EUDEMONIC HAPPINESS AS A MEDIATOR BETWEEN ORGANIZATION'S SUSTAINABILITY EFFORTS AND WORK ENGAGEMENT

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Abstract

The study aims to investigate the relationship between organization's sustainability efforts (economic, environmental and social sustainability efforts) and work engagement via eudemonic happiness as a mediator. Data for the study was collected from managers working in the manufacturing sector using snowball sampling. Data analysis was carried out using Partial Least Square Structural Equation Modelling.

Findings from the study suggested that eudemonic happiness mediates the relationship between organization's environmental, social sustainability efforts and work engagement. While organization's economic sustainability efforts impact work engagement directly. Further, importance-performance map analysis was conducted to examine the importance and performance of each of the preceding construct in shaping the target construct (eudemonic happiness and work engagement). It was observed that environmental sustainability efforts play a significant role in shaping both the target constructs namely, eudemonic happiness and work engagement. The economic sustainability efforts are perceived to be not so important in shaping the target constructs and their performance too is a matter of concern.

Key words – Eudemonic happiness, work engagement, economic sustainability, environmental sustainability and social sustainability

Introduction

There can be several factors that may influence an organization's decision to adopt sustainable practices (Raut et al., 2017). An organization may be internally driven or it may be forced to adopt sustainable practices on account of external pressures (Ehnert et al., 2016; Quesada et al., 2018). While pursuing the adoption of sustainable practices, organizations also have to ensure economic viability, competitive advantage, and satisfaction of its employees and other stakeholders (Guerci et al., 2016; López-Gamero et al., 2011).

An organization, in order to gain competitive advantage, may adopt different practices and strategies (Dey et al., 2019; Geiger et al., 2019). Resource based view suggests that human resources are unique resources of the firm, these resources are inimitable and provide distinct

Dr. Prashant Mehta
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407

competitive advantage (Wright et al., 2001). The adoption of sustainable practices by a firm if aligned with employees' perception about what is morally correct and virtuous may bring them happiness at work. The eudemonic conceptualisation of happiness suggests "that a happy or 'good' life involves doing what is right and virtuous" (Fisher, 2010, p 385) and existing literature indicates that happy employees are more engaged (Simmons, 2014).

While many studies have examined relationship between Green HRM practices and organizational citizenship behaviour (He et al., 2019; Trong Tuan Luu, 2019; Tuan Trong Luu, 2019; Pham et al., 2019), not many studies have focussed on the relationship between economic sustainability efforts (ESE), environmental sustainability efforts (EnSE), social sustainability efforts (SSE) of the organization and employee happiness and work engagement. The aim of the present paper is to explore these relationships using stimulus-organism-response model.

Literature review and theoretical background

The Stimulus-Organism-Response (S-O-R) model

The S-O-R model comprises of three constructs namely stimulus, organism and response (Woodworth, 1929) Stimulus is an external force that impacts that psychological state of an individual (Jacoby, 2002; Peng & Kim, 2014; G. Young, 2016) and has been defined as "the influence that arouses the individual" (Eroglu *et al.*, 2001, p 179). In the context of the present study stimulus refers to organization's sustainability efforts that have a bearing on the internal psychological state of the employees. Organism refers to the internal psychological state of an individual post encountering the stimulus. It has been defined as "internal processes and outcomes of the stimulus, usually mediating the relationship between stimulus and response" (Fu *et al.*, 2021, p 666). The organism in the current study refers to happy psychological state that arises within the employees on account of organization's sustainability efforts. The response in the S-O-R model refers to the behavioural outcome arising on account of the internal psychological state of the individual (Donovan & Rossiter, 1982; Spence, 1950). In the context of the present study work engagement represents response to the internal psychological state of happiness of the employees.

The S-O-R model has been earlier used in organizational behaviour studies with fairly reliable outcomes. It has been used to examine the employees' energy saving behaviour (Tang et al., 2019), understand employees' perception of the organization's corporate social responsibility efforts on satisfaction and loyalty (Zhu et al., 2014), organizational pride, commitment and job satisfaction (Zhou et al., 2012) or the psychological impact of COVID 19 on students (Pandita et al., 2021).

Happiness

Regarded as one of the highest good, happiness is primary motivation for all human actions (Lorente et al., 2019). Researchers have tried to define happiness in various ways. It has been most often conceptualised as subjective well-being or feeling good about one's health, relationships, work and life as a whole (Fisher, 2010a) or it has been conceptualised as something that focusses more on doing good rather than feeling good (Delsignore et al., 2021). The former aspect of happiness relates with hedonic view while the later conceptualisation subscribes to the eudemonic view. As opposed to hedonic view, eudemonic view indicates that a happy life results from "doing what is right and virtuous, pursuing self-concordant goals" (Fisher, 2010, p 385). It is believed that hedonic view of happiness based upon mere pursuit of

pleasurable experiences, in absence of eudemonic well-being is unsustainable over long-term (Fisher, 2010a). In the context of present study, the happiness is conceptualised on the basis of eudemonic well-being. An employee is likely to experience happiness while working for an organization which is committed to sustainability on the basis of the belief that his/her actions in some way or the other are contributing to the greater good of the society.

Work Engagement

The concept of employee engagement, pioneered by (Kahn 1990) suggests that engaged employees are physically, cognitively and emotionally absorbed in their work (Kahn, 1990). Subsequently, various researchers have approached employee engagement in different ways, (Maslach and Leiter 1997) approach it as direct opposite to burnout and characterise it in terms of high energy, involvement and efficacy (Maslach et al., 1997), others have defined in terms of a mental state involving vigour, dedication and absorption (Schaufeli et al., 2002). Vigour relates to ability to bounce back and energetic working, dedication refers to being fully immersed in the work and drawing significance, enthusiasm and challenge, and absorption have been related to complete concentration in, and positive association with, the work (Knight et al., 2017).

The Job-Demands-Resources model forms the theoretical basis of the (Schaufeli's 2002) conceptualisation of work engagement. (Bakker & Demerouti, 2007, 2008). It is believed that job and personal resources either independently or together influence work engagement. Job resources include social, organizational and physical features of the job (like feedback, social support etc.). Personal resources refer to "positive self-evaluations that are linked to resiliency and refer to individuals' sense of their ability to control and impact upon their environment successfully" (Bakker and Demerouti, 2008, p 5). Personal resources include self-esteem, self-efficacy, resiliency and optimism. Research has indicated that motivating force of the job and personal resources lead to reduced job demands (work load, emotional and cognitive demands) and result in significant positive (organizational and individual) outcomes like well-being, work engagement, and improved productivity (Hakanen et al., 2006; Halbesleben, 2010; H. R. Young et al., 2018). However, a meta-analytic study by (Knight, Patterson and Dawson 2017) has indicated that the impact of these interventions on employee engagement appears to be small (Hedges $g = 0.29$). Also, in one of the studies conducted earlier it has been observed that "despite nearly 100 years of scientific study, comparatively little attention has been given to articulating how the broader occupational and organizational context might impact work" (Morgeson *et al.*, 2010, p 351). One such context that happens to be impacting work is society and the environment (A. Glavas, 2012).

The present study aims to plug this gap and intends to study work engagement through a different lens. This paper therefore examines the relationship between perceived organizational economic sustainability efforts (ESE), environmental sustainability efforts (EnSE), social sustainability efforts (SSE) and work engagement with employee happiness as a mediator.

Sustainability

The organizations across the globe are under increasing regulatory and social pressure to switch to sustainable practices (Yong et al., 2020). As such sustainability has become a buzz word amongst top executives and it features prominently in the strategic goals of an organization (Yong et al., 2020). As outlined in the triple bottom line principle, the overall concept of

Dr. Prashant Mehta
Business, Management and Economics Engineering, 2023 Volume 21 Issue 1, ISSN: 2669-2481 / eISSN: 2669-249X

409

sustainability hinges on three pillars namely – economic, environmental and social (Elkington, 1997). Economic sustainability is critical for the survival of the organization: an organization should be capable of generating surplus by producing goods and services on a continual basis. Environmental sustainability takes into consideration the consequences of business operations on environment. Social sustainability relates to humanitarian aspect of the business and corresponds to equity and fairness, issues related to health, education and poverty (Aggerholm et al., 2011).

Sustainability means "addressing the needs of today without comprising future needs, emphasising intergenerational equity" (Yong *et al.*, 2020, p 216). This invariably means conserving the resources for future generations while ensuring economic sustainability of the organizations and conservation of natural environment.

Hypotheses building

As sustainability moves up the business agenda, it is important to understand how the employees perceive their organization's valuation of sustainability. It has been reported that employees perceive their organization's sustainability inclination either as a cosmetic measure to improve their reputation or as a genuine effort towards the conservation of natural resources, namely business or moral reasons respectively (Tosti-Kharas et al., 2017). Earlier studies have reported that employees assign more value and importance to organization's genuine efforts towards sustainability (Ante Glavas & Godwin, 2013; Tosti-Kharas et al., 2017). In one of the previous studies it has been reported that personal-organizational value alignment exerts a positive influence on employee happiness and that the eudemonic component of happiness exhibited a higher explained variance as compared to hedonic component (De Sousa & Porto, 2015). Since eudemonic happiness relates with doing what is virtuous and morally right, the employees associated with organizations that are committed to sustainability are likely to experience eudemonic happiness. Therefore, following three hypotheses are proposed:

H1 – Perceived economic sustainability efforts (ESE) will have a significant positive impact upon employee happiness.

H2 – Perceived environmental sustainability efforts (EnSE) will have a significant positive impact upon employee happiness.

H3 - Perceived social sustainability efforts (SSE) will have a significant positive impact upon employee happiness.

As already stated that the present employee engagements interventions are able to explain a very small variance in employee engagement (Hedges g= 0.29) (Knight et al., 2017). One therefore needs to look beyond the current interventions and one such context that appears to be impacting work is the society and the environment (Ante Glavas & Godwin, 2013).

Earlier studies have suggested that employees attribute higher value alignment with organizations that are sustainability oriented (A. Glavas, 2012). In one of the studies it has been reported that since the organizations practicing sustainability reflect a caring attitude towards other stakeholders, employees for whom caring is important feel more aligned with the organization (Graves & Waddock, 2000). Also, personal – organizational value alignment has been found to be related to intention to quit (Ouakouak et al., 2020), organizational citizenship behaviour (Anwar et al., 2020; Garg, 2020; Hameed et al., 2020) and environmental performance (Gilal et al., 2019). This study is based upon the premise that if the organizational

sustainability efforts are aligned with personal values of the employees, they are likely to experience higher work engagement. The following hypotheses are therefore suggested:

H4 – Perceived economic sustainability efforts (ESE) will have a significant positive impact upon employee engagement.

H5 – Perceived environmental sustainability efforts (EnSE) will have a significant positive impact upon employee engagement.

H6 - Perceived social sustainability efforts (SSE) will have a significant positive impact upon employee engagement.

Employee happiness as a mediator

Owing to its connection with employee well-being and performance, work engagement has become a topic of interest for many organizations (Christian et al., 2014; Halbesleben, 2010). The organizations, therefore are keen on identifying the factors that can boost and sustain work engagement amongst its employees. The studies conducted in the past have provided significant insights into the antecedents and consequences of work engagement (Borst et al., 2020; Crawford et al., 2010; Halbesleben, 2010; Jaharuddin & Zainol, 2019; Sharma & Nambudiri, 2020; Wen et al., 2019) thus leading to the development of various work engagement interventions (Knight et al., 2017). A meta-analytic study investigating the effectiveness of work engagement interventions classified these interventions into 4 categories, namely (i) personal resource building interventions (ii) job resource building interventions (iii) leadership training interventions and (iv) health promoting interventions. The study however reported that these interventions had only a small positive impact upon work engagement (Knight et al., 2017). This study aims to look beyond the current work engagement interventions and seeks to examine the impact of organization's efforts to sustainability in influencing work engagement. The study conceptualises work engagement in terms of a state of vigor, dedication and absorption at work (Bakker & Schaufeli, 2015). Previous studies suggest that these constructs are closely linked to the eudemonic conceptualisation of well-being (Peiró et al., 2021). The following hypotheses are therefore proposed:

H7 – Eudemonic happiness mediates the relationship between perceived economic sustainability efforts (ESE) and employee engagement.

H8 – Eudemonic happiness mediates the relationship between perceived environmental sustainability efforts (EnSE) and employee engagement.

H9 - Eudemonic happiness mediates the relationship between perceived social sustainability efforts (SSE) and employee engagement.

H10 – Eudemonic happiness has a direct significant impact upon employee engagement

Methods

The SOR model forms the theoretical background of the study. It is believed that efforts initiated by the organization towards the economic, environmental and social sustainability will act as stimulants which will influence the internal psychological state of employees (Eudemonic happiness) which consequently may influence the engagement of the employees in work. The study as such uses Partial Least Square Structural Equation Modelling (PLS-SEM) for the analysis of data. This method has been recommended for predicting the variance in the target constructs or in identifying the key antecedents affecting the target construct (Hair et al., 2017).

Dr. Prashant Mehta
Business, Management and Economics Engineering, 2023 Volume 21 Issue 1, ISSN: 2669-2481 / eISSN: 2669-249X

411

Survey Instrument

Organization's sustainability efforts were measured by adapting from Zhu, Sarkis and Lai (2008), Laosirihongthong, Adebanjo, and Tan (2013) and Paulraj (2011), eudemonic happiness was measured on the basis of scale suggested by Peterson *et. al.* (2005) and work engagement was measured on the basis of items adapted from Utrecht Work Engagement Scale (UWES) (Seppälä et al., 2009). All the items were measured using a 5 points Likert-type scale ranging from 1 (not at all) to 5 (to a very great extent). Table I shows the survey instrument used in the study.

Table I - Survey Instrument

Item/Construct	Reference
Eudaimonic Happiness (EH)	(Peterson *et al.*, 2005)
My life serves a higher purpose (EH1)	
I have a responsibility to make the world a better place (EH2)	
My life has a lasting meaning (EH3)	
Economic Sustainability Efforts (ESE)	(Laosirihongthong *et al.*, 2013; Paulraj, 2011; Zhu *et al.*, 2008)
Decrease in costs for materials purchasing. (ESE 1)	
Decrease in costs for energy consumption. (ESE 2)	
Decrease in fines for environmental accidents. (ESE 3)	
Environmental Sustainability Efforts (EnSE)	
Improved compliance with environmental standards. (EnSE 1)	
Reduction in airborne emissions. (EnSE 2)	
Reduction in energy consumption (EnSE 3)	
Reduction in material usage. (EnSE 4)	
Reduction in consumption of hazardous materials. (EnSE 5)	
Social Sustainability Efforts (SSE)	
Improved overall stakeholder welfare. (SSE 1)	
Improvement in community health and safety. (SSE 2)	
Reduction in environmental impacts and risks to the general public. (SSE 3)	
Improved occupational health and safety of employees. (SSE 4)	
Improved awareness and protection of the claims and rights of people in the community being served. (SSE 5)	
Work Engagement (WE)	(Seppälä *et al.*, 2009)
I find the work that I do full of meaning and purpose	
I am enthusiastic about my job	
Time flies when I am working	

When I get up in the morning, I feel like going to work	

Data collection

The research utilises convenient sampling for the collection of data. Given the prevailing environment on account of COVID – 19, snowball sampling was used to connect with the respondents and seek replies to the questionnaire. The questionnaire was developed on the basis of established measures (Table I). The survey instrument was pre-tested to ensure that the questionnaire was well understood and had a reliable structure. The responses were obtained from managers working in the manufacturing sector across India. A total of 320 valid (complete in all respects) responses were considered for data analysis. Majority of the respondents, 64.68 percent were males, with 52.81 percent of the respondents in the age bracket of 35-45 years and 47.81 percent having experience between 10-15 years. Table II provides the demographic profile of the respondents.

Table II – Profile of the respondents and summary statistics

N					320
Age					
25-35 years	151		47.19%		
35-45 years	169		52.81%		
Gender					
Male	207		64.69%		
Female	113		35.31%		
Experience					
0-5 years	106		33.13%		
5-10 years	61		19.06%		
10-15 years	153		47.81%		
Conditions	**EnSE**	**ESE**	**SSE**	**EH**	**WE**
Mean	3.93	2.67	3.30	3.93	3.45
SD	0.741	1.08	1.01	0.756	0.976

Data analysis and results

Measurement model estimation

In the current study all the constructs were measured reflectively. The validity and the reliability of the survey instrument was checked on the basis of established parameters. Average variance extracted for all the constructs was above the threshold value of 0.5 also item loading on each of the constructs were above the threshold level of 0.7 thus establishing the convergent validity. Further, hetero-trait-mono-trait ratio between all the constructs was less than 0.9 thus confirming discriminant validity. The composite reliability and Cronbach's alpha for all the constructs was above the threshold level of 0.7. The quality parameters for the measurement model are depicted in table III.

Table III: Reliability and Validity: Reflectively Measured Constructs

Constructs	AVE	Composite Reliability	Cronbach's alpha	HTMT ratio	Outer loadings	
Eudaimonic happiness (EH)	0.755	0.902	0.840			
Economic Sustainability Efforts (ESE)	0.807	0.926	0.883			
Environmental Sustainability Efforts (EnSE)	0.662	0.907	0.872			
Social Sustainability Efforts (SSE)	0.734	0.932	0.910			
Work Engagement (WE)	0.718	0.911	0.870			
EH→ESE				0.174	EH1 <- EH	0.867
EH→ EnSE				0.550	EH2 <- EH	0.815
EH→SSE				0.489	EH3 <- EH	0.880
EH→WE				0.644	ESE1 <- ESE	0.944
ESE→ EnSE				0.162	ESE2 <- ESE	0.925
ESE→SSE				0.396	ESE3 <- ESE	0.834
ESE→WE				0.426	EnSE1 <- EnSE	0.861
EnSE→SSE				0.247	EnSE2 <- EnSE	0.793
EnSE→WE				0.541	EnSE3 <- EnSE	0.811
SSE→WE				0.573	EnSE4 <- EnSE	0.826
					EnSE5 <- EnSE	0.844
					SE1 <- SE	0.848
					SE2 <- SE	0.842
					SE3 <- SE	0.908
					SE4 <- SE	0.890
					SE5 <- SE	0.792
					WE1 <- WE	0.860
					WE2 <- WE	0.811
					WE3 <- WE	0.903
					WE4 <- WE	0.801

Structural model estimation

The bias corrected and accelerated bootstrapping procedure with 1000 subsamples and 'no sign change' option was used for the estimation of the structural model. Path coefficients and f square values corresponding to relationship between ESE, EnSE, SSE and work engagement were found to be significant. In case of eudemonic happiness (EH) the relationship with ESE was non-significant, while EnSE and SSE were found to exert a significant positive impact upon EH (Table IV).

Table IV – Structural model estimation

	f square		Path coefficients		Hypotheses accepted/rejected
	Original Sample (O)	P Values	Original Sample (O)	P Values	
EH -> WE	0.104	0.014	0.283	0.00	H10 accepted
ESE -> EH	0.001	0.835	-0.031	0.52	H1 rejected
EnSE -> EH	0.231	0.00	0.396	0.00	H2 accepted
SSE -> EH	0.187	0.00	0.379	0.00	H3 accepted
ESE -> WE	0.074	0.022	0.205	0.00	H4 accepted
EnSE -> WE	0.109	0.00	0.265	0.00	H5 accepted
SSE -> WE	0.099	0.01	0.264	0.00	H6 accepted
R square adjusted					
	Original Sample (O)				
EH	0.363				
WE	0.511				

Further, while examining the mediating effect of EH between ESE, EnSE, SSE and work engagement it was found the EH partially mediates the relationship between EnSE , SSE and work engagement, while no mediating effect was observed in case of ESE (Table V).

Table V – Mediation analysis

	Total effects			Specific indirect effects		Hypotheses accepted/rejected
	Original Sample (O)	P Values		Original Sample (O)	P Values	
EH -> WE	0.283	0.00	ESE -> EH -> WE	-0.009	0.50	H7 Rejected
ESE -> EH	-0.031	0.51	SSE -> EH -> WE	0.107	0.00	H8 Partially accepted

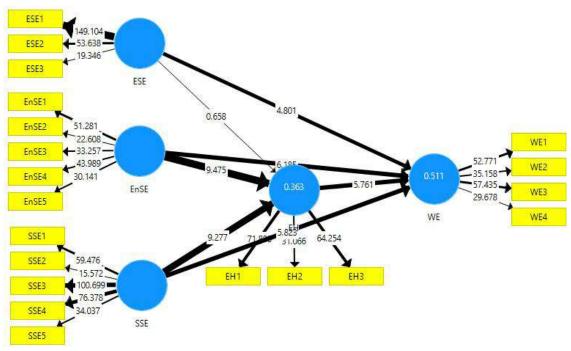|						
ESE -> WE	0.196	0.00	EnSE -> EH -> WE	0.112	0.00	H9 Partially accepted
EnSE -> EH	0.396	0.00				
EnSE -> WE	0.377	0.00				
SSE -> EH	0.379	0.00				
SSE -> WE	0.371	0.00				

Figure 1 – Final Model

Importance-performance map analysis

Importance performance map analysis compares the total effects of the structural model on the target construct with the latent variable scores of its preceding constructs (Hair et al., 2017). The total effects represent the importance of preceding constructs in shaping the target construct, while the latent scores point towards the performance of these constructs (Hair et al., 2017). The purpose is to identify those preceding constructs that are important but are performing at a low level, so that corrective action can be initiated. Figure 2 depicts the importance performance map for the target construct eudemonic happiness (EH).
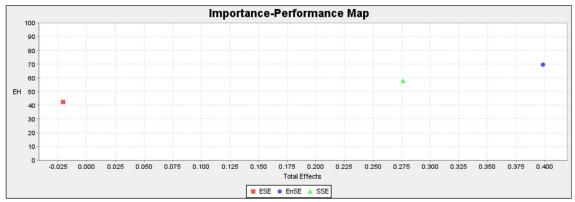
Figure 2 – Importance Performance Map (Eudemic happiness)

In the figure 2 & 3, X-axis represents importance (total effects) and the Y-axis represents (EH, WE) performance. It is evident from the figure that EnSE is significantly important in predicting EH and that its performance is also at a higher level. However, in both the cases it is seen that the respondents assign low importance to economic sustainability efforts towards eudemonic happiness as well as work engagement and that the performance of this construct (ESE) in shaping the EH or WE within employees is significantly low.
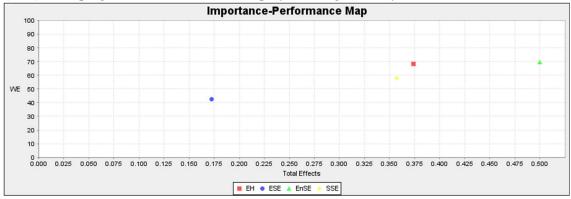

Figure 3 – Importance Performance Map (Work Engagement)

The results from the study therefore indicate that environmental sustainability and social sustainability efforts impact work engagement directly as well as through eudemonic happiness, on the other hand economic sustainability efforts influence work engagement directly and no mediating effect of eudemonic happiness is observed.

Discussion

Aristotle while leading the study on eudaimonia emphasised on the importance of living a life of virtue for experiencing long- lasting happiness (Gaston-Breton et al., 2021). Accordingly, pathway to eudemonic happiness emphasises on cultivating and using the best in an individual to seek greater good, specifically intended towards the welfare of mankind (Peterson et al., 2005a). While this conceptualisation seems to suggest that an individual in pursuit of eudemonic happiness is more likely to indulge in behaviours that are directly aligned with welfare of humankind, the findings from this study that organization's environmental and social sustainability efforts play a significant role in predicting eudemonic happiness indicates that an individual is likely to experience eudemonic happiness through the realisation that

organization that he or she is working with, is concerned about the greater good of the society. In the sense that he visualises the organization as an extension of himself/herself and derives happiness on the basis of alignment of his/her personal values with the values of the organization. So, while he/she may not be directly linked with those activities of the organization that promote sustainability, the mere knowledge that the company is serious about sustainability brings happiness to the individual. Previous studies have stressed upon the primacy of individual actions as a sources of eudemonic happiness (Gaston-Breton et al., 2021; Winkler-schor et al., 2020), present study investigates and tries to confirm the role of organization's action as a source of eudemonic happiness.

One of the earlier studies investigating the relationship between organizational virtuousness and work engagement with happiness as a mediator reported a significant positive relationship between happiness and work engagement (Singh et al., 2018). The positive perception of employees towards their organizations as virtuous organizations leads to the development of feeling of attraction and attachment thus enabling them to perform their jobs with increased dedication, absorption and vigour (Singh et al., 2018). Another study that specifically investigated the role of hedonic and eudemonic happiness on work outcomes reported that while hedonic happiness had a greater impact on job-attitudes, eudaimonia significantly influenced extra-role behaviours (Turban & Yan, 2016). Findings from this study contradict the findings from the study conducted by Turban and Yan (2016) and indicate a positive relationship between eduaimonic happiness and work engagement. These findings seem to be consistent with conceptualisation of edudaimonia as feeling of well-being that an employee experiences while contributing to the greater good to the humankind (Turban & Yan, 2016). Literature also suggests that employee who feel better at work invest more in their tasks (Foo et al., 2009).

The results from the present study indicate that while eudemonic happiness is influenced by organization's environmental and social sustainability efforts, the work engagement on the other hand is influenced by all the three conceptualised antecedents namely, economic, environmental, and social sustainability efforts. Previous studies have indicated that employee are likely to be more engaged in their work if there is alignment of personal and organizational values (Ancarani et al., 2021; Bakker & Demerouti, 2007; Biggs et al., 2014; Fletcher et al., 2020). In the context of the present study, it appears that employees believe in the genuineness of the organization's sustainability efforts and therefore perceive these to be aligned with their personal values. This alignment of personal-organizational values may therefore form the basis of predictive relevance of organization's sustainability efforts towards work engagement.

Importance performance map analysis

The importance-performance map analysis helps us in understanding the importance and performance of the preceding constructs in shaping the target constructs. In the context of the present study, it can be seen that the performance of the EnSE and SSE constructs, which are perceived to be important in shaping the target constructs EH and WE are on the higher side. Also, it is evident that EH as a preceding construct is perceived to be important in predicting the target construct WE, and that its performance is also acceptable. However, it is the ESE construct whose importance-performance mapping is of concern for the both target constructs, namely EH and WE. It can be construed from the figures 2&3 that respondents assign little

importance to ESE and that the performance of this construct in shaping the target constructs is also on a significantly lower side. One of the reasons for the low performance could be the inflationary trends leading to increase in cost of the raw materials and power, thereby negating the savings that may have accrued on account of reduction in the consumption of these or it may simply be that as compared to environmental and social sustainability efforts, employees do not assign much importance to the economic efforts of the organization. They may believe in the primacy of the environmental and social sustainability as compared to economic sustainability.

Practical implications

In the years to follow, organizations need to take care of their reputation, establish and maintain competitive advantage, ensure sustainability of the resources and satisfaction of all the stakeholders (Guerci et al., 2016; López-Gamero et al., 2011; Quesada et al., 2018; Raut et al., 2017). Resource based view considers human resources as unique resources that cannot be easily imitated by the competitors and have the potential to generate competitive advantage to the firm (Yong et al., 2020). The results from this study indicate that organizations through their genuine efforts directed towards sustainability may not only reap the benefits of good reputation and conservation of resources but may also be benefitted by a happy and engaged work force. Literature suggests that happy workers are productive workers (Staw, 1986).

Importance-performance map analysis indicates that while employees acknowledge importance of environmental and social sustainability efforts of the organization, they do not assign much importance to the economic efforts. Also, it is seen that the performance of the economic efforts in shaping the target constructs, EH and WE is abysmal. This may be due to the inflationary trends or due to scarcity in availability of raw materials or power. It may therefore be prudent on the part of organizations to look for alternative resources.

The findings from this study accentuate the significance of eudemonic happiness at work. Many of the earlier studies have focussed upon the hedonic aspect of happiness at the cost of eudaimonia. It may make sense for the organizations to direct efforts to foster eudemonic happiness as some of the earlier studies have reported that hedonic conceptualisation of happiness based upon pursuit of pleasure is unsustainable in the long run in absence of eudemonic happiness (Fisher, 2010b)

Theoretical implications

Most of the earlier studies involving work engagement have focussed on the role of either personal or job resources. Literature, however indicates that these two have been able to account for a very small variance in work engagement (Knight et al., 2017). It has therefore been suggested to think beyond the current interventions and explore other contexts like, social and environmental, that may impact work engagement (Ante Glavas & Godwin, 2013). The findings from the current study that organization's efforts towards sustainability exert a significant impact upon work engagement strengthen this argument and provides impetus for further research.

The study also adds to the growing body of research aimed at understanding the role of eudemonic happiness in work settings. Significant relationship between eudemonic happiness and work engagement underlines its importance in the world of work.

Limitations

Dr. Prashant Mehta
Business, Management and Economics Engineering, 2023 Volume 21 Issue 1, ISSN: 2669-2481 / eISSN: 2669-249X

419

The study has three main limitations, (a) it is a cross sectional study, so the opinion of the respondents is restricted to a specific time frame. (b) since the data was collected when the world of work had started overcoming the effect of COVID 19, there is a possibility that responses may be biased towards environmental and social aspect (c) convenience sampling was used for the collection of data, which is not the best data collection alternative.

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Dr. Prashant Mehta
Business, Management and Economics Engineering, 2023 Volume 21 Issue 1, ISSN: 2669-2481 / eISSN: 2669-249X

423

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