Driving Employee Engagement: Examining the Synergy of Ability, Motivation, and Opportunity-Enhancing Practices

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ABSTRACT:
This study investigates how human resource practices, specifically focusing on ability, motivation, and opportunity practices, effect employee engagement in the Malaysian context. The research involved surveying 154 employees in the service sector in the Klang Valley, Malaysia. Structural equation modelling was utilized for data analysis. Drawing from the Ability, Motivation, and Opportunity (AMO) theory, the results indicate that intrinsic motivation and opportunity practices significantly enhance employee engagement. However, practices related to ability and extrinsic motivation show no effect. The findings suggest that leaders should prioritize offering skill development opportunities and attractive rewards to encourage active employee engagement. Moreover, human resource policies and procedures should align with these objectives to enhance the value of human capital, achieve organizational objectives, and enhance employee well-being. This study emphasizes the critical importance of AMO practices in significantly boosting employee engagement levels.

Keywords: employee engagement, AMO practices, PLS-SEM

1. Introduction

In the effort to achieve sustainable development, businesses in every region of the world are coming to a greater understanding of the vital role that employee engagement plays as a driver of both social and economic success. The Sustainable Development Goals (SDGs) defined by the United Nations can only be advanced in the context of an organisation with the assistance of engaged employees, who also significantly contribute to the performance of the organisation (United Nations, 2023). This is the only way that the SDGs can be advanced. Therefore, as organisations attempt to align their plans with the global SDGs (Economic Planning Unit Prime Minister's Department Malaysia, 2021), pecifically, SDG Goal 3, which focuses on ensuring health and promoting well-being with regard to employees, the adoption of ability, motivation, and opportunity (AMO) practises emerges as a promising avenue to improve employee engagement towards sustainable development. In relation to this, AMO practices have effectively connected to employee wellbeing (Johar et al., 2022).

The topic of employee engagement has attracted a growing amount of research attention in recent years due to the multiple benefits it bestows upon the organisation and

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the positive effect it has on the employees' quality of life in the workplace. Previous studies have shown that a high level of employee engagement at work has a clear correlation with a variety of positive outcomes, both on the individual and the organisational level (Bakker et al., 2007; Macey & Schneider, 2008). In addition, employees will have a more positive emotional experience if they are actively immersed in the tasks they are performing at work. These positive emotions will lead to innovative behaviour, as well as creative and adventurous thought (Demerouti et al., 2015). Prior research conducted by Bakker and Demerouti (2008) found that engagement at work is an additional indicator of occupational well-being. It is turning out to be a signal that is becoming increasingly significant not only for firms but also for employees. Engaging in one's work can influence a diverse range of healthy human behaviours. As a consequence of this, the managers as well as the Human Resources Management division of any organisation should work together to enable and encourage the engagement of the employees in their various places of employment.

Furthermore, this study aims to broaden the applicability of Purcell et al. (2003)'s People and Performance Model by focusing on other HR-related outcomes such as employee engagement, in addition to those that have been specified, like organisational commitment, motivation, and job satisfaction. In addition, many of the most recent studies are still relying on employee engagement as a mediating component (Ababneh, 2021; Tensay & Singh, 2020; Van Beurden et al., 2021). As a result, this study will solely investigate the direct relationship between AMO enhancing practices and employee engagement especially in Malaysian context. In fact, one out of every four working Malaysians reported feeling disengaged at work (Mercer, 2022). Despite the fact that Malaysia had an average employee engagement score of 54 percent, which is higher than the worldwide average of 53 percent, Malaysia still lags behind its neighbouring nations such as India (79 percent), Thailand (72 percent), and Hong Kong (63 percent). Moreover, the subject of employee engagement continues to rank among the most often discussed topics (Qualtrics, 2021).

2. Literature Review

2.1 Employee engagement

Macey and Schneider (2008) stated that employee engagement is a desirable state, has an organisational purpose, and includes involvement, commitment, passion, enthusiasm, concentrated effort, and energy, thus having both attitudinal and behavioural components. They also postulated that a competitive advantage may be achieved by having engaged employees. This will be particularly true if organisation can demonstrate how the engagement construct has an impact at levels of analysis that management finds problematic. The study of Demerouti et al. (2015) on job crafting and extra role behaviour found out that employees who actively seek out resources at work are more engaged at work and have more fulfilling lives. Work engagement has been shown to have a strong beneficial association with job performance that extends beyond statutory job requirements. Employees that were more involved received higher ratings from their supervisors for their innovation and contextual performance.

The theory of engagement, as elucidated by Kahn (1990), states that people will be interested in their job role if the conditions are right. Schaufeli et al. (2002) highlighted the importance of vigour, dedication, and absorption as defining characteristics of engagement. Having a high degree of energy as well as mental fortitude while working is what is meant by the term "vigour." The employees learn to be persistent in spite of the challenges that they experience, as well as to be willing to put in effort in their work. Dedication on the other hand is a commitment as well as a sense of inspiration, pride, and challenge while absorption, is about being fully concentrated and happy while working.

2.2 Ability Motivation and Opportunity (AMO) enhancing practices

AMO, a framework comprising individual ability, motivation, and opportunity, enhances employee performance (Appelbaum et al., 2000). It integrates key psychological concepts: ability as necessary skills, motivation as the driving force, and opportunity as contextual support (Hughes, 2007; Kroon et al., 2013; Maclnnis & Jaworski, 1989). Boxall and Purcell (2011) note that when ability, motivation, and opportunity align, individuals effectively perform their job duties and have outlets for expression at work. Johar et al. (2022) in their study that was undertaken during the COVID-19 pandemic, revealed the critical functions of AMO practices in increasing employees' outcomes. The study found out that motivation and opportunity practises have a large favourable influence on employee wellbeing, while ability enhancing practises have insignificant effect.

2.3 AMO practices and employee engagement

The AMO practices has been found to have a positive impact on employee's outcomes. In terms of ability-enhancing practises, job resources like training and skill development increased employee engagement (Bakker & Demerouti, 2008). Saks (2006) found that growth and development improved employee engagement. It stressed the importance of training and development in fostering engagement. Rich et al. (2010) examined job engagement, performance, and job resources. They found out that improving employees' skills and abilities increased engagement. These studies show that giving employees the tools, training, and chances to improve will enhance engagement. Thus, ability enhancing practises can foster employee growth, competence, and engagement.

On the other hand, motivation-enhancing practises and employee engagement are essential to a positive and productive workplace. Motivation-enhancing practises include creating an environment that promotes intrinsic motivation, autonomy, recognition and rewards, and employee psychological needs. These practises motivate employees to work hard. Self-Determination Theory by Ryan and Deci (2000) emphasised intrinsic motivation for employee engagement. Autonomy, competence, and relatedness boost motivation and engagement. Harter et al. (2002) found a strong correlation between employee satisfaction, engagement, and motivation while recognition and awards boost employee engagement. According to the report by Willis Towers Watson (2021), demanding work and meaningful opportunities boost employee engagement. The findings show that motivation enhancing practises particularly intrinsic motivation, autonomy, and appreciation can boost employee engagement.

The connection between opportunity-enhancing practises and employee engagement is critical in creating an environment that promotes employee growth, development, and advancement. Employees who believe there are many learning and advancement opportunities are more engaged. Opportunity-enhancing practises include challenging assignments, clear career paths, learning opportunities, and skill expansion. Employees feel valued, supported, and engaged with these practises. Several studies have examined how opportunity-enhancing practises affect employee engagement. Bakker and Demerouti (2008) found that job resources like growth opportunities boost employee engagement. They stressed that challenging tasks and development opportunities boost employee engagement. Saks (2006) found that growth and development opportunities affect employee engagement. According to the Gallup (2022), career development is essential for employee engagement. According to the report, employees who learn and grow are more engaged and perform better. These studies show that giving employees growth, development, and advancement opportunities boosts engagement. By giving employees challenging work, companies can boost morale and engagement through assignments, clear career paths, and learning opportunities.

3. Hypotheses development and theory justification

This study was grounded in the AMO theory, which categorizes human resource management activities into abilities, motivation, and opportunities (Appelbaum et al., 2000). The AMO theory emphasizes ensuring employees have the right skills, fostering discretionary behaviors, and empowering them for organizational outcomes (Harney & Jordan, 2008). The study focused on AMO-enhancing practices and employee engagement due to ongoing debates in the strategic HRM literature. One major debate is the classification of high-performance work practices (HPWPs) under the AMO framework, which stresses the importance of employee abilities, motivation, and opportunities (Lepak et al., 2006). Additionally, there's a shift towards using employee data rather than manager data in HRM research, as it aligns with ethical considerations and offers more predictive insights (Guest, 1999). To address these issues, this study developed hypotheses centred on AMO practices from the individual employee perspective and conducted empirical research using employee data.

3.1 Ability-enhancing practices and employee engagement

Ability-enhancing practises are those that have the goal of boosting workers' knowledge and capabilities to the point that they can do their duties as required, hence contributing to the success of the organisation. These procedures involve employing new employees, providing them with training, and helping them advance their careers. It is possible that ability practises may supply employees with the resources they need to attain crucial career outcomes that will boost employee engagement. The relationship between recruitment, selection and training found to be significant with employee engagement (Tensay & Singh, 2020). As a result, the following is proposed as a hypothesis:

H_1. Ability-enhancing practices have a positive effect on employee's engagement.

3.2 Motivation-enhancing practices and employee engagement

Motivation-enhancing practices aim to boost either intrinsic or extrinsic motivation among employees to meet or exceed expectations (Jiang et al., 2012). Intrinsic motivation relates to internal satisfaction in one's work, while extrinsic motivation involves external rewards tied to job engagement. These practices encompass performance management, compensation, bonuses, incentive programs, and more. According to Malik and Lenka (2019), rewards, recognition, work-life balance, and performance appraisal are significantly linked to employee engagement. Therefore, the hypothesis can be formulated as follows:

H_2. Extrinsic motivation-enhancing practices have a positive effect on employee's engagement.

H_3. Intrinsic motivation-enhancing practices have a positive effect on employee's engagement.

3.3 Opportunity-enhancing practices and employee engagement

Opportunity-enhancing practices empower employees to share ideas, take ownership of goal setting, and fulfill assigned tasks (Mathieu et al., 2006). Examples include involving employees in decision-making processes, decentralization, and granting job autonomy (Jiang et al., 2012). Implementing these HR strategies can help employees fulfill their self-achievement needs, leading to increased engagement. Research on green HRM, specifically "green involvement," also shows a significant link to employee engagement (Ababneh, 2021). Hence, the following hypotheses can be formulated:

H_4. Opportunity-enhancing practices have a positive effect on employee's engagement.

In general, the relationship indicated above can be seen in Figure 1, theoretical framework.
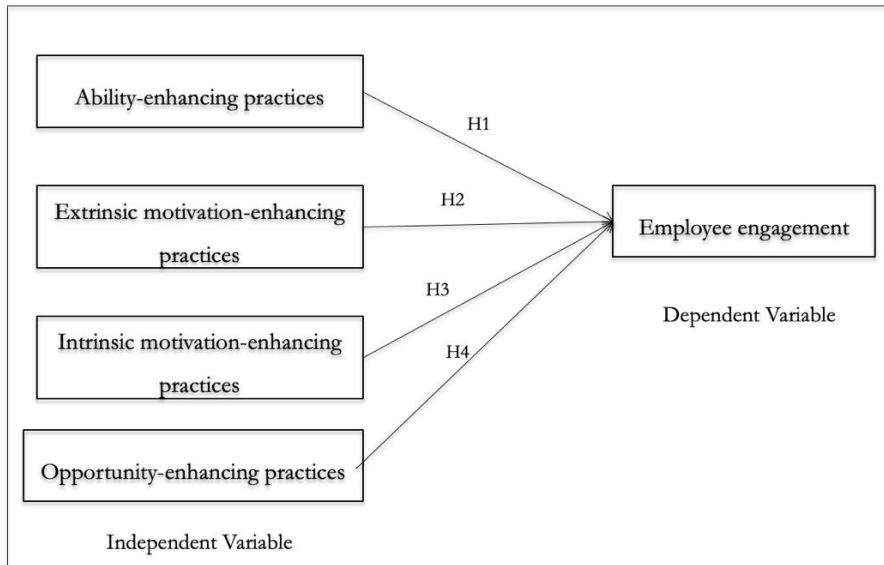

Figure1: Theoretical framework

4. Methodology

4.1 Research setting and participants

Data was gathered through an online survey targeting employees in the service sector located in the Klang Valley region of Malaysia. The service sectors in Malaysia play a significant role in its economy, contributing more than half of the GDP and fostering economic growth, productivity, and income. This sector benefits from an open and well-regulated market, facilitating access to knowledge, technology, capital, and skilled personnel across borders. During the first quarter of 2023, Malaysia created 8.81 million jobs across various sectors, including 4.56 million in the service industry, employing 4.529 million paid employees. The Klang Valley region was chosen for this study due to its high labor force participation rate, exceeding the national average of 74.9 percent as reported by the Department of Statistics Malaysia in 2023. The unit of analysis of this study focused on employees in different roles within the service sector. Given the absence of a comprehensive sampling frame covering all service sector employees, convenience sampling was employed. Online survey questionnaires were distributed via social media platforms, with participants encouraged to share the survey within their organizational networks. Research predictors and G*Power were utilized to determine the sample size, with a minimum sample size of 85 indicated by G*Power for the study's model consisting of four predictors, an effect size of 0.15, alpha of 0.05, and power of 0.8. To address potential non-response issues, 300 questionnaires were distributed, resulting in a response rate of 52 percent and a final sample size of 154 respondents. Demographic analysis revealed that 64.3 percent of respondents were female, predominantly between 26 and 35 years old (51.3 percent), with 56.5 percent being married and 72.0 percent holding executive-level positions.

4.2 Measures

4.2.1 AMO enhancing practices

The AMO practices scale was developed from Andreeva and Sergeeva (2016) study on knowledge sharing among schoolteachers and adjusted for this study's context. Sample items were: "my job specifically rewards my skills with monetary incentives" (extrinsic motivation enhancing HR practices); "to what extent is your job characterized by the following: the freedom to carry out my job the way I want to" (intrinsic motivation enhancing HR practices); "in our company there are trainings to develop interpersonal communication skills" (ability enhancing HR practices); and "the company invites high-performance employees to share their knowledge with others in meetings" (opportunity enhancing HR practices). The scale had 13 items that were scored on a 7-point Likert scale with answers ranged from 1 ("strongly disagree") to 7 ("strongly agree").

4.2.2 Employee engagement

Employee engagement was measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2002) and the reliability and validity of the questions have been verified by (Hoon Song et al., 2012; Park et al., 2014; Shimazu et al., 2015). The UWES contains three subscales of employee engagement: vigour, dedication, and

absorption (Schaufeli et al., 2002). Sample items were: "At my work I always persevere, even when things do not go well" (vigour); "I am proud on the work that I do" (dedication) and "It is difficult to detach myself from my job" (absorption). The scale had 17 items and each item is measured on a seven-point Likert scale ranging from 1 ("never") to 7 ("always"). The validity of the UWES has been confirmed in a number of cultures including Europe, Australia, South Africa, United States and Asian countries (Demerouti et al., 2015; Derks et al., 2015; Johnson & Jiang, 2017).

5. Data Analysis and results

5.1 Common method bias

Since the study utilized data from a single source, a thorough examination for common method bias was conducted through a full collinearity (FC) analysis, as recommended by (Kock & Lynn, 2012). Initially, a dummy variable was created in Excel using the random function. Subsequently, all constructs were regressed against this dummy variable within the research model. The results presented in Table 1 indicate that there were no indications of common method bias, as all Variance Inflation Factors (VIFs) were below the threshold of 3.3.

5.2 Measurement model

The initial assessment in this study focused on evaluating internal consistency reliability. Composite reliability was calculated based on the outer loadings of indicator variables, with higher composite reliability scores indicating greater reliability in the research. A reliability threshold of 0.7 was set, with values below 0.6 suggesting inconsistency in dependability (Drolet & Morrison, 2001; Hayduk & Littvay, 2012; Rossiter, 2002).

The subsequent step involved examining convergent validity to ensure the alignment of all indicators within the construct. Convergent validity measures the positive association between two measures of the same constructs (Hair et al., 2017). Both the outer loading indicators' convergent validity and average variance (AVE) needed assessment. As indicated in Table 1, most loadings exceeded 0.708, all AVEs surpassed 0.5, and all composite reliabilities (CRs) exceeded 0.7, confirming the validity and reliability of the measurements (Hair et al., 2019; Ramayah et al., 2018). Once indicator reliability and AVE met the criteria, the analysis proceeded to evaluate discriminant validity. According to Hair et al. (2017), discriminant validity assesses the ability of empirical standards to differentiate a construct from others. It ensures that the construct is distinct and captures phenomena not represented by other constructs in the model. Discriminant validity was assessed using the hetero-train-monotrait ratio (HTMT). A threshold of 0.9 is typically used for essentially equivalent path model structures, although a more conservative 0.85 threshold is recommended by Henseler et al. (2015). As demonstrated in Table 2, all ratios were below 0.85, indicating that the measures are indeed distinct.

Table 1: Measurement model

First order construct	Second order construct	Items	Loadings	CR	AVE	FC
Vigour		V1	0.772	0.9	0.602	
		V2	0.849			
		V3	0.775			
		V4	0.682			
		V5	0.745			
		V6	0.821			
Dedication		D1	0.584	0.927	0.723	
		D2	0.917			
		D3	0.917			
		D4	0.908			
		D5	0.877			
Absorption		AB2	0.652	0.849	0.586	
		AB4	0.743			
		AB5	0.819			
		AB6	0.832			
	Employee Engagement			0.94	0.516	1.342
Ability		A1	0.891	0.939	0.837	1.244
		A2	0.931			
		A3	0.922			
Extrinsic motivation		EM1	0.604	0.802	0.579	1.27
		EM2	0.807			
		EM3	0.849			
Intrinsic motivation		IM1	0.782	0.842	0.64	1.216
		IM2	0.805			
		IM3	0.812			
Opportunity		OPP1	0.786	0.923	0.75	1.432
		OPP2	0.891			
		OPP3	0.892			
		OPP4	0.89			

Table 2: Discriminant Validity (HTMT ratios)

	1	2	3	4	5
1.Ability					
2. Employee engagement	0.443				
3. Extrinsic motivation	0.499	0.4			
4.Intrinsic motivation	0.727	0.631	0.578		
5. Opportunity	0.662	0.495	0.598	0.634	

5.3 Structural model

The evaluation of the structural model involved assessing its predictive capacity and the connections between constructs within the path model. Before delving into the structural model's outcomes, Hair et al. (2017) emphasized the need for several assessments, including collinearity, determination coefficients, and effect sizes. Subsequently, after evaluating collinearity, determination coefficients, and effect sizes for each set of predictor constructs, the study proceeded to evaluate the significance and relevance of the structural model's relationships by examining the path coefficient results based on the research objectives, hypotheses, and predictive significance of the model.

Collinearity assesses the correlation between two constructs or predictive variables within a structural model (Hair et al., 2017). Each set of predictor constructs within each subpart of the structural model needed to be examined separately. Critical levels of collinearity were assessed among the predictors of employee engagement: ability, intrinsic motivation, extrinsic motivation, and opportunity. In PLS-SEM, a tolerance value below 0.2 or above 5 indicates potential collinearity issues (Hair et al., 2011). The determination coefficient (R^2) measures the predictive power of the model and represents the squared correlation between actual and predicted values of an endogenous construct. R^2 values range from 0 to 1, with higher values indicating stronger predictive power. Thresholds for R^2 assessment were set at 0.75 (significant), 0.50 (moderate), and 0.25 (weak) (Hair et al., 2011; Henseler et al., 2009). Effect size (f^2) measures the change in R^2 when a specific exogenous construct is removed from the model, indicating the impact of the omitted construct on dependent variables. Thresholds for evaluating f^2 were 0.02 (small), 0.15 (medium), and 0.35 (large) (Cohen, 1988). Table 3 demonstrates that all predictive variables had VIF values below 5, indicating no collinearity issues. The R^2 value for employee engagement (0.356) falls within the moderate range, and effect sizes for ability, extrinsic motivation, intrinsic motivation, and opportunity were 0.00, 0.01, 0.108, and 0.04, respectively, suggesting small effects on employee engagement.

Table 3: Coefficient of determination (R^2, collinarity assessment (VIF) and effect size (f^2)

	R^2	VIF EE	f^2 EE
1. Employee engagement (EE)	0.356		
2. Ability		1.898	0.00
3. Extrinsic motivation		1.419	0.01
4. Intrinsic motivation		1.734	0.108
5. Opportunity		1.769	0.043

A bootstrapping procedure comprising 5000 resamples was utilized to estimate the structural model and derive the path coefficient, t-values, p-values, and standard errors. The criteria for testing the hypotheses developed are summarized in Table 4. Initially, this study investigated the factors associated with employee engagement, namely ability, extrinsic motivation, intrinsic motivation, and opportunity. Intrinsic motivation and opportunity showed a direct relationship with employee engagement, evident from the t-value exceeding the critical value of 1.645 at the 5% significance level, the p-value falling below the 0.05 significance level, and the confidence interval supporting a similar result excluding zero. Therefore, hypotheses H_3 and H_4 are validated. Conversely, ability and extrinsic motivation demonstrated a negligible direct relationship with employee engagement, leading to the non-support of hypotheses H_1 and H_2. In summary, employee engagement exhibited positive relationship with ability ($R2 = 0.356$, $\beta = 0.015$, $p = 0.433$), extrinsic motivation ($R2 = 0.356$, $\beta = 0.095$, $p = 0.135$), intrinsic motivation ($R2 = 0.356$, $\beta = 0.347$, $p = 0.00$), and opportunity ($R2 = 0.356$, $\beta = 0.22$, $p = 0.004$). Consequently, AMO enhancing practices accounted for approximately 35.6 percent of the variance in employee engagement, according to the findings.

Furthermore, the model's predictive significance was evaluated using the blindfolding process. A Q2 value greater than zero indicates predictive significance for a specific endogenous construct (Fornell & Cha, 1994; Hair et al., 2017). The Q2 value for employee engagement (0.175) exceeded zero, confirming the model's adequate predictive significance, as depicted in Table 4.

Table 4: Hypotheses testing

	Relationship	Std Beta	Std Error	t-value	p-value	LL,	UL	Decision	Q²
H1	Ability → EE	0.015	0.087	0.168	0.433	-0.116	0.162	Not supported	0.175
H2	Extrinsic Motivation → EE	0.095	0.086	1.105	0.135	-0.057	0.22	Not supported	
H3	Intrinsic Motivation → EE	0.347	0.097	3.581	0.00	0.184	0.498	Supported	
H4	Opportunity → EE	0.22	0.084	2.634	0.004	0.082	0.367	Supported	

*Note: EE is Employee engagement

6. Discussion

The aim of this study is to delve deeper into the influence of HRPs, specifically those enhancing AMO, on employee engagement. Building upon the AMO theory, a conceptual model with hypotheses was developed. The results indicate that employees who have experienced positive HRPs exhibit higher levels of engagement and job satisfaction. It is crucial to enhance ability practices, ensuring employees have access to the latest technology to perform tasks efficiently in the digital era. This includes improving recruitment, selective hiring, and robust training processes. Moreover, given the recent global challenges such as the pandemic, there is a greater need for inspiring employees at work. The study suggests re-evaluating extrinsic motivation strategies, such as offering more benefits, perks, and rewards, as they play a vital role in enhancing engagement. Additionally, effective opportunity enhancement strategies are essential to maintain employee engagement. Employers are encouraged to organize regular meetings and activities for all employees to foster better communication and involvement. Employees feel more engaged when given opportunities to participate in such initiatives. The findings align with previous studies, supporting the theoretical notion that AMO enhancing practices positively impact employee engagement (Ababneh, 2021; Malik & Lenka, 2019; Tensay & Singh, 2020; Van Beurden et al., 2021).

6.1 Theoretical implications

This study holds two significant theoretical implications. Firstly, it expands the examination of HRPs by encompassing three dimensions: ability, motivation, and opportunity-enhancing practices. These practices, often prevalent in High-Performance Work Systems (HPWS) research, were not extensively studied in relation to employee engagement, particularly in developing nations. Despite the widespread use of the AMO framework in prior studies on HRPs' impact on performance, empirical studies on AMO dimensions' influence on employee engagement were limited (Johansen & Sowa, 2019). The study's findings reveal that intrinsic motivation and opportunity dimensions

significantly influence employee engagement, while ability and extrinsic motivation dimensions have a lesser impact.

Secondly, this study extends the People and Performance model developed by Purcell et al. (2003) by incorporating employee engagement as an HR-related outcome. Previously, the model mainly focused on measuring HR-related outcomes through organizational commitment, motivation, and work satisfaction. Additionally, this study highlights a direct link between HR practices and employee engagement, diverging from the common approach in previous studies that often treated employee engagement as a mediating factor. Consequently, the study's results underscore the potential of AMO enhancing practices in enhancing employee engagement.

6.2 Practical implications

The outcomes of this study hold several practical implications for organizations. Firstly, it underscores the importance of establishing well-structured and meticulous HRM policies and ensuring their effective implementation. Organizational leaders can enhance HR policies by perceiving employees as assets, investing in their growth, survival, and personal development. Providing opportunities and motivation for active employee participation in the workplace not only enhances the value of human resources for the organization but also aids in achieving organizational goals while prioritizing employees' overall well-being.

Secondly, organizations need to reassess their approach to employee training, as the study's findings do not support the effectiveness of ability enhancing practices in fostering employee engagement. This highlights the necessity for management to update training modules to meet industry's latest skill requirements, particularly in the context of ongoing industrial revolution and digitalization. Failing to align training with current knowledge and skill demands may lead to employee dissatisfaction and diminished engagement over time.

Thirdly, there should be a heightened focus on motivational enhancing practices, particularly regarding extrinsic motivation. Offering additional perks and benefits can boost employee motivation, leading to higher levels of engagement and commitment to the organization.

Conclusion

The study has contributed significantly to the existing knowledge by advancing the understanding of how to enhance employee engagement. It revealed the importance of ability, motivation, and opportunity enhancement practices in fostering higher levels of employee engagement and improving their overall quality of work life (Guest, 2017). However, the study also highlighted that ability-enhancing practices did not effectively support employee engagement, serving as a crucial insight for practitioners. While prior research extensively explored the AMO model in relation to HPWPs and organizational performance, this study demonstrated that AMO-enhancing practices notably impact employee engagement, even amid the ongoing global economic challenges. Although the study identified two strong relationships conducive to achieving employee engagement, it is essential to acknowledge its limitations. Initially, the study utilized a small sample size, yet it yielded statistically significant results. Future research endeavours may benefit from

a larger sample size to enhance generalizability. It is also advisable to recruit a more diverse and representative sample to increase the external validity of the findings.

The second point to note is that the study adopted a cross-sectional approach. Subsequent research should incorporate longitudinal settings, employ contemporary data collection techniques like the daily diary method, or leverage qualitative research methods to gain a deeper understanding of the mechanisms driving these relationships. Moreover, upcoming research endeavours could validate the existing model across various industries and nations, along with conducting comparative analyses between different countries. This approach would enhance the applicability and relevance of the findings. Correspondingly, using self-reported data from surveys may lead to social desirability bias, where respondents might give answers, they believe are favourable instead of their genuine opinions or experiences. Employing techniques to reduce bias, like conducting anonymous surveys or triangulating data from various sources, could improve the accuracy and validity of the results. Furthermore, it is recommended that forthcoming research enhances the field of the AMO model and employee engagement by examining additional factors like leadership styles, organizational culture, job characteristics, or cultural differences. This approach aims to offer a more comprehensive comprehension of the dynamics of employee engagement. In addition, upcoming research endeavours can broaden this study by investigating the mediating or moderating influence of the relationships, as proposed by (Nielsen et al., 2017).

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