-variable construct. Job performance is commonly broken down into three dimensions, namely task performance, contextual performance, and adaptive performance.

The task performance dimension describes an employee's ability to complete core duties based on their job responsibilities. Task performance directly contributes to the technical functioning of the organization and is a fundamental indicator of individual performance. Within the JD-R framework, task performance is influenced by the balance between job demands and job resources. In the primary journal, work engagement plays a crucial role in producing optimal task performance (Bernales-Turpo et al., 2022b).

The contextual performance dimension refers to behaviors that are not part of core job duties but contribute to creating a more effective work environment. These behaviors include maintaining positive relationships with colleagues, demonstrating initiative, upholding discipline, and contributing positively to the work atmosphere. According to research by Schaufeli et al. (2006), employees with high work engagement tend to exhibit vigor, dedication, and absorption, which encourage stronger contextual performance.

The adaptive performance dimension refers to an employee's ability to adjust to changes. These changes may involve problem solving, adapting to new technologies, or responding to dynamic work demands. In relation to the JD-R model, work engagement facilitates adaptation because engaged individuals possess sufficient psychological energy to respond to change. This finding is consistent with Bernales-Turpo et al. (2022), who reported that work engagement mediates psychological factors such as life satisfaction and self-efficacy in influencing job performance, including the ability to adapt to evolving job demands.

## **2.2 Conceptual Framework**

This study bridges the operational challenges described in the research background with the psychological constructs discussed in the literature review. Industry volatility, rapid trend changes, and peak seasonal demands function as job demands, while professional self-efficacy and life satisfaction represent personal resources within the Job Demands–Resources framework. Work engagement serves as the mediating mechanism through which these demands and resources influence job performance. This framework allows the study to empirically examine how operational pressures in the fashion retail industry are translated into psychological outcomes and performance-related consequences.

In this study, the author adopts the research model developed by Bernales-Turpo et al. (2022) in their study titled *“Burnout, Professional Self-Efficacy, and Life Satisfaction as Predictors of Job Performance in Health*

*Care Workers: The Mediating Role of Work Engagement,*” as illustrated in Figure 2.1. This model serves as the foundation for the current research framework. Based on the analysis conducted, the variables examined in the original study remain highly relevant when applied to the context of the fashion retail industry, which similarly faces high job demands, dynamic work environments, and performance-driven operational structures. Accordingly, the relationships proposed by Bernales-Turpo et al. are retained and re-evaluated in this research to determine whether the same psychological mechanisms, particularly the mediating role of work engagement, also occur in a different organizational setting. This adapted framework then guides the development of hypotheses and the overall analytical direction of the present study.

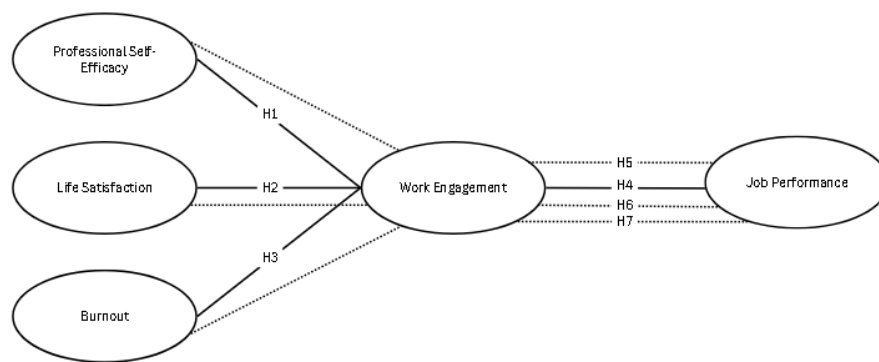


Figure 2.1 Research Model

Source: Author Document

Although the Bernales-Turpo et al. (2022) model was originally developed in the healthcare sector, the underlying psychological mechanisms are not sector-specific. Both healthcare workers and fashion retail back-office employees operate in environments characterized by high workload intensity, peak periods, and strict accuracy demands. While errors in healthcare may pose clinical risks, inaccuracies in fashion retail forecasting and inventory planning can result in significant financial loss and operational bottlenecks. These parallel stressors suggest that burnout, self-efficacy, and work engagement function similarly as

psychological responses to sustained job demands, making the model conceptually relevant for application in the fashion retail context.

## 2.3 Hypothesis

In this study, the researcher identifies several assumptions derived from prior findings that examine the variables discussed above. Based on these assumptions, the hypotheses of this research are formulated as follows:

### 2.3.1 The Effect of Professional Self-Efficacy on Work Engagement

An individual's belief in their own ability to perform tasks and manage work-related pressures effectively is referred to as *Professional Self-Efficacy*. Employees who perceive themselves as having a high level of professional self-efficacy tend to exhibit greater self-confidence, maintain balanced coping mechanisms under pressure, and display enthusiasm in their work engagement. Bernales-Turpo et al. (2022) stated that professional self-efficacy has a positive effect on work engagement. This finding is further supported by research conducted two years later by Morales-García et al. (2024), who studied nurses as their research subjects. The higher an individual's confidence in their professional abilities, the stronger their work engagement tends to be. Therefore, the researcher proposes the following hypothesis:

H1: Professional Self-Efficacy has a positive effect on  
Work Engagement



Figure 2.2 Research Model Hypothesis 1

Source : Bernales-Turpo et al. (2022)

### 2.3.2 The Effect of Life Satisfaction on Work Engagement

Life satisfaction reflects an individual's psychological balance in personal life, which in turn has a positive impact on enthusiasm, responsibility, and concentration at work. Life satisfaction has been shown to have a significant influence on work engagement, as demonstrated in a study by Bernales-Turpo et al. (2022). When individuals feel satisfied with their lives, they are more likely to show higher levels of commitment and motivation in performing their tasks. This finding aligns with the Job Demands-Resources (JD-R) Model proposed by Schaufeli and Bakker (as cited in Hakanen et al., 2008), which suggests that life satisfaction can enhance intrinsic motivation and strengthen an individual's engagement with their work. Therefore, the researcher proposes the following hypothesis:

H2: Life satisfaction has a positive effect on work engagement



Figure 2.3 Research Model Hypothesis 2

Source : Bernales-Turpo et al. (2022)

### 2.3.3 The Effect of Burnout on Work Engagement

Burnout is a condition in which emotional, physical, and mental exhaustion occur as a result of prolonged work-related stress and challenges. This condition inevitably hinders an individual's engagement in their work. In their study, Bernales-Turpo et al. (2022) found that burnout has a negative and significant relationship with work engagement, suggesting that higher levels of burnout are associated with lower levels of employee engagement. This finding is also consistent with the Job Demands-Resources (JD-R) model developed by Bakker et al. (2014), which explains that high job demands, such as time pressure,

workload, and stress, can deplete employees' energy, reduce motivation, and hinder their engagement at work. Based on this theory, the researcher proposes the following hypothesis:

H3: Burnout hurts work engagement.

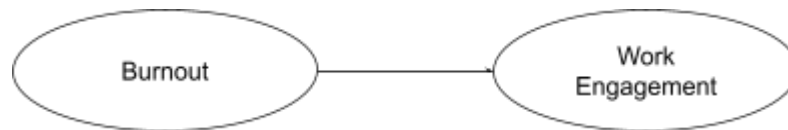


Figure 2.4 Research Model Hypothesis 3

Source : Bernales-Turpo et al. (2022)

#### 2.3.4 The Effect of Work Engagement on Job Performance

Work engagement represents a psychological state characterized by enthusiasm, loyalty, and full involvement in one's work. When employees demonstrate a high level of work engagement, they tend to exhibit better performance, working with a strong sense of commitment and focus on organizational goals. A study conducted by Bernales-Turpo et al. (2022) found that individuals who are emotionally engaged in their work contribute positively to their overall job performance. The findings indicate that work engagement has a positive influence on job performance. Therefore, the researcher proposes the following hypothesis:

H4: Work engagement has a positive effect on job performance.



Figure 2.5 Research Model Hypothesis 4

Source : Bernales-Turpo et al. (2022)

### 2.3.5 The Influence of Professional Self-Efficacy on Job Performance through Work Engagement

Employees with a high level of professional self-efficacy tend to possess strong confidence in their ability to accomplish tasks and overcome work-related challenges. This belief fosters intrinsic motivation, which subsequently enhances their level of work engagement. Individuals with greater professional self-efficacy are more likely to demonstrate commitment and positive involvement in their work, ultimately leading to improved job performance.

A study conducted by Bernales-Turpo et al. (2022) revealed that work engagement serves as a significant mediating variable in the relationship between professional self-efficacy and job performance. This finding aligns with Bandura's Social Cognitive Theory, as discussed in his book *Self-Efficacy: The Exercise of Control*, which emphasizes that individuals' confidence in their professional capabilities plays a crucial role in strengthening work engagement and enhancing performance outcomes (Bandura, 1992). Therefore, the following hypothesis is proposed:

H5: Work engagement mediates the relationship between professional self-efficacy and job performance.



Figure 2.6 Research Model Hypothesis 5

Source : Bernales-Turpo et al. (2022)

### 2.3.6 The Influence of Life Satisfaction on Job Performance through Work Engagement

The balance between an individual's work and non-work life can serve as an indicator of their overall satisfaction with personal life. A stable psychological state, optimism, and the willingness to participate actively in work often reflect a high level of life satisfaction. According to the study conducted by

Bernales-Turpo et al. (2022), individuals with higher life satisfaction are more likely to be emotionally engaged in their work, which consequently leads to improved job performance. This suggests that life satisfaction has a positive influence on work engagement and enhances job performance through the mediating role of engagement. Therefore, the following hypothesis is proposed:

H6: Work engagement mediates the relationship between life satisfaction and job performance.



Figure 2.7 Research Model Hypothesis 6

Source : Bernales-Turpo et al. (2022)

### 2.3.7 The Influence of Burnout on Job Performance through Work Engagement

Burnout is a condition in which individuals experience emotional, mental, and physical exhaustion resulting from prolonged work-related stress. This condition can diminish an individual's motivation and engagement at work. Employees experiencing burnout tend to lose enthusiasm, feel pressured in performing their tasks, and exhibit decreased productivity. According to a study conducted by Bernales-Turpo et al. (2022), burnout negatively impacts work engagement and indirectly reduces job performance. The findings indicate that higher levels of burnout are associated with lower levels of work engagement and diminished performance outcomes. Therefore, the following hypothesis is proposed:

H7: Work engagement mediates the influence of burnout on job performance



Figure 2.8 Research Model Hypothesis 7



## **2.4 Previous Study**

This study was conducted to analyze the psychological factors that influence job performance, with work engagement acting as a mediating variable between burnout, professional self-efficacy, and life satisfaction. The study titled “Burnout, Professional Self-Efficacy, and Life Satisfaction as Predictors of Job Performance in Health Care Workers: The Mediating Role of Work Engagement” by Bernales Turpo et al. serves as the primary reference for developing the research model. The journal highlights that although job performance is a crucial indicator of organizational success, research examining the combined effects of psychological factors such as burnout, self-efficacy, and life satisfaction through work engagement remains limited, especially in non-healthcare sectors and broader workplace contexts. This gap in the literature provides a strong foundation for expanding understanding of how employees’ psychological conditions shape their performance through engagement mechanisms, particularly within modern organizational settings.

The findings indicate that burnout negatively affects job performance, whereas professional self-efficacy and life satisfaction positively influence work engagement, which in turn enhances job performance. Work engagement functions as a psychological mechanism that bridges the relationship between emotional states, personal beliefs, overall life well-being, and employee performance outcomes. In addition to the main study, this research is supported by various previous studies addressing the Job Demands-Resources framework, the dynamics of burnout and engagement, the role of personal resources, and factors contributing to job performance. These studies collectively strengthen the theoretical foundation and support the relationship among variables in this research model. A summary of the previous studies used as the basis for this research is presented in Table 2.1

Table 2.1 Previous Study

No	Author	Literature Title	Adopted Insights	Ground Theory	Dependent Variable	Key Findings
1	Lee, Da Ye & Yunseong Jo (2023)	The job demands-resource model and performance: the mediating role of employee engagement	Reinforces that job resources and personal resources enhance engagement, and that engagement acts as the primary mediator in improving job performance.	Job Demands-Resources (JD-R)	Employee engagement, Job performance	Engagement is shown to be a significant mediator between resources and performance.
2	Wells, Gray & Taylor (2024)	The Evolving Demands and Resources of Live Entertainment: The	Explains that personal resources such as self-efficacy, optimism, and well-being influence engagement, which subsequently improves	JD-R Model	Job performance	Work engagement functions as a psychological mechanism that translates the positive effects of personal resources into better performance.

		Development of a Job Demands Resources Sports (JDRS) Model	job performance. This insight supports the positioning of work engagement as a mediator between professional self-efficacy or life satisfaction and job performance.			
3	Barthauer et al. (2020)	Burnout and Career (Un)sustainability: Looking into the Blackbox of burnout triggered career turnover intentions	Describes how burnout affects work behavior and contributes to poor performance outcomes. This is used to strengthen the argument that burnout and well-being (life satisfaction) are crucial	Stress & Strain Theory	Career Turnover Intentions	Burnout leads to career instability and reduced work outcomes.

			determinants of job performance.			
4	Lesener, Gusy & Wolter (2021)	The job demands-resources model: A meta-analytic review of longitudinal studies	Provides evidence that job resources and personal resources play a strong role in increasing engagement. This supports the use of personal resources such as life satisfaction and self-efficacy as valid predictors of engagement.	JD-R Model	Work Engagement	Personal resources have a significant longitudinal effect on engagement and performance.
5	Taylor, Huml & Dixon (2021)	From Engaged Worker to Workaholic: a mediated model	Shows that engagement strongly influences work behavior and performance outcomes.	Engagement Theory	Workaholicism	Engagement drives intense work-related behavior, leading to improved results.

		of athletic department employees	This supports the link between work engagement and job performance.			
6	Graham & Smith (2022)	Work and Life in the Sport Industry: A Review of Work-Life Interface Experiences Among Athletic Employees	Demonstrates that employees' psychological well-being (life satisfaction) is related to performance and work motivation.	Positive Psychology		Well-being influences work motivation and employee retention.
7	Salmelo-Aro & Uoadyaya (2020)	Role of demands-resources in work engagement and	Indicates that demands and resources across different career stages shape engagement. This	JD-R Model	Burnout, Engagement	High resources lead to high engagement, which increases work output.

		burnout in different career stages	reinforces the relationship between resources and engagement.			
8	Darvin (2020)	Voluntary occupational turnover and the experiences of former intercollegiate women assistant coaches	Explains how burnout and work strain affect work decisions and performance.	Stress Model	Turnover Intentions	Burnout triggers lower work quality and increases turnover intentions.
9	Sari & Susanti (2022)	Emotional Intelligence on Employee Performance	Connects emotional intelligence with performance. The insight supports the pathway of engagement	Behavioral Psychology	Employee Performance	Emotional intelligence influences work capability and performance through work ability.

			as a mediator of performance.			
10	Morrow & Howieson (2020)	Learning to Be a Professional Manager: A Bourdieusian Perspective	Supports that personal capability (self-efficacy) contributes to managerial effectiveness.	Social Cognitive Theory	Managerial Performance	Self-efficacy influences managerial quality and work-related decision-making.
11	Hakanen, Schaufeli & Ahola (2020)	The Job Demands-Resources Model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement	Confirms that engagement predicts productive work outcomes, while burnout predicts declines in performance.	JD-R Model	Burnout & Engagement	Engagement has long-term effects on job performance.

12	Xanthopoulou et al. (2020)	The Role of Personal Resources in the Job Demands-Resources Model	Emphasizes that self-efficacy as a personal resource affects engagement and performance.	JD-R Model	Job Performance	Self-efficacy is positively associated with engagement and work outcomes.
13	Van Steenbergen et al. (2022)	The Relationship Between New Ways of Working and Burnout: The Mediating Role of Work-Related Basic Need Satisfaction	Confirms that engagement mediates the effects of job resources on performance outcomes.	JD-R Model	Burnout, Engagement	Engagement emerges as a key predictor of productivity improvement.