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EXPLORING PSYCHOLOGICAL AVAILABILITY: INTEGRATING EMPLOYEE ENGAGEMENT, COR THEORY, AND WHR MODEL IN MODERN WORK ENVIRONMENTS

Abstract:

In today's rapidly evolving work environment, characterized by technological disruptions, global connectivity, and increasingly blurred boundaries between work and personal life, maintaining employee engagement has become a critical challenge for organizations. This study explores the underexamined construct of psychological availability—defined as the cognitive and emotional resources that employees can bring to their work roles—and its integral role in sustaining employee engagement. Drawing on the Conservation of Resources (COR) theory and the Work-Home Resources (WHR) model, this research provides a comprehensive framework that examines how work-related and non-work-related factors interact to influence psychological availability.

Through qualitative analysis of semi-structured interviews with 23 employees across diverse roles and geographical locations, the study identifies key themes related to workplace engagement, resource management, and the spillover effects between work and personal life. The findings reveal that psychological availability is dynamically shaped by organizational support, leadership quality, personal life demands, and recovery strategies, all of which are critical to maintaining engagement. By integrating COR and WHR theories, the study advances the understanding of psychological availability within the broader engagement literature, highlighting the importance of considering both resource depletion and gain across life domains.

The theoretical contributions of this research lie in expanding the application of COR theory to include resource gain and the bidirectional flow of resources as emphasized by the WHR model. The study underscores the need for a more holistic approach to employee engagement, where both work and personal life factors are accounted for. The findings offer valuable insights for future research and practical implications for developing organizational strategies that support sustained employee engagement in increasingly complex work environments.

Keywords:

Psychological Availability, Conservation of Resources (COR) Theory, Work-Home Resources (WHR) Model

JEL Classification: D23, J24