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RESEARCH ARTICLE

CONNECTING THE DOTS: ROLE VALUE AS A CATALYST FOR EMPLOYEE ENGAGEMENT IN EMPLOYER BRANDING

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ABSTRACT

In today's dynamic and competitive business environment, organizations must drive efficiency and innovation to maintain their relevance. Achieving these goals largely depends on a committed and capable workforce. Central to fostering such a workforce is the strategic design and communication of meaningful job roles—commonly referred to as role value. Role value reflects the clarity, purpose, autonomy, and significance employees associate with their positions. When employees perceive their roles as valuable and well-aligned with their strengths and aspirations, they are more likely to exhibit high levels of engagement—intellectually, socially, and emotionally. This study highlights the pivotal influence of role value across all three dimensions of employee engagement. Specifically, it demonstrates that when employees clearly understand their responsibilities and see their roles as impactful, it enhances their cognitive focus, social connectedness, and emotional investment in the organization. By recognizing and strengthening role value, organizations can not only elevate employee engagement but also gain a sustainable competitive advantage through a more motivated and aligned workforce.

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INTRODUCTION

In today's competitive hiring landscape, employer attractiveness plays a crucial role by enabling companies to: attain top talent, improve employee retention, improve company's image etc. Employer attractiveness is in essence the two-way deal between an organization and its people, the reason they choose to join and the reason they choose and are permitted to stay. The art of employer attractiveness is to articulate this deal in a way that is distinctive, compelling and relevant to the individual, and to ensure that it is delivered throughout the lifecycle of the employee within that organization. Employer attractiveness and employee engagement are two such HR functions whose connection may not be obvious at first but when we understand how each influences the other. According to a LinkedIn report, (2024) it states that a robust employer brand not only draws in top-tier talent but also cultivates employee engagement, loyalty, and advocacy. The report also unveils the reason supporting why employer attractiveness is important for employee engagement. Similarly, in a report by Workai (2024) it is stated that employee experience grew out of employee engagement and it is very well clear these days that with higher employee satisfaction and engagement, customer satisfaction and financial satisfaction grows simultaneously. Practices that organizations are following to increase

employee experience in this hybrid era are achieving success by focussing on employee engagement, supporting remote workers and prioritizing employee wellbeing. In the hybrid work era, regular engagement surveys facilitated by these platforms enable organizations to gather feedback from employees regardless of their work arrangements. This continuous feedback loop empowers organizations to address specific concerns and preferences, ultimately enhancing employee engagement. Another study divulges that in the past, employer attractiveness was viewed solely as an external factor for attracting new employees. According to a report by Seenit (2023), it states that in 2021, 84% of employees considered leaving their current jobs for another company with a better reputation, 50% of employees research a company's employer brand before applying and 86% of employees feel disengaged in both their business and role. However in 2023, 92% of employees consider leaving their current jobs if another company has a better reputation, 76% of employees research a company's employer brand before applying and 68% of employees feel disengaged in both their business and role. Similarly, a report by LinkedIn (2023) reveals that employee engagement serves as a cornerstone for an organization's success and its employer brand. It involves an ongoing process that demands dedication, exertion, and a steadfast commitment to nurturing a thriving workplace atmosphere. Engaged employees morph into the most fervent

champions of the brand, thereby propelling the organization towards unprecedented levels of achievement. On similar lines a Randstad employer attractiveness report (2023) states that the majority of candidates are receptive to job opportunities spanning various sectors. A strong employer brand strategy is essential for standing out and thriving amidst competition. employer attractiveness plays a very integral role in attracting and retaining talent within an organization. According to an article by ETHR World (2023) 95% of candidates assert that a company's reputation heavily influences their decision when considering a new job. Furthermore, a strong employer brand can cut down a company's cost per hire by 50%, and businesses with robust employer brands typically experience a 28% lower turnover rate. Similarly, a Randstad Report (2024) reveals that employee engagement is one of the drivers that employees consider while choosing an employer. Together, these insights underline the urgent need for businesses to invest in employer branding initiatives that focus on development, inclusion, and overall employee experience to attract and retain top talent. Keeping in view the dynamics between the two variables, the present study has been undertaken to examine the influence of employer attractiveness on different forms of employee engagement in the present scenario.

LITERATURE REVIEW

To develop a comprehensive understanding of the topic, relevant prior literature was critically reviewed. Several key studies have been examined to contextualize the concept of employer attractiveness and its evolving significance in organizational research.

Employer attractiveness: Employer attractiveness has been widely conceptualized as the strategic ability of an organization to appeal to current and potential employees by offering distinctive, compelling, and value-driven employment propositions (Rosethorne, 2009). It represents the overall image of an organization as a desirable place to work and encompasses a variety of tangible and intangible factors that influence employees' decisions to join, stay with, or leave an employer. According to the Randstad Report (2024), work-life balance remains the most influential factor in determining an organization's attractiveness, directly contributing to higher employee engagement levels. Deepa and Baral (2019) emphasized the significance of innovation as a driver of employer brand appeal, highlighting that a company's focus on delivering innovative products and services positively shapes its attractiveness. In contrast, Theurer *et al.* (2018) underscored the importance of building brand awareness among potential employees through strategic outreach and communication efforts. Gupta *et al.* (2018) stressed the critical role of a positive employer reputation, noting that it significantly impacts job seekers' application decisions. Strategies to enhance employer attractiveness often include creating a work culture that encourages creativity, learning opportunities, employee recognition, and entrepreneurial freedom (Chhabra and Sharma, 2014). Building on this, Bharadwaj *et al.* (2021) asserted that employer attractiveness has become a strategic imperative for organizations striving to retain high-performing talent and maintain a competitive edge. The LinkedIn Employer Attractiveness Playbook (2023) reported that 82% of employees are willing to leave their current jobs for an organization with a stronger reputation,

emphasizing the increasing relevance of brand perception in employee decision-making. Tanwar and Prasad (2017) contributed a framework identifying five foundational elements of employer branding: a safe and collaborative work environment, development and training opportunities, work-life balance, ethical practices and social responsibility, and fair compensation. Their research concluded that the organizational climate—not merely compensation—has the most substantial impact on an employer's appeal. Further, while employer attractiveness has traditionally been viewed as an external recruitment tool, more recent perspectives emphasize its internal resonance. The alignment between a company's brand promise and the actual employee experience plays a critical role in fostering engagement and satisfaction (Berthon, 2005; Schlager, 2011; Puri, 2018). Contemporary studies and reports continue to highlight the strategic importance of employer branding. The Employer Brand Research (2024) reveals that organizations offering meaningful career development and upskilling opportunities are more likely to attract modern talent, especially in the digital age. Additionally, the Caliber Employer Attractiveness Rankings (2024) show that companies known for inclusive, engaging, and growth-oriented work cultures consistently rank higher among potential employees. These insights underscore the importance of aligning branding strategies with evolving employee expectations to sustain a competitive advantage in today's talent-driven market.

Employee Engagement: Employee engagement is defined as the level of emotional commitment and involvement an employee has with their organization, reflecting how connected they feel to their work, team, and the company's goals (Peoplebox, 2024). Kahn (1990) explained employee engagement as the alignment between employees' identities and their roles within the organization, where engaged employees leverage their physical, cognitive, and emotional abilities in fulfilling their duties. Employees who display a positive attitude toward their company and show dedication to staying with the organization are considered engaged. Encouraging involvement in corporate social responsibility (CSR) activities enhances employees' sense of purpose, empathy, and fulfillment, further driving engagement (Nazir *et al.*, 2021). Perceived organizational support significantly influences workplace culture, impacting engagement levels (Brunetto *et al.*, 2014). According to Priyashantha *et al.* (2023), key drivers of employee engagement include learning and development opportunities, participation in CSR initiatives, job satisfaction, and a sense of trust and belonging. A Gallup report (2021) revealed a global engagement crisis, with only about 20% of employees actively engaged in their work. Companies are thus adopting various strategies to enhance engagement, such as fostering emotional connections between employees and the organization (Cadigan *et al.*, 2020). Studies often use constructs like "work engagement" or "organizational engagement" to measure employee involvement, with "work engagement" being a prominent focus in this area (Gupta and Shukla, 2018). Scholars such as Al Mehrzi and Singh (2016) have identified leadership, organizational culture, teamwork, and perceived organizational support as vital factors influencing engagement. Additionally, Arnold (2017) suggests that engagement stems from employees' sense of care, emerging from the balance between generativity and stagnation. Various factors such as education, work experience, emotions, and personality traits significantly affect employees' attitudes toward work.

Common tools for measuring engagement include the ISA Engagement Scale (Soane *et al.*, 2012) and the Gallup Employee Engagement Scale (2009). Employer attractiveness not only draws top talent but also plays a pivotal role in sustaining engagement by creating a consistent and authentic workplace environment. When an organization's external branding aligns with the internal employee experience, both reinforce each other, driving greater engagement and improving organizational performance. The above mentioned studies emphasize on the critical role of employee engagement in driving organizational success and there exists a need for organizations to lay focus on the same. A report by People Element (2024) states that the concept of Employee experience (EX) has become a crucial driver of organizational success, evolving from the concept of employee engagement. Further, the report states that high employee satisfaction directly correlates with increased customer satisfaction, financial growth, and overall business performance. Companies investing in employee engagement through strategies like supporting hybrid work, promoting well-being, and fostering work-life balance see transformative results. Engaged employees are more productive, experience lower stress, and contribute positively to workplace culture. Conversely, disengaged employees negatively impact productivity, profitability, and team morale. Key drivers of engagement include career development, transparent leadership communication, and addressing employee needs post-pandemic. Organizations that prioritize EX not only retain top talent but also enjoy sustained growth and profitability, proving that employee engagement is a worthwhile and essential investment. Another report by business trends (2024) states that providing a clear path for professional growth and development is essential in retaining high performers and remains one of the top drivers of employee engagement. Hence, keeping into consideration the facts shared by various studies, employee engagement leads to customer satisfaction, financial growth, career development etc. These factors prove to be essential for organization's and individual's growth and development. Ultimately, prioritizing this area is not just a strategic advantage but a necessity for long-term organizational success.

Role Value of employer attractiveness and employee engagement: In the ever-evolving organizational landscape, where talent retention and engagement have emerged as strategic priorities, the concept of role value has gained significant attention. Role value, a sub-dimension of employer attractiveness, refers to an employee's perception of their job role as meaningful, clear, autonomous, and impactful. It encapsulates how employees interpret the relevance of their work, the clarity of their responsibilities, and the degree to which their role aligns with personal goals and organizational objectives. Unlike general employer branding elements that influence external perceptions, role value operates at a deeper, more intrinsic level—directly affecting an employee's daily experience and connection to their work. Its influence extends across all three domains of employee engagement: intellectual (cognitive focus on tasks), social (relational connectivity with coworkers), and affective (emotional investment in the organization). The foundational framework for understanding this connection can be traced to Kahn's (1990) theory of personal engagement, which posits that employees become truly engaged when they are psychologically present in their roles. Engagement, in this sense, requires meaningful work where individuals can express themselves cognitively,

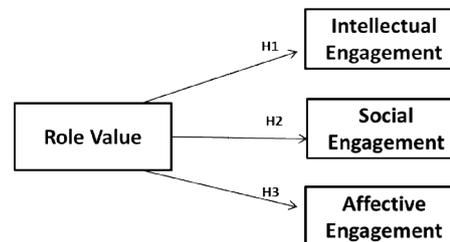
emotionally, and physically. When employees perceive high role value—through clear expectations, autonomy, purpose, and alignment—they are more likely to experience this psychological presence, resulting in enhanced engagement. This connection is corroborated by studies such as Anitha (2019), which emphasizes that role clarity and meaningful job design serve as essential catalysts for employee motivation and commitment. Anitha's research indicates that when employees are confident in their role expectations and perceive their contributions as significant, they not only achieve higher performance standards but also inspire their peers to contribute actively to collective goals. Such behavior, characterized by going beyond formal job descriptions, is a hallmark of engaged employees. Similarly, Alnuaimi *et al.* (2022) provide empirical evidence reinforcing the link between role clarity and engagement. Their study found that when employees have access to well-defined roles, appropriate work materials, and organizational recognition, engagement levels rise across multiple dimensions. Notably, the research identifies role clarity as a precursor to intellectual engagement, where employees exhibit higher concentration, task absorption, and problem-solving ability. Intellectual engagement is essential in knowledge-driven industries, where employee innovation and decision-making are critical. Role value, by reducing ambiguity and reinforcing purpose, enables employees to channel their mental energies productively, leading to sustained cognitive involvement. In addition to cognitive or intellectual engagement, role value also plays a crucial role in shaping social engagement. Employees who understand their roles clearly are more confident in team interactions and demonstrate better collaboration, as they can effectively align their responsibilities with group objectives. Studies show that social engagement thrives in environments where roles are interdependent yet clearly demarcated, allowing employees to coordinate efficiently while maintaining ownership of their tasks. When employees see their role as integral part for team success, the sense of belonging and willingness to support coworkers increases. The literature indicates that the relational aspect of role value—how one's role connects with and contributes to others—fosters trust, collaboration, and open communication, which are all critical to social engagement. Furthermore, affective engagement—defined as an employee's emotional attachment to their job and organization—is significantly influenced by role value. Employees who find purpose in their roles and feel that their work aligns with their personal values are more likely to form a positive emotional bond with their workplace. This alignment fosters pride, job satisfaction, and a sense of identity with the organization. The findings of Dhir and Shukla (2019) support this notion by asserting that role ownership, autonomy, and creative freedom contribute to an employee's emotional engagement. When employees are empowered to take charge of their responsibilities and feel trusted in their roles, they develop stronger emotional ties, leading to increased loyalty and reduced turnover intentions. Affective engagement also fosters advocacy behaviors, wherein employees promote the organization to others, further reinforcing the employer brand. While many studies have explored employer attractiveness as a whole, few have isolated role value to examine its specific impact on the multi-dimensional construct of employee engagement. For instance, although Chawla (2020) broadly examines how employer branding impacts engagement, the study highlights the need for deeper exploration into how specific components—like role value—function independently. Younis and Hammad

(2020) also underline that investments in internal branding, including role-based clarity and design, contribute to improved engagement, but more targeted research is required to validate these connections across different engagement forms. This gap is echoed in the work of Khalid *et al.* (2021), who propose that perceived organizational support moderates the relationship between employer attractiveness and engagement, indirectly pointing to role value as a potential mediating factor. Moreover, the modern workplace has undergone substantial transformation due to flexible work arrangements and digital integration, making role value more critical than ever. In hybrid and remote environments, where employees are distanced from physical supervision and informal social interactions, the clarity and significance of their roles become central to maintaining engagement. Employees working autonomously need well-articulated roles to guide their efforts, foster accountability, and sustain motivation. In this context, role value is not merely an HR construct but a strategic tool for ensuring performance continuity and psychological safety. Studies like Ghielen *et al.* (2020) argue that alignment between individual roles and organizational values enhances employees' sense of purpose and emotional investment, particularly when direct managerial oversight is minimal. Thus, clearly defined and meaningful roles become anchors that keep employees connected to the organization's mission and vision. Another important aspect of role value is its intersection with other constructs such as employee autonomy, job satisfaction, and organizational identification. A study by Lartey *et al.* (2021) demonstrated that career planning discussions and role clarity accounted for significant variations in employee engagement. When employees are involved in shaping their roles or understand potential career trajectories linked to their positions, they experience higher levels of engagement. These findings reinforce that role value is not static; it can be enhanced through continuous dialogue, developmental feedback, and recognition. Organizations that institutionalize such practices not only increase engagement but also enhance retention, performance, and cultural alignment.

Despite a growing body of literature supporting the positive correlation between employer attractiveness and employee engagement, a notable gap remains in the targeted investigation of role value's distinct influence. Most existing studies tend to evaluate employer attractiveness as a comprehensive construct, often overlooking how individual values—like role value—affect specific engagement types. As employee engagement continues to gain strategic importance, it is essential to delve deeper into the individual components of employer branding. By focusing specifically on role value, organizations can uncover nuanced insights that allow them to design more personalized, impactful engagement strategies. In summary, role value emerges as a vital predictor of employee engagement across intellectual, social, and affective dimensions. It strengthens cognitive focus by providing clarity and purpose, supports social interaction by fostering inter-role collaboration, and deepens emotional connection through alignment and autonomy. Given its multi-dimensional impact, role value should be recognized not only as an HR initiative but as a cornerstone of strategic workforce engagement. The current study seeks to fill this literature gap by isolating and empirically testing the impact of role value on various forms of engagement, contributing to a more granular understanding of how to craft meaningful employee experiences in contemporary work settings.

Research objectives, proposed model and hypothesis:

Based on theoretical and empirical literature review, a conceptual model has been proposed that exhibits the proposed relationships between role value of employer attractiveness and types of employee engagement as shown in Figure 1. The proposed relationships between employer attractiveness and employee engagement in the conceptual model and the associated hypotheses developed have been discussed below:



Role value and Intellectual engagement: Organizations can maintain their competitive edge when employees are encouraged to take initiative within clearly defined roles, fostering both intellectual stimulation and enhanced job performance. Role clarity and alignment contribute significantly to employee engagement by giving individuals a sense of purpose and direction in their work. When employees understand their responsibilities and how they contribute to the organization's goals, they are more intellectually invested, leading to improved operational success. Jorgensen and Carpinetti (2015) noted that organizational attractiveness, influenced by factors such as employee satisfaction and operational performance, is strengthened when employees perceive their roles as meaningful and well-supported. Similarly, Berthon *et al.* (2005) emphasized that when organizations address the role-related needs of employees, it promotes greater engagement and performance outcomes. Role value, as a component of employer attractiveness, is crucial in shaping employee productivity and commitment. A well-structured role contributes to a positive work environment, which is essential for fostering consistent engagement. Ali *et al.* (2014) supported this by affirming that a healthy working environment — including clear job expectations and supportive role structures — enhances both productivity and engagement.

Role value and Social Engagement: Employee commitment often stems from how well their roles align with their values and expectations. Koo *et al.* (2019) found that employees who clearly understand and feel confident in their roles are more likely to exceed formal job requirements, supporting broader organizational goals. Role value plays a foundational role in fostering this commitment, as it helps employees feel competent, respected, and aligned with the organization's purpose. Moreover, companies that define and support employee roles with transparency and fairness are perceived as more attractive by current and prospective employees (Viot *et al.*, 2020). This perception contributes to stronger social engagement, where employees form deeper interpersonal connections and collaborative bonds. Veiga *et al.* (2021) also observed that fair role assignment and expectations improve loyalty, trust, and overall social interaction within teams.

Role value and Affective Engagement: Affective engagement arises when employees feel an emotional attachment to their work, which is often rooted in how they perceive the value of their roles. When role expectations align

with personal values and offer meaningful contributions, employees are more emotionally invested. Nguyen *et al.* (2022) highlighted that a strong sense of role purpose and clarity is essential for fostering this emotional bond with the organization. Additionally, Bazzi *et al.* (2020) emphasized that when employees are given opportunities to thrive within their roles—through autonomy, recognition, and clear expectations—they develop stronger affective engagement. Such engagement leads to higher motivation, greater enthusiasm, and stronger retention.

Accordingly, the following hypothesis related to role value and types of engagement has been formulated:

- **H1:** Role value has a significant impact on intellectual engagement.
- **H2:** Role value has a significant impact on social engagement.
- **H3:** Role value has a significant impact on affective engagement.

Data Analysis, Results and Discussions: The data analysis has been conducted in the following steps:

Reliability and validity of the measurement model: Examining the measurement model includes internal consistency reliability, convergent and discriminant validity (DV). Internal consistency reliability assesses the extent to which the items measure a specific latent construct (Ramayah *et al.*, 2017). As recommended by (Hair *et al.*, 2017), composite reliability (CR) is assessed as a measure of internal consistency. Composite reliability (CR) for a measurement scale with a Cronbach Alpha value above 0.7 as the threshold for each of the constructs is considered as satisfactory (Richter *et al.*, 2016). The results provided in table 2 indicate that CR (composite reliability) values for all the constructs were above the cut-off value 0.7 thereby specifying the high internal consistency of the measures. The Average Variance Extracted (AVE) is a measure of convergent validity in structural equation modeling. It indicates the amount of variance captured by a latent construct in relation to the amount of variance due to measurement error. An AVE value of 0.5 or higher is generally considered acceptable, as it suggests that the construct explains at least half of the variance in its indicators, which supports convergent validity. For deeper insights studies Hair *et al.* (2010) and Malhotra and Dash (2011) are often referenced in research methodology contexts. These works outline the thresholds and use of AVE in validating measurement models. The values are mentioned in Table 1.

Table 1. Values of Cronbach Alpha and AVE for reliability and validity respectively

Construct	Cronbach alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Affective Engagement	0.932	0.933	0.957	0.881
Intellectual Engagement	0.937	0.942	0.960	0.888
Role Value	0.911	0.915	0.929	0.622
Social Engagement	0.856	0.857	0.912	0.776

Goodness of fit: In the present study, several key indicators were used to assess the goodness of fit of the PLS-SEM model. The R² values for the endogenous latent variables were

0.54 for Affective Engagement, 0.57 for Intellectual Engagement and 0.63 for Social Engagement, indicating moderate explanatory power. Additionally, the SRMR value of 0.08 lies below the recommended threshold of 0.08, suggesting a good fit between the theoretical model and the data. The NFI was 0.93, further confirming the adequacy of the model. Finally, all constructs demonstrated convergent validity with AVE values exceeding the 0.50 benchmark. The related data is shown in table 2

Table 2. Goodness of fit indices

	Estimated Model
SRMR	0.083
NFI	0.928

Hypothesis Testing: The structural model evaluates the causal relationships between the constructs namely employer attractiveness and employee engagement. According to Hair *et al.* (2017) using the bootstrapping technique with 5,000 resamples to estimate the statistical significance of the proposed model. Table 3 reveals the results of the structural model evaluation.

Table 3. Results of structural model evaluation

Relationship	Standard deviation (STDEV)	t value	p value	Hypothesis Testing
Role >Intellectual_Engagement	0.136	2.252	0.024	Hypothesis supported
Role ->Social_Engagement	0.129	2.344	0.019	Hypothesis supported
Role >Affective_Engagement	0.086	3.218	0.001	Hypothesis supported

DISCUSSION

The findings from the structural model evaluation reveal that role value significantly influences all three dimensions of employee engagement—intellectual, social, and affective—demonstrating its critical importance in shaping the overall workplace experience. The path analysis results show a statistically significant relationship between role value and intellectual engagement ($t = 2.252, p = 0.024$), indicating that when employees perceive their roles as meaningful, well-structured, and intellectually stimulating, they are more likely to become cognitively invested in their work. Intellectual engagement involves mental effort, problem-solving, and creative thinking—elements that are heightened when roles provide autonomy, clarity, and opportunities for innovation. A role that challenges employees to use their skills and apply new knowledge encourages deeper concentration and a stronger personal connection to the task. This fosters a sense of ownership and responsibility, which are crucial drivers of productivity and innovation. Organizations that intentionally design roles to include such elements are more likely to witness higher levels of intellectual engagement among their workforce. In addition to cognitive involvement, role value also contributes significantly to social engagement, as evidenced by the positive path coefficient ($t = 2.344, p = 0.019$). Social engagement refers to the relational aspect of work, including collaboration, communication, and interpersonal bonding. When employees have clearly defined roles, they are more likely to understand how their work contributes to team goals, leading to more effective

coordination and cooperation. Moreover, role clarity reduces ambiguity and conflict, creating an environment where mutual respect and collaboration can thrive. Employees who feel secure and confident in their roles tend to interact more positively with their peers, contribute actively to group discussions, and support team objectives. These dynamics not only foster a more cohesive work culture but also enhance trust and morale within the organization. As such, the role value does not operate in isolation; it serves as a foundation upon which strong interpersonal relationships and teamwork are built. Most notably, the strongest relationship observed in the model is between role value and affective engagement ($t = 3.218$, $p = 0.001$), underscoring the emotional and motivational importance of well-designed roles. Affective engagement is characterized by enthusiasm, pride, and emotional attachment to one's work and organization. When employees find personal meaning in their roles—feeling that their work aligns with their values and contributes to a larger purpose—they are more likely to experience deep emotional investment. Roles that allow for autonomy, recognition, and alignment with personal strengths can generate feelings of accomplishment and belonging. This emotional connection not only enhances individual performance but also reduces turnover intentions, as employees are more committed to staying with an organization that values their contributions and provides fulfilling work. Furthermore, emotionally engaged employees often act as brand ambassadors, positively influencing organizational reputation and culture.

Collectively, these findings underscore the multifaceted value of role design in enhancing employee engagement. Organizations must recognize that a role is not merely a set of tasks but a strategic tool that shapes how employees think, feel, and interact at work. By investing in roles that are intellectually enriching, socially connective, and emotionally fulfilling, employers can cultivate a highly engaged workforce. This, in turn, leads to greater organizational effectiveness, improved employee well-being, and sustainable competitive advantage. Ultimately, the results highlight that role value is a central pillar of employer attractiveness, influencing not only individual outcomes but also the broader organizational climate. Companies that prioritize role value in their human resource strategies are better positioned to attract, engage, and retain top talent in an increasingly competitive and dynamic labor market.

CONCLUSION

The findings of this study underscore the critical importance of role value as a key component of employer attractiveness, with significant implications for enhancing intellectual, social, and affective engagement among employees. The structural model evaluation confirms that employees' perceptions of their roles—specifically how meaningful, well-defined, and fulfilling those roles are—play a vital role in shaping their overall engagement at work. Role value is more than just a functional aspect of job design; it serves as the foundation upon which employees derive purpose, connect with others, and emotionally invest in their work. When employees feel that their roles challenge their intellect, foster collaboration, and align with their values and goals, they are more likely to become active participants in the success of their organizations. The significant relationship between role value and intellectual engagement indicates that employees who

perceive their roles as stimulating and aligned with their skills are more mentally involved in their work. This cognitive investment is essential for creativity, problem-solving, and innovation, all of which are indispensable for organizational growth and competitiveness. A clearly defined role that encourages autonomy and learning contributes directly to employees' mental focus and motivation. It allows them to apply their knowledge and skills meaningfully, promoting a sense of mastery and achievement. Therefore, organizations that aim to foster intellectual engagement must ensure that roles are not only well-structured but also offer ongoing opportunities for personal and professional development. Equally important is the impact of role value on social engagement, which reflects the quality of interpersonal interactions and collaborative efforts within the workplace. The study reveals that when roles are clear, coherent, and recognized, employees experience fewer conflicts, greater team alignment, and stronger interpersonal connections. A positive social environment enables employees to build trust, share knowledge, and support each other, which in turn enhances team performance and organizational cohesion. Role clarity plays a pivotal role in reducing misunderstandings and role-related stress, allowing employees to interact with greater confidence and effectiveness. This highlights the need for organizations to not only define job responsibilities clearly but also foster a culture that values teamwork and mutual respect. Most notably, affective engagement shows the strongest link with role value, emphasizing the emotional bond employees form with their work and the organization. When employees feel emotionally connected to their roles—believing that what they do has purpose and aligns with their values—they are more enthusiastic, committed, and loyal. Affective engagement fosters resilience, reduces burnout, and enhances job satisfaction. This emotional investment is particularly crucial in retaining top talent and building a sustainable organizational culture. Employers who recognize the emotional dimensions of work and design roles that foster fulfillment and recognition are more likely to cultivate a dedicated and passionate workforce.

In summary, role value is a powerful driver of employee engagement across multiple dimensions. Its influence on intellectual, social, and affective engagement reinforces the need for organizations to prioritize thoughtful role design as part of their employer branding and talent management strategies. By creating roles that are meaningful, inclusive, and growth-oriented, organizations can enhance employee well-being, drive higher performance, and build a more resilient and competitive enterprise. In today's dynamic business landscape, role value is not just a human resource concern—it is a strategic imperative.

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