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## Impact of Perceived Internal Respect and Thriving on Subjective Well-being: Mediating Mechanism of Organizational Identification



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**Abstract:** *The conception of subjective well-being (SWB) is crucial in management research. Through organizational identification (OI), our study explored the effects of perceived internal respect (PIR) and thriving at work (TW) on SWB in Pakistan's service industry. We used a non-probability sampling method and PROCESS Macros and gathered the data from the employees. The relationship between PIR and TW is positively related to OI, which is positively associated with SWB. The association of PIR and TW with SWB is mediated by OI. Organisations that employ diverse practices to support SWB may also be affected by this study's findings. Additionally, managers can learn to enhance the benefits of PIR, TW and OI.*

**Key Words:** Subjective Well-being (SWB), Perceived Internal Respect (PIR), Thriving, Organizational Identification (OI)

### Introduction

SWB (Paul & Garg, 2013; Berglund et al., 2016) is one of the most interesting ideas in management sciences (Bakker & Oerlemans, 2011; Seligman & Csikszentmihalyi, 2000). It reflects a desirable assessment of an individual who, based on their overall life satisfaction, experiences high positive feelings rather than less negative feelings (Diener et al., 2006). Organizational researchers have grown more interested in looking into this specific occurrence (Diener & Seligman, 2004). Considering that it

was connected to a variety of potential people and organizational outcomes (Kuykendall & Tay, 2015). For instance, a study by Riketta (2008) demonstrated that SWB promotes improved job performance and behaviours (Paul & Garg, 2013).

Employees with higher SWB cannot leave their jobs as easily as those who have lesser SWB. Additionally, workers alongside a greater SWB are more productive, and deeply committed to their work (Judge et al., 2011; Seligman et al., 2005; Wright & Cropanzano, 2000; Gordon et al., 2018). They are additionally overconfident, enjoy

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**Citation:** Shah, S. A. H., Khan, M. I., & Khattak, A. N. (2023). Impact of Perceived Internal Respect and Thriving on Subjective Well-being: Mediating Mechanism of Organizational Identification. *Global Social Sciences Review*, VIII(II), 257-273.

[https://doi.org/10.31703/gssr.2023\(VIII-II\).24](https://doi.org/10.31703/gssr.2023(VIII-II).24)

DOI: 10.31703/gssr.2023(VIII-II).24

URL: [http://dx.doi.org/10.31703/gssr.2023\(VIII-II\).24](http://dx.doi.org/10.31703/gssr.2023(VIII-II).24)

their jobs, are more aware of their personal development, successfully complete all tasks and job duties, and are also physically and spiritually fit (Bakker & Oerlemans, 2011; Bakker & Leiter, 2010; Diener, 2000; Diener & Biswas-Diener, 2008). SWB is a crucial term in management studies, both practically and theoretically. As a result, it has been included in this study as a criterion variable (Robertson et al., 2012). Numerous group, individual, and organizational factors were examined by researchers, including gender, relatedness, competence, relatedness, psychological capital, social support, mindfulness, team characteristics, compensation, training, transformational leadership, LXM job involvement, perceived supervisor support, energy, flourishing, high-performance work system, and grit (Akbag & Ummet, 2017; Butt et al., 2018). Studies have shown that the factors that contribute to SWB at the group and individual levels are being further examined and studied (Abid et al., 2020; Butt et al., 2018; Nielson et al., 2017). The affective component of SWB (both positive and negative affect; Basinska, 2017) is examined in previous studies to determine how TW affects it.

OI, a specific sort of social identity derived from the organization's membership, is the psychological connection between employees and their employing organisations (Reade, 200; Edwards, 2005; Hameed et al., 2016). According to earlier research (Lee et al., 2015), OI promotes employees' arrogance and performance in a good way. For instance, greater job satisfaction, cooperation, participation, performance, and lower intention to leave the company (Ashforth et al., 2008; Thurston & Glendon, 2018). However, we have slight recognition of the inspiration of OI on employee SWB. Researchers have not empirically tested the association between OI and SWB. Hence, we are more inclined to examine this association.

Additionally, a small amount of research found that administrative documentation in the workplace is impacted by perceived inner respect. To support the hypothetical claims of (Abid et al., 2018), we propose that a strong impression of internal regard enhances OI. Similarly, the TW and OI association in the organizational setting was actually discovered in our research. The claim made by researchers that happy employees identify more with their organisations has not

been empirically proven. Because of this, the focus of this study is on investigating how TW affects OI. To pinpoint the elements that can trigger OI, many researchers are collaborating (van Knippenberg et al., 2007). In order to consider this gap, our study provided predictors of OI in the Pakistani organizational setting.

In this study, we look at the relationship between TW and SWB as well as the mediating role of OI in PIR. In contrast to earlier studies, this one studied the relationship between PIR, OI, and SWB in Asian culture. We want to learn the answers to the following research questions on Pakistan's services industry as a result.

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### Research Questions

1. Does PIR have a positive impact on OI and SWB?
2. Does OI have a positive effect on SWB?
3. Do PIR and TW, by including OI, indirectly affect employees' SWB?

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### Purpose of the Research

Treating employees with respect shows performance. When employees feel respected, they have strong relationships with the company. Respect encourages empowerment, invention, and creation, all of which are beneficial to the whole organisation. Respect is essential for fostering participation, appreciation, and a robust culture. The purpose of the research is the following.

1. The study examines the effects of PIR and TW on OI, SWB, and the impact of OI on SWB.
2. Examine the indirect effects of PIR and TW on employees' SWB through OI.

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### Literature Review

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#### PIR and SWB

The facets of SWB are the satisfaction of life, consequences of being positive and adverse impacts. The constructive and bad impact is affective facets of SWB (Diener et al., 1999; Diener, 1984). Respect is the evaluation of employees by their organizational inclusion or exclusion level (Tyler and Blader 2002). It is also known as the idea that people feel appreciated by their organisations (Tyler, 1999). Employees' value assessments are not related to how

respected they are regarded to be. Other team members, however, have communicated it (De Cremer, [2002](#)). It implies that it has to do with how much a person enjoys the respect of others. This respect is frequently the result of accomplishments, extraordinary abilities, or other attributes that people exhibit at work.

The employee felt that they gained a higher social status at work and that they consistently earned respect. Additionally, their coworkers are increasingly viewing them as dependable employees who would significantly contribute to their organisations (Smith & Tyler, [1997](#); Bartel et al., [2012](#); Fuller et al., [2006](#)). In accordance with Tyler et al. ([1996](#)), how respected individuals feel in their workplaces is a good indication of how connected those employees are to the organisations that employ them. Employee interactions and work experiences demonstrate that if they behave in accordance with organizational rules, they will feel more respected by their employers. On the other side, when staff members are treated unfairly and inappropriately by their coworkers and managers, they become aware that they are not respected (Bartel et al., [2012](#); Ellemers et al., [2013](#)).

Employees display more attraction towards their organizations when they experience a higher level of respect from other people at the workplace. In contrast, employees experience disrespect from the coworker they feel stress (van Quaquebeke & Eckloff, [2013](#); Boezeman & Ellemers, [2007](#)). Additionally, it was discovered that treating employees with respect has an impact on the interaction and psychological agreements between coworkers (Eriksson & Villeval, 2012). When workers feel respected, they have strong relationships with the company, their manager, and the team. In social situations, people strive to be admired and appreciated. Respect is essential for fostering participation, appreciation, and a robust culture (Walker, 2014). Consequently, the staff member who has a greater level of respect from coworkers and managers will be happier overall, which is a component of their SWB. As a result, our hypothetical claim is:

**H1:** PIR is definitely associated with SWB.

## **PIR and OI**

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OI is the feeling of belonging to an organization that an employee has (Ashforth & Mael, [1989](#)). It is a persistent emotion that symbolizes people's willingness to identify as members of a specific group (Haslam, [2001](#)). Social identity theory (SID) is where the OI concept's core origins are found. According to this view, an individual sense of self-concept is an output of their awareness of how they fit into their community and the emotional ties that come with membership (Tajfel, [1978](#)).

People's self-concept is made up of their distinct individuality, which includes their exclusive characteristics like abilities and temperament. According to Tajfel and Turner ([1986](#)), social identity is the categorization of well-known groupings like team affiliation and country. According to Tajfel's ([1982](#)) thesis, people develop their social identities based on the numerous social classes that have an impact on both their identity and their behaviour. OI, according to Tyler and Balder ([2000](#)), shows the psychological ties that exist between employers and their hired staff. According to Ashforth et al. ([2008](#)), greater identified individuals are coherent to depersonalize themselves (Hogg & Terry, [2000](#)) and adopt organizational goals and performance as their own.

Respect in the workplace motivates employees (Smith & Tyler, [1997](#)). It is expected that respect will have an impact on OI in accordance with the group engagement model since it reflects numerous characteristics of the personality and is based on the fundamentals of encouragement (Tyler & Blader, [2003](#)). However, appreciation should be linked to OI to the extent that they maintain or increase their sense of worth (Leary & Baumeister, [2000](#)). An individual is more inclined to recognize an organization if they consider it to hold them in high respect on that level. This is due to their valuing of organizational rank, which makes them vulnerable. People are particularly inclined to identify with organisations when the level of respect they receive satisfies their needs for self-improvement (Fuller et al., [2006](#)).

Respect is an important aspect and when employees feel disrespected, they are less likely to consider the overall institution (Simon & Stürmer, [2003](#); Tyler & Blader, [2002](#)). Respect is a key

element in social identification, according to Seta & Seta (1996). The empirical investigations (Abid et al., 2018; Hameed et al., 2013) confirmed that PIR increases identification with their organisations. Similarly to this, perceived internal esteem has a positive relationship with OI (Fuller et al., 2006; 2009). The study suggests that when employees are more appreciated by their coworkers and managers at work, they will identify more with the organization they work for. As a result, our hypothetical claim is:

**H2:** PIR is a positive relationship with OI.

## OI and SWB

Individuals' psychological ties to their organization are known as OI (Tarakci et al., 2018). Higher identifiable workers will put in more effort because they want to keep their unique identities. A staff member who has a greater level of OI thinks that its existence and the survival of the companies they work for are related. This association encourages employees to exert more effort and vigour in support of their company (Dutton et al., 1994). In order to accomplish their objectives and goals, highly recognizable personnel are entwined with their values, ambitions, and goals (van Knippenberg & Sleebos, 2006). Previous research has looked empirically at how OI leads to favourable behavioural consequences. Van Knippenberg and van Schie (2000) explained that workers with greater identification levels are more content with their jobs.

Employees that can be easily identified efficiently complete the entire assignment and work harder to achieve the goals and objectives. They work with one another and behave well towards their company (Callea et al., 2016). According to Cheema et al. (2019), OI also encourages OCB for the atmosphere. According to Zagenczyk et al. (2011), employees see themselves as devout supporters of their company and experience greater psychological job engagement as a result of increased organizational identity. Identified employees usually exhibit extra-role behaviours and have an effective obligation to their institution and coworkers. They help their coworkers resolve work-related problems while also contributing to the creation of an environment that promotes collaboration and conflict resolution (Ashforth et al., 2008). Fuchs and Edwards' (2012)

investigation revealed that OI prompts pro-change behaviour.

Foreman and Whetten (2002) show that identified employees show more commitment to their employing organisations; the study also proposed the results of OI against job satisfaction, creativity, and institutional control. They shared information with others and demonstrated helping behaviours (OI has a positive association with organizational citizenship behaviours, collaboration, work effort, cooperation, and social support).

**H3:** OI is a positive relationship with SWB.

## OI

According to theory, this study anticipates that perceived internal respect directly impacts subjective well-being via OI. PIR and OI are positively associated and hypothesis 3(OI and employee SWB are positively associated with each other). These relationships make a model in which PIR indirectly impacts SWB through OI. Perception of respect is a type of evaluation where employees form their perception of how other people expected that they should be (Grover, 2014). Blader and Tyler (2009) explained that perceived respect impacts identification with an organization because it specifies appreciation from other people and also creates the desire to maintain valued links between members of the organization. Identification and respect in this manner play a significant part in the willingness of individuals to belongings (Bartel et al., 2012). Respect encourages connection among peers since it shows that coworkers appreciate the involvement of an employee favourably. Thus, strengthening the self-esteem of the employee. It is an expected notion that assesses the impression of individuals appreciated for their participation. These individual participatory acts are enormous social collectivity in which individuals work. Employee appreciation generates a powerful supervisor and subordinate relationship that leads to a greater identification as a constituent of community collectiveness. Due to this reason, esteem joined with identification develops a self-scheme of higher involvement with social-collective peers. Identification happens when people enter the organization and articulate themselves in an organizational context that represents the higher value and worth of their membership (Ashforth et al., 2008). Respect

increases identification with an organization (Tyler & Blader, 2002) which consequently leads to higher satisfaction with life. So, we theorized,

**H4:** OI mediates between relationship PIR and SWB.

### **TW and SWB**

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Spreitzer et al. (2005) conceptually introduced the concept of TW & defined it as a combined knowledge of energy and knowledge at work. Vitality (an affective facet of TW) is a sense of optimistic vigour and animation while learning (a cognitive facet of thriving) is the attainment and utilization of innovative skill and information (Spreitzer et al., 2005) to build capability and confidence (Carver, 1998). Some studies signify that few extents SWB and flourishing are hypothetically overlain with each other. However, conceptually, TW is also different from SWB that as illustrated by a study by Spreitzer et al. (2005). The degree to which individuals judge their life favourably is captured by SWB. It includes the reaction of individual emotions and overall content with work, family, life, and satisfaction with wellness. The main difference is that well-being reflects a more general gauge of the overall positive individual situation similar to flourishing. TW is more particular in that it determines the feeling of vitality and learning of an individual. Also, employee well-being takes an epicurean view of emotional effectiveness while prosperous detain both eudemonic and hedonic perspectives.

In this study, we proposed that TW prompts employee well-being in line with studies of Basinska (2017) as well Rozkwitalska and Basinska (2015) indicated that SWB (positive and negative affect; job satisfaction) is outcome TW. Learning prompts cognitive well-being (content with job satisfaction and encouraging experience), and vitality could enhance affective well-being (negative and positive affect). Thriving personnel can retain more resources to accomplish their aim. They are healthier (Vivek & Raveendran, 2017). Experienced a greater level of thriving in their own life, have far fewer doctor visits, show fewer strains or burnouts, and have a more favourable perspective on life (Spreitzer & Porath, 2012). The existing study finds that people are mentally healthier when they experience a sense of vitality (Keyes, 2002) and exhibit psychological resilience towards

distressing circumstances (Tugade et al., 2004). They are self-adaptive (Paterson et al., 2014), perform better (Elahi et al., 2019), proactive, self-learner, and career-oriented (Vivek & Raveendran, 2017).

Furthermore, Ettner and Grzywacz (2001) described a feeling of learning associated with thriving give to mental well-being & corporeal health. The study of Zhai et al. (2017) empirically revealed that thriving encourages SWB (life satisfaction: cognitive facet). Kocak (2019) stated that thriving is an individual experience in the employed atmosphere and is related to SWB. According to Qaiser et al. (2018) study it found that thriving employees feel happiness to the greatest extent by jointly experiencing vitality and learning. Employees who have thrived were most likely to make accusations about their expertise and abilities at work. For the reason that they are successfully satisfied with their life. Thus, our hypothetical statement is:

**H5:** TW is absolutely associated with SWB.

### **TW and OI**

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Thriving is a multidimensional concept that humans consisted of affecting and cognition functioning (Niessen et al., 2012). Empirical studies also showed that thriving is linked with many individuals and organizational consequences. For example, thriving is a contributor to the collective commitment to the organization (Walumbwa et al., 2017), organizational support for innovation (Riaz et al., 2018), affective commitment (Abid et al., 2019), work commitment (Abid et al., 2018). However, previous studies showed that many factors increase the identification of employees with their organization. For example, corporate social responsibility is a predictor of OI (Akdoğan et al., 2016). Cinar (2019) revealed that employees are more identified with an organization when they perceived that their organization is more attractive. Kim (2019) found that organizational trust enhances OI. Miao et al. (2018) affirmed that public service motivation prompts OI Allen et al. (2017) found that transformational leadership and OI are associated positively. Psychological contract positively influences OI (Ali Arain et al., 2018). In this study, we proposed that TW enhanced the OI of employees.

**H6:** TW is a positive relationship with OI.



## Role of OI between TW and SWB

According to hypothesis 5 (TW is a positive relationship alongside OI) and hypothesis-3 (OI is a positive relationship with SWB), our study makes the assumption that OI indirectly promotes SWB. Through these links, a framework was created in which thriving has an OI-mediated indirect effect on SWB. Employees are better able to communicate with their employers when they

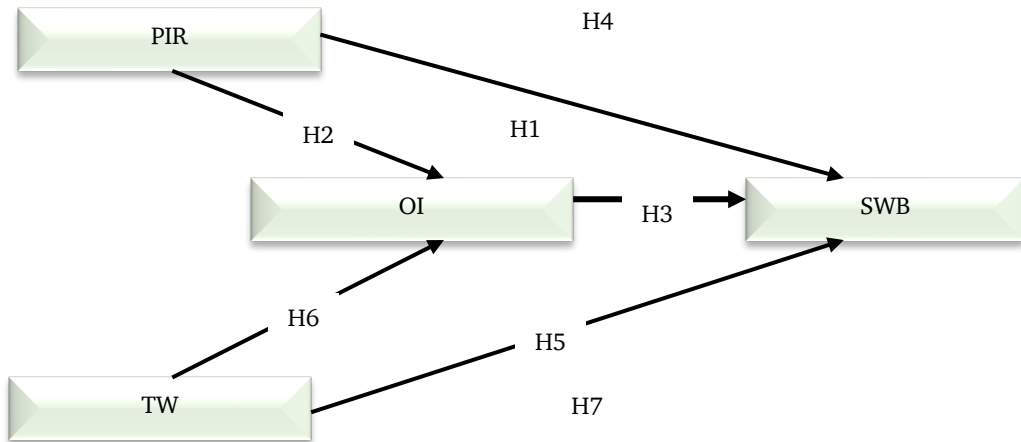
are more motivated to learn, acquire new skills, experience, and excitement. They consequently endure SWB as a result. Based on the aforementioned justification, we, therefore, expect that.

**H7:** OI mediates the relationship between TW and SWB.

We developed the following conceptual model.

**Figure 1**

*Conceptual Model*



## Research Methodology

### Data Collection

The studied nature was co-relational because the main aim of this research was to identify associations among PIR, TW, OI, and SWM in the service sector of Pakistan. Therefore, this research has collected primary data from employees of the service sector by utilizing a non-probability sampling technique in a natural setting with a cross-sectional time horizon. Data were collected using self-administered questionnaires from employees on research variables in this study. A 25-measuring item survey questionnaire consisted of five sections. In the present study, the researcher distributed a total of 415 questionnaires to the employees. We received a total of 402 questionnaires from the employees in all aspects out of 415. Thus, the actual sample size was 402 (96 per cent rate of response). 321 (79.9%) employees were male and 81 (20.1%) were female. Employees (235, 58.5%) were married, and the remaining employees (141,

35.1%) were single, 15(3.7%). The 122 (30.3%) belonged to the 20-29 years age group. Furthermore, 116 (28.9 %) employees' tenure was lying between 3-5 years and 338, (84.1 %) have a graduation degree.

### Measurement of Scale

Variables of the study had anchored on a five-point Likert scale starting from "strongly disagree (1) strongly agree (5)".

### PIR

A five-item scale was used for measuring the PIR established by Tyler et al. (1996). A sample item comprises "Managers respect the work I do." The Cronbach's was noted as 0.941.

### TW

A ten-item scale used for assessing the TW was established by Porath et al. (2012). This scale contains five items each of both vitality and

learning. A sample item "I see myself continually improving. The reliability of the scale was noted as 0.938.

### OI

A five-item scale was used for measuring the OI established by Blader and Tyler (2009). A sample item was "The organization's successes are my successes". The internal consistency was noted as 0.897.

### SWB

A five-item scale (Satisfaction with Life Scale (SWLS) was used for measuring the SWB established by Diener et al. (1985). A sample item was "I am satisfied with my life". The Cronbach of the scale was noted as 0.902.

### Control Variable

Our study has controlled the effect of employees' age, tenure, marital status, and education because

study variables may be affected by these demographics.

### Data Analysis Approach

Firstly, the descriptive, reliability and correlational analysis were performed in SPSS 25. Secondly, the hypothetical model was tested through PROCESS Macros. There are two independents in our study, for that reason, two simple mediation models were performed.

### Analysis and Results

#### Correlation Matrix

Correlation analysis showed that PIR and SWB are linked in a positive way ( $r = 0.674$ ). PIR has a constructive association with OI ( $r = 0.570$ ). The relationship of OI with SWB is positive ( $r = 0.518$ ). TW is positively associated with SWB ( $r = 0.575$ ) and OI ( $r = 0.626$ ). Furthermore, no correlation between research variables and demographics has been found (see Table 1).

Table 1

Mean, Correlations and S.D

Variables	Mean	S. D	1	2	3	4	5	6	7	8	9	
1. Gender	1.201	0.402	1									
2. Age	3.002	0.977	-.192**	1								
3. Tenure	3.318	1.414	-0.065	.434**	1							
4. Marital Status	1.741	0.657	-.142**	.521**	.317**	1						
5. Education	15.346	1.469	-.148**	0.031	-	0.082	1					
6. PIR	3.610	1.020	0.085	-0.012	0.064	0.028	-0.093	(0.941)				
7. TW	3.697	0.873	.107*	0.036	.176**	0.033	-0.015	.708**	(0.938)			
8. OI	3.631	0.861	0.019	0.021	0.058	0.008	0.006	.570**	.626**	(0.897)		
9. SWB	3.529	0.849	0.007	-0.063	-	0.013	-.110*	-0.039	.674**	.575**	.518**	(0.902)

\*\* Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed).

PIR (Perceived Internal Respect), TW (Thriving at Work), OI (Organizational Identification) & SWB (Subjective Well-being)

### Confirmatory Factor Analysis (CFA)

A measurement model and alternative model fit indices were assessed before the evaluation of convergent and discriminant validity through CFA. For fit indices evaluation of the full measurement model and alternative model, all items related to our four study variables in AMOS 25 then linked related items and allowed them to correlate freely onto their factors. The outcomes indicated that the four-factor model (PIR, TW, OI

and SWB) fit indices values i.e.,  $\chi^2/(df) = 1.927$ , CFI = 0.974, TLI = 0.969, GFI, 0.914, RMSEA = 0.048, RMR = 0.042 were best fit to our data set because all fit indices value exceed the acceptable values of, ( $\chi^2/(df) < 3$ , CFI > 0.90, RMSEA < 0.08, SRMR < 0.05, TLI > 0.90, GFI > 0.90 (Hu & Bentler, 1999) in comparison to alternative models, for example, first alternative model (3-factor model, 2-factor model, and one-factor model).

**Table 1**

*Measurement of Model*

Model	X <sup>2</sup>	df	X <sup>2</sup> /df	CFI	TLI	GFI	RMSEA	RMR
Measurement Model	418.062	217	1.927	0.974	0.969	0.914	0.048	0.042
Model-1 PIR SWB (TW+OI)	658.812	218	3.022	0.943	0.933	0.863	0.071	0.065
Model-2 PIR OI (TW+SWB)	711.492	217	3.279	0.936	0.925	0.845	0.075	0.073
Model-3 PIR TW (OI+SWB)	983.377	220	4.470	0.900	0.886	0.797	0.093	0.082

N=402, X<sup>2</sup> = Chi-Square, df= Degree of Freedom, CFI= Comparative Fit Index, TLI= Tucker Lewis Index, GFI=Goodness of Fit Index, RMSEA= root-mean-square error of approximation, RMR= Root mean square residual.

Measurement Model (All the constructs are measured individually)  
 Model-1= Perceived Internal Respect, Subjective Well-being and merged Thriving at Work & Job Organizational Identification as one factor  
 Model-2= Perceived Internal Respect, Organizational Identification and merged Thriving at Work & Subjective Well-being as one factor  
 Model-3= Perceived Internal Respect, Thriving at Work and merged Organizational Identification & Subjective Well-being as one factor

**Validity and Reliability of Constructs**

We have used Fornell and Larcker's (1981)'s recommendations for the assessment of validity which consisted of convergent and discriminant validity of measures. Fornell and Larcker (1981) stated that the Composite Reliability (CR) of all variables should > 0.70, and AVE should > 0.50 for convergent validity. Table 3 showed CR values of PIR (0.936), OI (0.884), TW (0.936), and SWB (0.899). All values were higher than 0.7 of CR.

Besides, the average variance extracted (AVE) of PIR, OI, TW, and SWB was 0.745, 0.605, 0.645, and 0.640 correspondings. These values were higher than the recommended value of AVE 0.50. Therefore, in this study, convergent validity was maintained. The square root of AVE of PIR (0.863), OI (0.778), TW (0.803), and SWB (0.800) in the bold diagonal was higher than the inter-correlation of variables; hence, discriminant validity criteria were met (Fornell & Lacker, 1981).

**Table 2**

*Validity and Reliability of Constructs*

Variables	CR	AVE	MSV	ASV	OI	PR	TW	SWB
OI	0.884	0.605	0.501	0.412	0.778			
PIR	0.936	0.745	0.570	0.506	0.643	0.863		
TW	0.936	0.645	0.570	0.481	0.708	0.755	0.803	
SWB	0.899	0.640	0.534	0.410	0.568	0.731	0.610	0.800

PIR (Perceived International Respect, TW (Thriving at Work), OI (Organizational Identification) & SWB (Subjective Well-being)

**Hypotheses Testing**

This research inspects the influence of PIR and TW on SWB through the OI by using PROCESS Macros (Hayes & Preacher 2013; Model 4, 1000 bootstrapping). Consistent with our H<sub>1</sub> assumption, results exhibited that effect of PIR on SWB is positive and significant ( $\beta = 0.46, t= 12.67, p < 0.001$ ) and PIR positively and significantly influences OI ( $\beta = 0.48, t= 13.87,$

$p < 0.001$ ). Hence, our H<sub>2</sub> is supported. Results also showed that OI is positively impacting SWB ( $\beta = 0.19, p < 0.001, t= 12.76$ ), thus H<sub>3</sub> is supported. PIR indirectly impacts SWB via OI in positive ( $\beta = 0.09$ ) and significant (Sobel  $z = 4.29, p < 0.001$ ) way as Sobel test and bootstrapping support each other as (.04, .15)<sup>95% CI</sup> around indirect effect excludes zero, hence, H<sub>4</sub> is supported (table, 4).



**Table 4**

Simple Mediation Model Regressing OI as a Mediator

<b>Direct Effect Model</b>							
Antecedents			OI (M)				
	B	S. E	T	P	LLC1	ULCI	
PIR (X)	0.48	0.03	13.87	0.00	.14	.54	
$R^2 = 0.32$							
<b>Direct Effect Model</b>							
Antecedents			SWB (Y)				
	B	S. E	T	P	LLC1	ULCI	
PIR (X)	0.46	0.03	12.76	0.00	.39	.53	
OI (M)	0.96	0.04	4.52	0.00	.11	.28	
$R^2 = 0.48$							
<b>Indirect Effect of PIR on SWB</b>							
	Effect	S. E	Boot LLC1	Boot ULC1			
OI	0.09	0.02	.04	.15			
<b>Normal Theory Tests for Indirect Effect</b>							
	Value	SE	Z	P			
Sobel	0.09	0.02	4.92	0.00			

Table 5 shows the results of the second estimated model. Consistent with our H<sub>5</sub> assumption, process analysis showed that the effect of TW on SWB is positive ( $\beta = 0.40$ ,  $t = 8.10$ ,  $p < 0.001$ ). TW positively and significantly influence OI ( $\beta = 0.61$ ,  $t = 16.03$ ,  $p < 0.001$ ). Hence, our H<sub>6</sub> is supported. Results also showed that OI positively

impacted SWB ( $\beta = 0.25$ ,  $p < 0.001$ ,  $t = 5.12$ ). In line with H7 results showed that PIR indirectly influenced SWB via OI in a positive ( $\beta = 0.15$ ) and significant (Sobel  $z = 4.87$ ,  $p < 0.001$ ) way as the lower and upper bond (.08, .24) 95% CI around indirect effect exclude zero.

**Table 5**

Results of Simple Mediation Model Regressing OI

<b>Direct Effect Model</b>							
Antecedents			OI (M)				
	B	S. E	T	P	LLC1	ULCI	
TW (X)	0.61	0.03	16.03	0.00	.54	.69	
$R^2 = 0.39$							
<b>Direct Effect Model</b>							
Antecedents			SWB (Y)				
	B	S. E	T	P	LLC1	ULCI	
TW (X)	0.40	0.04	8.10	0.00	.30	.49	
OI (M)	0.25	0.05	5.12	0.00	.15	.35	
$R^2 = 0.37$							
<b>Indirect Effect of TW on SWB</b>							
	Effect	S. E	Boot LLC1	Boot ULC1			
OI	0.15	0.03	.30	.49			
<b>Normal Theory Tests for Indirect Effect</b>							
	Value	SE	Z	P			
Sobel	0.15	0.03	4.87	0.00			

**Discussion and Conclusion**

Our study investigates the indirect and direct

impact of PIR and TW on SWB by incorporating OI as a mediator in the organizational context. All study findings are in line with the proposed

model. First, this present research finds that the PIR and SWB relationship is positive. Second, PIR and OI are positively associated. These findings were consistent with Abid et al. (2018); Fuller et al. (2009) studies indicated that PIR is an essential factor in enhancing employee identification with their organizations. Third, our research demonstrated that the OI - SWB relationship is positive. Fourth, this study found that OI mediates the relationship between PIR and SWB. Fifth, the results of this work showed TW's advanced SWB. Our finding of the study is reliable with Abid et al.'s (2020) study. Thriving also enhances the employee's identification with their organization. These findings are reliable with prior studies that illustrated that thriving is linked with beneficial outcomes in the working environment (Abid et al., 2019 Vivek & Raveendran, 2017). Lastly, results find that OI mediates TW and SWB relationship.

The study proposed a model of PIR and SWB that also demonstrates that the TW and SWB relationship is mediated by OI. PIR and TW are correlated with OI and SWB. Our study also showed that the impact of PIR and TW on SWB through OI is significant. This study also has implications for organizations that adopt various practices to endorse SWB. Managers can also learn how to improve the positive outcomes of PIR, TW, and OI.

## Implications

### Theoretical Implications

Few studies examine the predictors of SWB at a group and individual level, so it is necessary to advance the predictors of SWB. Our study empirically examines the primary methods of OI by investigating the impact of PIR and TW on employee SWB. Studies conducted in the past have looked at the variables that may trigger OI and positive workplace behaviour (Blader et al., 2017). To fill this gap, our findings of the research have included the latest overview of OI predictor (TW) and outcome (SWB) to the organizational environment. According to Basinska's empirical research from 2017, flourishing is a motivating factor for subjective well-being in the form of job satisfaction and negative and positive affect. Consequently, by confirming the results, our study demonstrated that flourishing promotes SWB in the workplace (Abid et al., 2020).

### Practical Implications

The current research reveals that by treating employees with respect, organisations can produce favourable outcomes including employee identification with their organisations and SWB. Employees who feel that their organisations, supervisors, and coworkers treated them respectfully report increased SWB and organizational identity. Because of this, our research suggests that organisations can raise their PIR among their workforce by fostering an environment where people experience a sense of belonging and SWB.

According to the study, companies can improve their employees' perceptions of internal respect by implementing performance-based pay, providing opportunities for professional development, involving them in decision-making, giving them positive feedback, increasing their visibility within the company, and recognizing their accomplishments. As a result of greater organizational identification, these workplace activities help employees feel more respected and like they have a high standing inside the organization, which in turn helps people think positively about their lives (Grover, 2014).

Furthermore, according to our research, managers could encourage a respectful work environment among staff members by treating them with respect. A positive culture can be created in various ways. Employees, for instance, report high levels of interpersonal respect in the workplace when coworkers pay close attention to one another's needs. They are always willing to hear each other out, comprehend what goes into each other's work, and acknowledge it. They show more interest in one other's work, show respect and admiration for one another, acknowledge the time and effort that other members have put into the group, and value the ideas that other members have. Respectful communication is always preferable to argumentative communication (Thomson, 2015).

According to this study, when employees experience flourishing in the workplace, they feel more a part of their organization and more subjectively happy. As a result, our research recommended that organisations adopt the following practices to foster a culture of learning and vitality. For instance, managers can invigorate staff by giving them the liberty to make

decisions that have an impact on their work. Employees with more authority feel more responsible and have more possibilities to develop.

There are learning possibilities provided by accessible, regular, guided, and two-way feedback. Additionally, supervisors can offer employees opportunities for meaningful work that will help them succeed. Social networks and wholesome relationships can help employees thrive (Porath, [2016](#)). Since they serve as the breeding grounds for knowledge and information, it also provides a conducive environment for learning. As teamwork and leadership development may all be included in an employee's learning experience, organisations can create a thriving workforce by creating a supportive work environment with excellent leadership teams, an effective internal communication policy, the incorporation of creative compensation packages, and opportunities for health and wellness.

## **Limitations and Future Directions**

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Future research may be placed in industrialized nations to verify the validity of the findings reported thus far. Due to the context and culture, it may be difficult to generalize the study in another environment. Second, the causation between the research variables is not examined in our design study. Only long-term research would put out a causal argument. Therefore, the upcoming investigation may use longitudinal and experimental study plans to investigate the causal relationship among the factors. Third, this study looked at the associations between variables at the personal level.

Future research could investigate this relationship at the organizational, team, and group levels. Additionally, future research will keep looking into the factors that predict SWB. The literature currently in existence needs further study to understand the causes of SWB, and research on the effects is still insufficient. Future studies might also uncover the advantages and disadvantages of a person's SWB.

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