# THE MODERATING EFFECT OF WORK ENGAGEMENT IN THE ASSOCIATION BETWEEN RE-ATTACHMENT TO WORK AND JOB SATISFACTION AMONG EMPLOYEES

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## Abstract

The present study examined whether work engagement conditions the association between employees' re-attachment to work and job satisfaction in private organizations located in the Awka and Onitsha metropolitan areas of Anambra State, Nigeria. Re-attachment to work was conceptualized as the cognitive-emotional process through which employees mentally reconnect with their occupational roles before commencing work, whereas work engagement was treated as a positive work-related state characterized by vigor, dedication, and absorption. Drawing on the Job Demands–Resources model and Conservation of Resources theory, the study proposed that employees who psychologically re-enter work more effectively would report more favorable job attitudes and that this association would be stronger when engagement was high. A cross-sectional correlational survey design was employed. The final dataset comprised 382 employees purposively selected from 15 private organizations. Measures included a five-item Reattachment to Work Scale ($\alpha = .86$), an eight-item adapted Utrecht Work Engagement Scale, and a five-item Global Job Satisfaction Scale ($\alpha = .88$). Pearson correlations showed that re-attachment was positively associated with job satisfaction, $r = .52$, $p < .001$, while work engagement was also positively associated with job satisfaction, $r = .59$, $p < .001$. The reported moderation output showed a statistically significant re-attachment × work-engagement interaction, $b = .0269$, $SE = .0110$, $t = 2.17$, $p = .0377$, although the accompanying omnibus F statistic and degrees of freedom require verification against the original SPSS/PROCESS output. The findings support the central proposition that work engagement is a meaningful boundary condition in the re-attachment–satisfaction relationship. The article discusses theoretical, methodological, and practical implications for organizational psychology in the Nigerian private-sector context.

***Keywords: Re-attachment to Work, Work Engagement, Job Satisfaction, Job Demands–Resources model, Conservation of Resources theory, Nigerian Employees***

## Introduction

Job satisfaction remains one of the central attitudinal outcomes in organizational psychology because it captures employees' overall cognitive and affective evaluations of their work. It is consequential for understanding motivation, retention, performance-related attitudes, and organizational functioning. Judge and Kammeyer-Mueller (2012) characterize job attitudes as multidimensional phenomena shaped by both affective and cognitive processes, emphasizing the need to examine not only enduring job characteristics but also the dynamic psychological experiences through which employees interpret work. In rapidly changing employment environments, this perspective is especially important because workers increasingly encounter blurred work–nonwork boundaries, digital communication, hybrid work arrangements, and accelerated performance expectations.

The present study focuses on one comparatively specific psychological process that occurs at the boundary between nonwork and work: re-attachment to work. Sonnentag and Kühnel (2016) defined morning re-attachment as mentally reconnecting with work before actually beginning work. Their daily-diary evidence demonstrated that morning re-attachment is associated with work engagement across the working day. This finding suggests that the transition into work is not merely a chronological event; it is a psychologically meaningful episode involving attention, goals, expectations, and readiness.

Re-attachment therefore provides a potentially important bridge between recovery outside work and functioning within work. After a period of psychological detachment, employees must redirect attention toward occupational goals and reconstruct a sense of role readiness. When this transition is accomplished effectively, employees may enter the workday with greater clarity and energetic availability. Such states may shape how employees interpret subsequent work experiences and, cumulatively, how they evaluate their jobs.

Job satisfaction, however, is not necessarily determined by re-attachment alone. Employees differ in the amount of energy, dedication, and absorption they bring to their work. Work engagement represents a sustained positive work-related state and is commonly expressed through vigor, dedication, and absorption (Schaufeli et al., 2002, 2006). The Job Demands–Resources (JD-R) model provides a particularly useful account of why engagement might condition the value of psychological re-entry. The model proposes that job resources activate motivational processes, whereas excessive demands can contribute to strain; engagement represents an important motivational state associated with resource availability and favorable work outcomes (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004).

From a Conservation of Resources (COR) perspective, individuals seek to acquire, conserve, and invest resources. Psychological energy, attention, self-regulation, and positive affect may function as resources that help employees respond to occupational demands. Re-attachment can consequently be interpreted as an anticipatory investment of cognitive and emotional resources, while engagement may provide the resource reservoir that determines whether this investment generates positive affective returns (Hobfoll et al., 2018). The combination of re-attachment and engagement may therefore be more consequential than either construct considered in isolation.

## Statement of the Problem

The problem addressed by this study arises from a mismatch between the increasing importance of psychological transitions into work and the relatively limited empirical attention given to these transitions as predictors of enduring job attitudes in Nigerian organizations. Much of the established literature on work engagement, recovery, and job satisfaction has been developed in organizational settings outside southeastern Nigeria. Consequently, the extent to which morning re-attachment operates similarly among employees working within the socioeconomic, cultural, and organizational realities of Awka and Onitsha remains insufficiently established.

A second problem concerns heterogeneity in employees' responses to re-entry into work. The same preparatory behavior may not have identical consequences for employees who differ markedly in their level of engagement. A highly engaged employee may convert anticipatory planning into energy, focus,

and a stronger sense of purpose, whereas a disengaged employee may complete the same routine mechanically, without corresponding affective benefit. Treating re-attachment as having a uniform effect may therefore obscure an important boundary condition.

A third gap is methodological. Although re-attachment is inherently processual and may fluctuate from day to day, many organizational studies rely on aggregate, cross-sectional assessments. The current study likewise uses a cross-sectional design; its contribution is therefore not causal identification but the empirical examination of whether the proposed association and interaction are detectable in a Nigerian private-sector sample. The study is consequently best interpreted as evidence of association and conditional association rather than definitive evidence of temporal causation.

The research problem is thus framed around three linked questions: whether re-attachment is positively associated with job satisfaction; whether work engagement is positively associated with job satisfaction; and whether engagement changes the strength of the re-attachment–satisfaction association. Addressing these questions provides a parsimonious test of a theoretically meaningful moderation model while extending the discussion of workday transitions into an understudied organizational context.

## Research Questions

- Will re-attachment to work be significantly and positively associated with job satisfaction among employees?
- Will work engagement be significantly and positively associated with job satisfaction among employees?
- Will work engagement significantly moderate the relationship between re-attachment to work and job satisfaction?

## Purpose/Objectives

The general purpose of the study was to examine the moderating effect of work engagement on the relationship between employees' re-attachment to work and job satisfaction. The study was designed to move beyond a simple main-effect model by identifying whether the motivational quality of employees' work experience alters the strength of the association between psychological re-entry and job satisfaction.

### Specific Objectives

- To determine whether re-attachment to work is significantly and positively associated with job satisfaction.
- To determine whether work engagement is significantly and positively associated with job satisfaction.
- To determine whether work engagement significantly moderates the association between re-attachment to work and job satisfaction.

### Relevance of the Study

The study is relevant theoretically because it connects a micro-level transition process—mental re-entry into work—with a broad occupational attitude and places that connection within a conditional framework. Rather than treating engagement only as an outcome of job resources, the study examines its potential role as a boundary condition that determines when a preparatory psychological process is more strongly associated with satisfaction.

Its relevance is also contextual. The participating organizations were located in Awka and Onitsha, metropolitan centers characterized by substantial commercial and service activity. Findings from this setting can contribute contextually grounded evidence to the organizational psychology literature and can encourage further investigation of whether established motivational models operate similarly across Nigerian workplaces.

For practitioners, the study points toward relatively low-cost strategies such as morning planning, goal clarification, structured workday openings, supportive supervision, autonomy, feedback, and job-resource enhancement. Such practices should not be interpreted as substitutes for adequate staffing, fair

compensation, or sound job design. Rather, they are complementary mechanisms through which organizations can facilitate psychological readiness and engagement.

## Theoretical Framework

### Job Demands–Resources Model

The JD-R model proposes that employee well-being and motivation arise from the interaction of job demands and job resources. Job demands require sustained physical, cognitive, or emotional effort, whereas job resources facilitate goal attainment, reduce demands, and stimulate personal growth. Engagement is positioned within the motivational pathway, particularly where employees possess resources that enable energetic and meaningful participation in work (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004).

Applied to the present model, re-attachment represents a preparatory psychological process that can orient attention toward work goals. Engagement represents the motivational state through which this orientation may be converted into a more rewarding work experience. The moderation proposition follows logically: the positive association between re-attachment and job satisfaction should be stronger when employees possess higher engagement because engagement supplies energy and motivational direction.

### Conservation of Resources Theory

COR theory proposes that people strive to obtain, retain, protect, and build valued resources and that resource loss is generally more consequential than resource gain is beneficial. In organizational settings, psychological energy, time, social support, self-efficacy, and positive affect may function as resources. Re-attachment may involve an intentional investment of attentional and emotional resources, while engagement may signal an existing reservoir that facilitates further resource gain (Hobfoll et al., 2018).

### Supplementary Perspectives

Self-Determination Theory provides an additional motivational interpretation. Employees are more likely to experience positive functioning when autonomy, competence, and relatedness are supported. Engagement can be viewed as a behavioral and experiential manifestation of favorable motivational conditions (Deci & Ryan, 2000; Van den Broeck et al., 2016). Affective Events Theory also helps explain why repeated positive work experiences can accumulate into broader job attitudes, while the broaden-and-build perspective proposes that positive affect can broaden thought–action repertoires and build enduring resources (Fredrickson, 2001)

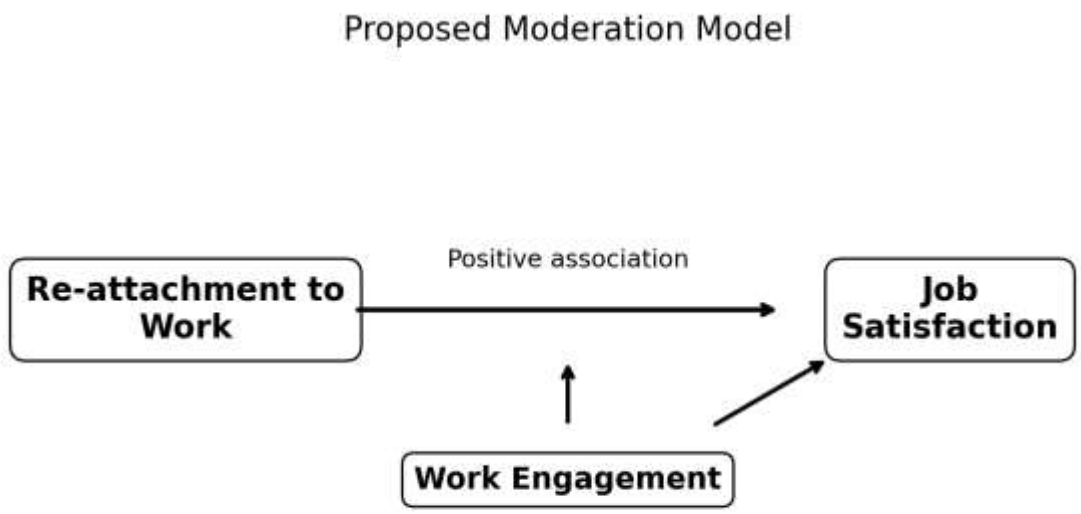



Figure 1. Conceptual model of the proposed moderation relationship.

## Hypotheses

The hypotheses were formulated directly from the study objectives and the conceptual model:

- H1: Re-attachment to work will be significantly and positively associated with job satisfaction among employees.
- H2: Work engagement will be significantly and positively associated with job satisfaction among employees.
- H3: Work engagement will significantly moderate the relationship between re-attachment to work and job satisfaction, such that the positive association will be stronger at higher levels of work engagement.

The hypotheses are intentionally expressed as directional propositions because the theoretical framework predicts that effective psychological re-entry and an energized, dedicated work state should be associated with more favorable job evaluations. The moderation hypothesis further assumes that engagement strengthens rather than reverses the relationship.

## Methodology

### Research Design

A cross-sectional correlational survey design was used. This design was appropriate for examining naturally occurring associations among re-attachment to work, work engagement, and job satisfaction at a defined point in time. The design does not permit strong causal conclusions because predictor and outcome variables were measured concurrently. Accordingly, the statistical results are interpreted as associations and conditional associations.

### Participants and Setting

The final analytic sample consisted of 382 employees purposively selected from 15 heterogeneous private organizations located across Awka and Onitsha in Anambra State, Nigeria. The sample included 209 men (54.7%) and 173 women (45.3%). Ages ranged from 26 to 65 years, with a reported mean of 28.43 years (SD = 6.38).

**Table 1.**

| Characteristic | n | % / M (SD) |
|---|---|---|
| Male | 209 | 54.7% |
| Female | 173 | 45.3% |
| Age | 382 | 26–65 years; M = 28.43, SD = 6.38 |
| Married | 236 | 61.7% |
| Single | 92 | 24.1% |
| Divorced | 54 | 14.1% |
| Junior level | 187 | 48.95% |
| Mid-level | 127 | 33.25% |
| Senior level | 68 | 17.80% |
| OND | 189 | 49.48% |
| HND | 115 | 30.10% |
| B.Sc. | 43 | 11.26% |
| M.Sc. | 35 | 9.16% |
| Organizational tenure | 382 | M = 11.65 years, SD = 3.20 |
| Igbo ethnicity | 376 | 98.35% |

*520 questionnaires distributed, 442 returned, and 60 excluded for incompleteness or inconsistency, leaving 382 valid responses. The source describes the final response rate as 73.5%.*

## Measures and Procedure

### Re-Attachment to Work

Re-attachment to work was assessed with the five-item Reattachment to Work in the Morning scale developed by Sonnentag and Kühnel (2016). Items assess mental preparation, psychological transition, reflection on the day's tasks, anticipation of goals, and anticipated challenges. The source reports Cronbach's alpha of .86 in the present sample. Higher mean scores indicate stronger morning re-attachment.

### Work Engagement

Morning work engagement was assessed with an eight-item adapted version of the Utrecht Work Engagement Scale. The construct reflects energetic, dedicated, and absorbed involvement in work. The source reports that the measure had strong prior internal consistency and that mean item scores were used to represent overall engagement. The dissertation reports the scale as an adapted eight-item measure rather than the original UWES-9, and this distinction is retained here.

### Job Satisfaction

Job satisfaction was measured with the five-item Global Job Satisfaction Scale attributed in the source to Tang and Nnedum (2013). Items capture overall satisfaction, satisfaction with the job, perceived fairness of compensation, and satisfaction with job tasks. The source reports Cronbach's alpha of .88. Higher mean scores indicate greater job satisfaction.

### Procedure

An introductory letter from the Department of Psychology was used to facilitate organizational access. Fifteen private organizations participated. Questionnaires contained study information, instructions, informed-consent language, and assurances concerning anonymity and confidentiality. Data collection occurred over approximately one month during the second semester of the 2023/2024 academic calendar.

### Data Analysis

Pearson product–moment correlations were used to test H1 and H2. The moderation hypothesis was evaluated using an interaction model implemented through the Hayes PROCESS approach as reported in the dissertation. IBM SPSS Statistics Version 23.0 was identified as the statistical package. In a publication-ready analysis, predictor variables should be centered before forming the interaction term, and conditional effects/simple slopes should be reported at meaningful levels of the moderator.

# Results

## Descriptive Statistics and Correlations

The reported descriptive and zero-order correlation matrix indicated that re-attachment to work had a mean of 3.48 (SD = 1.15), work engagement had a mean of 4.76 (SD = .99), and job satisfaction had a mean of 4.12 (SD = .75). Re-attachment correlated positively with job satisfaction, $r = .52$, $p < .001$, and work engagement correlated positively with job satisfaction, $r = .59$, $p < .001$.

**Table 2. Descriptive statistics and focal zero-order correlations.**

| Variable | M | SD | Re-attachment | Engagement | Job satisfaction |
|---|---|---|---|---|---|
| Re-attachment to work | 3.48 | 1.15 | — | .68*** | .52*** |
| Work engagement | 4.76 | .99 | .68*** | — | .59*** |
| Job satisfaction | 4.12 | .75 | .52*** | .59*** | — |

The association between re-attachment and engagement was also strong and positive ($r = .68$, $p < .001$). This result is theoretically relevant because the constructs are expected to be related while remaining conceptually distinct: re-attachment concerns psychological re-entry, whereas engagement concerns the quality and intensity of involvement in work.

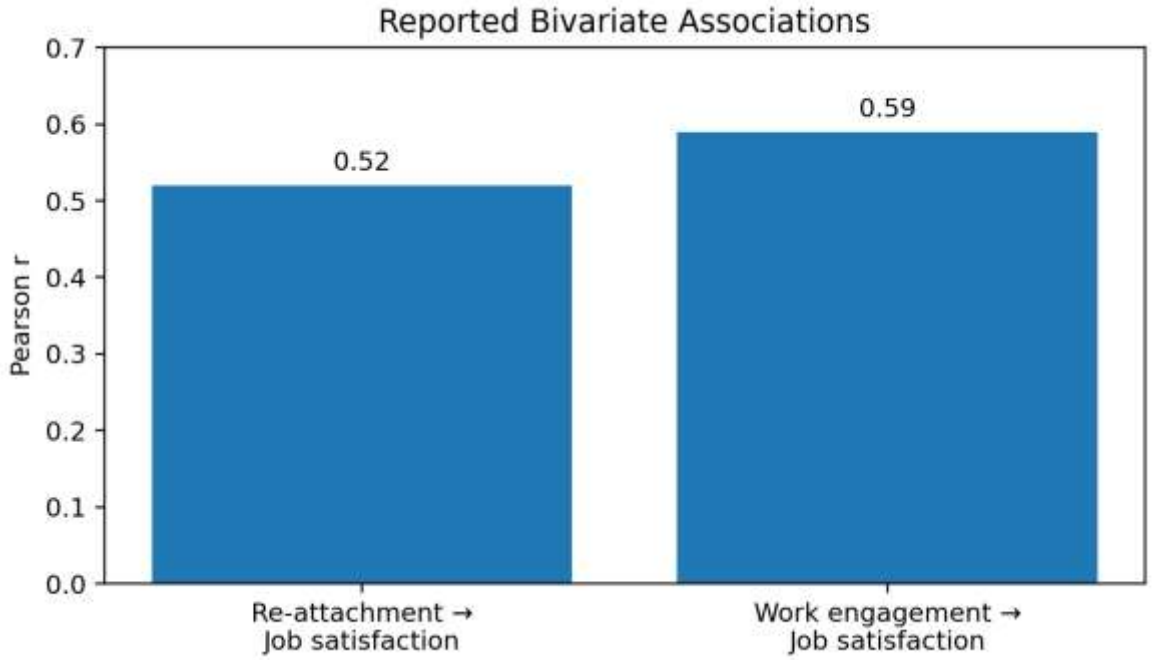



*Figure 2. Reported correlation coefficients for the two focal predictors with job satisfaction.*

## Hypothesis Testing

### Hypothesis 1

Hypothesis 1 predicted a significant positive association between re-attachment to work and job satisfaction. The reported Pearson correlation was $r = .52$, $p < .001$. This represents a moderate-to-large positive association: employees reporting greater psychological re-entry into work also tended to report higher job satisfaction. H1 was therefore supported.

**Hypothesis 2**

Hypothesis 2 predicted a significant positive association between work engagement and job satisfaction. The reported correlation was r = .59, p < .001. The magnitude indicates a strong positive association in this sample. H2 was therefore supported.

**Hypothesis 3**

Hypothesis 3 predicted that work engagement would moderate the relationship between re-attachment and job satisfaction. The reported interaction coefficient was b = .0269 (SE = .0110), t = 2.17, p = .0377, with a 95% confidence interval from .0014 to .0462. Because the interval excludes zero and the interaction p value is below .05, the reported interaction supports the presence of moderation.

**Table 3. Reported moderation model coefficients.**

| Predictor | b | SE | t | p | LLCI | ULCI |
|---|---|---|---|---|---|---|
| Constant | 48.3389 | 14.1101 | 3.43 | .0017 | 19.6312 | 77.0467 |
| Work engagement | −.3199 | .1590 | −2.01 | .0525 | −.6435 | .0036 |
| Re-attachment | −2.1640 | 1.0039 | −2.16 | .0385 | −4.2066 | −.1215 |
| Re-attachment × Work engagement | .0269 | .0110 | 2.17 | .0377 | .0014 | .0462 |

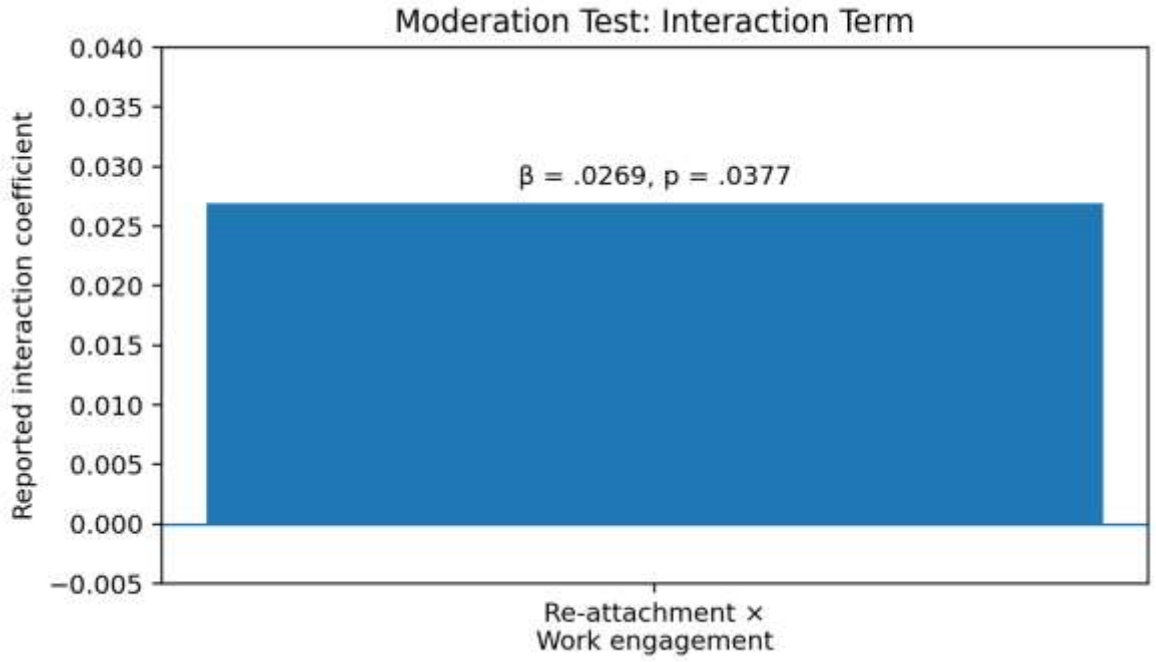



Figure 3. Reported interaction coefficient for the moderation hypothesis.

## Discussion of Results

The first hypothesis was supported. Re-attachment to work demonstrated a positive and statistically significant relationship with job satisfaction ($r = .52$, $p < .001$). Substantively, the finding suggests that employees who report greater psychological readiness to resume their occupational roles also tend to evaluate their jobs more favorably. The result is consistent with the premise that the workday begins psychologically before formal task execution: mental preparation can orient attention, goals, and expectations toward work and thereby shape subsequent experiences.

The finding is consistent with Sonnentag and Kühnel's (2016) demonstration that morning re-attachment predicts work engagement during the day. Their study provides an important empirical basis for viewing re-attachment as a meaningful workday transition rather than an incidental mental activity. The present finding extends the logic by linking re-attachment to a broader evaluative outcome job satisfaction in the Nigerian private-sector context.

Conservation of Resource Theory (COR) theory offers a further explanation. Re-attachment may constitute a proactive allocation of cognitive and emotional resources before demands are encountered. By anticipating tasks and challenges, employees may reduce uncertainty and preserve attentional capacity. Where this process is effective, the workday may be experienced as more manageable and coherent, supporting favorable job evaluations (Hobfoll et al., 2018).

The result is also compatible with the Job Demand-Resource (JD-R model). Psychological preparation can operate as a personal resource that supports the motivational process, especially when job resources such as autonomy, feedback, and social support are available. The positive association should therefore not be interpreted as evidence that re-attachment independently causes satisfaction; rather, it indicates that these psychological processes tend to co-occur in a manner consistent with resource-based models.

The second hypothesis was supported: work engagement correlated positively and significantly with job satisfaction ($r = .59$, $p < .001$). The result is theoretically unsurprising but practically important. Employees who experience high vigor, dedication, and absorption are more likely to interpret their work as meaningful and rewarding. Engagement therefore appears closely linked to the evaluative component of occupational well-being represented by job satisfaction.

The Job Demand-Resource (JD-R model) provides the most direct explanation. Schaufeli and Bakker (2004) found that engagement is strongly related to available job resources, while Bakker and Demerouti (2007) positioned engagement within the motivational pathway through which resources contribute to positive employee outcomes. The present correlation is consistent with that model: where employees have sufficient resources to invest energy in their roles, they are more likely to experience their work positively.

Self-Determination Theory provides a complementary explanation. Employees whose work environments satisfy autonomy, competence, and relatedness needs are more likely to experience autonomous motivation and positive functioning. The resulting energetic and dedicated involvement can reinforce positive evaluations of the job. Meta-analytic evidence reviewed by Van den Broeck et al. (2016) supports the importance of psychological need satisfaction for workplace well-being.

Affective and positive-emotion perspectives further suggest that engagement may create repeated experiences of enthusiasm, absorption, and accomplishment. Over time, these affective experiences can become integrated into global judgments of the job. Fredrickson's (2001) broaden-and-build theory provides a useful mechanism because positive emotional states can broaden cognition and build enduring psychological resources.

The third hypothesis received support at the interaction-term level. The reported re-attachment × work-engagement coefficient was positive and statistically significant (b = .0269, p = .0377). This means that the association between re-attachment and job satisfaction changes as work engagement changes. The positive sign of the interaction is consistent with the proposed direction: higher engagement is expected to strengthen the positive association between re-attachment and satisfaction.

The finding is especially compatible with Conservation of Resource Theory (COR theory). Re-attachment can be viewed as a resource investment, whereas engagement represents a state in which employees possess sufficient energetic and motivational capacity to exploit that investment. Employees with high engagement may convert mental preparation into more effective goal activation and positive affect. In contrast, employees with low engagement may undertake similar preparatory cognitions without obtaining the same affective return.

The Job Demand-Resource (JD-R model) also predicts such conditionality. Engagement is not merely a pleasant psychological state; it is embedded in a motivational process that depends on job and personal resources. If engagement supplies the motivational energy required to translate psychological readiness into meaningful work experiences, then the same level of re-attachment should have different implications across engagement levels.

The interpretation must nevertheless remain qualified. The dissertation does not report conditional effects at low, mean, and high engagement, nor does it provide a Johnson–Neyman interval. Consequently, the exact slope of re-attachment at particular engagement levels cannot be stated from the supplied output. A publishable final analysis should include these statistics and a proper interaction plot based on the original data.

Taken together, the findings support a conditional view of employee job satisfaction. Re-attachment and engagement are both positively associated with satisfaction, while their interaction indicates that the psychological value of re-entry is not constant across employees. This is conceptually important because it shifts attention from isolated employee characteristics toward dynamic combinations of psychological states.

The theoretical contribution is threefold. First, the study extends re-attachment research beyond its established association with daily engagement by examining job satisfaction as a broader attitudinal outcome. Second, it positions work engagement as a boundary condition rather than only a dependent variable. Third, it integrates the temporal logic of workday transitions with resource-based explanations of motivation.

The study also illustrates why multi-theoretical reasoning is useful. JD-R theory explains the motivational pathway; COR theory explains resource investment and gain; Self-Determination Theory explains why energized involvement can accompany need fulfillment; Affective Events Theory explains the accumulation of emotional reactions into broader attitudes; and broaden-and-build theory explains how positive affect can expand and reinforce psychological resources. These perspectives are complementary rather than interchangeable.

The context also matters. The sample was drawn from private organizations in Awka and Onitsha, and almost all participants were Igbo according to the source. This context offers an opportunity to examine established organizational constructs in a sociocultural environment that has received less attention in the international work-psychology literature. The study should therefore be regarded as a contextually situated contribution rather than evidence that the model operates identically in every occupational setting.

## Implications

### Theoretical Implications

- Re-attachment should be considered a meaningful micro-level psychological transition with implications beyond immediate engagement.
- Work engagement may function as a boundary condition that changes the strength of associations between preparatory psychological processes and job attitudes.

- The combined JD-R and COR perspective provides a coherent explanation for why psychological readiness may yield greater benefits when employees possess stronger motivational resources.
- The findings encourage future research to examine within-person variability rather than treating re-attachment and engagement exclusively as stable individual differences.

### Managerial and HR Implications

- Organizations can encourage brief, structured morning planning and goal-clarification practices without converting them into additional performance burdens.
- Managers can strengthen engagement by improving autonomy, feedback, role clarity, social support, recognition, and opportunities for development.
- Well-being initiatives should distinguish between employee-level self-regulation and organizational conditions; individual re-attachment should not be used to compensate for excessive workload or poor job design.
- HR practitioners can incorporate workday-transition routines into onboarding, team check-ins, hybrid-work protocols, and employee development programs.

## Limitations

Several limitations delimit the interpretation of the findings. First, the geographical scope was restricted to Awka and Onitsha. The organizational and cultural characteristics of these locations may differ from those in other Nigerian regions, limiting generalizability.

Second, the study focused exclusively on private organizations. Public-sector workplaces, educational institutions, health services, manufacturing organizations, and other occupational environments may present different combinations of job demands and resources.

Third, the cross-sectional design prevents definitive causal inference. It is equally plausible that satisfied employees are more inclined to re-attach positively or that engagement and satisfaction reciprocally reinforce one another. Longitudinal and daily-diary methods would be better suited to the temporal logic of the constructs.

Fourth, the study relied on self-report measures, creating the possibility of common-method variance and social-desirability effects. The problem is particularly relevant when both predictor and outcome variables are measured at the same time and from the same respondent.

Fifth, the source output contains an internal inconsistency in the moderation analysis: the reported omnibus F statistic and degrees of freedom are not readily compatible with N = 382. This is a reporting limitation rather than a finding that should be corrected by inference. The original SPSS/PROCESS output should be recovered before submission.

Finally, the uploaded dissertation does not contain the participant-level dataset or residual output. Consequently, the requested histogram, scatterplot, and P–P plot cannot be authentically reproduced from the source. The manuscript explicitly marks these as unavailable rather than fabricating empirical graphics.

# Recommendations

- Organizations should provide brief, psychologically supportive workday-opening routines such as goal clarification, task prioritization, and structured planning.
- Managers should prioritize job resources—autonomy, supportive feedback, role clarity, social support, and development opportunities—to create conditions in which engagement can be sustained.
- Re-attachment practices should be voluntary and context-sensitive; they should not become unpaid extensions of working time or mechanisms for shifting organizational responsibility onto employees.
- HR units should integrate engagement-building practices into leadership development, employee well-being, and job-design initiatives rather than relying solely on individual motivational campaigns.

- Organizations should periodically assess employee engagement and job satisfaction and use those data to identify structural barriers to healthy work re-entry.
- Researchers should reproduce the moderation model using the original case-level data, report centered predictors, interaction coefficients, conditional effects, simple slopes, confidence intervals, and an interaction plot.
- Before journal submission, the original statistical output should be audited to resolve the discrepancy in the reported F statistic/degrees of freedom and to confirm the precise model specification.

## Suggestions for Further Studies

Future research should employ daily-diary or experience-sampling designs because re-attachment is explicitly a workday transition. Repeated measures would allow investigators to distinguish between-person differences from within-person fluctuations and to test whether morning re-attachment predicts later-day satisfaction.

Experimental studies could examine whether structured morning planning, mental rehearsal, or goal activation actually increases re-attachment and whether these changes produce downstream improvements in engagement and satisfaction. Such designs would provide stronger evidence concerning causal mechanisms.

Future studies should also incorporate organizational-level moderators such as leadership style, psychological safety, workload, autonomy, perceived organizational support, and organizational climate. This would extend the current individual-level model into a multilevel framework.

Cross-cultural research comparing Nigerian employees with employees from other African, Asian, European, and North American contexts would clarify whether the proposed moderation mechanism is culturally invariant or shaped by work norms, collectivism, power distance, and employment conditions.

Finally, researchers should combine self-report measures with supervisor ratings, objective performance indicators, attendance data, or digital behavioral indicators where ethically appropriate. Such multimethod designs could reduce common-method bias and improve confidence in the practical consequences of re-attachment and engagement.

## Conclusion

This study examined the moderating role of work engagement in the relationship between re-attachment to work and job satisfaction among 382 employees in private organizations in Awka and Onitsha, Nigeria. The findings indicate three central patterns. First, re-attachment to work was positively associated with job satisfaction. Second, work engagement was positively associated with job satisfaction. Third, the reported interaction between re-attachment and engagement was statistically significant and positive, supporting the proposition that engagement changes the strength of the re-attachment–satisfaction relationship.

The findings contribute to organizational psychology by positioning the transition into work as a psychologically consequential process and by emphasizing that its potential benefits depend partly on the employee's motivational state. The combined perspective of JD-R and COR theory offers a useful explanation: psychological re-entry represents resource investment, while engagement represents the motivational and energetic capacity through which that investment can yield favorable affective outcomes.

The conclusions should nevertheless be bounded by the cross-sectional design, localized sample, self-report methodology, and the reporting inconsistency in the supplied moderation output. The study provides evidence of association and moderation at the interaction-term level, not definitive evidence of causality. A stronger publication-ready version should reproduce the moderation analysis from the original dataset and report conditional effects and diagnostic plots.

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