

Coping with Covid: An Effect of Employee Engagement on Satisfaction with Life in Power Sector of India

Anoop Kumar¹, Dr. Shikha Kapoor², Dr. Vani Narula³

¹Ph.D Scholar in Management, Amity International Business School, Amity University, Noida (U.P.)-201301, India

ORCID ID: 0000-0002-0899-5984

²Professor, HR Department, Amity International Business School, Amity University, Noida (U.P.)-201301, India

³Professor, Department of Social Work, Faculty of Social Sciences, Jamia Millia Islamia, Jamia Nagar, New Delhi-110025, India

Email ID: anoop79.ak@gmail.com¹, vnarula@jmi.ac.in², skapoor2@amity.edu³

Abstract:

Electricity supply falls under essential services in India. Covid pandemic has put a challenge before sectoral organisations to put employees on an increased job engagement, while employees individually are concerned for their own and their family's overall well-beings. The current research explores the relation between employee engagement and satisfaction with life. It was a quantitative explanatory research. Employees of one of the power majors of Indian public sector utilities were surveyed using a validated questionnaire. Total 443 valid responses received. Job satisfaction with some control variables like posting location, tenure, educational qualification, shift working, gender was used as predictor variables. The dependent variable was satisfaction with life, whereas the independent variable was employee engagement. The proposed model was tested using hierarchical regression analysis in SPSS version-25. The results of regression analysis shows that employee engagement is making a significant and unique contribution to explain life satisfaction ($\beta = 0.228$; $p < 0.001$). The introduction of job satisfaction and control variables while controlled for employee engagement explained additional 16.3% of variance in satisfaction with life ($R^2 \text{ change} = 0.163$; $F(8, 433) = 27.186$; $p < 0.001$). The finding of the research is expected to help HR professionals to frame the policies more conclusively in the changing times.

Keywords: Engagement; Life Satisfaction; Wellbeing; Job Satisfaction; Regression

1.0 INTRODUCTION

Any organisation's sustainability depends on its employee's performance. In view of Covid pandemic, the role of Human resource (HR) management has risen to manifold. When Covid begins in early 2020, employees were forcibly shifted to 'Work from Home (WFH)' culture, whereas early and mid-2021 sees employers to come up with hybrid models of work cultures which includes WFH and 'Work from Office (WFO)' both. The HRM function, according to various writers (Freitas WRdS et. al., 2011 and

Podgorodnichenko, N. et. al., 2020) is well positioned to assist organisations in dealing these situations more socially responsible and sustainable. Power generation in India comes under national essential services. The power generation and supply are 24x7 business. Covid pandemic has put a toll on work force for pay-cuts, layoffs, etc and make it quite difficult for higher engagements. There is a pseudo scrimmage between employers and employees, where employers want more engagement of their human capital, but employees are striving more for subjective well-beings and

happiness. Podgorodnichenko, Edgar, and McAndrew (2020) through his literature review found that human resource practices and policies should address employee's work life balance and well-being (Apostol, O.; Nasi, S., 2014 and Celma, D. et. al., 2014) to achieve the sustainable workplace. World has been an internet centric workplace with rising opportunities for employees to work with the best of employers. While employers are striving to more engagement from their manpower, employees need greater autonomy and struggling for their subjective well-being. Järnlström, M., Saru, E., Vanhala, S., (2016) found four components to sustainable HRM as 1) justice and equality, 2) transparency in HR procedures, 3) profitability, and 4) employee wellbeing. Therefore, sustainable HRM may be defined as "a set of policies and practises that benefit employees, their families, and their communities in terms of economic, environmental, and social outcomes" (Mariappanadar, S. Harm, 2012 and Wagner, M., 2013). Employees spend most of their time at the workplace. Hence, it becomes imperative to understand the role of workplace and employees job satisfaction while framing happiness for individuals as well as organisations. Last few decades have seen the rising importance of employee engagement across the organisations worldwide. As a vital managerial tool in modern HR practices, employee engagement is gaining momentum continuously. Against the Covid-19 backdrop, 'work from home' had been a new normal. Because sustainability appears to be linked to the knowledge, skills, and involvement that employees may offer to achieving long-term goals (Hirsig, N.; Rogovsky, N.; Elkin, M., 2014), investing in and paying attention to sustainable HRM policies and practises could be a wise management decision.

2.0 DEVELOPMENT OF HYPOTHESES AND THEORETICAL BACKGROUND

By reviewing the literature on employee engagement, job satisfaction and life happiness, this study aimed to review previous studies on the hypothesised relationship. For this study, we looked for published English-language literature in the areas of social sciences, business management, and psychology. With the keywords like "employee engagement", "job satisfaction" and "happiness with life", various articles were located in online resources and databases such as ABDC (Australian Business Deans Council), Web of Science, Scopus, EBSCO, PsycINFO etc. Only publications published in recognised journals were referred for additional scrutiny to ensure high quality work. After then, the literature was examined to have a better understanding of existing research on the hypothesised model provided in present study (i.e., life satisfaction, job satisfaction, control variables and employee engagement). For this evaluation as per our research model, papers presenting workplace and happiness factors, employee engagement, life happiness were sorted. Studies that included control variables and job satisfaction as a component in various models were included. The literature review, as well as any gaps uncovered throughout the study, has been presented in the subsections of 'Introduction of constructs' and 'Development of hypothesis' as follows.

2.1 Introduction to Constructs

Employee Engagement

W. A. Kahn (1990) is the first name, when HR professionals talk about employee engagement. Kahn worked extensively on employee engagement and stated, "An employee approaching the job with sense of passion and energy, who invest self in task physically, cognitively and emotionally and result in higher performances in-role and extra-role." Harter et al. (2002), suggests employee engagement as "An individual's enthusiasm for work with involvement and satisfaction at business unit level."

Schaufeli et. al. (2002) was another researcher who has done extensive research and published many articles on the employee engagement connecting it with workplace happiness. Authors define employee engagement as “A positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption”. Baumruk (2004) and Saks (2006) were other major contributors towards employee engagement literature. D. A. Ariani (2013) suggested that engaged employees have a positive attitude towards the organisation and value it more. R. Wellins and J. Concelman (2010) indicated three main behaviours namely *say, stay and strive* of employees who are intellectually and emotionally committed to the organisation. L. Rhoades and R. Eisenberger (2002) outline that perceived organisation support plays an important mediating role between employee engagement and workplace happiness.

Subjective Well-being (Life satisfaction)

“An employee has a high subjective well-being when he or she experiences being pleased with his or her job, often experiencing positive emotions and seldom experiencing negative emotions (Diener et al., 1991).” There are different opinions by psychologists regarding different available scales to measure happiness. George Hartmann (1934) was probably the first one to researchers worked about the stability of happiness over time. However, the construct ‘subjective well-being’ was established in the late 1980s. Researchers started correlating ‘subjective well-being’ to ‘happiness’ answering different questions like when people feel happy and who is happy etc. (Uchida & Oishi, 2016). “Subjective well-being refers to how individuals evaluate their lives” (Diener, Sandvik, and Pavot, 1991). As a close concept of SWB, Diner et al. (1991) stated that individuals can evaluate their lives either through cognition or in the form of affectivity. Individual’s evaluation of satisfaction with life may be defined as

cognition, while feeling related to life’s discomfort or comfort lies in the bracket of affectivity. Russell (1980, 2003) describes emotional states as occurring in two basic neurophysiologic systems, the one of which is linked to the happiness continuum and the other to the activation continuum. Warr (2007) also defined four variables of SWB as job satisfaction, work engagement, workaholism and burnout. Therefore, if employees are pleased and relaxed (related to job satisfaction and burnout); it may arise a low level of activation. On the contrary, if employees are energetic and enthusiastic (related to engagement and workaholism); they have higher levels of activation.

Job satisfaction

Reijseger, Schaufeli, Peeters, and Taris, (2013) defined job satisfaction as a more passive attitude with respect to a job as being weakly correlated with productivity, while job engagement and burnout play an active role. Employees spend most of their time at the workplace. Hence, it becomes imperative to understand the role of workplace and employees job satisfaction while framing happiness for individuals as well as organisations. C. Fisher (2010) defined work-place happiness as “pleasant judgments or pleasant experiences by employees at the workplace”. While pleasant judgements define positive attitude, pleasant experiences refer to emotions, moods, and positive feelings. Author defines job satisfaction as a set of attitudes which drives the state of happiness. Job satisfaction is found as a major construct defining both employee engagement as well as happiness. Lee (2012) outlined that organisational performance can be improved by enhancing the levels of job satisfaction among employees. Job satisfaction does not only create growth but an important factor for the organisational credibility in the market. The degree of activation and pleasure defines the different linear combinations of above dimensions. In the Circumplex model, job satisfaction is more related to

evaluation of job by employee; and work engagement is considered to be related to motivational condition (Schaufeli & Bakker, Wright & Cropanzano, 2004).

Control Variables

Most of the work-related attitudes and feelings also explain the non-work related attitudes and emotions (Hakanen, J.J.; Schaufeli, W.B., 2012 and Joo, B. K.; Lee, I., 2017). Therefore, various domains of life like family, leisure, age, job profile etc. have a mixed but complex effect of perception of satisfaction of a worker (Erdogan, B.; Bauer et. al., 2012). The worker's upbringing, social and family context and organizational context like culture, working conditions (like remote postings, shift working, long hours etc.) plays an important role in defining satisfaction with life for an individual. Judge, T.A.; Watanabe, S., (1993) and Judge, T.A.; Hulin, C.A., (1993) in their study of dispositional perspective have found relevance of non-job-related attitudes and emotions to understand the attitudes and emotions of work. Contextually, it is a worker's reaction to his feeling of more job engagement results in more life satisfaction. As a result, affective disposition refers to a worker's inclination to react emotionally to their surroundings (Judge, T.A.; Hulin, C.A., 1993).

2.2 Literature review and Development of Hypothesis

Baptiste, N.R., (2008) considered well-being derived from the sense of mental and physical health. In his research in S. Africa police, Rothmann, (2016) suggested that well-being is an important construct of work engagement with other factors like burnouts, occupational stress, and job-satisfaction. Most available literature underlines positive characteristics of job engagement as a dominant part of the well-being of workers. Employee job engagement influences organizational commitment (Saks, A.M., 2006), organizational citizenship behaviour

(Alfes, K. et. al., 2013), organizational performance (Saks, A.M., 2006, 20 insert UWES-15, Chung, N.G.; Angeline, T., 2010), job satisfaction (Harter, J.K.; Schmidt, F.L.; Hayes, T.L., 2002). Also, the main drivers of employee engagement are given in literature and mainly belong to organizational context like meaningful work (Fairlie, P., 2011), job characteristics and resources (Chung, N.G.; Angeline, T., 2010 and Bakker, A.B. et. al., 2007) and organizational support, rewards and recognition (Ram, P.; Prabhakar, G., 2011). Ram, P.; Prabhakar, G (2011) in their research demonstrated that personal life and working life are not separate. Job engagement is also a psychological construct defined by motivated state of work-related well-being (Bakker, A.B.; Schaufeli, W.B., 2008). Therefore, it is making sense that some constraints outside the work-sphere can impact this motivated state. This also demands an examination of the relationship between worker's well-being and job engagement. Subjective well-being can be symbolized with 'satisfaction with life'. The concept of subjective well-being and happiness are comparatively new topics in academic literature. Workers' well-being has been related with various organizational factors like job satisfaction (Sousa-Poza, A., 2000) and performance (Baptiste, N.R., 2008) in organizational context.

Working attitudes and behaviours are the key highlighted concepts by literature when we search for a relationship between work domain and satisfaction with life. Job satisfaction along with job engagement is the most common predictor of life satisfaction (Bowling, N.A.; Eschleman, K.J.; Wang, Q., 2010; Williamson, J.C.; Geldenhuys, M., 2014 and Bakker, A.B. et. al., 2007). Judge, T.A.; Watanabe, S. (1993) analyse the association between job satisfaction and life satisfaction using both cross sectional and longitudinal methodologies in a study. The findings suggest that life contentment has a considerable impact on job satisfaction.

According to the study, there is a reciprocal but significant association between job satisfaction and life fulfilment.

Literature reveals that work attitudes and behaviours like job engagement and job satisfaction are antecedents of life satisfaction. However, reverse relations are not positioned adequately in academic research. Garg, N.; Singh, P., (2019) in their study; analysed the relation among subjective well-being versus work performance, mental and physical health, and job withdrawal behaviour with the mediating effect of job engagement. Accordingly, subjective well-being is positively related with job engagement. The study supported that when work performance increased the negative work attitudes and behaviours are significantly reduced.

As per the definition, Positive organizational behaviour examines “the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today’s workplace” (Luthans, F., 2002). Positive organizational behaviour encompasses the job engagement (Bakker, A.B.; Schaufeli, W.B., 2008). This approach takes us to the positive psychological outcomes and their derivations. Contextually, Schaufeli, W.B.; Bakker, A.B.; Salanova, (2006) deduces that job engagement is a positive psychological state and is an antipode of burnout (a negative state of mind). However, the negative relationship between burnout and engagement has been cross-questioned by various researchers. Moeller et al. (2018) in their study conducted in the USA, found that both engagement and burnout coexist in the same profiles. Some meta-analysis also found insignificant reciprocal effects between the two. Nevertheless, Laurent, iu, P.M.; Sulea, C.; Iancu, A. (2017) in their study, used the time-lag as the moderator and showed that job engagement and

burnout have significant reciprocate relation.

Kahn, W.A. (1990) was the first researcher given the concept of job engagement as a role related experience. A person is exhibiting some psychological behaviours when present in a specific organizational role. Famous researchers like Saks (2006), Harter et al. (2002), Schaufeli et al. (2002), Czarnowsky (2008) and Maslach et al. (2001), carry forward this concept and provide extensive clarity on the concept of work engagement. Schaufeli et al. (2002) have defined work engagement as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual or behaviour”. A sense of victorious energy and mental resilience may refer to vigor. Dedication may be the mental or emotional states that contribute to feeling important, inspired, and highly motivated. Last but not least, absorption is the state of being entirely immersed in one’s job.

Even though the term "work engagement" has grown in popularity over the past 2-3 decades, it is still poorly explained and actualised, with little significant academic study (Shuck, B., 2011). Because the outcomes of work engagement might be exactly what most firms require, it's easy to see why the term is growing increasingly popular. Employees that are engaged are more productive and profitable, are less inclined to miss work, and are more willing to go above and beyond for their employers (Fleming, J.H.; Asplund, J., 2007 and Wagner, R.; Harter, J.K., 2006). Work involvement can extend beyond the scope of the job, resulting in increased customer satisfaction and income (Vance, R.J, 2006). Various researchers argued over how to measure the work engagement efficiently. Saks (2006) and Viljevac et al. (2012) evaluated the validity of two new work engagement measures that have recently

appeared in scholastic literature: 1) the Utrecht Work Engagement Scale; and 2) the May, Gilson, and Harter scale. Both scales had some indication of convergent, discriminant and predictive validity, but neither had discriminant validity in terms of work satisfaction. They argue that significant discrepancies in measuring engagement raise problems about how the construct should be measured, as well as the fact that the results will be unique to the dimensions used, limiting generality.

Our chosen definition of work or employee engagement for the sake of this research is that provided by Bakker and Schaufeli (2008), which highlights the need to investigate and develop successful uses of positive qualities, emotions, and behaviours of employees inside businesses. According to researchers, work engagement is defined as “a good, gratifying, affective-motivational state of work-related well-being”. As previously said, life satisfaction is a pleasant sensation that arises from people's contentment with many aspects of their lives (Erdogan, B. et al., 2012). As a result of the inter-relationship created between these several dimensions, it is feasible to forecast that people's overall pleasure with certain areas of their lives will boost their satisfaction with other aspects of their lives. Because job engagement is also a measure of job satisfaction, it's reasonable to assume that there's a link between satisfaction with these characteristics (also known as life satisfaction) and job engagement.

2.3 Research Gap Analysis

As previously indicated, a review of publications published in ABDC and Scopus listed journals was carried out with the present study's premises in mind (i.e., work engagement, job satisfaction, satisfaction with life and control variables). 75 publications were sorted out to be contributing to our research framework and methodology. During the literature review, certain observations about the relationship between life satisfaction and work engagement were made. 34 articles were

discovered that elaborates about engagement and its predictors. 29 articles were found relevant that combined satisfaction, wellbeing, and happiness. Only 07 studies have looked at the association of employee engagement with life or job satisfaction as per our study framework, and no research has been conducted in India. Altogether, no studies from the power industry have been found in the literature for either association (life satisfaction, work engagement, job satisfaction; and control variables). There is some evidence (Ferreira P. et al., 2020; Albrecht and Marty, 2020; Buric and Macuka, 2018) that there is a relation between life satisfaction and work engagement, but no evidence from the Indian power industry appears to be accessible. It's also evident that none of the study has sought to evaluate the interconnections between the conceptions of job satisfaction with workplace control variables, life satisfaction, and employee engagement to date.

2.4 The Study design and Hypotheses

As previously mentioned, the hypotheses posed in present study have not been tested before in the power sector of India. Furthermore, the literature research reveals that none of study has proposed a framework with the components of employee engagement, life satisfaction and job satisfaction with some control variables up to this point.

This study presents a hierarchal regression model that includes three dimensions of study which are based on research gap and already given rationales to support postulated hypothesis (H1, H2, H3). For hierarchal regression, we have considered two models in our study. SWLS has been taken as dependable variable in both the models. In the first model we will test the effect of predictor variable EE on SWLS. In the second model, we will introduce Job satisfaction and control variables while keeping the EE as constant. A poll of executives from an Indian power company

will be used to test the proposed paradigm (Figure 1).

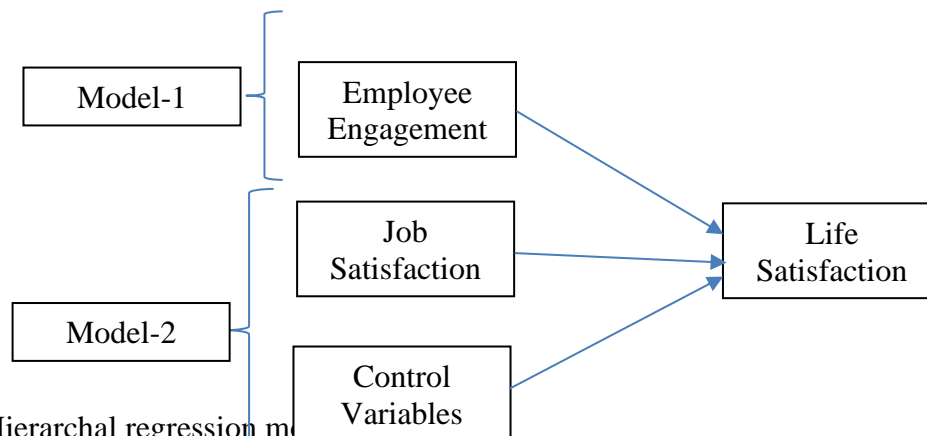


Figure 1 (Hierarchical regression model). Based on the provided conceptual framework, we developed following hypotheses:

H1: Satisfaction with life (Y) is associated with employee engagement (X1), job satisfaction (X2) and control variables (X3).

H2: Employee engagement (X1) is predicting for satisfaction with life (Y).

H3: Job satisfaction(X2) with control variables (X3) are significant predictors for satisfaction with life, if controlled for employee engagement (X1).

3.0 RESEARCH METHODOLOGY

3.1 Design of the study instruments

There were two components in the questionnaire. The first component dealt with demographic information (gender, age, service tenure, educational profile, no. of location served in tenure, workplace is remote or urban, and working in shift pattern or not), while the second part included topics such as "employee engagement", "life satisfaction", and "job satisfaction". Likert scale (five-point) was used to score all the questions of second component. In compared to higher order Likert scales, several authors recommend adopting the Likert scale on 05-point basis, since it is less perplexing and improves the quality and speed of responses. (Lissitz & Green, 1975; Jenkins & Taber, 1977; Bouranta, Chitiris, & Paravantis, 2009). As

a result, Perception questions on a 05-point Likert scale were used to establish the measurement items with endpoints of "strongly disagree (equals to 1)" and "strongly agree (equals to 5)". The study established face validity by doing a literature review followed by an expert evaluation. Face validity is the degree to which the scale items measure what they are supposed to assess, i.e., the topic under investigation (Nevo, 1985; Anastasi and Urbina, 1997; Hardesty and Bearden, 2004). The researchers were able to find out the applicability of the identified constructs in the Indian context thanks to the expert review. The scale has 26 questions, 15 of which were related to 'Employee Engagement' 06 to 'Job Satisfaction', and the remaining 05 to the dependent variable 'Satisfaction with Life.' A total of 800 participants were contacted for data collection via e-mails. Due to Covid times, participants were asked to fill out the questionnaire (using Google forms) that had been created just for them. A total of 444 of the 800 respondents responded, resulting in a response rate of more than 55%. Only 01 of the 444 replies was having missing information and discarded. Therefore, the data from 443 respondents was used to conduct the analysis.

3.2 Measures

3.2.1 Employee engagement

Schaufeli et al., 2002 defined employee engagement as "a good, rewarding, and

work-related state of mind marked by vitality, dedication, and absorption". This construct was measured using the 15-item revised short version of the famous Utrecht Work Engagement Scale created by (Schaufeli & Bakker, 2004), which measures engagement on the three dimensions of vigour, dedication, and absorption. Items are listed in Appendix-A, TableA1 e.g. "I feel energized at work" (vigour); "When I wake up in the morning, I feel like coming to work" (dedication); and "I am completely absorbed in my work" (absorption).

3.2.2 Satisfaction with Life

The Satisfaction with Life Scale (Diener, E. et. al., 1985) was used to assess life satisfaction. This construct assesses general life satisfaction and consists of 05 statements (e.g., "In most ways, my life is near to my ideal"). All items are rated on a five-point Likert scale (Appendix A, Table A2).

3.2.3 Job Satisfaction

Keith Davis stated as "Job satisfaction is a set of the favourable or unfavourable feelings with which employees view their work". The six-item Job Satisfaction Index (JSI) scale created by Schriesheim and Tsui (1980) was used to assess job satisfaction. The scale is made up of six components: work, supervision, co-workers, pay, promotion chances, and the job in general; that combine to influence total job satisfaction (Fields, 2002). Items are listed in Appendix-A, TableA3.

3.2.3 Control Variables

Because various demographic variables are linked to job engagement, job satisfaction and life satisfaction (Lu, L. et. al., 2016; Park, J.; Gursoy, D., 2012 and Mauno, S. et. al. 2007) and are frequently employed as control variables. In present study, we have taken gender, age, service tenure, educational profile, no. of location served in tenure, workplace is remote or urban, and working in shift pattern or not, as control variables.

3.3 Sample characteristics

The sample process was similar to a convenience sample because it was unable to control responses. For application of regression analysis, the number of constructs with respective number of items, as well as communalities, were used to determine the minimal sample size (Hair et al., 2014). With these conditions in mind, the minimal number of participants for a viable study should be 100, which was far exceeded.

The largest electricity generating company in India was picked for this investigation. The company is public sector utility under Government of India and has a presence across the complete value chain across the country's power sector. The company has also diversified its power generation from fossil fuels to renewable, hydro, and gas energy sources. Apart from its core sector of power generation, the company has laterally expanded into power trading, coal mining, ash utilizations, rural electrification, professional training, and consulting creating some of its subsidiaries and joint ventures. In 2018, the company was also listed in the Forbes Global 2000. Currently, the organisation employs over 18,000 people across the India through its more than 50 units. The HR policy of the company focuses on developing capabilities, commitment, culture, and systems.

4.0 DATA ANALYSIS

SPSS version-25 was used for all data analysis.

4.1 Descriptive Statistics

As shown in Table-1, the overall sample consisted of 443 personals from various levels and functional areas. Most employees are working in remote power stations and projects. The sample has been taken as mix of urban and remote employees. Out of 443 respondents, 16.25% are from urban locations and rest are from remote locations. Working in shift operations may affect the subjective well-beings of the employees. A good mix of our sample consists of 23.25% of people

working in shifts and balance working in general shift. Whereas average age of employees is approx. 40 years, 18% female and 82% male employees responded.

Organisation has a strong educational profile of its employees with more than 91% graduates, postgraduates and above qualification.

Table-1: Sample Descriptive

Descriptive Statistics					
	Mean	Std. Deviation	N	N	%
SWLS	3.433	0.82851	443		
EE	3.8155	0.70504	443		
JS	3.6117	0.8482	443		
Workplace (Urban/ Remote)	0.84	0.369	443		
Urban				72	16.25
Remote				371	83.75
Length of Service (years)	15.04	10.392	443		
No. of locations served	2.6	1.595	443		
Working in shift duty/general duty	0.77	0.423	443		
Shift working				103	23.25
General Shift				343	76.75
Age (years)	40.1	10.561	443		
Gender (Male/Female)	0.18	0.383	443		
Male				363	81.95
Female				80	18.05
Educational qualification (Undergraduate/Graduate/Postgraduate and above)	2.29	0.609	443		
Undergraduate				36	8.12
Graduate				241	54.4
Postgraduate and above				166	47.48

4.2 Reliability analysis

Cronbach's alpha is a measure to determine the reliability and consistency of a measurement instrument. Reliability indicates that scales are error-free and consistent. Cronbach's alpha is considered to least 0.60, and it is deemed very reliable above 0.70 (Nunnally et al., 1994).

Table-2 depicts the Cronbach's alpha value for all three constructs: 'employee engagement', 'job satisfaction' and 'satisfaction with life'. All scales surpass the lower limit by a significant margin, indicating that the assessment scales are reliable.

Table-2: Reliability Statistics			
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Employee Engagement	0.916	0.916	15
Satisfaction with life	0.801	0.802	5
Job satisfaction	0.855	0.855	6

4.3 Correlation Analysis

The correlations for the UWES items are shown in Table-3. The correlations are significant ($p < .01$) (2-tailed).

Table-3: Correlations for Employee Engagement items

Correlations															
EE items	V1	V2	V3	V4	V5	D1	D2	D3	D4	D5	A1	A2	A3	A4	A5
V1	1														
V2	.446**	1													
V3	.350**	.600**	1												
V4	.338**	.448**	.329**	1											
V5	.388**	.361**	.408**	.381**	1										
D1	.383**	.572**	.473**	.214**	.339**	1									
D2	.410**	.791**	.612**	.382**	.371**	.556**	1								
D3	.415**	.677**	.616**	.394**	.388**	.559**	.702**	1							
D4	.350**	.626**	.545**	.335**	.401**	.562**	.666**	.755**	1						
D5	.237**	.391**	.299**	.243**	.236**	.411**	.400**	.441**	.445**	1					
A1	.389**	.525**	.425**	.464**	.342**	.417**	.514**	.481**	.439**	.328**	1				
A2	.370**	.424**	.409**	.344**	.287**	.309**	.400**	.412**	.361**	.285**	.514**	1			
A3	.359**	.525**	.479**	.485**	.331**	.312**	.532**	.582**	.500**	.259**	.521**	.379**	1		
A4	.377**	.558**	.520**	.485**	.469**	.432**	.566**	.628**	.622**	.387**	.501**	.457**	.531**	1	
A5	.218**	.277**	.253**	.276**	.196**	.205**	.255**	.294**	.285**	.305**	.307**	.300**	.223**	.381**	1

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

Table-4 indicates the mean ratings for life satisfaction categories, which are reasonably high. Apart from the question SWLS5 "If I could live my life over, I

would change almost nothing" which has a correlation score of less than $r = 0.500$, values are fairly high in terms of correlations for other items.

Table-4: Correlations for Life Satisfaction items					
	SWLS1	SWLS2	SWLS3	SWLS4	SWLS5
SWLS1	1				
SWLS2	.571**	1			
SWLS3	.605**	.758**	1		
SWLS4	.508**	.574**	.640**	1	
SWLS5	.258**	.229**	.200**	.131**	1

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

The correlations for the Job satisfaction items are shown in Table-5. The correlations are significant ($p < .01$) (2-tailed).

Table-5. Correlations for Job Satisfaction items						
	JS1	JS2	JS3	JS4	JS5	JS6
JS1	1					
JS2	.532**	1				
JS3	.462**	.446**	1			
JS4	.438**	.359**	.418**	1		
JS5	.517**	.424**	.367**	.439**	1	
JS6	.728**	.602**	.528**	.553**	.635**	1

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

4.4 KMO and Barlett Test

Further KMO and Barlett test were performed on all three constructs of employee engagement, life happiness and

job satisfaction. Table-6 shows the suitability of our data adequacy. The fraction of variance in our variables that could be explained by underlying factors is

calculated using the measure of sampling adequacy statistic i.e. Kaiser-Meyer-Olkin (KMO). High results (near to 1.0) suggest that a factor analysis would be relevant for our data. The hypothesis that our correlation matrix is an identity matrix,

indicating that our variables are unrelated, is tested by Bartlett's test of sphericity. All scales in Table-6 have a high level of dependability (KMO-EE = 0.911, KMO-SWLS = 0.810, KMO-JS = 0.867).

Table-6: KMO and Bartlett's Test				
		Employee Engagement	Satisfaction with Life	Job Satisfaction
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.939	0.810	0.867
Bartlett's Test of Sphericity	Approx. Chi-Square	3351.017	892.506	1124.097
	df	105	10	15
	Sig.	0.000	0.000	0.000

4.5 Hierarchical Regression Analysis

A hierarchical regression analysis was applied to evaluate the relationship between life satisfaction and employee engagement. Employee engagement was taken in first block for regression. The construct Job satisfaction, with some control variables

like workplace locations, shift or normal working, age, gender, and educational qualifications of employees were used in second block of regression.

A single regression analysis without the Block-2 was done to verify the robustness effect (see Table-7a,b,c).

Table-7a: Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.716 ^a	0.513	0.512	0.57863	0.513	465.120	1	442	0.000

a. Predictors: (Constant), EE

Table-7b: ANOVA ^a						
	Model		Sum of Squares	df	Mean Square	Sig.
1	Regression		155.730	1	155.730	.000 ^b
	Residual		147.989	442	0.335	
	Total		303.720	443		

a. Dependent Variable: SWLS

b. Predictors: (Constant), EE

Table-7c: Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	0.222	0.151		1.465	0.144					
	EE	0.842	0.039	0.716	21.567	0.000	0.716	0.716	0.716	1.000	1.000

Finally, hierarchal regression was applied for testing of our two-model approach (Table-8a,b,c). We can see that Model-1 explains 51.3% variance in SWLS with a correlation value of 0.716 and it is significant $p < 0.01$. After Block-2 has been included, the Model-2 as a whole explained

67.6% of variance (new correlation is 0.822) in dependable variable i.e. SWLS. In Table-8a, the column labelled 'R square change' explained additional 16.3% of variance in dependable variable for Model-2. This is significant contribution as indicated by F change values (0.000) in the table.

Table-8a: Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.716 ^a	0.513	0.512	0.57875	0.513	464.788	1	441	0.000
2	.822 ^b	0.676	0.669	0.47653	0.163	27.186	8	433	0.000
a. Predictors: (Constant), EE									
b. Predictors: (Constant), EE, JS, Gender (Male/Female), Workplace (Urban/ Remote), No. of locations served, Educational qualification (Under Graduate/Graduate/Post Graduate and above), Shift working (Y/N), Age (years), Length of Service (years)									

The ANOVA Table-8b indicates that include both blocks of variables F(9,433) = Model as a whole is significant, which 100.340, $p < 0.0005$.

Table-8b: ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	155.683	1	155.683	464.788	.000 ^b
	Residual	147.715	441	0.335		
	Total	303.399	442			
2	Regression	205.071	9	22.786	100.340	.000 ^c
	Residual	98.328	433	0.227		
	Total	303.399	442			
a. Dependent Variable: SWLS						
b. Predictors: (Constant), EE						
c. Predictors: (Constant), EE, JS, Gender (Male/Female), Workplace (Urban/ Remote), No. of locations served, Educational qualification (Under Graduate/Graduate/Post Graduate and above), Shift working (Y/N), Age (years), Length of Service (years)						

Table-8c shows that all the variables except control variables made unique significant contribution ($p < 0.005$). the best predictor of SWLS is job satisfaction ($\beta = 0.553$; $p < 0.001$) followed by employee engagement

($\beta = 0.228$; $p < 0.001$). We can see that none of the control variable has a significant contribution except 'Age'. However, the 'Age' of employees is also significantly predicting the SWLS ($\beta = 0.156$; $p < 0.05$).

Table-8c: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	0.221	0.151		1.460	0.145					
	EE	0.842	0.039	0.716	21.559	0.000	0.716	0.716	0.716	1.000	1.000
2	(Constant)	0.083	0.198		0.420	0.675					
	EE	0.268	0.052	0.228	5.138	0.000	0.716	0.240	0.141	0.380	2.632
	JS	0.540	0.044	0.553	12.317	0.000	0.791	0.509	0.337	0.372	2.690
	Workplace (Urban/Remote)	-0.034	0.064	-0.015	-0.524	0.601	-0.127	-0.025	-0.014	0.911	1.098
	Length of Service (years)	0.000	0.006	0.004	0.054	0.957	0.410	0.003	0.001	0.145	6.915
	No. of locations served	-0.023	0.017	-0.044	-1.316	0.189	0.181	-0.063	-0.036	0.669	1.495
	Shift working (Y/N)	0.083	0.064	0.042	1.305	0.193	0.252	0.063	0.036	0.711	1.407
	Age (years)	0.012	0.006	0.156	2.149	0.032	0.471	0.103	0.059	0.143	7.007
	Gender (Male/Female)	0.107	0.063	0.049	1.702	0.089	0.071	0.082	0.047	0.888	1.126
	Educational qualification (Under Graduate/Graduate/Post Graduate and above)	-0.049	0.041	-0.036	-1.175	0.241	0.220	-0.056	-0.032	0.807	1.240

5.0 Findings

Hierarchical multiple regression was applied to investigate the effect of higher employee engagement (X1), greater job satisfaction (X2), and some control variables (say X3) to predict the levels of subjective well-being (Y) of the employees after controlling for X2 and X3.

As a first step of Hierarchical multiple regression, one predictor was entered: employee engagement (X1). The model was statistically significant $F(1,441) = 464.788$, $p < 0.0005$ and explained 51.3% variance in Y. The factor employee engagement (X1) made a significant unique contribution to the model. In the second step, after entry of job satisfaction (X2) and control variables (X3), the model as a whole explained a total variance of 67.6% ($F(9,433) = 100.340$, $p < 0.0005$). Therefore, the introduction of X2 and X3 explained additional 16.3% of variance in Y after controlling for X2 and X3 (R square change = 0.163; $F(8,433) = 27.186$; $p < 0.001$). In the finally adjusted model, all predictor variables were significant statistically, with X2 recording a higher Beta value ($\beta = 0.553$; $p < 0.001$) than the X1 ($\beta = 0.228$; $p < 0.001$) and Age ($\beta = 0.156$; $p < 0.05$).

The results of regression analysis shows that employee engagement is making a significant and unique contribution to explain life satisfaction ($\beta = 0.228$; $p < 0.001$). According to the findings, employee engagement has a considerable impact on life satisfaction. Further, distinctive contribution of job satisfaction and control variables could both attest to this as shown by R2 change.

6.0 DISCUSSION

Life satisfaction can be linked to various areas of employees' lives besides their work duties because it is a psychological and emotional condition. In some ways, this assumption was already made in prior work, which discussed the role of life happiness in future behaviour (Diener, E.; Inglehart, R.; Tay, L., 2013), as well as the reciprocity of the life-job satisfaction relationship (Erdogan, B. et. al., 2012). Considering the findings of this study, it's reasonable to believe that these two concepts of employee engagement and life satisfaction are associated. Based on the data collected and analysis that has been carried out of one of Indian power major, it can be concluded that higher engagement

has a great impact on employee's life satisfaction. When employees are emotionally and cognitively engaged in their jobs, they are more satisfied with life. Simultaneously, the findings demonstrate significant contribution of job satisfaction with control variables (as a whole) to employee's life satisfaction.

However, influence of only control factors on satisfaction with life was not that significant. Through the study analysis part, it is reflected that out of many control variables, 'Age ($\beta = 0.156$; $p < 0.05$)' is playing a predicting role in employees' satisfaction with life. This can also probably indicate that younger employees have performed well in pandemic time (which required further research). While coping with the Covid and post Covid situations also, the location posting, educational qualifications, gender and tenure does not predominantly affect the employee's well-being. This can be understood by the fact that most of these factors (education, gender, posting locations) are constant in an employee's life and not changing with situations (even with the Covid effect). When it comes to dealing with employees, professionals must take a holistic approach. For a long-term balance, HR professionals should examine employees' life outside of work also, while designing or scheduling engagement techniques.

This study report used the employee engagement approach to explore the relationship with a larger element, such as life happiness, that is not limited to the organizational setting. Another potential stumbling block is the cultural setting. The results may have been influenced by the factor that the study was conducted in a single sector (only one representing organisation) with its own cultural milieu. Work engagement and job satisfaction have been linked to individualistic organisation, where the satisfaction of human needs is emphasized, according to previous research by Schaufeli (2017). The methodological approach is the final restriction. This is a

cross-sectional study during covid situations; therefore, it does not account for the long-term consequences of changes in life happiness due to more employee engagement and job satisfaction. Longitudinal research on this topic is also needed to see if earlier views of job engagement are related to life and job satisfaction. Further investigations may be carried out to establish the causal relationship between mentioned variables and find out the potential factors which could contribute to enrich employee's life satisfaction of this crucial sector.

7.0 REFERENCES

1. Albrecht, S. L., & Marty, A. (2020). Personality, self-efficacy and job resources and their associations with employee engagement, affective commitment and turnover intentions. *The International Journal of Human Resource Management*, 31(5), 657–681.
2. Alfes, K.; Shantz, A.D.; Truss, C.; Soane, E.C. The link between perceived human resource management practices, engagement and employee behaviour: A moderated mediation model. *Int. J. Hum. Resour. Manag.* 2013, 24, 330–351. [CrossRef]
3. Anastasi, A., & Urbina, S. (1997). *Psychological testing*, London, UK: Collier-Macmillan.
4. Apostol, O.; Năsi, S. Firm-employee relationships from a social responsibility perspective: Developments from communist thinking to market ideology in Romania. A mass media story. *J. Bus. Ethics* 2014, 119, 301–315. [CrossRef]
5. Ariani D. W. (2013). The relationship between employee engagement, organizational citizenship behavior, and counterproductive work behavior, *International Journal of Business*

- Administration, vol. 4, no. 2, 2013, DOI: <https://doi.org/10.5430/ijba.v4n2p46>
6. Bakker, A.B.; Hakanen, J.J.; Demerouti, E.; Xanthopoulou, D. Job resources boost work engagement, particularly when job demands are high. *J. Educ. Psychol.* 2007, 99, 274–284. [CrossRef]
 7. Bakker, A.B.; Schaufeli, W.B. Positive organizational behavior: Engaged employees in flourishing organizations. *J. Organ. Behav.* 2008, 29, 147–154. [CrossRef]
 8. Balducci, C.; Fraccaroli, F.; Schaufeli, W.B. Psychometric Properties of the Italian Version of the Utrecht Work Engagement Scale (UWES-9). *Eur. J. Psychol. Assess.* 2010, 26, 143–149. [CrossRef] Replace this with UWES 15
 9. Baptiste, N.R. Tightening the link between employee wellbeing at work and performance: A new dimension for HRM. *Manag. Decis.* 2008, 46, 284–309. [CrossRef]
 10. Baumruk, R. (2004). The missing link: The role of employee engagement in business success. *Workspan*, 47(11), 48-52. Retrieved from https://www.researchgate.net/profile/Ray_Baumruk/publication/284674471_The_missing_link_The_role_of_employee_engagement_in_business_success/links/5edfc625a6fdc4768942429/The-missing-link-The-role-of-employee-engagement-in-business-success.pdf
 11. Bouranta, N., Chitiris, L., & Paravantis, J. (2009). The relationship between internal and external service quality. *International Journal of Contemporary Hospitality Management*, 21(3), 275–293.
 12. Bowling, N.A.; Eschleman, K.J.; Wang, Q. A meta-analytic examination of the relationship between job satisfaction and subjective well-being. *J. Occup. Organ. Psychol.* 2010, 83, 915–934. [CrossRef]
 13. Burić, I., & Macuka, I. (2018). Self-efficacy, emotions, and work engagement among teachers: A two wave cross-lagged analysis. *Journal of Happiness Studies*, 19(7), 1917–1933.
 14. Celma, D.; Martínez-García, E.; Coenders, G. Corporate social responsibility in human resource management: An analysis of common practices and their determinants in Spain. *Corp. Soc. Responsib. Environ. Manag.* 2014, 21, 82–99. [CrossRef]
 15. Chung, N.G.; Angeline, T. Does work engagement mediate the relationship between job resources and job performance of employees? *Afr. J. Bus. Manag.* 2010, 4, 1837–1843.
 16. Czarnowsky, M. *Learning's Role in Employee Engagement: An ASTD Research Study*; American Society for Training and Development: Alexandria, VA, USA, 2008.
 17. Diener, E., Sandvik, E., & Pavot, W. (1991). Happiness is the frequency, not the intensity, of positive versus negative affect. In F. Strack, M. Argyle, & N. Schwarz (Eds.), *Subjective well-being: An interdisciplinary perspective*. New York: Pergamon.
 18. Diener, E.; Emmons, R.A.; Larsen, R.J.; Griffin, S. The Satisfaction with Life Scale. *J. Personal. Assess.* 1985, 49, 71–75. [CrossRef] [PubMed]
 19. Diener, E.; Inglehart, R.; Tay, L. Theory and Validity of Life Satisfaction Scales. *Soc. Indic. Res.* 2013, 112, 497–527. [CrossRef]
 20. Erdogan, B.; Bauer, T.N.; Truxillo, D.M.; Mansfield, L.R. Whistle While You Work: A Review of the Life Satisfaction Literature. *J.*

- Manag.* 2012, 38, 1038–1083. [CrossRef]
21. Fairlie, P. Meaningful Work, Employee Engagement, and Other Key Employee Outcomes: Implications for Human Resource Development. *Adv. Dev. Hum. Resour.* 2011, 13, 508–525. [CrossRef]
 22. Ferreira P, Gabriel C, Faria S, Rodrigues P, Sousa Pereira M. What if Employees Brought Their Life to Work? The Relation of Life Satisfaction and Work Engagement. *Sustainability.* 2020; 12(7):2743. <https://doi.org/10.3390/su12072743>
 23. Fields, D. (2002). *Taking Measure of Work: A Guide to Validated Scales for Organizational Research and Diagnosis*. Thousand Oaks, CA: SAGE Publications.
 24. Fisher, C. D. (2010). Happiness at Work. *International Journal of Management Reviews*, 12(4), 384–412. <https://doi.org/10.1111/j.1468-2370.2009.00270.x>
 25. Fleming, J.H.; Asplund, J. *Human Sigma*; Gallup Press: New York, NY, USA, 2007.
 26. Freitas WRdS, Jabbour CJC & Santos FCA (2011) Continuing the evolution: Towards sustainable HRM and sustainable organizations. *Business Strategy Series*, 12 (5), pp. 226–234. <http://www.emeraldinsight.com/doi/abs/10.1108/17515631111166861?journalCode=bss>; <https://doi.org/10.1108/17515631111166861>
 27. Garg, N.; Singh, P. Work engagement as a mediator between subjective well-being and work-and-health outcomes. *Manag. Res. Rev.* 2019. [CrossRef]
 28. Hair, J.F.; Black, W.C.; Babin, B.J.; Anderson, R.E. *Multivariate Data Analysis*, 7th ed.; Pearson Education: Essex, UK, 2014.
 29. Hakanen, J.J.; Schaufeli, W.B. Do burnout and work engagement predict depressive symptoms and life satisfaction? A three-wave seven-year prospective study. *J. Affect. Disord.* 2012, 141, 415–424. [CrossRef] [PubMed]
 30. Hardesty, D. M., & Bearden, W. O. (2004). The use of expert judges in scale development: Implications for improving face validity of measures of unobservable constructs. *Journal of Business Research*, 57(2), 98–107
 31. Harter, J.K.; Schmidt, F.L.; Hayes, T.L. Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *J. Appl. Psychol.* 2002, 87, 268–279. [CrossRef]
 32. Hartmann, G. W. (1934). Personality traits associated with variations in happiness. *The Journal of Abnormal and Social Psychology*, 29(2), 202–212. <https://doi.org/10.1037/h0073108>
 33. Hirsig, N.; Rogovsky, N.; Elkin, M. Enterprise sustainability and HRM in small and medium-sized enterprises. In *Sustainability and Human Resource Management: Developing Sustainable Business Organizations*; Ehnert, I., Harry, W., Zink, K.J., Eds.; Springer: New York, NY, USA, 2014; pp. 127–152.
 34. Järlström, M.; Saru, E.; Vanhala, S. Sustainable human resource management with salience of stakeholders: A top management perspective. *J. Bus. Ethics* 2016, 152, 1–22. [CrossRef]
 35. Jenkins, G. D., & Taber, T. D. (1977). A Monte Carlo study of factors affecting three indices of composite scale reliability. *Journal of*

- Applied Psychology*, 62(4), 392–398.
36. Joo, B.-K.; Lee, I. Workplace happiness: Work engagement, career satisfaction, and subjective well-being. *Evid. -Based HRM A Glob. Forum Empir. Scholarsh.* 2017, 5, 206–211. [CrossRef]
 37. Judge, T.A.; Hulin, C.A. Job Satisfaction as a Reflection of Disposition: A Multiple Source Causal Analysis. *Organ. Behav. Hum. Decis. Process.* 1993, 56, 388–421. [CrossRef]
 38. Judge, T.A.; Watanabe, S. Another Look at the Job-Life Satisfaction Relationship. *Acad. Manag. Best Pap. Proc.* 1993, 8, 243–247. [CrossRef]
 39. Kahn, W.A. Psychological Conditions of Personal Engagement and Disengagement at Work. *Acad. Manag. J.* 1990, 33, 692–724. [CrossRef]
 40. Laurent, iu, P.M.; Sulea, C.; Iancu, A. Work engagement or burnout: Which comes first? A meta-analysis of longitudinal evidence. *Burn. Res.* 2017, 5, 35–43. [CrossRef]
 41. Lee, J. (2012). Antecedents and consequences of employee engagement: empirical study of hotel employees and managers. Kansas State University. <https://krex.k-state.edu/dspace/handle/2097/13653>
 42. Lissitz, R. W., & Green, S. B. (1975). Effect of the number of scale points on reliability: A Monte Carlo approach. *Journal of Applied Psychology*, 60(1), 10–13.
 43. Lu, L.; Lu, A.; Gursoy, D.; Neale, N. Work engagement, job satisfaction, and turnover intentions: A comparison between supervisors and line-level employees. *Int. J. Contemp. Hosp. Manag.* 2016, 28, 737–761. [CrossRef]
 44. Luthans, F. Positive Organizational Behavior: Developing and Managing Psychological Strengths. *Acad. Manag. Exec.* 2002, 16, 57–75. [CrossRef]
 45. Kumar, A., Kapoor, S., Narula, V; Can Organisations Be Happy? Exploring The Role of Employee Engagement on The Determinants of Organisational Happiness: A Proposed Framework in Context of Indian Power Sector. Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/ Journal of Tianjin University Science and Technology 55(01), 2022, 160-176, DOI 10.17605/OSF.IO/436GF
 46. Kumar, A., Kapoor, S.; 'Employee Engagement amidst COVID-19 pandemic: A Challenge or Opportunity for Indian Organisations'. 'International Journal of Advanced Science and Technology (ISSN:2005-4238, E-ISSN:2207-6360), Vol.29 No. 9S (2020) Special Issue, 1980-1987
 47. Mariappanadar, S. Harm of efficiency oriented HRM practices on stakeholders: Can ethical issue for sustainability. *Soc. Bus. Rev.* 2012, 7, 168–184. [CrossRef]
 48. Maslach, C.; Schaufeli, W.B.; Leiter, M.P. Job Burnout. *Annu. Rev. Psychol.* 2001, 52, 397–422. [CrossRef] [PubMed]
 49. Mauno, S.; Kinnunen, U.; Ruokolainen, M. Job demands and resources as antecedents of work engagement: A longitudinal study. *J. Vocat. Behav.* 2007, 70, 149–171. [CrossRef]
 50. Moeller, J.; Ivcevic, Z.; White, A.; Menges, J.; Brackett, M. Highly engaged but burned out: Intra-individual profiles in the US workforce. *Career Dev. Int.* 2018, 23, 86–105. [CrossRef]
 51. Nevo, B. (1985). Face validity revisited. *Journal of Educational Measure- ment*, 22(4), 287–293.

52. Nunnally, J. C., Bernstein, I. H., & Berge, J. M. t. (1994). *Psychometric theory*. New York, NY: McGraw-Hill.
53. Park, J.; Gursoy, D. Generation effects on work engagement among U.S. hotel employees. *Int. J. Hosp. Manag.* 2012, 31, 1195–1202. [CrossRef]
54. Podgorodnichenko, N., Edgar, F., & Mcandrew, I. (2020). The role of HRM in developing sustainable organizations: Contemporary challenges and contradictions. *Human Resource Management Review*, 30, 100685.
55. R. Wellins and J. Concelman, “Creating a culture for engagement,” Workforce Performance Solutions, 2010.
56. Ram, P.; Prabhakar, G. The role of employee engagement in work-related outcomes. *Interdiscip. J. Res. Bus.* 2011, 1, 47–61.
57. Reijseger, G., Schaufeli, W. B., Peeters, M. C. W., & Taris, T. W. (2013). Ready, set, GO! From work engagement to job performance. In S. M. Gonçalves & J. G. Neves (Eds.), *Occupational health psychology: From burnout to well-being* (pp. 287–308). Rosemead, US: Scientific & Academic Publishing, retrieved from <https://www.wilmarschaufeli.nl/publications/Schaufeli/392.pdf>
58. Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
59. Rothmann, S. Job satisfaction, occupational stress, burnout and work engagement as components of work-related wellbeing. *SA J. Ind. Psychol.* 2008, 34, 11–16. [CrossRef]
60. Russell J. A. (2003). Core affect and the psychological construction of emotion. *Psychological review*, 110(1), 145–172. <https://doi.org/10.1037/0033-295x.110.1.145>
61. Russell, J. A. (1980). A circumplex model of affect. *Journal of Personality and Social Psychology*, 39(6), 1161–1178. <https://doi.org/10.1037/h0077714>
62. Saks, A.M. Antecedents and consequences of employee engagement. *J. Manag. Psychol.* 2006, 21, 600–619. [CrossRef]
63. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315. <https://psycnet.apa.org/doi/10.1002/job.248>
64. Schaufeli, W.B.; Bakker, A.B.; Salanova, M. The Measurement of Short Questionnaire: A Cross-National Study. *Educ. Psychol. Meas.* 2006, 66, 701–716. [CrossRef]
65. Schaufeli, W.B.; Martinez, I.M.; Pinto, A.M.; Salanova, M.; Bakker, A.B. Burnout and Engagement in University Students: A Cross-National Study. *J. Cross-Cult. Psychol.* 2002, 33, 464–481. [CrossRef] Check please for UWES-15
66. Schaufeli, W.B.; Salanova, M.; Gonzalez-Roma, V.; Bakker, A.B. The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *J. Happiness Stud.* 2002, 71–92. [CrossRef]
67. Shuck, B. Four Emerging Perspectives of Employee Engagement: An Integrative Literature Review. *Hum. Resour.*

- Dev. Rev.* 2011, 10, 304–328. [CrossRef]
68. Sousa-Poza, A.; Sousa-Poza, A.A. Well-being at work: A cross-national analysis of the levels and determinants of job satisfaction. *J. Socio-Econ.* 2000, 29, 517–538. [CrossRef]
 69. Tsui, A. S., Egan, T. D., & O'Reilly, C. A. (1992). Being Different: Relational Demography and Organizational Attachment. *Administrative Science Quarterly*, 37(4), 549–579. <https://doi.org/10.2307/2393472>
 70. Uchida, Y. and Oishi, S. (2016), The happiness of individuals and the collective. *Japanese Psychological Research*, 58: 125-141. <https://doi.org/10.1111/jpr.12103>
 71. Vance, R.J. *Employee Engagement and Commitment: A Guide to Understanding, Measuring, and Increasing Engagement in Your Organization*; The SHRM Foundation: Alexandria, VA, USA, 2006.
 72. Viljevac, A.; Cooper-Thomas, H.D.; Saks, A.M. An investigation into the validity of two measures of work engagement. *Int. J. Hum. Resour. Manag.* 2012, 23, 3692–3709. [CrossRef]
 73. Wagner, M. 'Green' human resource benefits: Do they matter as determinants of environmental management system implementation? *J. Bus. Ethics* 2013, 114, 443–456. [CrossRef]
 74. Wagner, R.; Harter, J.K. 12: *The Great Elements of Managing*; The Gallup Organization: Washington, DC, USA, 2006.
 75. Warr, P. B. (2007). Book: Work, happiness, and unhappiness. Publisher: Mahwah, N.J. : Lawrence Erlbaum Associates, 2007, <https://doi.org/10.4324/9780203936856>, downloaded from: <http://library.lol/main/A73C6A42BAFA4C4227B24C1D2C0648A8>
 76. Williamson, J.C.; Geldenhuys, M. Positive work experiences and life satisfaction: The moderating role of gender. *J. Psychol. Afr.* 2014, 24, 315–320. [CrossRef]
 77. Wright, T. A., & Cropanzano, R. (2004). The role of psychological well-being in job performance: A fresh look at an age-old quest. *Organizational Dynamics*, 33(4), 338–351, <https://psycnet.apa.org/doi/10.1016/j.orgdyn.2004.09.002>