

## **RESUMEN**

En las últimas décadas, las personas han sido testigo de grandes de cambios tales como una precaria estabilidad financiera, cambios acentuados en el mercado laboral, cambios en los sistemas de normas y valores, la globalización, etc., impregnando todas las áreas de la existencia (Amundson, 2006). Es por eso, que en los últimos años ha habido un mayor foco por parte de los/las profesionales e investigadores/as en aspectos tales como el trabajo significativo, el bienestar de los trabajadores, su desarrollo profesional y cómo todo eso afecta a su rendimiento. El objetivo de este trabajo es examinar hasta qué punto el significado del trabajo influye en el bienestar de los trabajadores/as y esto tiene una repercusión directa sobre su desempeño laboral. Steger (2019) propone que un trabajo significativo no es solo el grado de centralidad que la persona le atribuye, las metas que quiere alcanzar con él o cumplir unas normas sociales asociadas a trabajar, sino también es un trabajo que fomenta el desarrollo personal y contribuye al propósito general de la vida y a una felicidad más que contempla aspectos que van más allá de uno mismo. Mediante una revisión sistemática siguiendo el modelo PRISMA 2020 se recopilaron 30 artículos y se encontró que el significado del trabajo juega un papel fundamental para promover el *work engagement* como un recurso personal de los trabajadores/as e incrementar el desempeño, demostrando mucho más efecto sobre el desempeño cuando estas variables actúan juntas (Hasan et al., 2022). Esto va en concordancia con el modelo HERO (Salanova, et al., 2018), que plantea que los recursos organizacionales (sociales, de tarea), junto con los recursos personales (*work engagement*) promueven una espiral ascendente positiva, que mejora los resultados organizacionales (desempeño) e incrementa el bienestar de trabajadores/as y equipos de trabajo.

**Palabras clave:** *Work engagement, significado del trabajo, desempeño laboral, modelo PRISMA y modelo HERO.*

## **ABSTRACT**

In recent decades, people have major changes such as precarious financial stability, accentuated changes in the labour market, changes in the systems of norms and values, globalization, etc., permeating all areas of existence (Amundson, 2006). That is why, in recent years, there has been an increased focus by practitioners and researchers on aspects such as meaningful work, workers' well-being, their professional development and how all this affects their performance. The aim of this paper is to examine to what extent meaningfulness of work influences workers' well-being, and this has a direct impact on their job performance. Steger (2019) proposes that meaningful work is not only the degree of centrality that the person attributes to it, the goals he or she wants to achieve with it or to fulfil some social norms associated with working, but it is also work that fosters personal development and contributes to the overall purpose of life and to a happiness that contemplates aspects that go beyond oneself. Through a systematic review following the PRISMA 2020 model, 30 articles were collected, and it was found that the meaning of work plays a fundamental role in promoting work engagement as a personal resource for workers and increasing performance, demonstrating much more effect on performance when these variables act together (Hasan et al., 2022). This is in line with the HERO model (Salanova, et al., 2018), which states that organizational resources (social, task), together with personal resources (*work engagement*) promote a positive upward spiral, which improves organizational results (performance) and increases the well-being of workers and work teams.

**Key words:** *Work engagement, meaning of work, job performance, PRISMA model and HERO model.*

INTRODUCTION

In recent years there has been an increased focus by practitioners and researchers on aspects such as **meaningful work**, workers' well-being, their **work engagement**, their professional development and how all this affects their job performance. The aim of this paper is to examine to what extent meaningfulness of work influences workers' well-being and this has a direct impact on their **job performance**. Steger (2019) defined meaningful work as "work in which people give their best and exert themselves with joy, gratitude, and energy **Why emphasize meaningful work and job well-being for workers?** Because, in addition to improving performance, it promotes the occupational safety and health of workers, companies and society. Changes in demographic, social, technological, political, economic life and family structures, precarious financial stability, accentuated changes in the labour market, in the systems of norms and values, globalization, etc., permeate all areas of existence (Amundson, 2006). Therefore, a very good option is to apply a Positive Organizational Psychology (POP) approach, as it aims to explain and enhance psychosocial well-being and quality of work and organizational life with the objective of achieving healthier employees working in healthier, sustainable and supportive organizations at different levels: individual, inter-individual, group, organizational and social (Salanova et al., 2020). For this reasons, this review is based on the **HERO model** which proposes that an organization is positive when it comprises three interacting components, so that investing in one can bring positive benefits to the rest: healthy organizational resources and practices, healthy employees and work groups that enjoy high levels of psychosocial well-being in terms of efficacy beliefs, positive emotions, work engagement and resilience, and finally healthy organizational outcomes such as high organizational performance and excellence, good relations with the environment and the community, and corporate social responsibility (Llorens et al., 2017).

**RESEARCH QUESTION:** To what extent does the meaning of work influence the well-being of workers and does this have a direct impact on their job performance?

METHOD

Using the **PRISMA 2020** model, a systematic literature search was conducted in four databases. This was done through a series of searches based on the main themes of the study: Meaning of work, well-being (work engagement) and performance. The selection of eligible articles for the systematic review was performed using the open source software Rayyan (Ouzzani et al., 2016). In two steps, articles were independently reviewed by two investigators (VC and RM).

INCLUSION CRITERIA

1. Year of publication 2003-2023
2. Articles in English or Spanish.
3. Studies in the field of labour
4. Of legal age and working people.
5. That includes work engagement as a well-being variable and performance as a outcome variable.

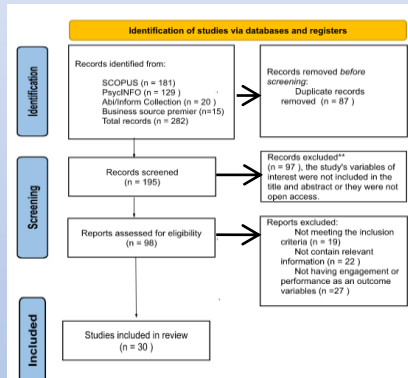
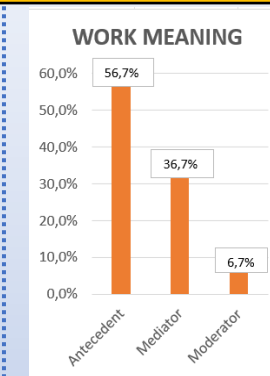
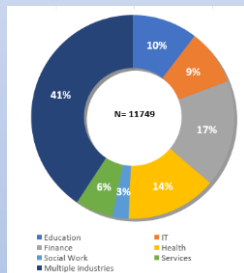
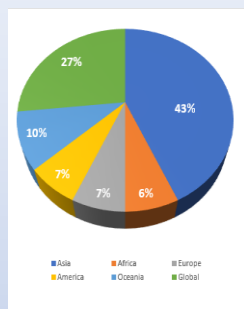


Figure 1. Flow Diagram PRISMA 2020 (Page et al., 2021).



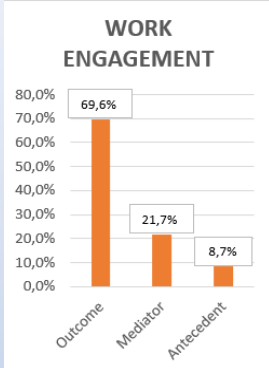
(Fouché et al., 2017), (Han et al., 2021) (Chen et al., 2022), (Hasan et al., 2022) (Tong, 2018), (Han et al., 2020) (Scroggins, 2008), (Landells et al., 2019) (Van Wingerden et al., 2018), (Meng et al., 2022), (Mostafa et al., 2020)

(Nawrin, 2018), (Shang, 2022) (Hulshof et al., 2020), (Lin et al., 2021) (Meng et al., 2022), (Albrecht et al., 2021) (Landells et al., 2019), (Lee et al., 2017) (Han et al., 2020), (Mostafa et al., 2020) (Han et al., 2021)

(Steger et al., 2013), (Ahmed et al., 2019)

RESULTS

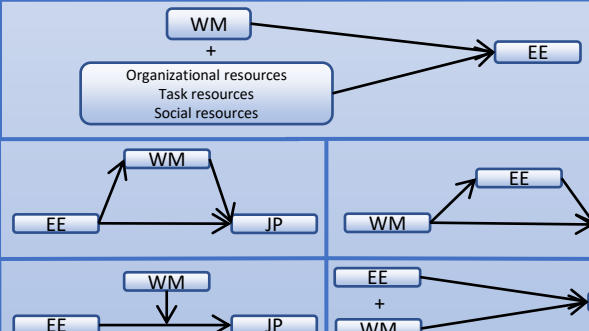
Of the 30 articles analyzed in which the meaning of work appears, 17 studies were found in which the meaning of work acts as an antecedent to engagement (56.7%), 11 articles in which it appears as a mediator between work engagement and performance (36.7%) and in 2 articles as a moderator between this relationship (6.7%).



Of the 23 articles analyzed in which work engagement appears, 16 studies were found in which work engagement acts as an outcome variable (69.6%), 5 articles in which it appears as a mediator between the meaning of work and performance (21.7%) and in 2 articles it appears as an antecedent (8.7%).



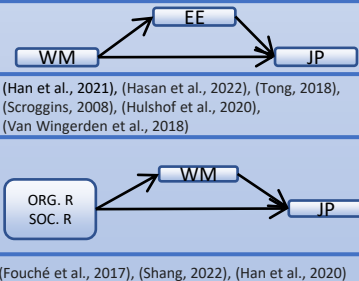
Of the 30 articles analyzed, job performance appears 9 times and in all of them as an outcome variable.



(Fairlie, 2011), (Matthew et al., 2016), (Vogel et al., 2020), (Soane et al., 2013) (Jung et al., 2016), (Wassink SG et al., 2022) (Hoole et al., 2015), (Zeglat et al., 2019) (Geldenhuis et al., 2014), (Nawrin, 2018) (Albrecht et al., 2021), (Lin, 2021) (Lee et al., 2017), (Ahmed et al., 2019)

(Hasan et al., 2022), (Shang, 2022), (Hulshof et al., 2020), (Matthew et al., 2016), (Wassink SG et al., 2022)

(Han et al., 2021) (Hoole et al., 2015)



(Han et al., 2021), (Hasan et al., 2022), (Tong, 2018), (Scroggins, 2008), (Hulshof et al., 2020), (Van Wingerden et al., 2018)

(Fouché et al., 2017), (Shang, 2022), (Han et al., 2020)

DISCUSSION

This systematic review has shown that the meaning of work plays a fundamental role in promoting work engagement as a personal resource of workers and increasing job performance, demonstrating much more effect on performance when these variables act together (Hasan et al., 2022). This is in accordance with the **HERO model** (Salanova, et al., 2012), which states that organizational resources (social, task), together with personal resources (work engagement) promote a positive upward spiral, which improves organizational results (performance) and increases the well-being of workers and work teams. According to the literature studied, some strategies that can promote the meaning of work are: correct job design, good relations with the work team, emotional regulation, work competence, work variety, development opportunities within the company, autonomy in the job, and leadership. Resources such as job centrality, interpersonal relationships, economic orientation and obligation norms also affect engagement (Jung et al., 2016). The positive spiral that the HERO model tells us about ends up being related in different blocks where organizational resources such as job-crafting, flexibility, communication, leadership... increase well-being through work engagement and this has a direct effect on organizational results. Therefore, after the analysis of the studies, it can be concluded that one of the keys to improve the job performance of workers is not only to focus on work engagement but, as the literature has shown us, to focus on one of its most important antecedents, the meaning of work. because it is not enough just to promote work engagement but to find meaning in their work.

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