





Linking meaningful work to job performance through work engagement: A moderated model of task interdependence in the hospitality sector

Deepti Sinha¹ 
Sachin Sinha¹ 
Arun Kumar Prasannan¹ 
Jeslin Nicholas² 

Abstract

Purpose – The hospitality sector has undergone substantial changes in terms of its job requirements and the need for work engagement practices. This study investigates the relationships between meaningful work, work engagement, employee performance, and task interdependence in India's hospitality sector.

Theoretical framework – The theoretical framework is based on Kahn's (1990) work engagement framework and Bakker and Demerouti's (2007) Job-Demand Resources (JD-R) model.

Design/methodology/approach – Hypotheses were tested statistically using structural equation modeling (SEM) with a cross-sectional sample of 301 hospitality sector employees in four Indian cities.

Findings – The results highlight the crucial role of meaningful work and engagement in achieving sustained performance outcomes. Work engagement was found to be a significant mediator in the model. However, task interdependence did not have a statistically significant moderating effect. While age showed no significant influence on job performance, work experience emerged as a significant predictor of performance.

Practical and social implications of the research – The study provides substantial evidence of the critical role that meaningful work and work engagement play in driving job performance in the hospitality sector. Enhancing meaningfulness and nurturing engagement collectively form a practical roadmap for achieving superior service performance in hospitality organizations.

Originality/value – Since little research has been conducted on hospitality sector employees, this study offers empirical support for engagement-based performance models within the JD-R framework. By examining hospitality sector employees, the study expands the empirical base of JD-R research beyond traditional corporate settings. It demonstrates that meaning-driven engagement mechanisms are equally important in service-oriented, high-demand environments.

Keywords: meaningful work, task interdependence, job performance, employee engagement, hospitality sector.

1. Christ University, School of Business and Management, Bangalore, India

2. Herbal Isolates Synthite Industries, Ernakulam, India

How to cite:

Sinha, D., Sinha, S., Arun, K. P., & Nicholas, J. (2026). Linking meaningful work to job performance through work engagement: A moderated model of task interdependence in the hospitality sector. *Revista Brasileira de Gestão de Negócios*, 28(1), e20250134, <https://doi.org/10.7819/rbgn.v10.7819/rbgn.v28i1.4334>

Received on:

June/18/2025

Approved on:

Mar/04/2026

Responsible Editor:

Prof. Dr. Alex Anlesinya

Reviewers:

Manisha Shukla; Shefali Nandan;
Begoña Urien.

Evaluation process:

Double Blind Review

This article is open data



Revista Brasileira de Gestão de
Negócios

<https://doi.org/10.7819/rbgn.v10.7819/rbgn.v28i1.4334>

I Introduction

The hospitality sector has undergone substantial transformations in recent years, driven by increased competition and evolving customer expectations. The absence of work engagement in the hospitality industry can significantly impact the bottom line of organizations (Exude Human Capital, 2024). Work engagement refers to the relationship between an employee and their work (Schaufeli & Bakker, 2010). It directly affects institutional outcomes. Engaged employees contribute discretionary effort, which can make all the difference in the fiercely competitive hospitality sector (HSMIAI Global, 2024). High levels of engagement correlate with better life experiences and job performance.

Work engagement in the hospitality industry can lead to increased job performance (Dalkhjav et al., 2024). Job performance comprises competence in tasks, contextual performance that leads to enhanced organizational outcomes, and the capacity to adapt to change (Reig-Botella et al., 2024). Work engagement is also linked to perceived job performance, with information and communication technology orientation serving as a mediating factor that enhances task performance (Bhat et al., 2024). Ensuring a positive work environment and addressing employee expectations are essential for improving work engagement and organizational performance (Rai et al., 2023).

A particularly crucial factor influencing work engagement is meaningful work. Meaningful work is defined as the subjective perception of the significance and value of a job (Both-Nwabuwe et al., 2017; Martela & Pessi, 2018). Research suggests that employees who find their jobs meaningful tend to show higher levels of engagement, which in turn enhances their job performance and retention rates (Khusanova et al., 2021; Kaur & Mittal, 2020). Employees who find their jobs meaningful are more emotionally attached to their organizations, which drives further engagement (Kaur & Mittal, 2020) and improves organizational performance (Thakral et al., 2025). Task interdependence, an important element in collaborative work environments, also significantly influences work engagement. It denotes the extent to which team members depend on one another to carry out work effectively (Lisak et al., 2022). However, high task interdependence can even negatively affect the relationship between meaningful work and work engagement, as employees in highly interdependent roles may experience role ambiguity and diminished autonomy (Khusanova et al., 2021; Lee et al., 2017).

Therefore, understanding the dynamics of task interdependence is crucial for improving work engagement in the hospitality sector.

India's hospitality sector, which includes luxury, mid-scale, budget, and unbranded lodging, is gaining momentum due to rising domestic tourism, increased demand in Tier II and III cities, and the government's efforts to improve infrastructure and regulations. India's cultural and historical relevance has always attracted foreign tourists. The sector's recovery and growth are marked by substantial contributions to GDP, increasing occupancy and room rates, and expanding employment (DMR, 2025; Kaushal, 2024). Despite this growth and momentum, especially since the pandemic, the Indian hospitality sector continues to grapple with rising operational and real estate costs, high staff turnover, talent shortages, and complex regulatory hurdles that inhibit competitiveness and growth (Khan, 2025). Irregular hours, high turnover, and limited career development opportunities can undermine employees' sense of meaningful work, reduce engagement, and thus hinder job performance (Ghani et al., 2022).

Although previous studies have examined the predictors of work engagement and job performance, the combined influence of psychological resources (such as meaningful work) and contextual factors (such as task interdependence) remains underexplored (Kim et al., 2019). Existing research within the Job Demand-Resources (JD-R) framework offers limited insight into how these factors interact to shape engagement-driven performance outcomes (Bakker et al., 2023). Moreover, empirical evidence from emerging economies and service-intensive contexts is still scarce, despite the hospitality sector's reliance on engaged employees for superior service delivery (Ye & Chen, 2024). The present study addresses this gap by investigating how meaningful work enhances job performance through work engagement and whether task interdependence moderates this relationship, thereby enriching the theoretical understanding of engagement mechanisms and extending the JD-R model to a new organizational and cultural setting. Based on an extensive review of the literature, appropriate hypotheses have been framed around the following research questions:

RQ1: How does work engagement mediate the relationship between meaningful work and job performance?

RQ2: How does task interdependence impact the relationship between meaningful work and work engagement?

RQ3: Do demographic variables like age and work experience influence job performance?

This study provides empirical evidence from the Indian hospitality sector – an underrepresented context in engagement research. The findings offer practical insights for managers seeking to design work environments that foster meaningfulness and collaboration to enhance work engagement and job performance. This study makes three concise theoretical contributions that align with its research questions. First, it advances the JD-R framework by empirically establishing work engagement as a key mediating mechanism through which meaningful work translates into job performance, thereby clarifying how psychological resources drive performance outcomes. Second, by examining task interdependence as a moderator, the study extends engagement theory by demonstrating when meaningful work is more likely to foster engagement, highlighting the role of work design in activating personal resources. Third, by incorporating demographic variables such as age and work experience, the study provides insights into individual differences in job performance. Together, these contributions enrich engagement-based explanations of performance and extend the JD-R model to service-intensive settings in emerging economy contexts.

2 Theoretical framework and hypotheses development

2.1 Theoretical support

The conceptual foundations of work engagement are grounded in Kahn's (1990) framework, which defines engagement as the harnessing of one's physical, cognitive, and emotional energies toward job performance. It is also defined as a constructive attitude toward work-related tasks (Bailey et al., 2015). According to Schaufeli et al. (2002), work engagement is "a positive, fulfilling, work-related state of mind" (p. 74), comprising vigor (energy and resilience at work), dedication (significance, enthusiasm, and pride), and absorption (being fully concentrated). They also suggest that engaged individuals are highly motivated, committed, and absorbed in their work. Since work engagement focuses on an extremely positive and self-fulfilling psychological experience at work, this improved conceptualization is akin to Kahn's. Additionally, Schaufeli et al. (2002) concur with Kahn's theory that work engagement is a psychological condition that results in constructive organizational and individual behaviors. According to the JD-R theory, job demands are aspects requiring sustained effort (e.g., workload, time pressure), while job resources are functional in achieving

goals, reducing demands, and fostering growth (Bakker & Demerouti, 2017). These resources (e.g., autonomy, feedback, social support) stimulate work engagement, which in turn mediates and enhances outcomes such as job performance, creativity, and well-being (Schaufeli et al., 2002).

The current research draws support from these theoretical models of work engagement and job performance. The role of meaningful work as a precursor to work engagement has long been recognized. Employees who perceive their job as meaningful are more likely to be engaged, more satisfied with their job, and perform well (Steger et al., 2012). Meaningful work contributes to positive job-related outcomes, such as work engagement and productivity (Kaur & Mittal, 2020). Employees who find their jobs meaningful are more motivated and more committed to organizational goals, such as success, achievement, and reputation (Kennedy, 2024). Shoshani and Eldor (2016) found that when combined with its impact on job performance and society, meaningful work significantly boosts work engagement.

Work engagement refers to a psychological state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Engaged employees exhibit high energy and enthusiasm and are deeply involved in their work. Women are reportedly more engaged in the hospitality sector (Nair & Mathew, 2022). Gupta and Sharma (2016) established a strong positive relationship between work engagement and job effectiveness. They found that engaged employees were more innovative and committed to institutional objectives. Similarly, work engagement is associated with increased organizational performance efficiency and a better connection with work, colleagues, and managers (Mansor et al., 2023). It also results in positive outcomes such as job satisfaction, creativity, and employee well-being (Ye et al., 2024). Furthermore, work engagement significantly impacts both job satisfaction and performance, which in turn contributes to a positive organizational climate (Raralio, 2023). Ranjan (2024) confirmed that engaged employees were more likely to remain in their roles long term, which reduces turnover and enhances organizational stability.

Task interdependence refers to the degree to which team members must cooperate to achieve shared performance objectives, depending on the task at hand (Brass, 1981; Campion et al., 1993; Gundlach et al., 2006). Pinjani and Palvia (2013) note that task independence fosters a sense of shared responsibility, promoting collaboration and enhancing engagement through mutual support.

However, task interdependence alone is not sufficient to foster work engagement. The presence of meaningful work plays a pivotal role in determining the extent to which interdependence influences work engagement. When employees believe their work is meaningful, they are motivated to collaborate effectively with colleagues, leading to higher engagement and better job performance (Shoshani & Eldor, 2016).

2.2 Meaningful work and Work Engagement

The meaningfulness of a job can improve job-related outcomes, which has prompted researchers to examine how it affects work engagement, loyalty, and affective commitment to the organization (Umair et al., 2016; Shuck & Rose, 2013). Within the JD-R framework, meaningful work is conceptualized as a job resource that fulfills employees' psychological needs and promotes motivational processes. According to the JD-R model, job resources enhance work engagement by fostering intrinsic motivation, energy, and dedication, particularly when employees perceive their work as purposeful and worthwhile (Albrecht et al., 2018). Consistent with the motivational pathway of the JD-R framework, meaningful work is expected to positively influence work engagement. Meaningful work can result in more engagement and affective commitment among service sector employees (Kaur & Mittal, 2020). Phan et al. (2023) found that job characteristics and internal relationships increase employee engagement by enabling them to find meaning in their work, thereby improving their work output.

H1: Meaningful work significantly influences work engagement (Fig.1).

2.3 Work engagement and job performance

Employee engagement is defined as the emotional commitment and participation of workers toward their jobs, organization, and its goals (Shirina et al., 2022). Engaged employees demonstrate higher levels of productivity, innovativeness, and positive job outcomes, leading to improved performance (Gede & Huluka, 2024). Work engagement, which is characterized by vigor, dedication, and absorption, is known to improve individual and organizational outcomes (Davis & Van der Heijden, 2023). Schaufeli et al. (2006) emphasized that engaged employees are more likely to exhibit high levels of energy and commitment, which directly influences their job performance. The JD-R framework offers a motivational

pathway whereby resources enhance employees' vigor, dedication, and absorption, which in turn lead to positive performance outcomes. Engaged employees are more willing to invest effort, persist in the face of challenges, and align their behavior with organizational goals, thereby improving job performance (Mazzetti et al., 2023).

This aligns with the hypothesis that work engagement significantly contributes to improved job performance by fostering positive work behavior. Telu and Potnuru (2024) explored the influence of subjective well-being on work engagement. Their findings suggest that positive emotions and life satisfaction mediate the relationship between personal values and work engagement, ultimately enhancing job performance. Additionally, a study by Nabhan and Munajat (2023) examined how work engagement and affective organizational commitment impact job performance.

H2: Work engagement is positively related to job performance (Fig.1).

2.4 The mediating role of work engagement

Better job performance can be achieved by employees who are better engaged and devote their mental, emotional, and physical efforts to their jobs (Demerouti et al., 2010). Numerous studies have demonstrated a strong positive correlation between performance and engagement. Khusanova et al. (2021) also found that meaningful work positively affects performance, and this effect is mediated by the level of work engagement experienced by employees. A meaningful job has also been found to foster psychological well-being, motivation, and engagement, which in turn enhances job performance (Albrecht et al., 2021). People who find meaning and value in their work are enthusiastic about overcoming workplace challenges and are more engaged in combining different viewpoints to generate innovative and constructive solutions to increase productivity (Walumbwa et al., 2019).

Meaningful work is considered a critical job resource, while work engagement is the psychological state that transforms this motivation into performance outcomes within the JD-R framework. The framework explicitly proposes that job resources *indirectly* influence job performance through work engagement, as engaged employees are more energetic, dedicated, and cognitively absorbed in their roles (Mazzetti et al., 2023).

H3: Work engagement mediates the relationship between meaningful work and job performance (Fig.1).

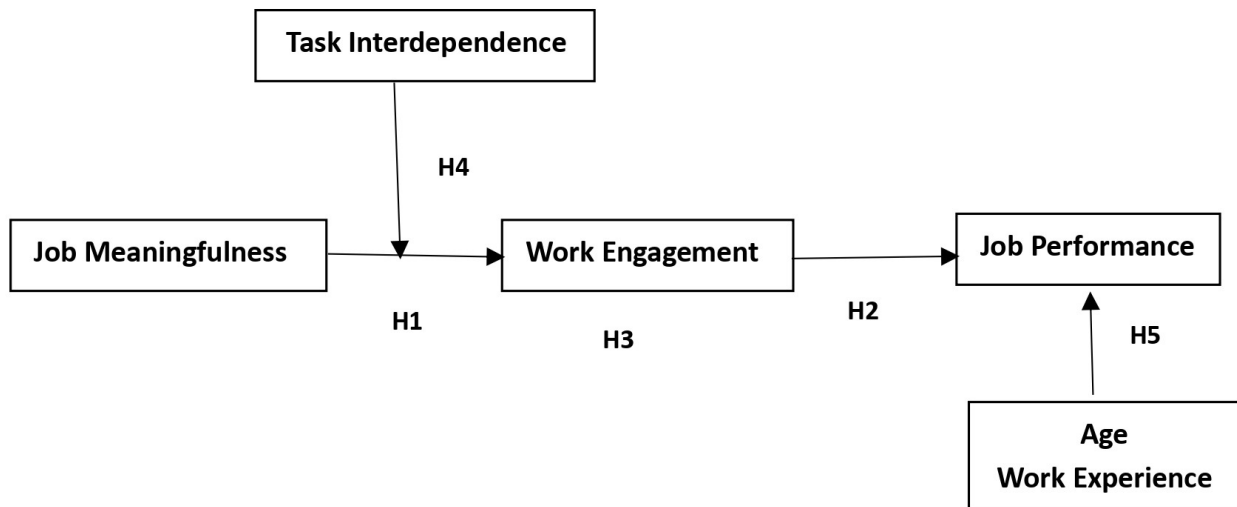


Figure 1. Conceptual framework

Source: Authors’ conceptualization based on literature review

2.5 The moderating role of task interdependence

Task interdependence refers to the extent to which employees depend on each other for information, assistance, and coordinated efforts to accomplish work-related goals (Vidyarthi et al., 2014). Prior studies indicate that when individuals collaborate and rely on each other to complete tasks, their perception of meaningful work tends to increase, thereby fostering higher levels of work engagement (Khusanova et al., 2021). Empirical evidence suggests that task interdependence enhances teamwork, facilitates cooperation, and improves job performance, while reducing relational conflicts (Lee et al., 2015). Similarly, Widiyanto et al. (2024) observed a positive indirect association between individual-level task interdependence and team performance, underscoring its value as a collective resource.

However, research exploring the interaction between task interdependence, meaningful work, and engagement remains limited and somewhat inconclusive. While Khusanova et al. (2021) reported a negative moderating effect of task interdependence on the meaningfulness–engagement relationship, Li and Wu (2024) identified an adverse moderating role of interdependence between team-based reward allocation and innovative intentions. In contrast, earlier findings highlight that when task interdependence is low, employees tend to work independently, which reduces opportunities for cooperation, feedback, and shared purpose, ultimately diminishing engagement and motivation (Pinjani & Palvia, 2013; Rothbard & Patil, 2012).

Conversely, high interdependence encourages social interaction and mutual support, fostering a synergistic environment that enhances both role clarity and the perception of meaningfulness at work (Lee et al., 2015).

According to the JD-R model, task interdependence can be conceptualized as a job resource that strengthens the motivational process linking meaningful work to work engagement. Through collaborative exchanges, mutual assistance, and shared accomplishments, task interdependence provides employees with social and psychological resources that amplify the positive influence of meaningful work on engagement. Accordingly, task interdependence is expected to enhance the positive relationship between meaningful work and work engagement.

H4: Task interdependence positively moderates the relationship between meaningful work and work engagement, such that the association is stronger when task interdependence is high (Figure 1).

2.6 The effect of age and work experience on job performance

This study also investigated the impact of age and work experience as control variables on job performance in the hospitality sector. These variables were kept constant throughout the research (Webb, 2017). Aging is not a uniform process. It is difficult to predict performance levels throughout one’s working lifespan because growth and decline are determined by individual factors and environment influences (Karanika-Murray et al., 2024).

Employee performance in an organization is also influenced by factors such as work motivation and work experience (Epi et al., 2020). Work experience greatly influences employees' performance because the right kind of work experience improves not only performance quality but also total performance (Rivaldo & Nabella, 2023). Ardianto (2020) found a positive relationship between job experience and job performance.

H5: Age and job experience influence job performance (Fig.1).

3 Methods

3.1 Procedure and participants

The study employed a combination of descriptive and exploratory research methods to investigate the interrelationships between meaningful work, work engagement, task interdependence, and job performance in the Indian hospitality sector. It focused on frontline employees working in three- to five-star hotels, restaurants, and travel/hospitality service providers in urban centers, as these roles are most affected by meaningfulness and engagement-related factors. The hospitality sector is labor-intensive and of interest to academic researchers because it provides rich insights into employee behavior, motivation, and organizational practices. The Indian hospitality sector presents unique human resource

challenges, including long working hours, emotional labor, and limited career progression, making it an ideal context to examine engagement mechanisms (Singh, 2024; HR Cloud, 2025)

Data were collected from 301 employees in Bengaluru, Mumbai, New Delhi, and Lucknow using convenience and snowball sampling techniques. These cities represent major hospitality hubs in India (Table 1). The questionnaire was distributed via Google Forms to approximately 500 potential respondents, yielding an effective response rate of 60.2% (Supplementary Data 2 – Questionnaire). The sample size is adequate for conducting structural equation modeling (SEM) (Hair et al., 2011).

3.2 Measures

A structured questionnaire comprising two sections was utilized. Section A captured demographic details, and Section B measured the study constructs (Table 2) with 18 items adapted from well-established scales: Meaningful Work (Steger et al., 2012), Work Engagement (UWES; Schaufeli et al., 2002), Task Interdependence (Pinjani & Palvia, 2013), and Job Performance (Ramos-Villagrana et al., 2019). All items were rated on a five-point Likert scale ranging from "strongly disagree" to "strongly agree." Control variables such as age and work experience were included to account for their influence on job performance and were coded accordingly before the analysis.

Table 1
Demographic profile of respondents

Parameter	Category	Frequency	Percentage
Age	18-25	19	6.3
	25-35	79	26.2
	35-45	58	19.3
	45-50	70	23.3
	Above 50	75	24.9
	Total	301	100
Gender	Male	137	45.5
	Female	115	38.2
	Prefer not to disclose	49	16.2
	Total	301	100
Work Experience	0-5 years	92	30.6
	5-10 years	73	24.3
	10-15 years	70	23.3
	More than 15 years	66	21.9
	Total	301	100

Note: Table 1 shows the demographic profile of the respondents in terms of their age, gender, and work experience.

Source: Primary data.

Table 2
Constructs and items

S. No	Construct	Items	Source (Scale and Reference)
1	Meaningful work	3	Meaningful Work Scale (Steger et al., 2012)
2	Work engagement	9	Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2002)
3	Task interdependence	3	Task Interdependence Scale (Pinjani & Palvia, 2013)
4	Job performance	3	Adapted from Ramos-Villagrasa et al. (2019)

Note: Table 2 highlights the various sources from which the scales used to measure the variables were identified.

Source: Literature review.

3.3 Data analysis strategy

The data analysis followed a two-step approach. First, the measurement model was validated for reliability and validity. Second, the structural model was tested using bootstrapped path coefficients to assess direct, mediating, and moderating relationships. Partial least squares structural equation modeling (PLS-SEM) was chosen for its predictive orientation, ability to handle complex models, and suitability for medium sample sizes (Hair Jr & Sarstedt, 2021). Data screening included checks for completeness, outliers, and normality. Reliability and validity were confirmed through Cronbach's alpha, composite reliability, and average variance extracted (AVE), all of which exceeded standard thresholds (Hair et al., 2011). Correlation and discriminant validity analyses (Fornell-Larcker criterion) further supported construct distinctiveness. The hypotheses were tested using PLS-SEM with SmartPLS 4, and descriptive and inferential analyses were conducted with SPSS and Excel. Bootstrapping (5,000 resamples) was applied to estimate path significance and moderating effects. Moderation effects were analyzed using the two-stage approach in SmartPLS, following the guidelines of Hair Jr and Sarstedt (2019). Before model estimation, the data were also screened for normality, multicollinearity, and common method bias (CMB). The skewness and kurtosis values of all indicators were within ± 2 , indicating an approximate normal distribution (George & Mallery, 2018). The variance inflation factor (VIF) values for all indicators were below 3.3, confirming the absence of multicollinearity (Kock, 2015). To assess CMB, Harman's single-factor test revealed that the first factor explained only 32.7% of the total variance, which is well below the 50% threshold.

Strict ethical considerations were maintained: participation was voluntary, confidentiality was ensured, and all respondents were informed about the purpose of the study and how the data would be used.

Data were collected from January to March 2024 (Supplementary Data 1 – Dataset).

We controlled for respondents' age and work experience, as prior research suggests that these demographic characteristics may influence job attitudes and performance. Age was measured using five ordered categories: 1 = 18–25 years, 2 = 26–35 years, 3 = 36–45 years, 4 = 46–55 years, and 5 = 56 years and older. For the analysis, age was represented by four dummy variables, with the 18–25 age group serving as the reference category. Specifically, Age_2, Age_3, Age_4, and Age_5 were coded 1 if the respondent belonged to the respective age category (26–35, 36–45, 46–55, or 56+) and 0 otherwise. Work experience in the current organization was measured in four bands (1 = less than 1 year, 2 = 1–3 years, 3 = 3–5 years, 4 = more than 5 years). We created three dummy variables with "less than 1 year" as the reference category: Exp_2 (1–3 years), Exp_3 (3–5 years), and Exp_4 (more than 5 years). Each of these dummy variables was coded 1 for respondents in the respective experience band and 0 otherwise. The dummy-coded age and work experience variables were included in the PLS-SEM as single-indicator exogenous control constructs predicting job performance.

4 Results and analysis

As shown in Table 3, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy values for all constructs – meaningful work (0.788), work engagement (0.939), job performance (0.79), task interdependence (0.784) – are well above the acceptable threshold of 0.6, confirming the data are suitable for factor analysis. The mean item scores range from 3.89 to 4.00, indicating agreement among respondents, with low standard deviations (0.84 to 0.92), suggesting consistency in responses. The factor loadings are high (0.932 to 0.984), showing that the items strongly represent their respective constructs.

Table 3
Reliability and validity statistics

Construct	Item	Mean	Std dev	Factor loading	Alpha	KMO	AVE	CR
Meaningful work	MW1	3.98	0.868	0.979	0.981	0.788	0.963	0.981
	MW2	3.97	0.875	0.982				
	ME3	3.96	0.878	0.984				
Work engagement	WE1	3.91	0.874	0.952	0.99	0.939	0.964	0.982
	WE2	3.94	0.85	0.959				
	WE3	3.93	0.841	0.969				
	WE4	4	0.85	0.955				
	WE5	3.97	0.842	0.982				
	WE6	3.98	0.846	0.974				
	WE7	3.89	0.888	0.932				
	WE8	3.96	0.873	0.975				
	WE9	3.94	0.858	0.972				
Job performance	JP1	3.93	0.928	0.983	0.981	0.79	0.947	0.973
	JP2	3.96	0.89	0.982				
	JP3	3.97	0.875	0.981				
Task interdependence	TI1	3.93	0.844	0.969	0.972	0.784	0.928	0.991
	TI2	3.92	0.87	0.974				
	TI3	3.91	0.869	0.976				

Source: Primary data.

Table 4
Correlation

	Mean	S.D.	MW	WE	TI	JP
Meaningful work (MW)	3.9690	0.85751	1			
Work engagement (WE)	3.9468	0.82664	0.638**	1		
Task interdependence (TI)	3.9535	0.87351	0.169**	0.264**	1	
Job performance (JP)	3.9192	0.84531	0.809**	0.802**	0.249**	1

N = 301. SD = standard deviation. The correlation is significant at the 0.01 level (two-tailed), **p < .01

The correlation (Table 4) shows a strong link between meaningful work and work engagement ($r = 0.809$), indicating that engagement levels rise when work is perceived as meaningful. There is a moderate positive correlation between meaningful work and job performance ($r = 0.638$), suggesting that employees who find their work meaningful tend to perform better. Meaningful work has a weak positive relationship with task interdependence ($r = 0.169$), indicating that meaningful work is slightly associated with higher levels of task collaboration. Work engagement also shows a strong positive relationship with job performance ($r = 0.802$), indicating that more engaged employees tend to perform better. There is a low positive correlation between work engagement and task interdependence ($r = 0.249$) and between task interdependence and job performance ($r = 0.264$), suggesting that while collaboration can

influence job performance and engagement, the effect is relatively small. All correlations are statistically significant at the 0.01 level, confirming that these relationships are robust and not due to random chance.

Regarding Table 5, a construct has discriminant validity if its square root of the AVE (diagonal values) is greater than its correlations with other constructs (off-diagonal values). Despite the high correlations (e.g., 0.809 and 0.802), the AVE values are even higher, which means the constructs are statistically distinct (Fornell & Larcker, 1981).

This model (Fig 2) provides a robust analysis of the relationships between task interdependence, meaningful work, work engagement, and job performance, highlighting key drivers of job performance. The findings reveal that meaningful work plays a significant role in fostering work engagement, having a strong positive impact (0.789, $p = .000$).

Table 5
Fornell-larker criterion for discriminant validity

	Meaningful work	Job Performance	Task Interdependence	Work Engagement
Meaningful work	0.981			
Job performance	0.638	0.982		
Task interdependence	0.169	0.264	0.973	
Work engagement	0.809	0.802	0.249	0.963

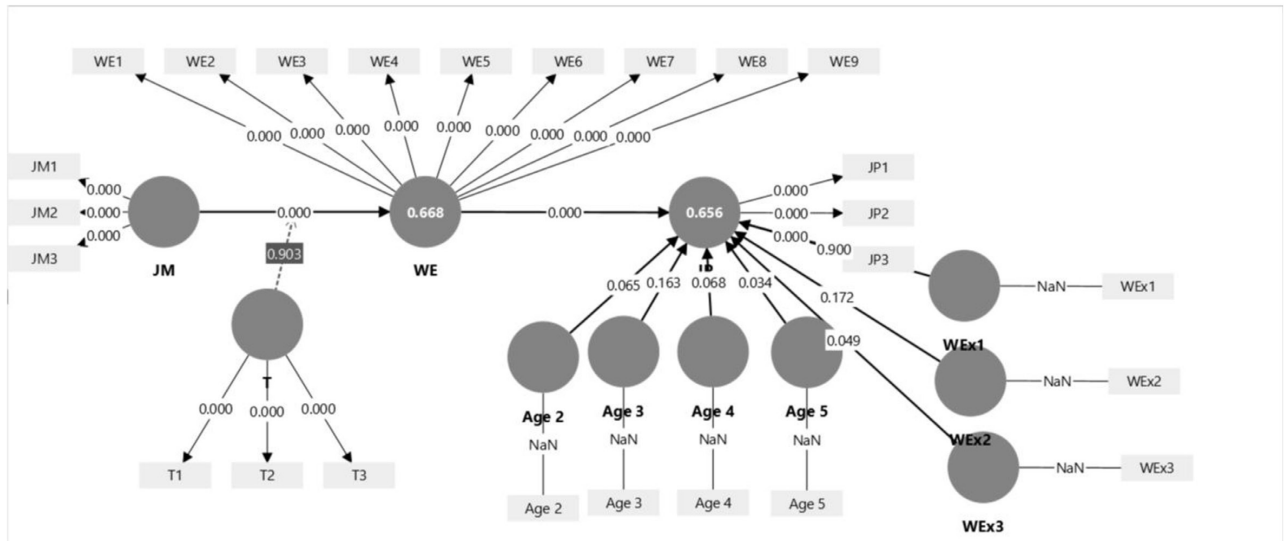


Figure 2. Structural equation model (Smart PLS)

Employees who find their work meaningful are more likely to be engaged, driving overall productivity. On the other hand, task interdependence, while essential in collaborative environments, has a negligible negative effect on engagement (-0.003, $p=0.903$), indicating that interdependencies alone do not enhance workplace motivation. Furthermore, work engagement significantly boosts job performance with a strong influence (0.803, $p=0.000$), reinforcing the idea that work engagement delivers superior results. Each construct is supported by high factor loadings (>0.9), ensuring reliability and validity. This model highlights the importance of cultivating meaningful work to enhance engagement and performance.

Regarding the control variable age, there is no significant influence on job performance (-0.069, $p=0.067$), indicating that job performance is not influenced by age. On the other hand, the significant influence of work experience (0.072, $p=0.044$) implies that having prior experience influences job outcomes.

According to Table 6, the model fit is assessed using SRMR, d_{ULS} , Chi-square, and NFI. The SRMR

values for both the saturated (0.026) and estimated (0.029) models are below 0.08, indicating a good fit (Henseler et al., 2014). The d_{ULS} values are low (0.142 and 0.177), which supports model adequacy, as lower values suggest a better fit. Although Chi-square values are provided, they are sensitive to sample size and should not be interpreted alone. The NFI values (0.853 and 0.851) fall below the ideal value of 0.95, indicating a moderate fit (Bentler & Bonett, 1980). Overall, the model demonstrates an acceptable to good fit based on multiple indices.

Table 7 shows the structural path coefficients, p -values, and hypothesis results. The relationship between meaningful work and work engagement is strong and significant ($\beta = 0.789, p < 0.001$), supporting prior findings that meaningful work fosters greater engagement. However, the interaction effect of task interdependence and meaningful work on work engagement is not significant ($\beta = -0.003, p = 0.903$), indicating no moderating effect. This suggests that meaningfulness and interdependence independently influence engagement rather than synergistically.

Table 6
Model fit

Parameter	Saturated model	Estimated model	Threshold value	Model Fit
SRMR	0.026	0.029	Good Fit: ≤ 0.05	Good Fit (Both values < 0.05)
d_ULS	0.142	0.177	Lower values indicate a better fit	Good Fit (Values are low)
Chi-square	1760.685	1784.418		
NFI	0.853	0.851	Good Fit: ≥ 0.95	Moderate Fit (Slightly low, < 0.90)

Source: Hooper et al. (2008).

Table 7
Hypothesis testing (regression weights and P values)

Hypotheses	Coefficient	P values	Decision
H1: Meaningful work -> Work engagement	0.789	0.000	Supported
H2: Work engagement -> Job performance	0.8	0.000	Supported
H4: Task interdependence x Meaningful work -> Work engagement	-0.003	0.903	Not Supported
H5: Control variables -> Job performance			
Age 2 -> JP	-0.199	0.266	Not Supported
Age 3 -> JP	-0.167	0.364	Not Supported
Age 4 -> JP	-0.289	0.123	Not Supported
Age 5 -> JP	-0.302	0.104	Not Supported
WEx1 -> JP	-0.006	0.953	Not Supported
WEx2 -> JP	0.135	0.162	Not Supported
WEx3 -> JP	0.21	0.039	Supported

Note: Significant at 0.05 level.

Table 8
Mediation analysis (indirect effect)

	Original sample (O)	Sample mean (M)	Standard deviation (SD)	T statistics (O/SD)	P values	Decision
H3: Meaningful work -> Work engagement -> Job performance	0.633	0.632	0.039	16.112	0.000	Supported

Work engagement significantly predicts job performance ($\beta = 0.803$, $p < 0.001$), consistent with recent evidence showing that engaged employees tend to perform better (Saks, 2022). Work experience has a positive, albeit weaker, effect on performance ($\beta = 0.072$, $p = 0.044$), while age does not significantly predict job performance ($\beta = -0.069$, $p = 0.067$), possibly reflecting generational differences in performance outcomes.

Finally, the path from meaningful work to work engagement leading to job performance (Table 8) was found to be highly significant and positive ($\beta = 0.633$, $t = 16.112$, $p < 0.001$). This confirms that employees who perceive their work as meaningful are more engaged, which substantially enhances their job performance.

5 Discussion

The analysis reveals that meaningful work significantly enhances work engagement. Employees who perceive their roles as meaningful are more likely to exhibit high levels of vigor, dedication, and absorption in their work (Albrecht et al., 2021). Furthermore, work engagement directly influences job performance, underscoring that engaged employees consistently deliver high-quality results, exhibit enthusiasm, and remain committed to their roles (Gede & Huluka, 2024). The mediating role of work engagement is particularly noteworthy. The data suggest that meaningful work indirectly impacts job performance through work engagement, validating the hypothesis that engagement acts as a bridge, translating

meaningful work into exceptional performance outcomes (Khusanova et al., 2021). This mediation highlights the importance of fostering a sense of purpose in job roles to achieve optimal performance. These findings align with the JD-R theory, which predicts that job resources such as meaningful work stimulate motivational processes – manifested through work engagement – that subsequently enhance job performance (Bakker & Demerouti, 2017). Hence, the mediating role of work engagement observed in this study empirically substantiates one of the key propositions of the JD-R framework.

However, task interdependence does not moderate the relationship between meaningful work and work engagement. The insignificant moderating effect of task interdependence on the relationship between meaningful work and work engagement invites deeper reflection. This finding aligns with prior evidence suggesting that excessive task interdependence can sometimes limit autonomy or lead to coordination overload, thus reducing its potential to strengthen engagement (Sjibom et al., 2025). Similarly, Khusanova et al. (2021) found that high task interdependence did not consistently amplify the positive effect of meaningful work on engagement, indicating that meaningful work may motivate people independently of contextual interdependence levels.

One possible explanation is the curvilinear nature of the relationship. In the Indian hospitality context, where teamwork and collective functioning are integral to work processes, there may be limited variability in perceived interdependence, reducing its statistical impact.

The influence of work experience on job performance (Rivaldo & Nabella, 2023) further highlights that organizations should pay attention to their retention practices. It suggests that experiential learning and accumulated tacit knowledge enhance task efficiency and service quality among hospitality employees. Experienced employees are better equipped to handle customer expectations, manage emotional labor, and respond to operational uncertainties, thereby contributing to consistent performance outcomes (Rivaldo & Nabella, 2023). In terms of human capital, an employee's experience reflects an organizational asset that strengthens productivity and reduces performance variability (Becker, 1964). Moreover, experienced employees have often been found to display stronger role clarity and adaptive expertise, which are critical to job performance in service-driven industries (Reig-Botella et al., 2024). High attrition can erode institutional knowledge, underscoring the strategic importance of retention-focused HR practices.

6 Implications

6.1 Theoretical implications

The findings contribute to the literature on work engagement and job performance by confirming that meaningful work and task interdependence are significant precursors to employee engagement in the hospitality industry, which is often characterized by high turnover and emotional labor. The strong link between work engagement and job performance reinforces the JD-R theory (Bakker & Demerouti, 2017) in the hospitality context, validating the idea that engagement mediates the relationship between meaningful work and job performance. Additionally, the non-significant moderating effect of task interdependence suggests that these factors operate more additively interactively, prompting the refinement of interaction-focused models. The outcomes of the study also support Kahn's psychological engagement theory (Kahn, 1990), Bailey's idea that work engagement is a constructive attitude toward work-related tasks (Bailey et al., 2015), and the JD-R theory, which states that resources motivate workers and encourage engagement, which results in favorable outcomes such as high performance levels (Schaufeli et al., 2002; Schaufeli, 2014).

The study reinforces the JD-R model by confirming that meaningful work functions as a key motivational job resource that drives work engagement and, consequently, job performance. This highlights the centrality of intrinsic motivational mechanisms over structural job features in predicting engagement outcomes. The strong mediation effect of work engagement validates its role as a key psychological mechanism through which job resources are translated into performance outcomes. This offers empirical support for engagement-based models of performance within the JD-R framework. By examining employees in the hospitality sector, the study expands the empirical base of JD-R research beyond traditional corporate settings, demonstrating that meaning-driven engagement mechanisms are equally salient in service-oriented, high-demand environments.

The insignificant moderation of task interdependence suggests that work design components may not affect the motivational influence of meaningful work on work engagement. According to Work Engagement Theory (Kahn, 1990; Schaufeli et al., 2002), meaningful work is a crucial psychological state that directly influences engagement through intrinsic motivation.

This suggests that contextual factors may have less impact on engagement activation than psychological resources. According to the JD-R theory, task interdependence is considered a job resource that reinforces the meaningfulness–engagement link (Bakker & Demerouti, 2017). However, its insignificant influence suggests that not all task resources work in a symbiotic manner. Highly internalized resources, such as meaningful work, may independently drive engagement without any support from structural resources, such as task interdependence. Hence, this research contributes to a better understanding of the JD-R theory.

The value added by an employee's accumulated knowledge and skills over the years in enhancing job outcomes is unquestionable (Becker, 1964). According to Bakker and Demerouti (2017), experience serves as a personal resource that enhances competence, adaptability, and sustained performance in the service sector. This adds to the JD-R theory by identifying work experience as a valuable employee resource.

6.2 Practical implications

The results offer several actionable insights for hospitality managers. First, designing jobs that enhance meaningfulness is central to improving engagement and performance (Han et al., 2020). Managers can achieve this by allowing employees to personalize guest interactions, communicating how individual roles contribute to guest satisfaction and organizational reputation, and giving them autonomy to make service recovery decisions, which fosters a sense of ownership and purpose. Second, investing in work engagement can directly enhance performance outcomes (Yao et al., 2022). Meaningful work was assessed in terms of perceived purpose, significance, and value of work (Steger et al., 2012), while work engagement was assessed in terms of vigor, dedication, and absorption (Schaufeli et al., 2002). Therefore, managerial interventions such as structured recognition systems, reflective storytelling sessions that highlight service impact, and developmental job rotation are suggested, as prior research shows that these practices enhance perceived meaning and psychological investment at work (Albrecht et al., 2021; Saks, 2022). Strengthening employees' sense of purpose and energy activates the motivational pathway linking meaningfulness to performance.

Finally, since age was not a significant predictor of performance, recruitment and retention strategies should prioritize experience, attitude, and engagement potential rather than demographic characteristics. Mentoring systems and continuous learning opportunities for employees at

all career stages will sustain engagement and performance across the workforce.

Overall, the findings emphasize that enhancing meaningfulness and nurturing engagement collectively form a practical roadmap for achieving superior service performance in hospitality organizations.

7 Limitations and scope for future research

The study provides substantial evidence of the critical role that meaningful work and work engagement play in driving job performance in the hospitality sector. Organizations need to understand the importance of these factors when creating appropriate work environments. Moreover, experience always counts. Employees who stay with an organization for a long time become more valuable, reflecting greater commitment, trust, and value added to the organization. Organizations are expected to implement better retention practices. However, there are limitations to the study. For example, it is confined to the Indian hospitality industry, which may limit the generalizability of the results. It is based on the analysis of the dynamic interplay between four constructs: meaningful work, work engagement, job performance, and task interdependence. Using a cross-sectional survey limits the ability to infer causality. Future studies could employ longitudinal designs to establish temporal relationships among meaningfulness, engagement, and performance. Since all data were collected from employees using self-reports, common method bias may be present. Incorporating supervisor ratings or objective performance measures could strengthen future analyses. Although this study focused on linear moderation, future research could explore potential curvilinear or conditional relationships involving task interdependence and other contextual variables to capture more complex interaction dynamics.

References

- Albrecht, S. L., Green, C. R., & Marty, A. (2021). Meaningful work, job resources, and employee engagement. *Sustainability (Basel)*, *13*(7), 4045. <https://doi.org/10.3390/su13074045>.
- Albrecht, S., Bredahl, E., & Marty, A. (2018). Organizational resources, organizational engagement climate, and employee engagement. *Career Development International*, *23*(1), 67-85. <https://doi.org/10.1108/CDI-04-2017-0064>.

- Ardianto, R. E. (2020). The effect of work experience and work discipline on the employee performance of the quality control department of PT Eunsung Indonesia. *International Journal of Research and Review*, 7(2), 214-218. Available at https://www.ijrrjournal.com/IJRR_Vol.7_Issue.2_Feb2020/IJRR0034.pdf
- Bailey, C., Madden, A., Alfes, K., Fletcher, L., Robinson, D., Holmes, J., Buzzeo, J., & Currie, G. (2015). *Evaluating the evidence on employee engagement and its potential benefits to NHS staff: A narrative synthesis of the literature* (Chap. 3: What is engagement?, Health Services and Delivery Research, Vol. 3, No. 26). NIHR Journals Library. <https://www.ncbi.nlm.nih.gov/books/NBK299343/>
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285. <https://doi.org/10.1037/ocp0000056>. PMID:27732008.
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job demands–resources theory: Ten years later. *Annual Review of Organizational Psychology and Organizational Behavior*, 10(1), 25-53. <https://doi.org/10.1146/annurev-orgpsych-120920-053933>.
- Becker, G. S. (1964). *Human capital: A theoretical and empirical analysis*. University of Chicago Press. Available at <https://www.nber.org/system/files/chapters/c3730/c3730.pdf>
- Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness-of-fit in the analysis of covariance structures. *Psychological Bulletin*, 88(3), 588-606. <https://doi.org/10.1037/0033-2909.88.3.588>.
- Bhat, S., Bashir, M., & Jan, H. (2024). Work engagement and perceived job performance: Does information communication technology orientation matter? *Global Knowledge, Memory and Communication*. <https://doi.org/10.1108/GKMC-07-2023-0245>.
- Both-Nwabuwe, J. M., Dijkstra, M. T., & Beersma, B. (2017). Sweeping the floor or putting a man on the moon: How to define and measure meaningful work. *Frontiers in Psychology*, 8, 1658. <https://doi.org/10.3389/fpsyg.2017.01658>. PMID:29033867.
- Brass, D. J. (1981). Structural relationships, job characteristics, and worker satisfaction and performance. *Administrative Science Quarterly*, 26(3), 331-348. <https://doi.org/10.2307/2392511>.
- Campion, M. A., Medsker, G. J., & Higgs, A. C. (1993). Relations between work group characteristics and effectiveness: Implications for designing effective work groups. *Personnel Psychology*, 46(4), 823-850. <https://doi.org/10.1111/j.1744-6570.1993.tb01571.x>.
- Dalkhjav, B., Munkhuu, B., & Sukhragcha, A. (2024). Enhancing job performance in the hospitality sector: Exploring the role of employee engagement, multitasking, organizational culture, and recruiting practices. *Journal of Tourism Sustainability and Wellbeing*, 12(2), 188-205. <https://doi.org/10.34623/98qk-1q44>.
- Davis, A. S., & Van der Heijden, B. I. (2023). Launching the dynamic employee engagement framework: Towards a better understanding of the phenomenon. *Employee Relations*, 45(2), 421-436. <https://doi.org/10.1108/ER-08-2021-0338>.
- Demerouti, E., Cropanzano, R., Bakker, A., & Leiter, M. (2010). From thought to action: employee work engagement and job performance, in *Work Engagement: A Handbook of Essential Theory Research*, eds A. B. Bakker and M. P. Leiter (Hove: Psychology Press), 147–163. Available at <https://psycnet.apa.org/record/2010-06187-011>
- DMR. (June 2025). *India Hospitality Industry Market*. <https://dimensionmarketresearch.com/report/india-hospitality-industry-market/>
- Epi, R., Sukidjo, & Riyanto, E. (2020). The effect of work motivation and work experience on employee performance. *International Journal of Multicultural and Multireligious Understanding*, 7, 109-116. <https://ijmmu.com/index.php/ijmmu/article/view/1809>
- Exude Human Capital. (2024). *Employee Engagement in the Hospitality Industry*. <https://exudehc.com/blog/employee-engagement-hospitality-industry/>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *JMR, Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.1177/002224378101800104>.

- Gede, D. U., & Huluka, A. T. (2024). Effects of employee engagement on organizational performance: Case of public universities in Ethiopia. *Future Business Journal*, 10(1), 32. <https://doi.org/10.1186/s43093-024-00315-7>.
- George, D. & Mallery, P. (2018). *IBM SPSS statistics 25 step by step: A simple guide and reference*. Taylor & Francis Group. <https://doi.org/10.4324/9781351033909>.
- Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A., & Araya-Castillo, L. (2022). Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability (Basel)*, 14(5), 2885. <https://doi.org/10.3390/su14052885>.
- Gundlach, M. J., Zivnuska, S., & Stoner, J. S. (2006). Understanding the relationship between individualism–collectivism and team performance through an integration of social identity theory and the social relations model. *Human Relations; Studies Towards the Integration of the Social Sciences*, 59(12), 1603-1632. <https://doi.org/10.1177/0018726706073193>.
- Gupta, N., & Sharma, V. (2016). Exploring employee engagement--A way to better business performance. *Global Business Review*, 17(3 suppl), 45S-63S. <https://doi.org/10.1177/0972150916631082>.
- Hair Jr., J. F., & Sarstedt, M. (2019). Factors versus composites: Guidelines for choosing the right structural equation modeling method. *Project Management Journal*, 50(6), 619-624. <https://doi.org/10.1177/8756972819882132>.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed, a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139-152. <https://doi.org/10.2753/MTP1069-6679190202>.
- Han, S.-H., Sung, M., & Suh, B. (2020). Linking meaningfulness to work outcomes through job characteristics and work engagement. *Human Resource Development International*, 24(1), 1-20. <https://doi.org/10.1080/13678868.2020.1744999>.
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., Ketchen, D. J., Hair, J. F., Hult, G. T. M., & Calantone, R. J. (2014). Common beliefs and reality about partial least squares: comments on Rönkkö and Evermann (2013). *Organizational Research Methods*, 17(2), 182-209. <https://doi.org/10.1177/1094428114526928>.
- Hooper, D., Coughlan, J., & Mullen, M. R. (2008). Structural equation modelling: Guidelines for determining model fit. *Electronic Journal of Business Research Methods*, 6(1), 53-60. <https://doi.org/10.21427/D7CF7R>.
- HR Cloud. (June 2025). *9 HR Challenges in the Hospitality Industry*. <https://www.hrcloud.com/blog/9-hr-challenges-in-the-hospitality-industry>
- HSMIAI Global. (2024). *Transforming employee engagement in the hospitality industry*. <https://global.hsmiai.org/insight/transforming-employee-engagement-in-the-hospitality-industry/>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724. <https://doi.org/10.2307/256287>.
- Karanika-Murray, M., Van Veldhoven, M., Michaelides, G., Baguley, T., Gkiontsi, D., & Harrison, N. (2024). Curvilinear relationships between age and job performance and the role of job complexity. *Work, Aging and Retirement*, 10(2), 156-173. <https://doi.org/10.1093/workar/waac006>.
- Kaur, P., & Mittal, A. (2020). Meaningfulness of work and employee engagement: The role of affective commitment. *The Open Psychology Journal*, 13(1), 115-122. <https://doi.org/10.2174/1874350102013010115>.
- Kaushal, R. (2024). *Hospitality: A sector on ascendancy*. <https://www.cbre.co.in/insights/articles/hospitality-a-sector-on-ascendancy>
- Kennedy, E. (2024). *The role of purpose in employee motivation and retention*. <https://thetrainingassociates.com/role-purpose-employee-motivation/>
- Khan, S. (2025). *India's hospitality sector poised for its most dynamic phase*. <https://economictimes.indiatimes.com/industry/services/hotels/-restaurants/indias-hospitality-sector-poised-for-its-most-dynamic-phase/articleshow/124549455.cms?from=mdr>
- Khusanova, R., Kang, S.-W., & Choi, S. B. (2021). Work engagement among public employees: Antecedents and consequences. *Frontiers in Psychology*, 12, 684495. <https://doi.org/10.3389/fpsyg.2021.684495>. PMID:34744859.
- Kim, W., Han, S. J., & Park, J. (2019). Is the role of work engagement essential to employee performance

- or 'Nice to Have'? *Sustainability (Basel)*, 11(4), 1050. <https://doi.org/10.3390/su11041050>. PMID:30809384.
- Kock, N. (2015). Common method bias in PLS-SEM: a full collinearity assessment approach. *Int. J. e-Collaboration*, 11 (4), 1-10, 10.4018/ijec.2015100101. Available at <https://www.igi-global.com/article/common-method-bias-in-pls-sem/132843>
- Lee, C.-C., Lin, Y., Huang, H.-C., Huang, W., & Teng, H. (2015). The effects of task interdependence, team cooperation, and team conflict on job performance. *Social Behavior and Personality*, 43(4), 529-536. <https://doi.org/10.2224/sbp.2015.43.4.529>.
- Lee, S. H., Shin, Y., & Baek, S. I. (2017). Task characteristics and work engagement: Exploring effects of role ambiguity and ICT presenteeism. *Sustainability (Basel)*, 9(10), 1855. <https://doi.org/10.3390/su9101855>.
- Li, T. N., & Wu, S. X. (2024). A cross-level study on the impact of team-based reward allocation on employees' innovative behavior in manufacturing enterprises. *Revista Brasileira de Gestão de Negócios*, 26(3), e20230195. <https://doi.org/10.7819/rbgn.v26i03.4268>.
- Lisak, A., Harush, R., Icekson, T., & Harel, S. (2022). Team interdependence as a substitute for empowering leadership contribution to team meaningfulness and performance. *Frontiers in Psychology*, 13, 637822. <https://doi.org/10.3389/fpsyg.2022.637822>. PMID:35222170.
- Mansor, F., Huzaimi, Y., Hashim, M., Muhammad, N., & Omar, N. (2023). Employee engagement and organizational performance. *International Journal of Accounting, Finance and Business*, 8(50), 69-80. Available at https://www.researchgate.net/publication/374327540_Employee_engagement_and_organizational_performance.
- Martela, F., & Pessi, A. B. (2018). Significant work is about self-realization and broader purpose: Defining the key dimensions of meaningful work. *Frontiers in Psychology*, 9, 363. <https://doi.org/10.3389/fpsyg.2018.00363>.
- Mazzetti, G., Robledo, E., Vignoli, M., Topa, G., Guglielmi, D., & Schaufeli, W. B. (2023). Work engagement: A meta-analysis using the job demands-resources model. *Psychological Reports*, 126(3), 1069-1107. <https://doi.org/10.1177/00332941211051988>. PMID:34886729.
- Nabhan, F., & Munajat, M. (2023). The role of work engagement and organizational commitment in improving job performance. *Cogent Business & Management*, 10(2), 1-13. <https://doi.org/10.1080/23311975.2023.2235819>.
- Nair, S., & Mathew, J. (2022). Relationship between job stress, employee engagement and job satisfaction: A study based on women managers in 4 and 5 star hotels in India. *Business Perspectives and Research*. <https://doi.org/10.1177/22785337221107770>.
- Phan, A. T., Le, A. T. T., Nguyen, H. T., & Nguyen, H. (2023). Determinants of employee performance in tourism industry – mediating role of engagement and meaningfulness. *International Journal of Productivity and Quality Management*, 38(2), 243-269. <https://doi.org/10.1504/IJPM.2023.129606>.
- Pinjani, P., & Palvia, P. (2013). Trust and knowledge sharing in diverse global virtual teams. *Information & Management*, 50(4), 144-153. <https://doi.org/10.1016/j.im.2012.10.002>.
- Rai, A., Kim, M., & Singh, S. K. (2023). Meaningful work from an ethics perspective: Examination of ethical antecedents and outcomes of meaningful work. *Journal of Business Research*, 169, 114287. <https://doi.org/10.1016/j.jbusres.2023.114287>.
- Ramos-Villagrasa, P. J., Barrada, J. R., Fernández-del-Río, E., & Koopmans, L. (2019). Assessing job performance using brief self-report scales: The case of the individual work performance questionnaire. *Journal of Work and Organizational Psychology*, 35(3), 195-205. <https://doi.org/10.5093/jwop2019a21>.
- Ranjan, R. (2024). *The impact of employee engagement on retention: Correlations and success stories*. <https://globalhrcommunity.com/the-impact-of-employee-engagement-on-retention-correlations-and-success-stories/>
- Raralio, J. S. (2023). Work engagement, job satisfaction, and teaching performance of elementary teachers in the new normal. *AIDE Interdisciplinary Research Journal*, 2(1), 220-241. <https://doi.org/10.56648/aide-irj.v2i1.32>.
- Reig-Botella, A., Ramos-Villagrasa, P. J., Fernández-del Río, E., & Clemente, M. (2024). Don't curb your enthusiasm! The role of work engagement in predicting job performance. *Journal of Work and Organizational Psychology*, 40(1), 51-60. <https://doi.org/10.5093/jwop2024a5>.

- Rivaldo, Y., & Nabella, S. (2023). Employee performance: Education, training, experience and work discipline. *Quality - Access to Success*, 24(193), 182-188. <https://doi.org/10.47750/QAS/24.193.20>.
- Rothbard, N. P., & Patil, S. V. (2012). *Being There: Work Engagement and Positive Organizational Scholarship*. Oxford: Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199734610.013.0005>.
- Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*, 32(2), 100835. <https://doi.org/10.1016/j.hrmmr.2021.100835>.
- Schaufeli, W. B. (2014). What is engagement? In Truss C, Alfes K, Delbridge R, Shantz A, Soane E (Eds.), *Employee engagement in theory and practice* (pp. 15-35). Routledge.
- Schaufeli, W. B., & Baker, A. B. (2010). Defining & Measuring Work Engagement: Bringing Clarity to Concept. In *Work Engagement: A Handbook of Essential Theory and Research*, 10– 24. Psychology Press. Available at <https://www.wilmarschaufeli.nl/publications/Schaufeli/326.pdf>
- Schaufeli, W. B., Taris, T. W., & Bakker, A. B. (2006). Dr. Jekyll or Mr. Hyde: On the differences between work engagement and workaholism, Research companion to working time and work addiction, In R. J. Burke (Ed.), *Research companion to working time and work addiction* (pp. 193-217). Edward Elgar Publishing. <https://doi.org/10.4337/9781847202833.00018>.
- 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/10.1023/A:1015630930326>.
- Shirina, S., Sharma, R., Agarwal, R. N., & Sao, A. (2022). Factors affecting employee engagement in higher education institutions empirical study in NCR. *Journal of Information and Optimization Sciences*, 43(7), 1779-1800. <https://doi.org/10.1080/02522667.2022.2128533>.
- Shoshani, A., & Eldor, L. (2016). The informal learning of teachers: Learning climate, job satisfaction, and teachers' and students' motivation and well-being. *International Journal of Educational Research*, 79, 52-63. <https://doi.org/10.1016/j.ijer.2016.06.007>.
- Shuck, B., & Rose, K. (2013). Reframing employee engagement within the context of meaning and purpose: Implications for HRD. *Advances in Developing Human Resources*, 15(4), 341-355. <https://doi.org/10.1177/1523422313503235>.
- Sijbom, R. B. L., Emanuel, E. S., Koen, J., Baas, M., & De Schutter, L. (2025). Daily knowledge sharing at work: The role of daily knowledge sharing expectations, learning goal orientation and task interdependence. *European Journal of Work and Organizational Psychology*, 34(2), 298-314. <https://doi.org/10.1080/1359432X.2025.2458343>. PMid:40144200.
- Singh, R. (2024). Impact of long working hours on hotel employees. *International Journal of Scientific Research in Engineering and Management*, 8(4), 1-5. <https://doi.org/10.55041/IJSREM31967>.
- Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of Career Assessment*, 20(3), 322-337. <https://doi.org/10.1177/1069072711436160>.
- Telu, S., & Potnuru, R. K. G. (2024). Work engagement among higher education teachers: Exploring the influence of human values and subjective well-being. *International Journal of Productivity and Performance Management*, 73(8), 2629-2649. <https://doi.org/10.1108/IJPPM-07-2023-0385>.
- Thakral, P., Dash, S. S., Sharma, D., & Ghosh, K. (2025). High-performance work systems and affective commitment: The mediating role of job embeddedness and perceived organizational support. *Business Perspectives and Research*, 22785337251316387. <https://doi.org/10.1177/22785337251316387>.
- Umair, A., Abdul, H., & Lazim, M. (2016). Meaningful work and work engagement: A relationship demanding urgent attention. *International Journal of Academic Research in Business & Social Sciences*, 6(8), 116-122. <https://doi.org/10.6007/IJARBSS/v6-i8/2264>.
- Vidyarthi, P. R., Anand, S., & Liden, R. C. (2014). Do emotionally perceptive leaders motivate higher employee performance? The moderating role of task interdependence and power distance. *The Leadership Quarterly*, 25(2), 232-244. <https://doi.org/10.1016/j.leaqua.2013.08.003>.
- Walumbwa, F. O., Hsu, I. C., Wu, C., Misati, E., & Christensen-Salem, A. (2019). Employee service performance and collective turnover: Examining the influence of initiating structure

leadership, service climate and meaningfulness. *Human Relations: Studies Towards the Integration of the Social Sciences*, 72(7), 1131-1153. <https://doi.org/10.1177/0018726718790649>.

Webb, N. (2017). Variables, control. In *The sage encyclopedia of communication research methods* (Vol. 4, pp. 1842-1842). SAGE Publications, Inc, <https://doi.org/10.4135/9781483381411>.

Widianto, S., Abdul Sahib, H. M., & Rahman, M. F. W. (2024). Task interdependence, team identity and team performance: A bottom-up multilevel model. *SAGE Open*, 14(1), 21582440241237874. <https://doi.org/10.1177/21582440241237874>.

Yao, J., Qiu, X., Yang, L., Han, X., & Li, Y. (2022). The relationship between work engagement and job performance:

Psychological capital as a moderating factor. *Frontiers in Psychology*, 13, 729131. <https://doi.org/10.3389/fpsyg.2022.729131>. PMID:35250701.

Ye, L., Li, Y., Zhang, N., & Zhang, J. (2024). The influence of work engagement on employee affect and creativity: Insights from Occupational Mental Health. *Behavioral Sciences (Basel, Switzerland)*, 14(12), 1217. <https://doi.org/10.3390/bs14121217>. PMID:39767358.

Ye, Y., & Chen, K.-H. (2024). Hospitality employees and digital transformation: The mediating roles of alienation and motivation. *International Journal of Hospitality Management*, 119, 103731. <https://doi.org/10.1016/j.ijhm.2024.103731>.

SUPPLEMENTARY MATERIAL

Supplementary material accompanies this paper.

Supplementary Data 1 – Dataset

Supplementary Data 2 – Questionnaire

Financial support:

There are no funding agencies to report.

Research data availability statement - Open science:

The full data supporting the findings of this study have been made available at:

Sinha, Deepti; Sinha, Sachin; Kumar P, Arun; Jeslin, Nicholas, 2026, "Linking Meaningful Work to Job Performance through Work Engagement: A Moderated Model of Task Interdependence in the Hospitality Sector," <https://doi.org/10.7910/DVN/BU1G6C>, Harvard Dataverse, V1

Conflicts of interest:

The authors have no conflicts of interest to declare.

Copyrights:

RBGN owns the copyrights of this published content.

Plagiarism analysis:

RBGN performs plagiarism analysis on all its articles at the time of submission and after approval using the iThenticate tool.

Disclaimer on the Use of Artificial Intelligence

The authors declare that artificial intelligence (AI) platforms were utilized in various stages of this research to enhance accuracy, efficiency, and overall quality. The specific contributions of AI to this work include:

(X) Enhancing Readability and Proofreading - Perplexity and Grammarly

The authors declare that after using this tool/service, they reviewed and edited the content as needed and take full responsibility for the content of the publication.

Authors:

1. **Deepti Sinha**, Dr., Christ University, Bangalore, India.

E-mail: deepti.sinha@christuniversity.in

2. **Sachin Sinha**, Dr., Christ University, Bangalore, India.

E- sachin.sinha@christuniversity.in

3. **Arun Kumar Prasannan**, Dr., Christ University, Bangalore, India.

E-mail: arunkumar.p@christuniversity.in

4. **Jeslin Nicholas**, Ms., Herbal Isolates Synthite Industries, Ernakulam, India.

E-mail: jeslinnicholas25@gmail.com

Authors' Contributions:

1st author: definition of research problem; development of hypotheses or research questions (empirical studies); development of theoretical propositions (theoretical work); definition of methodological procedures; literature review; statistical analysis; analysis and interpretation of data; manuscript writing.

2nd author: definition of research problem; literature review; statistical analysis; analysis and interpretation of data; critical revision of the manuscript; manuscript writing.

3rd author: definition of methodological procedures; data collection; literature review; statistical analysis; analysis and interpretation of data.

4th author: definition of research problem; data collection.