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**THE TRINITY TOWARDS SOCIAL SUSTAINABILITY: THE INTERACTION
BETWEEN WELLBEING, RESILIENCE AND ORGANIZATIONAL RENEWAL
CAPABILITY.**

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DEDICATION

To the Acquah family.

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LIST OF ABBREVIATIONS

| | |
|---------|-----------------------------------|
| ORC | ORGANIZATIONAL RENEWAL CAPABILITY |
| SDGs | SUSTAINABLE DEVELOPMENT GOALS |
| UN | UNITED NATIONS |
| CSR | CORPORATE SOCIAL RESPONSIBILITY |
| SEM | STRUCTURAL EQUATION MODELLING |
| PLS-SEM | PARTIAL LEAST SQUARES |
| HTMT | HETEROTRAIT-MONOTRAIT RATIO |
| AVE | AVERAGE VARIANCE EXTRACTED |
| VAF | VARIANCE ACCOUNTED FOR |
| CB-SEM | COVARIANCE-BASED SEM |
| VIF | VARIANCE INFLATION FACTORS |
| EFA | EXPLORATORY FACTOR ANALYSIS |

ABSTRACT

This thesis investigates the interrelationships between Human Resource Management (HRM) concepts and the achievement of the sustainability agenda through the theoretical lens of organizational justice. Specifically, the study focuses on the interaction among employee wellbeing, resilience, and social sustainability, and examines the role of organizational renewal capability in shaping this interplay from a pragmatist's perspective. Organizational renewal capability was employed as both a moderator and a mediator to test these relationships.

A concurrent mixed-method approach was utilized for data collection, employing stratified random sampling for the survey and purposive quota sampling for interviews. The survey involved 300 employees, while the interviewees comprised management personnel from various sectors of the Canadian economy, all sourced from the Prolific online data panel. Data from the survey were analyzed using Structural Equation Modelling, whereas thematic analysis, supported by exploratory factor analysis, was applied to the interview data to identify the constituents of the variables under study.

The study's findings revealed significant positive relationships between employee wellbeing and social sustainability, employee wellbeing and organizational renewal capability, resilience and social sustainability, resilience and employee wellbeing, and organizational renewal capability and social sustainability. However, no significant relationship was found between resilience and organizational renewal capability. Furthermore, organizational renewal capability was found to mediate the relationships between employee wellbeing and social sustainability, as well as resilience and social sustainability. Yet, it did not moderate the relationships between employee wellbeing and social sustainability or between resilience and social sustainability.

The implications of these findings are significant for management and policymakers in Canada, offering insights into the predictors of social sustainability and how these should be managed to promote social sustainability effectively. This research contributes valuable insights to the

sustainability literature by shedding light on the predictors of social sustainability in Canada while providing guidance on their management towards fostering it.

ABSTRACT (ITALIANO)

Questa tesi indaga le interrelazioni tra i concetti emergenti di gestione delle risorse umane (HRM) ed il raggiungimento dell'agenda di sostenibilità attraverso la lente teorica della giustizia organizzativa. Nello specifico, lo studio si concentra sull'interazione tra benessere dei dipendenti, resilienza e sostenibilità sociale ed esamina il ruolo della capacità di rinnovamento organizzativo nel plasmare questa interazione da una prospettiva pragmatica. La capacità di rinnovamento organizzativo è stata utilizzata sia come moderatore sia come mediatore per testare queste relazioni.

Per la raccolta dei dati è stato utilizzato un approccio simultaneo basato su metodi misti, utilizzando un campionamento casuale stratificato per l'indagine e un campionamento per quote significative per le interviste. L'indagine ha coinvolto 300 dipendenti, mentre gli intervistati hanno incluso personale dirigente di vari settori dell'economia canadese, tutti provenienti dal panel di dati online Prolific. I dati dell'indagine sono stati analizzati utilizzando un modello di equazioni strutturali, mentre l'analisi tematica, supportata da un'analisi fattoriale esplorativa, è stata applicata ai dati delle interviste per identificare i costituenti delle variabili oggetto di studio.

I risultati dello studio hanno rivelato significative relazioni positive tra benessere dei dipendenti e sostenibilità sociale, benessere dei dipendenti e capacità di rinnovamento organizzativo, resilienza e sostenibilità sociale, resilienza e benessere dei dipendenti, capacità di rinnovamento organizzativo e sostenibilità sociale. Tuttavia, non è stata trovata alcuna relazione significativa tra resilienza e capacità di rinnovamento organizzativo. Inoltre, è stato riscontrato che la capacità di rinnovamento organizzativo media le relazioni tra benessere dei dipendenti e sostenibilità sociale, nonché resilienza e sostenibilità sociale, ma non le relazioni tra benessere dei dipendenti e sostenibilità sociale o tra resilienza e sostenibilità sociale.

Le implicazioni di questi risultati sono significative per il management e i *policymaker* in Canada, poiché offrono approfondimenti sui predittori della sostenibilità sociale e su come questi dovrebbero

essere gestiti per promuovere la sostenibilità sociale in modo efficace. Questa ricerca fornisce preziose informazioni alla letteratura sulla sostenibilità facendo luce sui predittori della sostenibilità sociale in Canada e fornendo allo stesso tempo indicazioni sulla loro gestione per poterla promuovere.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Organizations consist of a tangled web of people and processes (Wren, Bedeian & Wren 2009). Organizational systems, values and culture of the people working inside them continuously converge leading to this complexity (Gilbert, 2016). This means that the point at which they meet is crucial because it can either spur or stifle growth inside a company. Organizational renewal is a continuous process because of the ever-changing environment in which firms operate. Many of the challenges that businesses confront every day may have far-reaching effects on their strategies and tactics thus companies must be agile and responsive (Benn, Dunphy, & Perrott, 2012). Companies will need to rethink their products, technologies, processes, and business models as the market shifts because of the push for sustainability (Bonn & Fisher, 2011; Orlitzky, Siegel & Waldman., 2011), globalization and new information technologies. Hence, it is essential for a company's management style and culture allow it to make the most of the challenges and opportunities it encounters (Taneja et al., 2012). Therefore, organizational renewal capability is important in the sustainability drive.

The sustainability debate has been focused on three primary fields: the intellectual field including policymakers, the field of corporate initiatives by organizations, and the field of consumption within society (Benn, Edwards & Williams, 2014). A poll conducted before the Sustainable Development Goals (SDGs) poll revealed that an escalating proportion of businesses were giving priority to sustainability measures in addition to their conventional economic objectives (McKinsey, 2013). Thus, the need to ensure greatness in corporate management necessitates constant reinvention of established institutions (Kianto 2007). To be capable of renewal means that organizations can not

only adapt to the current climate and new circumstances, but also lead the way in their industries (Osita-Ejikeme, 2021).

The term "sustainability" has taken on a complex meaning for most enterprises and has had far-reaching effects that are difficult to pin down. Sustainability is increasingly garnering attention and has been established as a crucial factor in ensuring the long-term success of organisations, as shown by several research studies conducted over the years (Crocco & Martin, 2019; Dyllick & Hockerts, 2002; Gössling, 2017; Heemskerk, Pistorio & Scicluna, 2000; Linnenluecke & Griffiths, 2010; Mandip, 2012; Richards, 2020). The World Commission on Environment and Development (WCED) described sustainability in the Brundtland Commission Report (1987, p.8) as “meeting the demands of the present without compromising the ability of future generations to fulfill their own requirements”. Simply expressed, it is the creation of value for both shareholders and the society whilst constantly decreasing the adverse effects of organizational operations”. In other words, it stresses the importance of ingraining sustainability principles into the moral fabric of businesses. Sustainability is regarded as a hands-on procedure which uses all resources to ensure that not only is economic productivity, being attained in the present but also people and the environment are protected for future generations. According to the World Business Council on Sustainable Development (WBCSD, 2001) businesses, and the society in which they exist are interdependent and thus mutual understanding and responsible behaviour is necessary to ensure success.

Carroll's (1979) landmark work is regarded as the genesis of corporate sustainability because it outlines the four main duties of a firm: economic, legal, ethical, and voluntary. This was further amplified by a later study which Companies have a crucial role in promoting sustainability and shouldering responsibility for the economic, environmental, and social consequences of their operations (Elkington, 1998). A report by Shell International (2001) discovered that, they enjoyed reduced costs, increased options (in terms of markets and business portfolios), new customers and reduced risks after it integrated sustainable development principles into its business operations.

According to Amrutha and Geetha (2020) developing and managing world-class human resource competencies is essential for leading-edge business practices that give a company a competitive edge in today's global marketplace. The literature on sustainability and HRM subjects however attempt to answer questions on whether there are any effects of sustainability on employees, organizations, and vice versa (Docherty Forslin & Shani, 2002). Several studies have been conducted which focus on highlighting the impact such a paradigm shift will have on the role of HRM and the effects on HR professionals (Boudreau & Ramstad, 2005; De Stefano, Bagdadli, & Camuffo, 2018; Guerci et al., 2019; Podgorodnichenko et al., 2021).

Sustainable HRM which involves integrating HRM policies and practices into the corporate sustainability strategies of organizations (Cohen, Taylor, & Muller-Camen, 2012; Savaneviciene & Stankeviciute, 2018; Wilkinson, Hill, & Gollan, 2001) is a relatively new addition to the sustainability literature. Consequently, the key role of Sustainable HRM is to use HRM to develop sustainable organizations economically, environmentally, and socially (Ehnert, Harry, & Zink, 2014; Kramar, 2014; Mariappanadar, 2003; SHRM, 2011). Green human resources is another emerging area in the sustainability discussion and refers to the use of employee touch points/interfaces to promote awareness and commitments to sustainability (Mandip, 2012; Nejati, Rabiei, & Jabbour, 2017). It focuses on making sustainability a core part of managing people and undertaking environmentally friendly HR activities resulting in improved employee engagement, retention, greater efficiency, and lower costs (Wagner, 2013). Thus, the role of HRM in the sustainability agenda should not only be in the addition to internal activities but also involves the coordination of the external aspects of sustainability through HRM as identified by Cohen, Taylor, & Muller-Camen (2012) in their study.

Employees today put in longer hours at work than in previous generations (Singh et al., 2019) hence the need for better HR practices to ensure that businesses can thrive for the long haul (Wirtenberg et al., 2007). Integrating sustainability goals into the fabric of an organization is therefore a must (Baumgartner, 2009) and can be achieved through the alignment of leadership, good HR practices,

and shared values. There has been a gradual shift toward recognizing the significance of wellbeing in long-term economic growth on a global scale (Miller, 2016). Also, the UN in working toward the sustainable development goals (SDGs) incorporated wellbeing as an indicator of the sustainability. This emphasis on employee wellbeing stems from criticism that employees are too often that workers are treated more like commodities to be exploited than assets to be nurtured (Guest 2011; Marchington, 2015).

Employee wellbeing has been found in previous research (Sharma, Kong, & Kingshott, 2016) to be critical to organizational success since employee attitudes and behaviours are influenced by their wellbeing. Thus, employees whose wellbeing is perceived as good are happier at work and will be more productive, which will benefit the organization because they will participate and exhibit sustainability-oriented behavior in the workplace. The WHO (2017) describes employee wellbeing as having a positive state of mind, body, and relationships. According to Ting and Ho (2017), wellbeing is an overall emotional and cognitive evaluation of life satisfaction and psychological sentiments (happiness, contentment, pleasure) that are the outcome of a mutually effective interaction between individuals' attributes and their environment. CSR and corporate sustainability encompass issues related to essential human needs, enhanced health, gender equality and work life balance which are also portrayed as contributors to wellbeing in the workplace (Campbell, 2016; Schulte et al., 2015). This further suggests the role of wellbeing in the achieving of the sustainability agenda.

The achievement of long-term sustainability goals is important to businesses (Longoni, & Cagliano, 2015) and for this reason, sustainable practices need to be flexible so that they may grow and change with the company (Fiksel et al., 2014). One dynamic attribute that can aid in the long-term sustainability goals of firms is resilience (Souza, 2017). Historically, resilience and sustainability have been treated as distinct topics of study (Derissen et al., 2011; Redman, 2014) due to the unpredictability of globalization and economic volatility (Taleb, 2008) and in reaction to shifting societal constraints and expectations of businesses. (Kramer, 2006; Winnard, Adcroft, Lee, & Skipp,

2014). With the help of corporate strategy and stakeholder participation, a sustainable business that prioritizes strategic resilience can weather long-term changes (Aggerholm et al., 2011; Lozano, 2008). Also, Folke et al. (2002) in their study proposed in their study proposed sustainability as an end point that can be used to assess and direct the growth of resilience.

Organizational and individual tenacity, persistence, and the ability to bounce back from setbacks are often what people have in mind when they hear the word "resilience" (Linnenluecke & Griffiths (2015). As a desirable trait for both an organization and its individuals, resilience is useful while facing a wide range of challenges (Cooper, 2013; Lengnick-Hall, Beck & Lengnick hall, 2011; Shin, Taylor & Seo, 2012). Firms must evaluate alternative courses of action in terms of their potential to lessen exposure to risk and other forms of uncertainty to strengthen their resilience (Burnard & Bhamra, 2011; Bhamra. Dani & Burnard, 2011). Extant research suggest that an organization can augment its capacity to develop resilience at the organizational level if they improve individual employees' wellbeing and ability to cope with adversity (Huang, Xing & Gamble, 2019; Lengnick-Hall et al., 2011).

The adoption of the United Nations (UN) Sustainable Development Goals (SDGs) provides evidence of the importance of people in this case workers in the achievement of sustainability. Policymakers have argued that investing in workforce skills is a good way to build resilience and aid recovery after an economic downturn (OECD, 2012). Undeniably, goal 8 of the SDGs concentrates on promoting sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all whilst goal 3 relates to good health and wellbeing. The need to address sustainability issues has therefore become a topical issue across many industries and businesses across the world.

1.2 Problem Statement

According to Gorse et al (2018), sustainability is now widely recognized as a game-changing concept that has the potential to disrupt established markets in more robust sectors, and as such, cannot be

ignored. Thus, the increased attention it has garnered in literature is understandable. Taking "context-specific organizational activities and policies that take into consideration stakeholders' expectations and the triple bottom line of economic, social, and environmental performance" is how businesses become sustainable (Aguinis, 2011, p. 855). In terms of sustainable business practices, Human Resource Management (HRM) has emerged as a vital area accountable for sustainability-focused initiatives (Kramar, 2014; Freitas et al., 2011). Human resource management (HRM) strategies are crucial in ensuring the long-term viability and profitability of an organization, when properly implemented, because it places people at the heart of the strategy and it fosters a performance culture among its employees (Vanka, Singh, & Rao, 2020).

The effects of HRM on organizational outcomes such as employee behaviour, environmental performance, and financial performance have been studied extensively (Pham et al., 2019a, 2019b; Kim et al., 2019; O'Donohue & Toruga). The global financial crisis of the last decade has shown that consequences for society, profits and the environment are inextricably linked (Dillard, Dujon, & Brennan, 2013) hence social sustainability is considered crucial as we work to better the human conditions (Boström, 2012). Nonetheless, the human or social pillar (dimension) of sustainability has received much less attention than its environmental and economic pillars (dimensions).ng in calls for more studies (Missimer, Robèrt & Broman, 2017; Spreitzer, Porath & Gibson, 2012; Wadood, et al., 2022).

Social sustainability has been described in extant literature as identifying and addressing prevalent social issues (such the health, safety, and wellbeing concerns of employees and other stakeholders) and involves collaborating with social network partners and devising solutions based on sustainable practices used by leading enterprises and industry exemplars. (Gong et al., 2018; Meinlschmidt, Foerstl & Kirchoff, 2016). In addition, Johnson (2017), "sustainability communities" is an intriguing collaboration for sustainability, in which businesses collaborate with other businesses, local organizations, and government and non-government agencies to advance their sustainability agendas

in informal business settings. Despite the rising recognition of the importance of the notion, more research is needed on the concept of social sustainability specifically in terms of its association with other human-related concepts. Social sustainability is defined in this work as the process of identifying and managing a company's effects (positive and negative) on its stakeholders. This study aims to contribute to the growing body of empirical knowledge on the concept of social sustainability.

Ehnert et al. (2016) stated that a well and devoted personnel is central to an organization's long-term success. The idea of sustainability is predicated on the notion that a damaged environment makes it impossible to have a good quality of life for humans and other organisms (Custodio, Hadjidakou & Bryan, 2023). It is apparent that when businesses adopt sustainable practices, ordinary workers can become conscious agents of sustainability who work toward the common goal of health, happiness, and prosperity. Kobayashi, Eweje, and Tappin (2018) suggest the need for more research to investigate the full scope of employee wellbeing and sustainability by surveying a wider range of businesses and industries, as well as key stakeholders at the interface of business and society, such as representatives from government agencies, unions, and non-governmental organizations.

Wellbeing has been described as not being a static concept but rather one that evolves and varies over the course of an individual's life (Sonnentag, 2015). Empirical research presented by Staniškienė and Stankevičiūtė (2018) posited health, safety, wellness, and wellbeing as the most important factors of social sustainability. This implies that businesses must provide safe and healthy work environments for their employees who are considered as human capital because they are crucial components of fostering social sustainability in the workplace. Therefore, this study intends to fill a knowledge gap in the field of sustainability (Blake-Beard et al., 2010) by focusing on the social dimension, with the ultimate objective to advance the principles of corporate and business sustainability (Gao & Bansal, 2013; Klettner et al., 2014) By prioritising employee wellbeing as a key driver of social sustainability (Amrutha & Geetha, 2020).

Resilience as a concept helps handle the unavoidable setbacks and small stresses of any job. It is a "method of controlling everyday life stressors" (Shin, Taylor, & Seo, 2012) used to cope with modern workplace uncertainty and instability (DiCorcia & Tronick, 2011). As work processes speed up and the line between work and life blurs, people and firms are learning the value of resilience (Jackson, Firtko, & Edenborough, 2007). Research has described resilience as a set of skills that allows one to draw on and maximise one's additional resources to recover from a setback (King, Newman & Luthans, 2016; Pooley & Cohen, 2010). Positive psychological adaptation to one's surroundings has been related to resilience (Kohli & Mather, 2008; Woods & Isenberg, 2001). (Kohli & Mather, 2008; Woods & Isenberg, 2001). Linnenluecke and Griffiths (2015) therefore advised researchers to use diverse theoretical lenses to study resilience and its interaction with other variables.

Studies on resilience, sustainability, and urban social–ecological systems, recognized that sustainability has many obstacles, and that resilience is one way to tackle them (Olazabal, Chelleri & Sharifi, 2018; Elmqvist et al. 2013). Using sustainability as a metric, Folke et al. (2002) argued that resilience could be assessed and guided by the purpose of sustainability. Another study by Rai, Rai and Singh (2021) indicated that social resilience had a favourable effect on social sustainability in the sense that social principles and post-crisis recovery had similar characteristics. Diversity, connection, social involvement, and inclusive policy making have been identified as essential components of sustainable and resilient organizations and contributors to their survival (Choi, Oh & Chon, 2021; Shamout, Boarin & Wilkinson, 2021). However, most of the studies have been situated in policy and community related contexts. The current study intends to explore the relationship between resilience and social sustainability and how they can be beneficial to organizations.

Extant literature has urged deeper investigation into the connection between wellbeing, resilience, and adaptability of employees (Baptiste, 2008; Cooper, 2013; Lengnick-hall et al., 2011; Linnenluecke & Griffiths, 2015). Additional study is therefore required to fully understand the (work-related) health and wellbeing consequences of modern employment settings, the mechanisms that

generate these interactions (resilience and organizational renewal capability), and the implications on workers' motivation and conduct in the broad labor market (society) (Van Aerden, Moors, Levecque & Vanroelen, 2015).

Organizational sustainability agenda has been considered in other works of literature as dependent on a company's dynamic capacity (Liboni et al., 2015; Liboni et al., 2016). Consequently, businesses create dynamic capabilities to ensure their existence and adapt to an ever-shifting environment, and eco-capabilities to deal with shifts in the availability of natural resources. Some authors connote (at least normatively) a link between renewal and favourable outcomes such as strategic fit (Capron and Mitchell, 2009), competitive advantage (Volberda et al., 2001) and sectors (Kim & Pennings, 2009). It has therefore become imperative in the ever-changing business climate (including sustainability issues), that it is essential for organizations to develop an organization that is "permeable" (Lengnick-Hall & Beck, 2005). The process of enhancing sustainability takes place in a dynamic, complex setting that necessitates ongoing modification of boundaries, objectives, and functions, calling for more research on the flexible response that comes from strategic resilience and organizational renewal capability, a gap this study intends to bridge.

The effectiveness of renewal initiatives in altering the external environment and stakeholder relationships, as well as the strategies that make this possible, should be the subject of further study according to Kearney and Morris (2015). The fact that performance can be measured in more than one way (Andrews et al., 2007; Jarrar & Schiuma, 2007) argues for the inclusion of input, efficiency, and effectiveness metrics in future research. Several of these indicators may be influenced by the strategic renewal process. Gabryś. (2018) proposed the study of organizational renewal in a variety of research contexts and with other constructs. Considering this, the study explores the role of organizational renewal capability in reaching sustainability objectives.

Although the employee wellbeing, resilience and social sustainability have been around for a while and have been studied individually in literature (Eizenberg, & Jabareen, 2017; Krekel, Ward & De

Neve, 2019; Stokes, 2019), they have just recently come to the forefront of scholarly discussion (Batat, 2022; Cao, Lawson & Pil, 2023; Mubarak, Khan & Khan, 2022). What makes this triad special is how they may be applied to human principles that define how we interact with the natural world (Joseph & McGregor, 2020). Thus, the ability of an organization to adapt to changing conditions is therefore important in studying the relationship between employee wellbeing, resilience and social sustainability. With most of the studies being either wholly qualitative or quantitative in nature, Ahmed et al. (2020) suggested a mixed method approach to have an in-depth knowledge of sustainability and its triggers. This study will therefore introduce a mixed method approach in analysing their interaction with the intention of seeking insights from both HR managers and employees. Furthermore, in line with working towards the achievement of Agenda 2030, this study touches on several SDGs which represent an urgent call to action for the prosperity of all. This current study employs empirical, theoretical, and analytic methods to shed light on the relationship between employee wellbeing, resilience, organizational renewal capability and social sustainability.

1.3 Purpose

This research aims to investigate the interrelationships between emerging HRM concepts and the achievement of the sustainability agenda. It focuses on the interplay of employee wellbeing, resilience and social sustainability and the role organizational renewal capability plays on this interplay.

1.4 Objectives

The main objective of the study was to examine the effects of employee wellbeing and resilience on social sustainability and the role of organizational renewal capability on the relationships. The specific objectives were to:

1. Identify the factors that constitute Employee Wellbeing, Resilience, Social Sustainability and Organizational Renewal Capability.
2. Assess the association between Employee Wellbeing, Resilience, Organizational Renewal Capability and Social Sustainability.

3. Examine the moderating role of Organizational Renewal Capability on the relationship between Employee Wellbeing, Resilience and Social Sustainability.
4. Investigate the mediating role of Organizational Renewal Capability on the relationship between Employee Wellbeing, Resilience and Social Sustainability.

1.5 Questions

1. What are the factors that make up Employee Wellbeing, Resilience Social Sustainability and Organizational Renewal Capability?
2. What is the association between Employee Wellbeing, Resilience, Organizational Renewal Capability and Social Sustainability?
3. Does Organizational Renewal Capability play a moderating role on the relationship between Employee Wellbeing, Resilience and Social Sustainability?
4. Does Organizational Renewal Capability play a mediating role on the relationship between Employee Wellbeing, Resilience and Social Sustainability?

1.6 Significance

The importance of this research is that it supplements existing literature on wellbeing, resilience, and social sustainability, which has a few gaps and shortcomings. This study also stands out because it makes a significant and novel contribution to the existing and future literature on this topic by introducing the effect of organizational renewal capability on the relationship between the other three concepts. This research will aid in the development of corporate policies as management benefits from the recommendations as well, as they gain a better understanding of how the three concepts interact and the role of organizational renewal capability in the sustainability drive. In practice, it is critical to ensure that scarce resources are spent wisely and correctly, and that a harmonious workplace is maintained to encourage employees to contribute to the growth and survival of organizations.

1.7 Scope and Limitations

There are several HRM factors that have been identified in literature to affect sustainability (Ehnert et al., 2016; Mariappanadar, 2014). This study focused on two HRM practices namely, employee wellbeing and resilience which have become topical issues in recent times (Mustamil & Najam, 2020; Zhu & Li, 2021) since issues of sustainability have taken centre stage in research. This study is not intended to provide a comprehensive analysis on sustainability but advance current research by examining the relationships often theorized which are yet to be empirically tested with organizational renewal capability. The study will also be focused on the social aspect of sustainability since literature suggests that most studies on sustainability have previously been focused on the economic and environmental aspects (Al Marzouqi, Khan, & Hussain, 2019; Le Blanc & Oerlemans, 2016). The study would be mainly carried out on employees and management across several sectors within Canada.

1.8 Operational Definitions

Employee wellbeing is defined in this study as the experiences and assessments of employees that relate to their work life and will be considered as a single construct encapsulating the psychological, physical, and social aspects.

Resilience is defined as the ability to maintain competency under pressure and recover from adversity.

Organizational renewal capability is the firm's capacity to learn and innovate, resulting in new products, processes, and insights that enable it to respond to and shape external changes and drive internal transformation.

Social sustainability is defined in this work as the process of identifying and managing a company's positive and negative effects on its stakeholders in terms of systems, structures, operations, and procedures and activities.

Organizational Justice is defined as how an employee feels about the acts, decisions, and attitudes of their employer, in terms of fairness and how it affects how the employee acts on the job.

Corporate social responsibility (CSR) is a management concept that encourages companies to consider broader societal and environmental issues as they conduct business and interact with their various stakeholders.

Sustainable human resources management is defined as the adoption of HRM strategies and practices that enable the achievement of economic, sociocultural, and environmental goals, with an impact both within and beyond the organization.

Green Human Resource Management (HRM) is a field of study that encompasses all aspects and practices of HRM that approach the objective of environmental sustainability. The objective is to harmonize the objectives of businesses and society without compromising financial performance.

1.9 Thesis Statement

Employee wellbeing, resilience, and organizational capability are interdependent factors that contribute to the overall social sustainability of an organization. By investigating their interaction, this thesis proposes the possibility of a viable and successful organization and generates additional research interest in the future to develop and test new constructs to enrich the theoretical domain of HRM and sustainability.

1.10 Chapter Organization

This thesis is divided into six major chapters. The study is introduced in Chapter 1 with background information, a problem statement, a purpose, research objectives, and research questions. In Chapter 2, a review of the available literature on all concepts is conducted in order to identify the relationships between the variables. Chapter 3 also develops a theoretical framework, hypotheses and a conceptual model. The methodology issues are discussed in detail in Chapter 4. This would concentrate on the

measurement of each variable, as well as the validity and reliability of survey instruments. This chapter also includes a discussion of data collection procedures. The model and hypotheses are examined in Chapter 5 and the statistical analyses and findings presented. This chapter would also present the data collection procedure's results and findings. It contains a discussion of the findings of the previous chapter's analysis. The study's summary, conclusions, and recommendations are presented in Chapter 6. This chapter also discusses the implications for management and organizational behavior research, and corporate sustainability, as well as future research directions.

CHAPTER TWO

THEORETICAL REVIEW

2.0 Introduction

This chapter is devoted to a review of theories related to the concepts of employee wellbeing, resilience, organizational renewal capability, and social sustainability. It elaborates on relevant theories on the study variables and their application over time. The chapter begins with a discussion of theories that have been employed in extant research on the various concepts individually and concludes with the development of a theoretical framework for the study.

2.1 Theories Employed in Literature

Theories are commonly employed in research to aid in the formulation of research questions, the direction of data collection, the interpretation of data, and the development of explanations for the underlying influences or causes of observable events (Carpiano & Daley, 2006; Wacker, 1998). Organizations operate in dynamic and unpredictable settings that pose various challenges and threats. Miller (2016) argued that the corporate world is realizing it is interdependent and must be actively engaged in initiatives to reduce risks associated with social and environmental issues using appropriate workplace strategies. As such, wellbeing (Abid, Ahmed, Elahi & Ilyas, 2020), resilience (Zhao, 2021) and organizational renewal capability (Tipu, 2022) have been identified as variables that can influence financial, social and environmental issues. Several theories have been employed in operationalizing the concepts of wellbeing, resilience, and sustainability individually over the years. This section of the chapter discusses some of these theories and how they were employed in extant literature.

2.1.1 Employee Wellbeing

Employers and organizations are placing more emphasis on the value of wellbeing since organizational success relies on the ability of employees to perform at their highest level on a long-term basis (Chartered Institute of Personnel and Development (CIPD), 2016b). As a result, research has shown that how firms attain competitive advantage, as well as ethical and sustainable work practices, is based on the wellbeing of their employees (Albrecht, 2012; Cartwright & Holmes, 2006; Wright & Cropanzano, 2007). Academics and businesses are focusing on the importance of wellbeing in the workplace to help employees flourish and realize their maximum potential for both them and the company (CIPD, 2016a).

Positive feelings, connections, purpose, and accomplishment and engagement are all essential components of psychological wellbeing (Seligman, 2011). Ryan and Deci (2000) found that motivation and the degree to which behaviour is internalized are important factors in increasing behavioural efficacy, voluntary resolve, and subjective wellbeing. To comprehend and explain the significance, emergence, and management of employee wellbeing, a wide number of models, theories, and frameworks have been invoked. This section of the review will focus on a few of the prominent ones used in literature to describe the concept of employee wellbeing.

Two theories mostly employed in studies relating to wellbeing have been reciprocity and the social exchange theory which have been identified as related. They both focus on the notion of exchange in social relationships. However, reciprocity is subsumed in the social exchange process. Reciprocity can be considered one of the mechanisms through which individuals assess rewards and costs in their social interactions. When individuals receive positive actions from others, they perceive them as rewards and are more likely to continue the interaction or relationship. Similarly, negative actions are costs, leading to potential retaliation or withdrawal from the relationship. Therefore, a crucial result of the reciprocity theory proposed by Gouldner (1960) is the emergence of the social exchange theory introduced by Blau (1964) which explains how employee behaviour is heavily attributed to

interpersonal exchanges, which in turn has an impact on the organization's performance (Jiwen Song, Tsui & Law 2009). These theories have been used in extant literature to explain the need for employee wellbeing in organizations. According to this view, employees' positive, negative behaviour or unpleasant reactions are a result of the workplace actions or lack thereof (Tepper et al., 2009).

Simply, reciprocity theory states that people want to return favours. Hence, if someone does something nice for someone else, they may feel obligated to do something nice for them. Retaliation can also be considered as part of reciprocity. Reciprocity theory emphasizes maintaining social equilibrium by giving and receiving nearly equal amounts of resources and rewards. Social exchange theory adds costs and benefits to reciprocity theory. This idea states that people form relationships based on perceived costs and advantages. They analyze social exchanges based on benefits and costs, maximizing rewards and minimizing costs. Social norms and expectations influence people's perceptions of costs and rewards, which shapes social interactions and relationships, according to social exchange theory. However, this theory has some limitations and has been criticized as having a limited scope which focuses on individual behavior in dyadic (two-person) relationships and does not account for the complexity of larger social networks and groups (Duck & Sants, 1983; Mitchell, Cropanzano & Quisenberry, 2012). It has also been suggested to overemphasize rationality which assumes that people are always rational and always act in their own self-interest, which does not always reflect reality (Cook, Cheshire, Rice, & Nakagawa, 2013). Human behavior is often driven by emotions, social norms, and cultural values that are not fully captured by the social exchange theory (Lawler & Thye, 1999). The entire idea is predicated on incentives, with little consideration for settings, differences, actions, or inactions (Cropanzano, Anthony, Daniels, & Hall, 2017) which do not suit the framework of the current study and thus will not be employed.

Employee wellbeing has also been explained using Tajfel's (1974) social identity theory, which asserts that individuals are defined by their involvement in a group or community. This theory was employed in studies to explain that people categorize themselves into social groups based on

similarities with others, and then form their identities based on membership in these groups. The self-determination theory is an alternate framework for understanding what drives people (Deci & Ryan, 1985) was also employed in studies and assumes that people have a natural drive to grow and develop and identifies three basic demands that help this process along. Thus, the presence or absence of these demands influence the wellbeing of workers. A major critique of these theories is the relatively narrow focus on individual behaviour which does not explain other important factors that influence or are influenced by behavior, such as the environment which is vital in the current study.

Another model used to explain employee wellbeing is the job characteristics model (Hackman & Oldham, 1976, 1980) where individual reactions to work are linked to job characteristics. People are therefore projected to do well at their jobs in the conditions described by the theory's assumptions about the task environment. When it comes to theoretical models that address employee wellbeing, Bakker and Demerouti's (2007, 2008) job demand resources (JDR) model is among the most popular and most referenced. Based on the JDR model, researchers demonstrate how job resources impact work wellbeing, which impacts outcomes like engagement and commitment both in and out of the workplace. (Hakanen, Bakker & Demerouti, 2005). Both models share the underlying assumption that job characteristics affect employee outcomes, and they have been used extensively in research on work design and employee wellbeing. The conservation of resources (Hobfoll, 1989) theory which is also linked to the use of job resources has also been applied to the concept of wellbeing to explain why people are motivated to simultaneously preserve and expand their present resources. It was developed to build on the literature on stress which assumes that a person has certain resources at his/her disposal that he/she strongly values and is thus willing to safeguard and never lose. Even though these models and theory aim to explain how job characteristics impact employee outcomes they do not consider the presence or absence of other factors in the external environment.

Some other theories employed in wellbeing literature included those that focus on emotions and their impact on human experience. Russel (1980, 2003) proposed a way to characterize emotions according

to the circumplex model of affect theory that there are various degrees of valence and arousal in all emotional states. This theory has also been used to explain wellbeing in other studies. The broaden-and-build hypothesis of positive emotion (Fredrickson, 2001) proposes that certain discrete pleasant emotions broaden one's consciousness and foster inventive, exploratory thoughts and activities, hence improving wellbeing. While these theories differ in their focus and emphasis, they are both based on the knowledge that emotions play a substantial role in molding human experience and behavior, which, while important, is not the current study's central issue.

Clark's (2000) border theory and Ashforth, Kreiner, and Fugate's (2000) boundary theory have also been employed to theorize wellbeing in literature. Both theories believe that individuals are motivated to keep a harmonious equilibrium between their professional and personal lives by establishing and preserving boundaries between these two realms, which ultimately impact their overall welfare. The only distinction is that in terms of the border theory, the 'borders' it examines aren't just mental divisions between work and home life but also physical separations of time, space, and people. The concept of borders and boundaries even though important are however not of essence to this current study.

Finally, the stakeholder theory (Freeman, 1984) is also a moral underpinning for wellbeing. Since employees are classified as stakeholders. Specifically, the normative stakeholder theory a version of the original stakeholder theory asserts that workers' interests in the business are intrinsically (entails wellbeing) appreciated, independent of investor contributions (Freeman, Harrison, Wicks, Parmar & De Colle, 2010). Some researchers in their study of wellbeing employed this theory in explaining the concept of wellbeing since employees are regarded as primary stakeholders of all organizations.

2.1.2 Resilience

Resilience theory is classified as a human-environmental concept (Fraser, 1997) and was proposed to explain how individuals cope with changes in their environment. A later study by Greene, Galambos

and Lee (2004) also suggested that risk and resilience theory might be a fundamental theoretical component of a human behaviour course. Within the context of an organization, it specifically examines how organizations and their employees recover from challenging or disruptive circumstances. Over time, additional theories have been proposed to elucidate the concept of resilience.

Self-Efficacy theory (Bandura, 1977) has also been employed and proposes that resilience is related to a person's belief in their capacity to deal with and overcome difficulties. The Coping theory (Lazarus & Folkman, 1984) posits that resilience is the outcome of an individual's capacity to employ effective coping mechanisms to manage stress and adversity. Positive Psychology theory (Seligman & Csikszentmihalyi, 2000) is another theory that has been employed in resilience literature and focuses on the idea that resilience can be developed through cultivating positive emotions, strengths, and relationships, and by focusing on personal growth and meaning. These three theories emphasize the need for individuals to feel empowered in dealing with challenges they encounter both at work and home.

The Social Support theory (Cohen & Wills, 1985) also suggests that having strong social support networks and relationships can help individuals to cope with stress and adversity and enhance their resilience. The notion is based on the idea that instrumental, informational, and emotional supports decrease the chance of misbehavior and misconduct. Individuals with strong social support networks will have fewer physical and mental health issues than those with poor social support networks. As a result, the quality of the social support network is critical in overcoming challenges.

Ecological Systems theory (Bronfenbrenner, 1979) suggests that resilience is the result of multiple interconnected factors that exist within a person's environment, including family, peers, school, community, and culture. According to this theory, human behaviour might be influenced by the many surroundings it is exposed to over the course of our lives. This implies that a person's upbringing has

a profound effect on their entire existence and thus the ability to overcome challenges and bounce back is based on the person's development over time.

The theories above suggest that resilience can be developed and strengthened through various means, including having supportive relationships, a positive outlook, effective problem-solving skills, and access to resources. It is an important factor in mental health and wellbeing, as it helps individuals and communities to handle stress, traumatic events, and other challenges in a healthy and productive manner. The theories above will however not be able to explain the relationship between resilience and the other constructs in this study and will therefore not be applicable.

2.1.3 Social Sustainability

The objective of social sustainability is to tackle risks while simultaneously resolving social issues (Halim et al., 2019). Even though social sustainability has not been really studied as a standalone concept in extant literature (Eizenberg E, Jabareen, 2017; Missimer, Robèrt & Broman, 2017) there are a few theories that attempt to explain social sustainability.

The Social Capital theory (Bourdieu, 1985) for instance posits that social sustainability is maintained through the existence of strong social networks, trust, and shared norms and values within a community. However, this theory has its own criticisms, one of which is described in cases where it disregards boundaries of class, race, ethnicity, gender, age, etc., and tends to gloss over the complex and often contentious nature of social stratification. The Social-Ecological Systems theory on the other hand is a component of the Ecological systems theory (Bronfenbrenner, 1979) suggests that social sustainability is the result of the interplay between the human and natural systems within a community, and that both systems must be in balance for long-term sustainability to be achieved. The theory might provide light on the motivations behind our actions, but it is not without its flaws. While it may help us understand what factors are at play in each circumstance, it cannot tell us the relative importance of those factors.

Also, Social Justice theory (Rawls, 1971) asserts that social sustainability requires addressing inequalities and promoting fairness and justice within a community, ensuring that all individuals have access to basic needs and opportunities. Simply, the theory argues that all members of society should share equally in the advantages of society, that all people are created equal, and that government should treat all people fairly. One of the objections of this theory, according to Shaw and Barry (2012), is that people are 'victims' of a 'genetic lottery,' equality is unattainable, and the theory is biased in favour of rationality. Some people will end up with more money than others, and there's no assurance that they'll stick to the established norms.

Another theory is the Human Development theory (Erikson, 1963) which argues that social sustainability is achieved through the promotion of human capabilities, such as education and healthcare, which enable individuals to lead fulfilling and productive lives. Simply, it allows us to stress the importance of social ties in shaping individuals and our shared humanity. Some have argued that Erikson failed to account for the continued growth that occurs after childhood. He later conceded that after reaching adulthood, one's identity may shift.

Each of these theories provides a different perspective on the factors that contribute to social sustainability, and they can be combined to provide a more comprehensive understanding of this complex and multifaceted issue. However, they are not suitable in this study to explain the relationship between the four variables being studied.

2.1.4 Organizational Renewal Capability

Organizational renewal capability refers to the ability of an organization to change and adapt in response to changing internal and external factors. It involves the capacity to renew an organization's structures, systems, processes, and strategies in order to achieve ongoing success. There are several theories that help explain organizational renewal capability.

The Resource-Based View (RBV) (Barney, 1986; 1991) posits that organizational renewal capability is based on a combination of internal resources, such as human capital, technological capabilities, and organizational culture. Organizations that have a strong combination of these resources are more capable of renewing themselves than organizations that lack them. Overall, the RBV has been a valuable theory for understanding competitive advantage, but it has its limitations and criticisms that need to be considered. One of which is that RBV focuses solely on internal resources and capabilities, ignoring the external environment and its impact on a firm's competitive advantage. This can limit the applicability of the theory where external factors play a significant role in shaping competitive advantage.

Ambidexterity theory (Tushman & O'Reilly, 1996) suggests that organizational renewal capability is related to an organization's capacity to maintain a balance between exploration and exploitation is crucial. Exploration involves the creation of novel items, services, or processes, whereas exploitation involves improving and perfecting already existing products, services, or processes. Therefore, businesses that can effectively manage both the process of exploring new opportunities and the process of exploiting existing resources are more capable of rejuvenating themselves. The ambidextrous structure assists businesses in performing more successfully and improving overall organizational performance. One criticism is that this theory is mainly applicable to large organizations and does not work for smaller firms.

The theory of Dynamic Capabilities (Teece & Pisano, 2003) suggests that organizational renewal capability is the result of a combination of processes, routines, and practices that allow organizations to learn and adapt to changing circumstances. Organizations that can continuously develop and improve these dynamic capabilities are better equipped to renew themselves. The major criticism of this theory is that because of inherent tradeoffs between various dynamic capability kinds and levels, we are once again forced to choose between established options. Thus, companies can't efficiently

meet every conceivable need of their customers in every conceivable state of the planet using only their dynamic capabilities.

Organizational Learning theory suggests that organizational renewal capability is based on the ability of an organization to learn from its past experiences and to apply that learning to future activities. Organizations that have a strong learning culture and processes are better equipped to renew themselves. However, if ineffective information is widely disseminated, like obsolete procedures, it may be adopted by others which may affect organizational learning. This threat can be mitigated by instituting procedures to verify the veracity of employee contributions to organizational learning.

One of the unseen but significant variables driving modern enterprises is the theory of organizational culture (Nanayakkara & Wilkinson, 2021). An organization's capacity for renewal may also be influenced by its culture (Jaques, 1951). What makes up a company's culture are the values, customs, and traditions that all employees are required to follow. It is the sum of everything that makes a business unique. There is a positive correlation between an organization's ability to reinvent itself and its culture's openness to change, innovation, and continual improvement.

The focus of these theories is that they explain organizational renewal capability as the continuous evaluation of where the company stands now and where it needs to go in the future, recognizing opportunities and gaps, and implementing changes to improve performance and meet the evolving needs of stakeholders. These theories do well to explain how internal and external factors relate towards the achievement of success but are not enough to explain the relationship between renewal capability and the three other constructs in this study.

2.2 Theoretical Framework of the study

The previous section highlights the theories employed in explaining employee wellbeing, resilience, and social sustainability and suggests a requirement of a holistic approach that considers the various social, organizational, and individual factors that impact these outcomes.

This study will be framed within the theory of organizational justice which has been extensively studied and validated in academic research (Dewantoro et al., 2022; Rupp, 2011; Yean, 2016). Scholars have argued that a fraction of organizational justice is embedded within the concept of social exchange (Cropanzano & Rupp, 2008) and has a more modern perspective which goes beyond self-interest (Rupp, 2011) commonly known as the deontic model of justice (Rupp, 2006). Turillo et al. (2002) found that third parties might feel strong emotions and a desire for revenge when they witness someone else being treated unfairly, even if they do not personally identify with the victims or have been directly affected by the incident. The issue of social sustainability arises here, as employees' view of fairness will also impact their support to the organization's social causes, which in turn affects other stakeholder groups. Furthermore, organizational justice is one of the few theories that can comprehensively elucidate the connections between the four variables under investigation.

Organizations can benefit from the theory's insights about employee perceptions of workplace fairness and how these perceptions impact their behavior, which in turn helps them achieve their internal and external goals. Organizations can foster a more equitable and fair work environment by implementing policies and practices grounded in organizational justice principles. In the long term, this may boost morale, enthusiasm, and output from workers.

The organizational justice theory is employed here to serve as a guide in testing the formulated hypothesis of the study thereby explaining the association between employee wellbeing, resilience, organizational renewal capability, and social sustainability through the lens of the organizational justice theory. The next section expands on the theory and how it interprets the associations among the concepts.

2.2.1 Organizational Justice Theory

Adams's introduction of equity theory (1965) sparked a proliferation of studies on justice within the context of superior-subordinate relationships. In response to Adams's (1965) work, scholars

(Leventhal, 1976, 1980; Leventhal, Karuza & Fry, 1980; Thibaut & Walker, 1975) contended that the way subordinates view justice is influenced by their perception of the fairness of the procedures that result in decision outcomes (procedural justice). Organizational justice is defined by Colquitt and Greenberg (2003, p.166) as "the extent to which individuals perceive organizational events to be fair". Simply, organizational justice refers to the perceived fairness of the workplace, which includes the procedures, regulations, and outcomes that influence an employee's assessment of their workplace. Greenberg (1987) first proposed the notion of organizational justice, which pertains to how employees assess the actions of their organization and how it influences their attitude and conduct. Later, scholars began grouping the ideas of distributive justice and procedural justice under the umbrella term of organizational justice (Folger & Konovsky, 1989; Greenberg, 1987, 1990). As a result of their work, Bies and Moag (1986) added a new dimension which they called "interactional justice" which refers to how employees feel they were treated in interpersonal situations after new policies and procedures were put into place. However, the conceptual status of this dimension was initially contested by researchers (Cropanzano, Prehar & Chen, 2002; Skarlicki & Folger, 1997) both maintained that interactional justice was a separate feature of organisational justice, while others argued that it was a subset of procedural justice. (Moorman, 1991; Tyler & Bies, 1990).

To add to the muddle, Greenberg (1993) proposed splitting interactional justice into two distinct concepts: interpersonal justice and informational justice. Consequently, scholars of justice define supervisory interpersonal justice as the degree to which supervisors treat their subordinates with dignity and respect and define supervisory informational justice as the degree to which they are open, timely, and complete in their communications with their subordinates (Colquitt et al., 2001).

Overtime, the theory of organizational justice is known to encompass three main perspectives or sub-dimensions (Cohen-Charash & Spector, 2001):

- *Distributive justice*: refers to the fairness of outcomes, such as pay, promotions, and benefits, that employees receive from the organization.

- *Procedural justice*: concerns the fairness of the processes and procedures used to make decisions, such as the impartiality and consistency of decision-making processes.
- *Interactional justice*: pertains to the fairness and respectfulness of the interpersonal treatment employees receive from others within the organization, such as supervisors or coworkers.

According to research by Johnson et al. (2006), an individual's sense of fairness has a strong effect on their productivity. Researchers have discovered that using an evaluation of fairness as a counterbalance, employees tend to exhibit excellent performance and positive attitudes and behaviours at work (Morand & Merriman, 2012). Colquitt et al. (2001) posited that workers evaluate their contentment with their jobs considering the three dimensions of justice they perceive in their organizations. Adams (1965) suggested that people's perceptions of distributive fairness depend on whether or not they believe that their work input/output ratio is similar to that of other people. For instance, employees' views on how fairly they are compensated constitute distributive justice. The concept of interactional justice refers to workers' sense of being treated fairly in the workplace, with "fairness" being evaluated in terms of the quality of working relationships (Bies & Moag, 1986). Organizational procedural fairness ensures that workers are given timely and clear justifications for organizational decisions. It has been shown that involving workers in the formulation of business strategies improves productivity (Nadiri & Tanova, 2010).

Research has also demonstrated that views of organizational justice are positively associated to employee attitudes and behaviours, such as job satisfaction, dedication, and trust in the organisation (Pan, Chen, Hao, & Bi, 2018). Perceptions of injustice, on the other hand, might result in negative attitudes and behaviours such as reduced job satisfaction, poorer organizational commitment, and lower trust in the organization. Thus, the theory of organizational justice provides substantial theoretical support for the present study.

Employee Wellbeing

Employee wellbeing and organizational justice are concepts that are intertwined in the workplace. Organizational justice refers to how employees are treated fairly (fairness) and equally (equity), whereas employee wellness refers to employees' overall health and satisfaction. According to Fujishiro and Heaney (2009), The relationship between organizational justice and employee well-being spans multiple fields, including health, psychology, business, and occupational health and safety. In relation to this study, organizational justice theory as a social psychological framework explores the impact of organisational procedures and practices on employees' views of fairness and justice. Employees who believe their employer treats them fairly and justly, according to this notion, are more likely to be satisfied, dedicated, and engaged at work. This, in turn, improves their overall well-being, which includes job-related results, physical health, and psychological well-being (Herr et al., 2018).

High-justice-perceiving workers are more likely to have the positive emotional responses linked with a sense of wellbeing (Cassar & Buttigieg, 2015; Rani et al., 2018) in their daily lives. This study consequently believes that employees who perceive organizational interactions and processes as fair, transparent, and courteous are more likely to trust their employer, feel valued, supported, and dedicated to the organization. These employees will in turn exhibit behaviours that will promote the achievement of organizational goals (Frenkel, Lloyd, Restubog & Bednall, 2012). Contrarily, when employees perceive unfair treatment, such as unequal compensation, discrimination, or a lack of support from their organisation, individuals are more prone to experience negative emotions such as stress, frustration, and concern. This can result in decreasing job satisfaction, lower levels of devotion, and even burnout, all of which can have a severe impact on their overall wellbeing. As a result, it is critical for organizations to promote organizational justice to secure the wellbeing of their employees. (Huong, Zheng & Fujimoto, 2016). This can be accomplished through developing equitable policies and procedures, allowing for employee input and collaboration, and cultivating a culture of respect

and inclusivity. Organizations can establish a pleasant work environment that fosters employee wellbeing, contentment, and productivity by doing so.

Resilience

Earlier research by Lengnick-Hall and Beck (2003) revealed that resilience is a multidimensional quality comprised of an organization's members' connections, activities, and worldviews. Understanding the human element of resilience is crucial for appreciating robust organizations (Carvalho & Areal, 2016). Employee resilience is an employee's ability to adapt and cope with workplace stressors and obstacles, such as management changes, restructuring, or workload. (American Psychological Association (APA) 2009; Luthar, Cicchetti & Becker, 2000; Masten, 2001). Previous research suggests that organizations can respond resiliently to adversity because of the interplay between employees' capacity for resilience, the efforts they make, and the interrelationships within the organizational context (Nguyen, Kuntz, Näswall, & Malinen, 2016). As a result, resilience is described as a fluid skill shaped by the dynamics of individual and institutional relationships (Saad & Elshaer, 2020). Thus, employees who are resilient are better able to deal with these pressures and are more likely to remain productive and engaged in the face of setbacks or hurdles.

Employee organizational resilience and organizational fairness are both essential workplace elements that can affect employee wellbeing, contentment, and overall performance (Khan, 2019). As stated earlier, organizational justice relates to the workplace's perceived fairness and equity, which includes outcomes, regulations, procedures, and employee treatment. Employees' trust in their manager, their loyalty and commitment to the organization, the motivation of positive attitudes and behaviour in the workplace even during a disaster, and the organization's performance are all thought to improve when there is a sense of fairness or justice in the workplace (Brown et al., 2018). When employees believe that incentives and punishments are being doled out fairly, they are more likely to view their employer as trustworthy and secure (Colquitt, LePine, Piccolo, Zapata, & Rich, 2012). This means that

employees are more likely to be motivated, engaged, and committed to their work when they believe they are treated fairly and with respect (Cho, Park, H., & Dahlgard-Park, 2017).

A resilient worker is one who puts out effort and keeps going despite the odds being stacked against them (Sweetman, Luthans, Avey, & Luthans, 2011). Individuals develop resilience in the workplace based on their perceptions of fairness in the workplace and can thrive in the face of hardship, (Christensen & Knardahl, 2010). Extant literature suggests that employees' perceptions of organizational and leader morality, ethics, and have been linked to either increased or decreased resilience at work. Organizational justice variables, such as equitable organizational practices, processes, and interactions, are therefore shown to have an impact on workers' ability to bounce back from setbacks justice (Kahn, Amin & Jan, 2018; Seville, 2018). The findings from a recent study by Saad and Elshaer (2020) indicated that employees are more resilient when their workplace has high levels of distributive fairness and trust in the organization and vice versa. In addition, interpersonal justice was also found to have a favourable effect on both resiliency and job satisfaction (Albalá-Genol, Díaz-Fúnez & Mañas-Rodríguez, 2023). Employee resilience and organizational justice are therefore inextricably linked since organizational justice is a key element in explaining employee resilience in the workplace.

Applying the theory of organizational justice, this study suggests that when employees see the ideals and frames of justice reflected in their workplace, they are more likely to have faith in and stick with the company through good and bad times alike and they are more likely to experience a sense of psychological wellbeing, which can enhance their resilience (Moran, 2016). When employees believe they are being treated fairly, they are more likely to establish trust and confidence in their company, which can aid in the development of resilience and this can lead to positive outcomes such as better job satisfaction, less stress, and increased productivity (Halkos, Skouloudis, Malesios & Evangelinos, 2018; Monteiro & Mourao, 2016). On the other hand, when employees believe their employer is not treating them properly, they may become less resilient and less likely to cope with professional

problems and stressors resulting in lower productivity, higher absenteeism, and higher turnover rates (Oliveira & Ferreira, 2016). Briefly, employees who feel they are being treated fairly are more likely to persist with their company during tough times, and to put forth extra effort and initiative at work to ensure the business's continued success. Therefore, it is anticipated that promoting fairness in the workplace can play a key role in building employee resilience. This can involve implementing fair policies and procedures, treating employees with respect, and ensuring that outcomes are perceived as fair. Employers may help their employees build resilience by fostering a fair and equitable workplace, which can contribute to greater wellbeing and goal attainment.

Organizational Renewal Capability

The ability of an organization to continuously adapt and innovate in response to changes in the external environment is referred to as organizational renewal capability (Agarwal and Helfat, 2009). This necessitates fostering a culture that promotes innovation, adaptability, and ongoing learning, with proficient leadership and a dedication to constant enhancement. Organizational justice pertains to the subjective perception of fairness and impartiality in an organization's regulations and procedures. There is a strong correlation between organizational renewal competency and organizational justice. Research has demonstrated that a high degree of organizational justice can significantly enhance an organization's ability to undergo renewal and change (Fuchs, 2011). Employees who perceive the decision-making procedures and outcomes of an organization as fair are more inclined to be involved and dedicated to the business. This, in turn, can improve the organization's capacity to adapt and change. Organizational justice, as defined by Cabrera and Cabrera (2002), promotes collaboration among employees by enhancing their feeling of group membership and their commitment to achieving the company's objectives. Employees are more inclined to participate in innovative behaviors and contribute to the firm's renewal activities when they perceive the organization as fair and equitable. Employees are more inclined to allocate their

time and energy to the organization when they see fair treatment and acknowledgement and remuneration for their endeavors.

In relation to organizational renewal capability, the decisions of superiors are binding on subordinates on a regular basis hence, a culture of justice and trust fosters respect and dignity which encourages employees to take risks, be creative, continuously improve as well as portray positive work attitudes (Oh, 2019). Common issues for these judgement calls include company policy, career advancement, job assignments, and the dynamics of working relationships which are all covered under the theory of organizational justice. Furthermore, employees are more inclined to trust their colleagues and bosses when an organization has a culture of justice and fairness. This can help to improve communication, collaboration, and the exchange of ideas, all of which can help the organization's rejuvenation efforts whereas employees may be less encouraged to engage in creative behaviours or contribute to renewal initiatives if an organization is viewed as unfair or unjust. According to Kim and Park (2017), knowledge sharing, and creative actions are both boosted by a culture of fairness in the workplace, which find is achieved through organizational justice.

Colquitt (2012) suggested that workers evaluate their superiors critically because management choices and acts can have substantial financial and social implications for their personnel.. In this study, organizational justice theory provides a foundation for organizational renewal by fostering a positive and supportive work environment which will result in the attainment of desired goals. Thus, organizational renewal competence and organizational justice are intricately linked, and organizations that prioritize fairness and equity in their policies and practices are more likely to succeed in their renewal efforts.

Social Sustainability

Both organizational justice and social sustainability are essential to the success of any business in the long run. From the Brundtland Commission Report (1987) comes the concept of social sustainability,

which states that organizations should operate in a way that satisfies current needs without compromising the capacity of future generations to do the same. However, when it comes to an organization's policies, procedures, and decision-making processes, organizational justice is all about fairness and equity. (Colquitt, Greenberg & Zapata-Phelan, 2005). Because they both address concerns of fairness, equity, and responsibility, there seems to be a link social sustainability and organizational justice.

Research in organizational psychology has established that people value fairness and emotional reactions to wrongdoing and the pursuit of retribution have deep evolutionary roots (Rupp, Williams & Aguilera, 2011). When discussing the role of ethics in sustainability, justice is cited as the most fundamental ethical ideal by Fredericks (2013). Thus, in the realm of organizational management, social sustainability and organizational justice are interconnected ideas. Farid et al (2019) believed that incorporating socially responsible initiatives gives the impression to workers that the organization is sharing some of its wealth with them and even others and for that reason, employees not only feel good about themselves, but they also feel obligated to do something nice for the organization through their hard work and loyalty.

Extant literature reveals that workers react not just to their own treatment at work but also to the treatment of their coworkers (Rupp & Bell, 2010; Skarlicki & Rupp, 2010). In addition, Rupp et al., (2006) also opined that organizational justice addresses the fair treatment of individuals, groups and environments outside the organization, in addition to the internal treatment of employees. These individuals, groups and communities outside the organization are also what social sustainability covers (Gong et al., 2018). Organizational justice theory provides a way of understanding how workplace practices and policies contribute to a sense of fairness and social sustainability since they both share the same tripartite framework of basic human requirements (Rupp, Wright, Aryee & Luo, 2015). For example, organizations that are viewed to be fair and impartial are more inclined to attract

employees. who exhibit positive attitudes such as engagement, commitment, and satisfaction (Choi, 2011; Rupp et al., 2006).

Furthermore, the need for fair treatment of others may imply that workers may react negatively to organizational injustice to others and not simply when it is done to them personally (Rupp et al., 2015; Turillo et al., 2002). This implies that organizations that are perceived as unjust or unfair either within or outside may experience high levels of turnover and low employee morale, affecting social sustainability drive. One of the early proponents of this argument Gaus (2001) described this as the deontological approach which was described as possessing a certain universal ideal based on the respect for rights and argues that institutions should be formed in a way that honour these rights in how they treat diverse human beings. Cropanzano, Goldman and Folger (2003) advanced this notion by stating that deontological judgements are based on principles derived from moral concepts such as respect for humans, human dignity, and equitable treatment.

An individual's sense of workplace justice may stem from their own self-interest or from a higher, more universal idea of justice, according to deontic fairness principles (Turker, 2009). In a similar spirit, Hansen et al. (2011) contended that people have an innate moral obligation to treat others fairly; hence, when people witness others unjustly violating this duty, they would react, at least partially, as if they were the ones being unfairly treated. Employees will reject organizational injustice regardless of the cost to themselves, according to Cropanzano et al. (2003), who further postulated that this bias stems from a combination of poor treatment of external stakeholders and poor treatment of employees themselves.

From a deontic perspective, principles of fairness are universal, and members of the public can hold businesses to account for how they treat their employees and the communities at large (Cropanzano et al., 2001; Rupp, Williams & Aguilera, 2011).

If workers believe their company is acting ethically and fairly towards all its stakeholders, they are more likely to have a favourable outlook on the workplace (Rupp et al., 2006). This is because it ensures that all stakeholders are treated fairly and equitably and supports the view that a socially sustainable organization must consider the influence of its activities on all stakeholders, including employees, consumers, the environment and the community and may comprise addressing concerns regarding employee health and safety, providing a competitive remuneration structure, and instituting a zero-tolerance policy for discrimination and promoting social causes (Jamali, Safieddine & Rabbath, 2008).

A later study by De Roeck, El Akremi and Swaen (2016) on the fairness deontic theory assumes that workers form opinions about companies based on how fairly they treat people outside of the company. Thus, a company that practices social sustainability by implementing socially friendly policies, for example, may additionally, guarantee that the organization's personnel are subjected to fair and equitable treatment. When working conditions are fair, employees can feel safe in the knowledge that justice will be done, and they are more likely to behave responsibly (Al Halbusi, 2020). Employing this in this study, implementing rules that promote equitable opportunities for promotion, offering fair salary and benefits, and guaranteeing a safe and healthy workplace is one example of how to handle both the social and physical components of sustainability.

Research undertaken in the areas of organizational behavior and management has consistently found that employees place significant importance on fairness when evaluating their supervisors (Ambrose & Schminke, 2009; Wolfe & Lawson, 2020). Organizational justice is a crucial issue for managers and businesses since it profoundly affects employee attitudes, actions, and wellbeing. In order to establish an equitable work environment, firms should make a concerted effort to guarantee that their policies and processes are impartial, clear, and uniformly implemented, and that all employees are treated with integrity and courtesy. Simply, organizations can create a sustainable future that benefits all stakeholders by prioritizing fairness, equity, and responsibility.

Several correlations between justice, equality, and employee attitudes have been established, and there is some evidence to suggest that workers' impressions of their workplace affect their happiness on the job (Cohen-Charash & Spector, 2001; Loi, Yang & Diefendorff, 2009). The theory of organizational justice offers a valuable foundation for comprehending the connection Organizations can foster an atmosphere that promotes sustainable behaviors by adhering to the principles of distributive, procedural and interactional justice (Collier & Esteban, 2007). This, in turn, benefits the wellbeing of their employees, communities, and the world.

2.3 Conclusion

There is mounting evidence connecting employee wellbeing to organizational renewal capability and social sustainability, and there is also a rising awareness of the significance of creating a happy workplace environment for employees. To be socially sustainable, an organization must be able to improve themselves, society and the environment. This includes practices such as reducing waste, promoting employee health and wellbeing, and encouraging sustainable behaviors among employees. A healthy and engaged workforce enables a company to better adapt to and overcome challenges. When a firm is concerned about its employees' wellbeing and resilience, everyone benefits. Resilient employees can recover from failures and capitalize on opportunities more effectively. Businesses benefit from having personnel that are strong in the face of adversity and stress.

Drawing on the organizational justice theory, organizations can make a good and lasting impact on the lives of their employees, the community, and the planet at large by developing a culture of wellbeing, cultivating a spirit of resilience, and increasing their capacity for organizational renewal. As a result, employee wellbeing, resilience, organizational renewal capabilities, and societal sustainability are intricately intertwined.

CHAPTER THREE

EMPIRICAL REVIEW

3.0 Introduction

The goal of this chapter is to provide a literature assessment on organizational renewal capability, social sustainability, employee wellbeing, and resilience. The variables of the study, their interrelationships, and the study's foundation are all laid out in this section, which also serves as a literature review. The chapter also includes a formulation of hypothesis based on both the theoretical and empirical reviews and a conceptual framework is developed.

3.1 Employee Wellbeing

Wellbeing is a complex construct comprising of varied factors whose presence or absence are likely to support or hinder an employee's performance (Baldschun, 2018). Several researchers have associated wellbeing with high work execution to achieve organizational results (Hussain, Abbas, Gulzar, Jibril & Hussain, 2020). The meaning of the term wellbeing in organizational practices has changed and broadened over time, with a variety of factors, and names (for instance, employee wellbeing, work wellbeing and job wellbeing) (Meng, 2020) influencing its definition. Health and safety used to be an organization's priority, with the goal of preventing injuries and illnesses among personnel (Miller, 2016). But as the nature of work evolved in the previous half-century, so too has the importance of workers' wellbeing in recent years. According to the Chartered Institute of Personnel Development (CIPD), 2016a), the promotion of workplace wellbeing involves both the physical and psychosocial facets of the workforce. As an example, the loss of manufacturing and the rise of service and knowledge industries is a crucial shift in the evolution of modern economies. (CIPD, 2013).

Eudemonism and hedonism are two primary philosophical perspectives on wellbeing. The former considers happiness to be the consequence of individual self-actualization and the latter defines happiness as a subjective experience (Ryan & Deci, 2001). Ryff and Singer (2008) adopted the eudemonism orientation and conjectured psychological wellbeing (PWB) whereas Diener (1984) adopted the hedonistic attitude and projected subjective wellbeing (SWB). Fisher (2010) asserted that other researchers started questioning the validity of the distinction in empirical work because of their close correlation, some researchers later developed an integrative approach to studying wellbeing by integrating SWB and PWB. Fisher (2014) argues that in order to fully understand and quantify workplace wellbeing, we need to look at three main aspects: (1) subjective wellbeing, which includes things like positive and negative affect, job satisfaction and similar positive attitudes, (2) eudemonic wellbeing, which includes things like calling, growth, engagement, intrinsic motivation, and meaning, and (3) social wellbeing, which includes things like quality connections, social support, satisfaction with colleagues, and high-quality exchange relationships with leaders. Nowadays, people usually talk about the three parts of wellbeing: mental, physical, and social (CIPD, 2016b). As a result of these differing philosophical foundations, conceptual models and research paradigms have become increasingly complex and ambiguous (Liu, Siu & Shi, 2009; Sharifirad, 2013).

Academic literature contains several different definitions of wellbeing (Hassan et al., 2009). Dodge, Daly, Huyton & Sanders (2012), in their assessment of individual wellbeing theories, concluded that researchers had spent more time identifying the characteristics of wellbeing than they had in defining it. In their study, Zheng, Zhu, Zhao and Zhang (2015) described "wellbeing" as a broad notion on which scholars have yet to agree and thus, researchers have resorted to operationalizing it based on their own research needs and purposes. However, as the interest in measuring wellbeing rises, the need to be explicit about what is being measured is magnified. To wrap up her discussion on how to conceptualize wellbeing at work, De Simone (2014) issues the following call to action: "A more comprehensive definition of overall wellbeing at work is needed to encourage research into the best

ways to maximize the desirable state for employees, to predict important outcomes for organizations”. To give a more encompassing understanding of this concept in this study, wellbeing is described as comprehensive experiences and evaluations of employees pertaining to their work life and will be considered as a single construct encapsulating the psychological, physical, and social aspects.

During the last several decades, research has highlighted the consequences of employment features on the health and wellbeing of employees (Aerden, Moors, Levecque & Vanroelend, 2015). Studies have specifically examined the correlation between wellbeing and low income (Fritzell, Neramo & Lundberg, 2004), irregular or flexible work schedules (Jamal 2004; Johnson & Lipscomb, 2006), working time arrangements (Nabe-Nielsen, Kecklund, Ingre, Skotte, Diderichsen, & Garde 2010; Wooden, Warren & Drago, 2009), long working hours (Nakata, 2012; Wirtz and Nachreiner, 2010) and job insecurity (Scot-Marshall & Tompa, 2011). The outcomes of these researches clearly demonstrate that various work-related factors have an impact on the wellbeing of employees. Employment arrangements have changed in recent decades and research has called for them to be considered in the employment strategy. A few studies have suggested that European countries will have to monitor not only the inherent quality of jobs, but also the quality of jobs in terms of stability, temporal flexibility, training opportunities, sustainability of wages among others (Aerden, Moors, Levecque & Vanroelend, 2015; Benachet, Vives, Amable, Vanroelen, Tarafa, & Muntaner, 2014).

It is therefore obvious that, a healthy lifestyle includes a healthy workplace too. Thus, employees' wellbeing can be maintained by managing boundaries between work and home through positive interaction. Recent research has focused on the need to design workplaces to promote employee wellbeing (Hendriks, Burger, Rijsenbilt, Pleeging, & Commandeur, 2020; Hussain et al., 2020; Kozusznik et al., 2019; Miller, 2016; Salas-Vallina, Alegre, Ferrer-Franco, 2021; Wepfer, Allen, Brauchli, Jenny, Bauer, 2018) as part of a dual agenda where workers and organizational interests are regarded as complimentary (Kossek, Kalliath & Kalliath, 2012). This implies that a high-caring employee culture can improve the quality of human capital hence, making it a core competency to be

utilized strategically by the organization. Studies have posited that wellbeing can bring a range of constructive consequences in terms of higher productivity, performance and innovation to employees and their organizations (Honkaniemi, Lehtonen, & Hasu, 2015; Kowalski & Loretto, 2017; Lin, Yu, & Yi, 2014). Kuiper (2012) in his study postulated an association between wellbeing and resilience. A deeper look into the relationship between resilience and wellbeing is needed because prior research suggests resilient people recover more rapidly from unpleasant experiences, which helps them maintain their wellbeing (Ryff & Singer, 2003; Smith & Hollinger-Smith, 2015).

To sum it up, wellbeing is a comprehensive concept that encompasses the complete physical, mental, and emotional well and welfare of employees. It includes a broad spectrum of elements, such as the equilibrium between work and personal life, contentment with one's employment, and the overall mental and physical health. Employee wellbeing is gaining significance in the domain of HRM as firms acknowledge the potential influence it can have on organizational success. An affirmative and encouraging work atmosphere can effectively alleviate stress and enhance employee engagement and motivation, thus resulting in heightened creativity, innovation and productivity.

3.2 Resilience

Bhamraa, Daniab and Burnard (2011) defined resilience as the capability and ability to restore a stable state following a disturbance. Resilience has been the subject of numerous debates in literature over the years. This can be credited to the lack of a precise definition and differences in terminology across its multi-disciplinary and fragmented use (Linnenluecke, 2015). Though the term has been applied in fields such as psychology (Barnett & Pratt, 2000; Powley, 2009), ecology (Walker et al., 2002), metallurgy (Callister, 2003), strategic management (Hamel & Valikangas, 2003), supply chain management (Sheffi, 2005) and engineering (Hollnagel, Woods & Leveson, 2006), Entrepreneurship (Ayala & Manzano, 2014). Literature has discovered an agreement on its nature which has allowed harmony in some definitions (Greene, Galambos & Lee, 2004).

According to Bonanno, Westphal, and Mancini (2011), resilience is characterized as a sustained pattern of functioning effectively after experiencing a very distressing event. Resilience, as defined by Masten (2014, 2015), refers to the capacity of a dynamic system to effectively adapt to shocks that pose a threat to its survival, operation, or progress. Resilience, as defined by the American Psychological Association (2014), refers to the ability to adapt and thrive in the presence of challenging circumstances such as adversity, trauma, tragedy, threats, or significant stressors (para.4). Although this description provides some assistance, it does not adequately encompass the intricacies of resilience (Southwick, Douglas Palumberi, & Pietrzak, 2014). They additionally asserted that a multitude of biological, psychological, social, and cultural factors intertwine to influence an individual's response to stressful situations. Resilience, when examined across various cultures, particularly in relation to famine, poverty, and war, is described as a process that utilizes resources to maintain overall well-being (Panter-Brick & Leckman, 2013).

It has been used in various contexts, such as on an individual level (Luthans, Vogelgesang & Lester, 2006; Powley, 2009), within organizations (Barnet & Pratt, 2000; Starr, Newfrock & Delurey, 2003), within communities (Norris, Stevens, Pfefferbaum, Wyche, & Pfefferbaum, 2008), within society (Allenby & Fink, 2005), and within ecosystems (Bodin & Wiman, 2004; Brand, 2009). Resilience is often described as a result of intricate systems (Comfort, Sungu, Johnson & Dunn, 2001; Fiksel, 2006) and a concept that encompasses several aspects (Schutte & Mberi, 2020). Ayala and Manzano (2014) state that the concept is challenging to define due to its incorporation of a diverse set of attitude and behavioral attributes. According to Windle, Bennett, and Jane (2011), validation of the concept was still challenging, despite the existence of scales designed to assess it. Resilience is described in this study as the capacity to sustain competence in the face of pressure and bounce back from adversity.

Over time, the idea of resilience has been applied to the management of human resources and has led to the creation of several metrics to assess resilience. Visser (2020) categorized three metrics under the human capital paradigm as socio-ecological, organizational, and individual resilience. Socio-

ecological resilience, as defined by Fiksel (2003), is characterized by four key system traits: *diversity* (the existence of different forms and behaviors), *efficiency* (the capacity to perform effectively with minimal resources), *adaptability* (the ability to rapidly adjust to new challenges), and *cohesion* (the presence of interconnectedness among system variables and elements). The Stockholm Resilience Centre (Biggs, Schlüter & Schoon, 2015) supported this claim by outlining seven principles for enhancing resilience in a socio-ecological system. These principles include maintaining diversity and redundancy, managing connectivity, regulating slow variables and feedbacks, fostering complex adaptive systems, promoting learning, involving more people, and advocating for polycentric governance.

Organizational resilience describes how organizations tend to centralize internal controls, learn, innovate, and change their strategies accordingly when faced with uncertainty. Several researchers have contributed to the organizational resilience dimension (Coutu, 2002; Kendra & Wachtendorf, 2003; Hollnagel, Nemeth & Dekker, 2008; Weick & Sutcliffe, 2001; Weick Sutcliffe & Obstfeld, 2005) and defined it as an organization's capacity to adapt in one time boosts their chances of doing so in another (Vogus & Sutcliffe 2008). As a result, resilience is built on the knowledge gained in the past while also encouraging new knowledge to be acquired in the future. Lengnick-Hall, Beck and Lengnick-Hall (2011) noted that an organization's capacity to recover from setbacks is determined by its unique combination of cognitive, behavioral, and contextual abilities and established practices. In support of the organizational resilience, Lee, Vargo, and Seville (2013), described organizational resilience as a sociotechnical phenomenon with multiple dimensions that deals with how individuals and groups deal with uncertainty.

Individual resilience is described as an individual's capacity to cope with danger, adversity, and stress despite being exposed to stressors that may cause physical, behavioural, cognitive, and emotional symptoms (Baker & Cormier, 2014; Cutter, 2016; Fisher, Maritz & Lobo, 2016). Coutu (2002) defines resilient people as having three characteristics: *accepting reality*, *a strong belief in the value*

of life, and the ability to adapt. Werner and Smith (2001) identified four such components: *problem-solving abilities, favorable perceptions, positive reinforcement, and strong faith.* Resilience and job satisfaction are positively correlated, according to Youssef and Luthans (2007). Schaufeli and Bakker (2004) also discovered a connection between burnout and a lack of personal resilience on the job. Specifically, negative effects like burnout or compassion fatigue are associated with a person's amount of personal resilience, as found by Rees Breen, Cusack and Hegney (2015).

Rees et al, (2015) proposed a four-component A conceptual framework of individual workforce resilience comprises four distinct constructs: *neuroticism, self-efficacy, mindfulness, and coping skills.* According to their perspective, every person will inevitably face work-related stressors at some time in their professional journey, regardless of whether these stressors are short-term or long-term. Therefore, it is crucial for individuals to develop personal resilience to cope with these challenges. Multiple academics claim that individual resilience is a dynamic and complex phenomenon, with values that change over time, as supported by an expanding body of data (Luthar & Cicchetti, 2000; Mancini & Bonanno 2006). The multidimensional nature of individual resilience has resulted in some sub-dimensions being identified. Psychological resilience is one such construct that has sparked a lot of discussion in the scientific community. Psychological resilience refers to an individual's capacity to effectively recover, adapt, and flourish amid challenging circumstances (Garcia-Dia et al., 2013). It is commonly acknowledged as a complex and multifaceted phenomenon that is both intricate and dynamic (Waugh & Koster, 2014). Emotional resilience refers to the capacity to effectively deal with and maintain competence in the presence of unexpected external events, which demonstrates specific emotional abilities (Sameroff & Rosenblum, 2006). Behavioral resilience, in contrast, refers to the capacity to maintain or develop positive behavioral habits in the face of changing circumstances. It is closely associated with emotional resilience. (Luthar, Cicchetti & Becker, 2000).

Even though there is evidence of considerable growth in resilience literature in the field of psychology in the last decade, it remains a vibrant field of research in organizational behaviour (Othman, Ghazali

& Nasurdin, 2017; Othman & Nasurdin, 2011). A review by Kossesk and Perrigino (2016) highlighted the need to advance theoretical developments in resilience research by paying attention to occupational contexts. This suggests that work settings are critical to improving resilience. Other scholars have also linked conflict management with resilience in the workplace, (Williams, Gruber, Sutcliffe, Shepherd & Zhao, 2017). Prior studies have established a predictive nature of resilience on stress, commitment, performance, and satisfaction (Cooper, Liu, Y., & Tarba, 2014; Luthans, Luthans & Luthans, 2004). This enhancing nature of resilience on work outcomes has been echoed in subsequent studies (Cooke, Cooper, Bartram, Wang & Mei 2019; Waddell, 2015) and has been suggested as a crucial concept to be nurtured within organizations seeking to adjust and react to environmental changes (Wang, Cooke & Huang, 2014). According to a study by Luthar and Cicchetti (2000), resilience is best understood as a combination of the two key concepts of adversity and adaptation.

Despite the prevailing economic downturn experienced by numerous economies, Strandberg (2009) posits that a considerable number of potential employees are inclined to prioritize their individual desires over the interests and considerations of their employers. Considering the prevailing economic climate, organizations will be compelled to enhance their sophistication and purposefulness regarding their sustainability commitments. This will involve the integration of sustainability values into their financial models, so facilitating their adaptation to the prevailing circumstances. In order to successfully recruit and hold on to top talent, organizations that prioritize ethical considerations must not only showcase their financial stability, but also emphasize their commitment to fostering wellbeing (Bhattacharyya, Jena & Pradhan, 2019) and cultivating resilience (Jenkins, Wiklund & Brundin, 2014) to support the attainment of sustainability goals.

To summarize, resilience is another important aspect of HRM that is closely related to wellbeing. Resilience pertains to the capacity of a person or organization to adjust and bounce back from challenging circumstances. Resilient organizations have a greater capacity to endure external shocks

and internal changes, reducing the likelihood of long-term negative consequences resulting from such occurrences. Resilience can be built through a variety of strategies, including effective communication, employee engagement, and training and development programs. In this study resilience is conceptualized from the employee's viewpoint and not the organization.

3.3 Sustainability and Social Sustainability

Sustainability has become a prominent word in business circles recently and aims to achieve long-lasting and sustained value by considering economic, social, and ecological bottom lines (Haanes, 2016). According to Sajjad & Shahbaz (2020) companies are under pressure to adopt sustainable approaches as major potential strategies to address social and environmental challenges. Leading corporations are becoming famous for the sustainable environment they create (Islam, Zhang & Hasan, 2020). There has been an increase in the calls for organizations to be held accountable for both their actions and inactions in making the world sustainable (Dupret & Pultz, 2020). Despite all these efforts, Dupret and Langergard (2020) argued that the human aspect which includes wellbeing, solidarity, and equality (comprise social sustainability) within the organization needs more attention.

Human resources have become increasingly important in most firms because of increased focus on environmental sustainability, CSR, and other aspects of business. (Amrutha & Geetha, 2020). With their definition of sustainability, the Brundtland Commission incorporates environmental, social, and economic sustainability into development as a means of striking a balance between the three commonly recognized principles of "People, Profits, and Planet." (Gupta, 2018). Using sustainability as a guiding principle has changed business practices (Ones & Dilchert, 2012) switching from an emphasis on maximization of profits to one that considers "People, Profit, and Planet" (triple bottom line) that benefits society and the environment (Ehnert & Harry, 2012). Many prominent firms regard sustainability initiatives to be important strategic development determinants (Amui et al., 2017) because they help generate a distinctive competitive advantage by focusing on environmental and social wellbeing as well as economic results.

Environmental-friendly management initiatives that assist businesses establish a sustainable company culture are increasingly being adopted by corporations today using an integrated strategy (Baumgartner & Rauter, 2017; Luu, 2018). However, this would necessitate a shift in employee attitudes and behaviour toward green projects (Cui, 2017). Over time, an extensive literature has developed to support the notion that individual-level actions explain organization-level phenomena such as sustainability and strategy (Akhtar, Khan, Frynas, Tse & Rao-Nicholson, 2018; Cooper, Stokes, Liu & Tarba, 2017). Other scholars have also emphasized how these actions shape organizational outcomes and macro-level phenomena (Del Giudice, 2017; Foss, 2011; Felin, Foss, Heimeriks & Madsen, 2012, Foss, Lyngsie, Zahra, 2015). Workers who have a direct influence on the environment as part of their employment are happier than those who don't, according to research (Guerci, Montanari, Scapolan, & Epifanio, 2016; Ehnert, Harry, & Zink, 2014).

Additionally, employment practices research shows that many job seekers seek positions with a social impact and prefer to work for organizations that provide green jobs (Grolleau, Mzoughi & Pekovic, 2012). A variety of strategies have been shown to reduce the negative environmental impact of business operations across sectors, such as job sharing, telecommunicating, teleconferencing, online training and the use of energy-efficient office space, transportation pooling, flexible work schedules and employee assistance programmes and wellness programmes (Gast, Gundolf, & Cesinger, 2017). It is no longer enough for organizations to communicate their compliance with Elkington's (1997) triple bottom line approach. The social dimension incorporates employee education, growth, health and safety, prosperity, and wellness and other social initiatives (Kibert, 2016; Kossek, Valcour, & Lirio, 2014) which is why it has become imperative for firms to continually search for new ways to integrate employee strategies in addressing sustainability issues.

People are at the core of achieving sustainability and therefore there is the need for organizations to design systems that can retain a healthy and resilient workforce (Zink, 2014). It has therefore become essential for organizations to embrace sustainability in every aspect of their operations and not only

focus on the “nice to do” but rather the “need to do” approach (Chillakuri & Vanka, 2020). Resilience and wellbeing are key employee related concepts that are likely to play key roles from a sustainability perspective. Until now, the relationship among these three concepts has been far from clear. The paucity of literature coupled with the concern for balancing the outer sustainability goal with the shaping of employees by work conditions has led this study to assess their likely relationships.

Until recently, there was discourse within academic and managerial spheres on the pursuit of sustainability objectives and if it was contradictory to effective business strategy and conceivably a breach of management' fiduciary responsibility towards shareholders (Bower & Paine 2017; Friedman. 1970; Stout, 2012). Interestingly, a similar discourse is already unfolding around social sustainability which is described as the process of conducting social analysis and assessment, facilitating the recognition of social prospects, and addressing social impacts and risks through mitigation strategies (Social Development, 2013). Recently, Natural Step's Framework for Strategic Sustainability has evolved to encompass eight sustainability principles, five of which are related to social sustainability (Broman & Robèrt, 2017).

The reoccurring theme in literature revolves around the difficulty of attaining a conclusive understanding of social sustainability (Dillard et al., 2009; Murphy, 2012; Weingaertner & Moberg, 2011). Nevertheless, despite the various ways in which it can be understood and the uncertainty surrounding its policy objectives, scholarly literature generally agrees that social sustainability encompasses several fundamental concepts, namely social capital, human capital, and wellbeing (Colantonio & Dixon, 2010; Dempsey et al., 2011; Magee et al., 2012). Its focus is on society and how it functions, with topics like working conditions, health, quality of life, equality, diversity, and community connections being central themes (Mani, Gunasekaran & Delgado, 2018). Sometimes called "corporate social responsibility (CSR)", social sustainability refers to the incorporation of social issues into business practices and shareholder engagement. (Rai, Rai & Singh, 2021; Tang 2018).

Cuesta, Madrigal and Pecorari, (2022) described social sustainability as encompassing the various social dimensions inherent in the concept of sustainable development and in recent times, has seen a growing trend of additional themes into discussions. These themes, such as basic needs, poverty reduction, human development, livelihoods, and equity, have been traditionally included in these discussions. However, they are now being complemented by newer themes, namely identity, sense of place, and the stability and security of communities (Glasson and Wood 2009). Distinct from social implications of environmental management and the social outcomes of economic development, social sustainability is receiving increased attention from global actors such as the World Bank, the United Nations Environment Programme (UNEP), the European Investment Bank, and the European Bank for Reconstruction and Development (Woodcraft, 2012).

Rogers et al. (2012) also described social sustainability as emphasizing the adoption of lifestyles that are capable of being maintained over time, as they contribute to the wellbeing and contentment of individuals and communities. They further suggested it requires several factors including meeting material, social, and emotional needs, avoiding behaviours that cause poor health, emotional distress, and conflict, and preserving social structures (like families and communities), cultural values, knowledge systems, and human diversity that make a vibrant and thriving human community. Social sustainability encompasses the deliberate efforts to uphold and foster the development of skills and capabilities among future generations, while advocating for equitable and democratic practices that promote wellbeing and a high standard of living, both within and beyond the organizational sphere (McKenzie, 2004).

Scholars have characterized the literature on social sustainability as fragmented, complex, vague, and chaotic which underscores the persistent lack of clarity regarding its definition, dynamics, and the appropriate way it should be incorporated into policy implementation (Mehan & Soflaei, 2017). Intangibility, multidimensionality, dynamic attributes, context-dependency, and the necessity for conceptual adaptability in order to address its multidisciplinary nature are regarded as the reasons for

the above description (Ahman 2013; Bostrom 2012; Dempsey et al. 2011; Ghahramanpouri, Lamit & Sedaghatnia 2013; Purvis, Mao & Robinson 2019). Social sustainability also faces various challenges, such as climate change, pandemics, natural disasters, civil conflict, and war which encompasses both the substantive aspects of development and the procedural aspects (Barron et al., 2022).

The SDGs outline a clear ethical and social agenda (UN 2017) with an element of social justice to it, which focuses on helping the most vulnerable people in society (Dastbaz, Naudé & Manoochehri, 2018). They further opined that the concept of social sustainability is inherently intertwined with the anthropocentric understanding of sustainability and hints at the societal effects of the environment manifest within the broader social sphere and holds significance. Dempsey et al. (2011) point out that social sustainability is neither fixed nor unchanging but rather a fluid idea that can vary with time, place, and magnitude. This suggests that the concept of social sustainability is prospective and transcends time. Cuesta et al (2022) argued concerning need, happiness, fairness, participation, and inclusion, social sustainability inextricably binds present and future generations and connects structural and contemporary contexts by relating past events and processes like chronic injustice or inclusion to present and future concerns.

According to Johnson (2017), some firms participate in a significant type of collaboration known as "sustainability communities." These communities involve firms partnering with other companies, local organizations, and governmental and non-governmental agencies to collectively advance their sustainability initiatives. Thus, creating a social network towards social sustainability. Organizations must effectively manage their interactions with the members of their social networks if they are to make use of the social capital inherent in those networks (Paulraj, 2011). As businesses become more aware of the chances for competitive advantage and the influence of their actions on the community, social sustainability is gaining importance (McKinsey, 2013; McWilliams & Siegel, 2011). UN Global Compact is making a commensurate investment of resources in supporting corporate social

sustainability performance with the launch of the Blueprint for Corporate Sustainability Leadership (Kell, 2013).

3.4 Organizational Renewal Capability

According to Kearney and Morris (2015), renewal is the process by which an organization undergoes change while maintaining the core values upon which it was founded. Management scholars first began incorporating the idea of "renewal" at the end of the 1960s. Authors who followed Gardner's (1964) work on self-renewal used the concept of "renewal" to argue that an organization's ability to grow and mature without losing the flexibility, fluidity, creativity, and vitality as it was in its early days is crucial to its long-term survival and success. It wasn't until a 2009 special issue on "renewal" by Agarwal and Helfat that the concept was finally fully explored. Before that, it was only touched on in a handful of works published in the 1980s, 1990s, and early 2000s. They admitted the idea of renewal required extensive elaboration beyond a simple dictionary definition.

Bryson (2018) posited that organizational renewal can involve fundamental changes brought about by deep-seated tensions, as mature organizations discover that their stated goals and objectives are not aligned with the resources required for implementation, and their programmatic efforts are not well connected to the needs of internal and external stakeholders; and identify new ways to support and promote the individuals, groups, and associations within them. This was further supported by the work of McBeath & Austin (2021). Because of the constant changes that organizations face, organizational renewal must be an ongoing process. Many of these changes can have a significant strategic and systematic impact on the overall operations of the organization and can have both internal and external causes (Cheng et al., 2019; Porto et al., 2020). This ongoing process helps to keep the organization stable.

By engaging in renewal, businesses can discover and develop fresh uses for their existing set of core skills and strengths. Furthermore, they are familiar with competitive strategies and may activate, redistribute, and replace existing organizational characteristics to guarantee the company's continued

success (Järvi & Khoreva, 2020). Since the company is vulnerable to ongoing changes in the surrounding environment, organizational renewal serves as a means of providing timely responses (Kawecki, 2018). Renewal also aids in the formulation of plans for implementing important alterations to the business that will guarantee its long-term viability and growth via the steady enhancement of its operations (Alkilab & Ahmed, 2021).

Organizations are conceptualized as hypothetically existing in three dimensions, with mechanistic, organic, and dynamic features (Stähle, 1998). Mechanistic systemic bias, for example, results in rigid knowledge and action processes that support more maintenance than innovation (Stähle et al., 2003), whilst the dynamic features are dependent on the organizing principles which affect its ability to adapt. Stähle and Grönroos (2000) suggested that the quality of an organization's capacity for renewal is dependent on the bias of its dynamic features (or organizing principles). Simply, organizational renewal capability is the firm's capacity to learn and innovate, resulting in new products, processes, and insights that enable it to respond to and shape external changes and drive internal transformation.

An organization's ability to execute its strategy as a unified whole is central to the renewal process. Therefore, organizations should view themselves as dynamic, self-organizing systems if they want to foster innovation and mechanistic systems if they want to maximize efficiency (Junell & Stähle, 2011). Kianto (2008) in her assessment of renewal capability stated that to outperform rivals who have access to the same resources, a company needs a high renewal capability so that it can grow, change, modify, and reorganize its assets, knowledge, and procedures. The concept was also identified as a relatively new theoretical concept which draws from various literatures to encompass traits that allow for incremental and radical forms of learning and innovation within an organization, as well as the flexibility to implement both planned and emergent changes (Kiano, 2008; Nisula & Kianto, 2013; 2014).

According to (Kianto, 2008), the literature on renewal capability can be broken down into six main themes that correspond to the components of an organization's renewal capability. Strategic

competence, leadership, exploiting time, connectivity, managing knowledge and learning orientation are all essential. Proactively compelling visions and strategies that allow focused development but leave room for emergent development and flexibility are the hallmarks of strategic competence. The concept of "connectivity" highlights the fact that problem-solving and decision-making occur in groups, and that the social context significantly affects the motivation and actions of individual members of an organization. The term "exploiting time" refers to a company's ability to proactively use time as a strategic advantage in order to generate and implement innovative ideas that will ultimately result in profitable products. Learning orientation is the degree to which employees are encouraged to think creatively and acquire new skills, as well as the extent to which the organization's structures and procedures facilitate such behaviours. Leadership is concerned with fostering an environment conducive to innovation and growth through the creation of favourable conditions. Finally, an organization's knowledge management system is its comprehensive approach to archiving and disseminating its accumulated expertise.

In summary, organizational renewal capability refers to the ability of an organization to adapt and change in response to changing circumstances. This includes the ability to identify and respond to new opportunities and threats, as well as the ability to create and implement new strategies and plans. Organizational renewal capability is particularly important in today's fast-paced business environment, where organizations must be able to adapt quickly to changes in the market, technology, environment, and other external factors.

3.5 Relationship between Concepts

3.5.1 Employee Wellbeing and Resilience

The nature of the association between the concepts is however not clear since the constructs are operationalized in different ways by the researchers. Some of the studies found a positive relationship between the two concepts when they identified wellbeing as an antecedent of resilience (Huang, Xing & Gamble, 2019; Tonkin, Malinen, Näswall, & Kuntz, 2018; Turner, Scott-Young & Holdsworth,

2017). Some authors have also suggested resilience as a predictor of wellbeing (Han, Chaudhury, & Sears, 2021; Pretsch, Flunger & Schmitt, 2012; Tomy & Weinberg, 2018). An interesting study by Delgado, Roche, Fethney and Foster (2021) recognized wellbeing as a dependent variable and alternated resilience as an independent, dependent, and moderating variable in the same study.

Researchers who focused on the indirect link between resilience and wellbeing looked at their links with other HR concepts such as humour, bullying, personality traits, self-efficacy, organizational development, workplace adversity, job satisfaction, stress, and performance. The first set of studies identified wellbeing as a dependent variable while resilience acted as a mediator (Bhattacharyya, Jena & Pradhan, 2019; Kapoor, Yadav, Bajpai & Srivastava, 2021; Mok, 2019) or moderator (Annor, & Amponsah-Tawiah, 2020). Another set identified resilience as a dependent variable while wellbeing acted as a mediator (Cantante-Rodrigues, Lopes, Sabino, Pimentel, & Dias, 2021; Djourova, Rodríguez, Molina, Tordera Santamatilde & Abate, 2020). Wellbeing and resilience were both classified as dependent variables in two studies (Ashton, 2017; Athota, Budhwar, & Malik, 2020; Brunetto, Dick, Xerri, & Cully, 2020). A study by Cooper, Wang, Bartram and Cooke (2019) also categorized resilience as a mediator and wellbeing as an independent variable.

There was agreement based on the findings of all studies in the table on the need for organizations to promote wellbeing as well as resilience to be successful in the long run. Historically, there has been a great deal of debate in the scientific community about the causal interpretation of the association. There is, however, evidence that wellbeing and resilience go hand in hand and organizations focused on high performance are more likely to encourage both. Based on the theoretical assumption that employees' perception of organizational justice influences their behavioural outcomes, it is hypothesized that the perception of fairness in an organization enhances resilience which further advances their employee wellbeing. Considering this, the direction of the association will be tested in this study to determine whether resilience predicts wellbeing. This study also aligns with the set of

researchers identified above who discovered resilience as a predictor of wellbeing. Therefore, it is hypothesized that;

H1: Resilience has a positive effect on Employee wellbeing.

3.5.2 Employee Wellbeing and Social Sustainability

In their study, Biron & Karanika-Murray (2014) posited that organizational responsibility includes investing in the wellbeing of employees supported by strong government priorities and strategies (legislation) and senior management initiatives (providing direction and tangible resources). Thus, achieving social sustainability also involves enhancing the wellbeing in relation to human health and the environment (Čuček et al., 2015). Other socioeconomic indicators of human development and sustainability have been devised and deployed beyond those in known frameworks like the SDGs and social foundations (Akan & Selam, 2018). The wellbeing of humans is considered as an implicit part of economic growth and development in relation to environmental resources in green literature (OECD, 2011b).

Over time, an extensive literature has developed on the association between the concepts with a number of them postulating wellbeing as a predictor of sustainability which includes the social dimension (Chowdhury, Choi, Ennis, & Chung, 2019; Järlström, Saru, & Vanhala, 2018; Le Blanc & Oerlemans, 2016; Macini, Alves, Cezarino, Liboni, & Caldana, 2020; Nangoy, Mursitama, Setiadi, & Pradipto, 2020; Peiró, J. M., Ayala, Y., Tordera, Lorente, & Rodríguez, 2014; Tordera, Peiro, Ayala, Villajos & Truxillo, 2020). In contrast to the above studies, another set of studies employed wellbeing as an outcome of sustainability (Sorribes, Celma, & Martínez-Garcia, 2021; Jaskeviciute, Stankeviciene, Diskiene & Savicke, 2021; Yee, Ho & Azahari, 2016). The literature pertaining to the relationship between wellbeing and sustainability strongly suggests the influence the constructs have on each other.

Some authors have driven the development of the concepts further by introducing them as either mediators or moderators. Wellbeing was considered as a mediator (Ahmed, Zehou, Raza, Qureshi, & Yousufi, 2020) and moderator (Chillakuri & Vanka, 2021) while sustainability was regarded as an outcome variable in some of these studies. Singh, Pradhan, Panigrahy, & Jena (2019) in their research discovered workplace wellbeing was stronger among executives with high level of sustainability practices. Two of the studies also studied wellbeing and sustainability as outcome variables of strategic climate and high-performance work systems (Haque, 2021; Mariappanadar, S., & Kramar, 2014).

As far as we know, wellbeing refers to a state of positive physical, social, and mental condition that arises from a multitude of communal resources and interpersonal connections (Bakar et al., 2015). Scholars agree that the fulfilment of basic requirements is a prerequisite for wellbeing, which can be further augmented by several factors such as nurturing personal connections, empowering communities, ensuring financial stability, providing fulfilling career opportunities, promoting good health, and cultivating a pleasant and appealing environment (Dodge, 2012; Rosly & Rashid, 2013).

Following the organizational justice theory, this study assumes that employees' physical and mental wellbeing can benefit from a more positive assessment of an organization's fairness hence their attitudes and actions at work improve as well as their work-related outcomes which includes social sustainability goals. Therefore, it is hypothesized that;

H2: Employee wellbeing has a positive effect on social sustainability.

3.5.3 Resilience and Social Sustainability

Based on the existing literature, it appears that not much investigation into the connection between these two concepts in the past. A few studies have emphasized a constructive association between resilience and sustainability in recent times due to the Covid-19 pandemic (Haque, 2021 Preis, Mahaffey, Heiselman & Lobel, 2020). Table 2.3 above provides a summary of research focused on

the link between resilience and sustainability. It is evident that research before the pandemic coupled with more recent studies indicate an association between resilience and sustainability with majority of them identifying resilience as a predictor of sustainability (Achour, Pantzartzis, Pascale & Price, 2015; Direction, 2015; Espiner, Orchiston & Higham, 2017; Gillespie-Marthaler, Nelson, Baroud, Kosson & Abkowitz, 2019; Souza, Alves, Macini, Cezarino, & Liboni, 2017; Winnard, Adcroft, Lee & Skipp, 2014). Only two works in the table above posited resilience as an outcome of sustainability (Carmeli, Dothan & Boojihawon, 2020; Çop, Olorunsola, & Alola, 2021).

Previous studies reveal that there also exists other indirect relationships between resilience and sustainability. For instance, two studies in the table studied resilience and sustainability as outcome variables of work environment and leadership strategies and still found an association between them. Fergusson, van der Laan, Shallies and Baird (2020) discovered that resilience of organizations and communities promote more sustainable organizational and social futures. Alibašić (2018) also posited that sustainability thrives where exhaustive leadership support through initiatives and resilience efforts exists. However, previous studies have almost exclusively focused on sustainability as a whole or on environmental and financial sustainability specifically.

Employing theory, when the organizational climate displays characteristics of justice, employees are likely to possess a sense of confidence in their organization and this will enable them to effectively navigate and overcome various challenges and hardships they may encounter especially under challenging circumstances. This study expects that resilience will become a catalyst for fostering employees' favourable attitudes and behaviours to contribute towards the achievement of goals including social sustainability goals. Therefore, it is hypothesized that;

H3: Resilience has a positive effect on social sustainability.

3.5.4 Wellbeing, Resilience and Social Sustainability

A book by Joseph and McGregor (2019) is one of the first literature to suggest an association between wellbeing, resilience, and sustainability. Their aim was to explore areas of disagreement and uncertainty using current political jargon and how these ideas connect to broader discussions about the changing global environment and governance strategies. They highlighted the connections between wellbeing, resilience, and sustainability and then how they can be seen as representing an emerging approach to governance that shows skepticism towards governing and that attempts to intervene while also questioning intervention. The book makes the case that the concepts are now crucial to the growth of governing systems and need to be delved into. Their argument to support the link between wellbeing, resilience and sustainability focused on a social and cultural understanding rather than a purely scientific, rational, and calculative one, but one that is both politically charged and culturally sensitive.

Though the relationship between these three concepts has yet to be fully defined, it has attracted scholars whose definitions are being finalized (and measured). Wellbeing just as resilience has been marked by a studied ambiguity a proliferation of fuzzily defined notions expressed in the 'alliance of expediency' that characterizes their global movement at this time (Joseph, 2018; McGregor 2018). In sustainability debates, we find the vague but ominous concept of the anthropocene coming to dominate narratives. As a result, HRM's role in achieving sustainability through its various practices and activities has grown in importance in the ongoing discussion. The notion of employee wellbeing and resilience in HR and organization studies has gained considerable attention in recent times (Kobayashi, Eweje, & Tappin, 2018; Okay-Somerville & Scholarios, 2019; Mustamil & Najam, 2020; Zhang & Song, 2020; Visser, 2020; Mugizi, Rwothumi & Amwine, 2021; Zhu & Li, 2021) leading to the need to understand their contribution towards the attainment of the Agenda 2030 (SDGs) and overall sustainability.

It is predicted that workers who possess optimal physical and mental wellbeing, along with a network of supporting social connections and enough access to resources, are more effectively prepared to navigate adversities and rebound from setbacks. By prioritizing the enhancement of employee wellbeing, cultivating resilience at both the individual and organizational levels, a business can actively pursue its social sustainability objectives. This will result in societies developing the capacity to establish conducive settings that facilitate the flourishing of individuals and the collective engagement in addressing issues, ultimately leading to a more promising future.

3.5.5 Organizational Renewal Capability as a Mediator or Moderator

An organization's true transformation may only be possible during a severe crisis and ensuing chaos (Sanders, 1998). In addition, there is room for reinvention within the experience of failure. Simply doing this can spark off a flood of inspiration. The fresh start that comes with reinvention can help you shift your thinking so that you can create a more unified, synergistic structure for your company. As a result, the company can be revitalized and reimagined through the incorporation of renewal practices that emphasize introspection and self-awareness. This involves revamping not just values but also institutional frameworks and operational strategies. This is crucial, as a company's values, rather than its leaders' personal philosophies, should shape its culture and its choices in personnel (Mintzberg, Ahlstrand, & Lampe, 2005).

Because of the inevitable need for change, strategic renewal is essential to assessing a company's chances of success in the long run. In many subfields of management and organizational studies, strategic renewal has emerged as a central topic. Scholars have investigated the managerial cognitions, capabilities, and learning processes that underpin firms' strategic renewal efforts (Crossan & Berdrow, 2003; Salvato, 2009); the significance of political, technological, and competitive changes in the firm's environment for strategic renewal (Flier et al., 2003; Kim and Pennings, 2009) and the organizational, unit level, and team-level structures and processes that allow firms (Eggers &

Kaplan 2009; Tippmann et al. 2014). Starting the renewal process with the people inside the organization lays the groundwork for tackling the systems both inside and outside the company that keep it running. As part of the process of renewing processes and structures, it is important to think about and learn about the best ways to put people to work. These encompass the steps taken in the process of innovation, strategy, and globalization.

The widespread focus on organizational renewal is an encouraging sign of a thriving research community. However, with this broader scope comes a greater variety of theoretical approaches and empirical settings, which presents a few challenges to the development of the field as a whole. According to Covin, Green & Slevin (2006), renewal occurs when a company seeks to alter its relationship with its competitors by, most importantly, altering its competitive strategy. In this research, we propose that organizational renewal capability can play a mediating role between HR practices and a company's objectives. A company's renewal capability is a key factor in the firm's achievement of goals, at least according to the strategic management perspective. When new opportunities are taken advantage of, they create new or redirected business opportunities for the firms (Schmitt et al., 2016) and this can be said about sustainability.

According to the definition provided by Schmitt, Raisch and Volberda (2018), renewal is the process by which a company's competitive advantage is transformed through the development of its core competencies. Thus, a company's performance relies on its ability to overcome inertia and adapt its resource base, both of which are made possible through strong organizational renewal capability that permeates the entire organization (Agarwal & Helfat, 2009). Therefore, organizational renewal capability guarantees long-term performance and survival (Schmitt et al., 2018), even in the face of severe economic decline. (Martin-Rios & Parga-Dans, 2016; Schmitt et al., 2016).

Gilbert (2016) pointed out that the benefits of investing in organizational renewal may not be immediately apparent, but they will be worth it in the long run. Thus, it's crucial to the long-term

health of businesses. Organizations have many facets. There are also chances to link the different facets as the company develops and grows, allowing them to work in harmony toward a desired future. Organizational design's central goal is to produce a "intelligent organization" (Liang, 2002) that sustains itself through its people, values, behaviours, policies, leadership, structures, innovations, and strategies. What's more, within this framework, leadership and organizational renewal occurs not just during times of crisis, but also during times of success. The result is a more unified group whose members are more likely to stick around in the future (McDonald, 2008). That's why it's crucial to regularly take stock, gain insight, and bring the whole organization into harmony as part of the renewal process.

Renewal efforts are prompted by the external environment, and they represent an effort to react to, adapt to, and even potentially alter that environment (Kim & Pennings 2009; Verbeke et al. 2007). Organizational renewal capability appears to be a promising tool for gaining an understanding of the role of both internal and external factors. Organizational renewal capability can mitigate the effect of these internal factors on a firm's performance goals, which includes sustainability goals. Consistent with the findings of Andrews et al. (2008), who showed that renewal strategy can moderate the impact of internal characteristics on public organization performance, this conclusion is supported by the literature. As routines are rethought, new capabilities are created, and resources are combined in novel ways, these internal factors can also become the focus of strategic renewal initiatives (Agarwal and Helfat 2009) as a means of contributing towards social sustainability efforts.

In general, an organization continuously boosts its chances of achieving success in all aspects by proactively renewing itself, both internally and externally. Therefore, a positive effect on social sustainability can be anticipated from the combination of employee wellbeing, resilience and a consistent dose of organizational renewal capability. Considering this, the following hypothesis are put forth:

H4: Employee wellbeing has a relationship with Organizational Renewal Capability.

H5: Resilience has a relationship with Organizational Renewal Capability.

H6: Organizational Renewal Capability has a relationship with Social sustainability.

H7a: Organizational Renewal Capability moderates the relationship between Employee wellbeing and Social sustainability.

H7b: Organizational Renewal Capability moderates the relationship between Resilience and Social sustainability.

H8a: Organizational Renewal Capability mediates the relationship between wellbeing and social sustainability.

H8b: Organizational Renewal Capability mediates the relationship between resilience and social sustainability.

3.6 Conceptual Framework

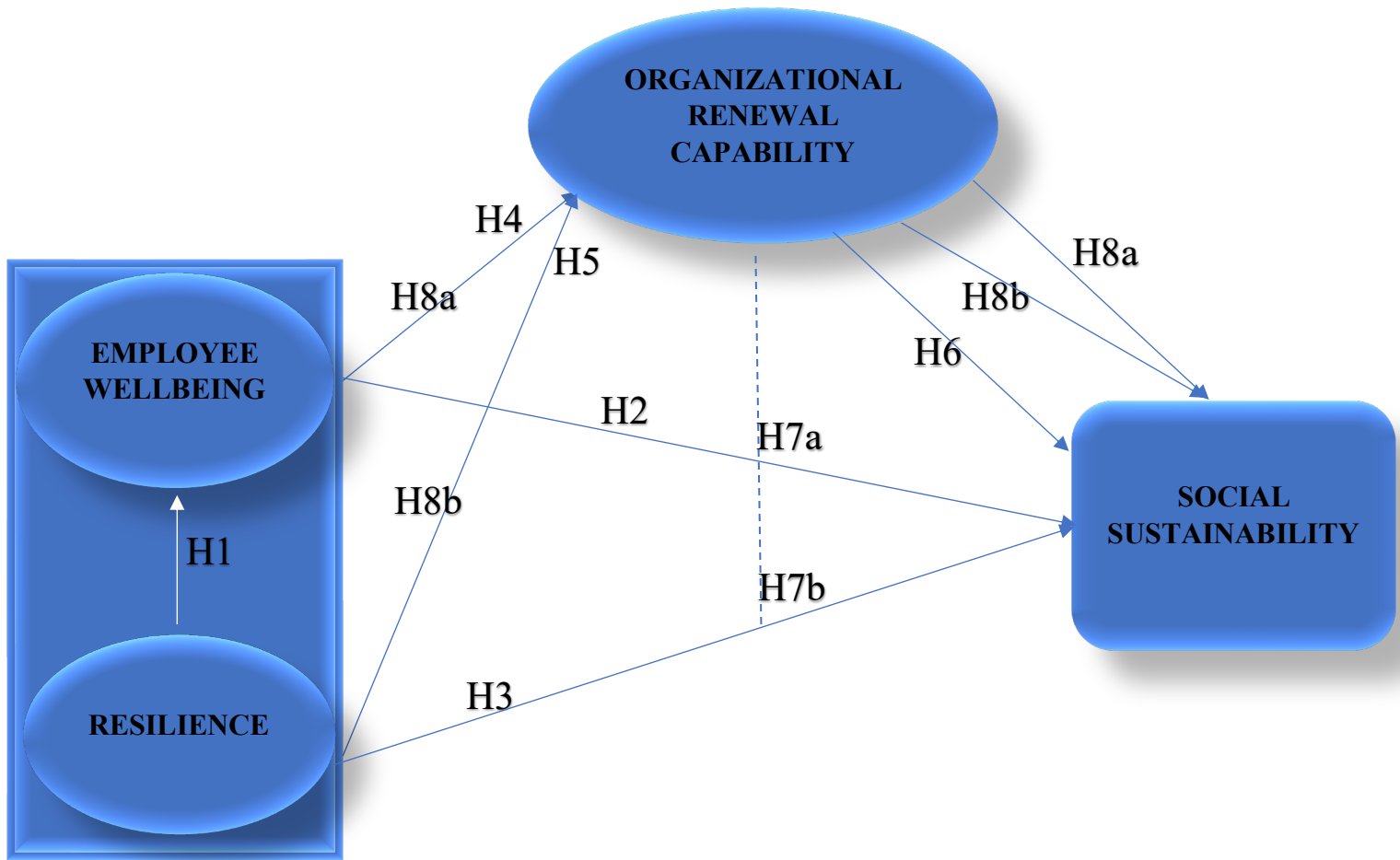


Figure 3. 1: Proposed Conceptual Framework

For ease of comprehension and measurement, the framework represents the proposed hypotheses formulated in this chapter. The model above represents both the direct and indirect relationships being hypothesized in this study. It depicts an association between Employee Wellbeing and Resilience (H1). It shows that Social Sustainability is associated with both Employee Wellbeing (H2) and Resilience (H3) separately. The model also hypothesizes relationships between Employee Wellbeing and Organizational Renewal Capability (H4), Resilience and Organizational Renewal Capability (H5) and Organizational Renewal Capability and Social Sustainability (H6). It is also hypothesized that the relationships between the independent and dependent variables are also influenced either by moderation (H7) or moderation (H8) by the Organizational Renewal Capability variable. In this study, Employee Wellbeing and Resilience are categorized as the independent variables, Organization Renewal Capability as the mediating or moderating variable and Social Sustainability labeled as the

dependent variable which is in line with other extant literature on social sustainability which was reviewed for this study (Macini, Alves, Cezarino, Liboni, & Caldana, 2020; Nangoy, Mursitama, Setiadi, & Pradipto, 2020; Tordera, Peiro, Ayala, Villajos & Truxillo, 2020). It is further hypothesized that Organizational Renewal Capability has an influence on the relationship that exists between the independent and dependent variables. This influence will however be tested to ascertain if it is a mediation or moderation effect.

3.7 Conclusion

In conclusion, employee wellbeing, resilience, organizational renewal capability, and social sustainability are all concepts that are closely related and interconnected. Organizations that can integrate these concepts into their culture and practices are more likely to be sustainable, resilient, and successful in the long-term. By promoting wellbeing, building resilience, and fostering organizational renewal capability, organizations can create a positive and sustainable working environment for employees, while also contributing to the wellbeing of the community and the environment.

Given that prior study has indicated a correlation between at least two of the variables at a time, this chapter's empirical assessment uncovered academic research on the four concepts under investigation and laid the groundwork for further exploration into the interaction between the concepts. The purpose of this research is to answer some of the lingering uncertainties about the nature of the associations. In the following chapter, we'll discuss the theoretical framework that will support this study.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.0 Introduction

This chapter of the study outlines the researcher's plan or the blueprint of the study which specifies the various research methods required to respond to the research objectives established in chapter one. Choosing suitable research methods is essential for the success and credibility of a study. This chapter explores the basic elements that form the research framework, explaining the research paradigm that supports the study and discussing key aspects like research design, population, sampling techniques, sample selection, inclusion criteria, research instruments, ethical considerations, and data analysis techniques.

4.1 Research Paradigm

According to Kuhn (1962), research in scientific communities is guided by research paradigms, which are theoretical frameworks made up of a collection of beliefs and values. Kuhn (1970) further stated that a scientific community's shared views, attitudes, and methodologies serve as a map that scientists follow to determine which issues to study and which explanations are acceptable. Creswell (2007) suggested that the assumptions regarding ontology, epistemology, axiology, rhetoric, methodology, and methods in research are determined by the researcher's philosophical perspective. Creswell & Creswell (2018) delineate four distinct research paradigms: Post positivism (a milder form of Positivism), Constructivism (Interpretivism), Transformative (emphasising social justice), and Pragmatism (flexible and centred on problem-solving).

According to Bryman (2012), Positivists distinguish between scientific and normative assertions, as normative statements cannot be verified by the senses. Therefore, scientists handle only scientific statements. Quantitative researchers frequently employ positivism and quantitative tools to obtain

objective conclusions in their studies. Historically, quantitative research design or positivistic approach dominated research methods. According to Taylor & Medina (2011), post-positivism promotes more researcher-participant engagement while adhering to the same principles. Positivism emphasises research objectivity, but post positivism allows subjectivity. Thus, it employs both quantitative (e.g., surveys) and qualitative (e.g., interviews, participant-observation).

Constructivism differs from positivism by positing that reality is shaped by human interaction with the world. It is based on the idea that knowledge is socially constructed. It rejects the idea of a single methodology for knowledge generation and advocates for different perspectives. Interpretivists acknowledge the subjective nature of social activity and interpret social processes. Researchers utilise both constructivism and interpretivism to decipher the various ways in which humans interpret and make sense of the environment around them (Bouma et al., 2012). They examine the personal interpretations and exchanges of individuals, using instruments like interviews, focus groups, and participant observation to comprehend and explain findings which aligns with qualitative research (Guba & Lincoln 2005).

The Transformative worldview is in accordance with the beliefs of critical theorists who support social and political transformation, especially for marginalised groups. Critical realism views information critically and emphasises social power imbalance. Scientific research should aim to transform society (Dawadi, Shrestha & Giri, 2021). It aims to discover and address 'gross power imbalances' in society from the perspective of an advocate or a change agent, who argues for and leads the way towards a more equitable, fair and sustainable society. According to this perspective, research must be closely linked with political and social movements aimed at addressing the underlying causes of inequality, marginalisation, oppression, and subordination in our society (Creswell & Creswell, 2018). In the end, a transformative worldview guides investigation into why the current situation needs alteration.

Pragmatism, without a philosophical perspective, rejects the binary option between objectivity and subjectivity, viewing reality as both solitary and multiple and allows researchers choose methods and tactics that best address their study questions (Creswell, 2007). Pragmatism is pluralistic and focused on “what works” and practice (Creswell & Plano Clark, 2011). Pragmatism employs several methodologies, guided by research problems. According to Feilzer (2010), pragmatism disregards the quantitative/qualitative distinction and prioritises the key question of whether research has answered the researcher's questions.

To gain a deeper understanding of the goal of the research, it is essential to select a worldview in defining the objectives of the research and guiding the choice of technique and theoretical frameworks. This study employed the pragmatic lens in steering it as pragmatism relies on using the best methodologies to study real-world challenges (Allemang, Sitter & Dimitropoulos, 2022). Shan (2022) posited that pragmatism diverges from inflexible techniques, grants fair researchers the liberty to select methods that most effectively align with their study goals, prioritising a problem-focused and practical approach.

Using pragmatism enables the researcher to inquire about the "what" and "how" aspects of a specific occurrence, which is essential in this study. The approach used in this study was informed by the research problem of investigating the relationship between employee wellbeing, resilience, organizational renewal capability, and societal sustainability. In this study, a combination of qualitative and quantitative methodologies is utilised to offer subjective and contextual significance to the topics under investigation.

4.2 Research Design

The study used a concurrent mixed-methods approach, collecting and analysing both qualitative and quantitative data. Mixed methods research (MMR) is characterised by the blending of both quantitative and qualitative approaches to research. It is mostly used to examine complex, multi-faceted situations and to assess policies and initiatives (Guetterman et al., 2020). One of the key tenets

of mixed methods research is its capacity to support triangulation, a methodological technique that includes using various strategies to explore the same phenomenon.

The use of this methodology results in a more comprehensive understanding of research findings as well as the ability to investigate subtleties and intricacies that would otherwise be overlooked when relying solely on a single strategy (Lofland et al., 2022). The concurrent mixed methodology involves collecting both quantitative and qualitative data simultaneously (Almeida, 2018). This study seeks to enhance the discussion on the concepts by employing a mixed method approach to analyse both quantitative (survey) and qualitative (interviews) data simultaneously. The goal is to provide a thorough evaluation of the idea of social sustainability from the perspectives of both employees and employers. According to Timans et al. (2019), when multiple methods are used together, it is easier to grasp the phenomenon being studied than when each method is used independently. This study design enables a thorough understanding of the links between employee wellbeing, resilience, and organizational renewal capability and social sustainability.

4.3 Population

The target population of this study include both management and employees from various organizations across Canada. Canada is in the continent of North America and consists of 10 provinces and 3 territories (Therrell et al., 2015) which stretch from the Atlantic to the Pacific and north into the Arctic Ocean, making it the world's second-largest country by area and longest coastline (Knodel, 2019). A sparsely populated country of 40 million (Statistics Canada, 2024) with most living in the south (Neumann et al., 2015). Sustainability has been a topical issue in both emerging and developed nations. Concerns about the lack of progress in incorporating sustainability into policy planning practices have been voiced within the international community (UNEP 2012) with Canada making moves in the last decade to close the gap.

According ton (Khan et al., 2022). Canada has recently been investing in environmental technology to boost breakthroughs for sustainable growth and environment. Clarke and Erfan, (2007) opined that

Canadian planning professionals understand sustainability since it has become a popular topic. Planners and other practitioners are striving to understand and implement sustainability in their local environment, either to enhance the country's appealing 'green' image or to fulfil the revenue needs of the tax agreements hence employing a document referred to as an Integrated Community Sustainability Plan (ICSP) (Herbert & Fletcher 2011, Hvenegaard 2012).

The principles of sustainability, which involve the integration of social, economic, and environmental considerations, long-term strategic planning, and the inclusion of various stakeholders in decision-making processes, have similarities to the principles of effective planning (Stuart, Collins, Alger, & Whitelaw, 2016). Therefore, planning and sustainability are inherently compatible. When it comes to strategizing for sustainability, involving a diverse range of stakeholders is not just advisable, but necessary. Perceptions of some of these stakeholders in Canada has resulted in the increased attention to studies of this nature (Carmichael, Cran, Hrvatin & Matthews, 2023). This is because the objective of sustainable development surpasses the scope or authority of any individual organization. It is for this reason that the study attempts to assess the perspective of organizational members on their contribution towards the achievement of the sustainability agenda specifically, social sustainability.

4.4 Sampling

The study adopted a multilevel sampling technique for both the qualitative and quantitative data. There was also a mix of both probability and non-probability sampling techniques in the quest to achieve the research objectives. To test the hypotheses, participants were selected using the online participant recruitment panel Prolific which assisted in the collection of data from Canada, a large landmass with sparse population. Prolific is an online panel known for its broad population and reliable data and has been widely utilised in various social science disciplines in recent times (Kapoor et al., 2021; Marreiros et al., 2017). Participants in the study were drawn from a variety of organizations representing different industries across Canada to achieve sample diversity. Stratified random sampling was employed for the survey data collection to ensure that each member of the

population had the chance of being part of the sample. The stratified sampling was to ensure representation from different sectors, organizations, and provinces whilst simple random sampling was further utilized to ensure that each employee had the opportunity of being selected and their perspectives sought. For the probability sampling techniques were used. The quota sampling technique through sampling of availability was used to facilitate sub-group research to increase sample analyses. The purposive sampling was further utilized to ensure that interviewees were people in management positions within the organizations and had been with the organization for some time. The strata and quotas were based on sectors and geographical location. Detailed explanation of the procedure is provided in the data collection section of this chapter.

- **Prolific Academic Limited**

As stated in the above, data was sourced through Prolific Academic Limited which enables outstanding research. Prolific's security systems safeguard participant information and confidentiality in the following ways: Prolific employs encrypted HTTPS communications protected by Transport Layer Security (TLS). Participants are completely anonymous and are assigned a unique participant ID (24-character alphanumeric). It offers an anonymous internal messaging tool that allows participants to contact researchers (and vice versa) with any issues. Researchers do not have access to participants' personally identifiable information. Moreover, clear guidelines are provided for what information researchers cannot obtain. User data is securely kept on Google Cloud Platform and passwords are hashed with industry-approved technology which are safely saved and cannot be accessed by Prolific. Prolific does not save any data collected during studies since they are conducted using external survey software/platforms. In accordance with General Data Protection Regulation (GDPR) standards, participants have the right to edit or erase their personal data at any time, and personal data is also deleted within a reasonable time after account termination. GDPR, a legal privacy mechanism, replaced the 1995 Data Protection Directive (DPD) and provides recommendations for EU companies in the context of Big Data expansion (Zarsky, 2016). The law

protects personal data by ensuring lawfulness, fairness, transparency, accuracy, accountability, confidentiality, and integrity in data usage (Zaeem & Barber 2020).

4.5 Measures and Instrumentation

The questionnaire was designed to collect data on employees' perspectives of employee wellbeing, resilience, organizational renewal and social sustainability. The measurement of employee wellbeing involved the use of 10 items, which were derived from the Short Smith Wellbeing Questionnaire (Short-Swell) (Smith & Smith, 2017). These items aimed to assess job characteristics, address coping, positive personality, organizational factors, and overall wellbeing. Resilience measurement was conducted using sixteen items, which were modified from The Connor-Davidson Resilience scale (CD-RISC) (Connor & Davidson, 2003). These items aimed to assess views of change or stress, secure relationships, self-efficacy, strengthening effect, sense of control, adaptability to change, tolerance of negative effect, optimism, and faith. Social sustainability was measured using 12 indicators based on studies by Mani et al (2016) and Staniškienė and Stankevičiūtė (2018). Organizational Renewal Capability was measured using 15 items modified from the survey instrument for renewal capability (ORCI) developed by Kianto (2008). It was assessed based on six categories: leadership, strategic competency, time exploitation, connection, knowledge management, and learning orientation. All constructs were assessed using a five-point Likert scale ranging from strongly disagree to strongly agree.

This study included questionnaire items from scientific scales that had been validated and reliably tested in prior research (Dillman et al., 2014). This process guaranteed that the selected questions were well-established, efficient, and able to produce trustworthy and robust data. Using both positively and negatively worded items helped to reduce response-set bias. Piloting preceded the data collection and has been identified to help in fixing survey instrument flaws (Kothari, 2004). It also aids in verifying the validity and usefulness of a research instrument in gathering data to achieve study objectives. Improving questionnaire reliability by internal consistency has been suggested as a

common practice in quantitative research (Santhanadass, 2015). According to Creswell (2014), the best way for studying questionnaire reliability is utilising Cronbach's alpha coefficient (α). Nunally (1967, 1978) recommends using Cronbach alpha to assess scale reliability and internal consistency. Thus, this test was used to assess scale consistency in this study. According to Sekaran (2003) and Taber (2018), alpha values of 0.70 or above is generally preferred. The following table provides a list of authors who have employed the various scales in previous research.

Table 4. 1: Scale Characteristics and Prior Research Use

| Dimension | Subscale | No. of Items | Characteristics: Cronbach's Alpha | Extant research based on scales. |
|-----------------------------------|-----------------|---------------------|--|---|
| Employee Wellbeing | Short-Swell | 10 | 0.778 - 0.90 | Zhang, and Smith (2021); Alheneidi and Smith (2020); Nor and Smith (2019); Şahin and Arslan (2023); Smith and Smith (2017). |
| Resilience | CD-RISC | 25 | 0.80 - 0.89 | Connor and Davidson (2003); Notario-Pacheco et al (2011); Jorgensen and Seedat (2008); Karairmak (2010); Manzano García (2013). |
| Organizational Renewal Capability | | 15 | 0.70 - 0.89 | Kianto (2008a, 2008b); Buenechea-Elberdin et al (2017); Kianto, Vanhala and Heilmann (2016). |
| Social Sustainability | SCSS | 15 | 0.75 -0.94 | Mani et al (2016); Staniškienė and Stankevičiūtė (2018). |

| | | | | |
|--|---|---|--|--------|
| | Social Sustainability Measurement Framework | | | |
| Demographic Characteristics of respondents | | 5 | | Author |

Source: *Author, 2024*

For the qualitative data, a semi-structured interview design was employed. The interview guide created for the qualitative phase was influenced by different sections of the questionnaire to ensure triangulation. The content validity of the interviews was ensured with the use of expert opinions on the interview guides. Interview questions were developed based on literature on social sustainability and organizational renewal capability indicators and study objectives. Interviewees included top organizational stakeholders, such as managers, and senior management personnel was used. An interview guide was developed which included both open and close-ended questions

about views of perspectives on organizational renewal capabilities and social sustainability. The guide was intended to gather interviewees perceptions of the presence of renewal enabling and impeding qualities in their organizations and its effect on social sustainability promotion.

4.6 Data collection

To achieve study objectives, both qualitative and quantitative data were collected simultaneously. Respondents were sourced through the Oxford University-created Prolific online crowdsourcing platform (Prolific Academic Limited). Academic research was the primary inspiration for Prolific’s design, and the platform makes it clear to users that they are taking part in a study (Palan & Schitter, 2018) and is also considered reliable (Jun & Wu, 2021; Peer, Brandimarte, Samat & Acquisti, 2017). Furthermore, by adhering to established guidelines (Aguinis, Villamor & Ramani, 2021), online panel

data sources effectively collect samples that are both nationally representative and experienced (Porter et al., 2019).

The research was conducted under the University of Brescia (Italy) research protocols and followed typical protocols that are generally expected in other jurisdictions, including protection of participant identity (confidentiality among others) and avoiding coercion through the use of an established data collection platform like Prolific. Based on the initial selection criteria, which included knowledge and understanding of concepts, current employment status, and representation across sectors and provinces the sample was recruited from Prolific's panel. Following these selection criteria, Prolific was able to identify 1252 individuals from their online panel which became the population for the study out of which 300 were sampled for the survey. The sample size of the survey aspect of this study was computed using Krejcie and Morgan's (1970) formula for determining sample size which suggested a sample size of 297 for a population of 1300. Therefore, the quantitative element of this investigation involved a sample size of 297 with a total of 300 questionnaires distributed to the participants, and 300 returned, resulting in a response rate of 100% for this study. A multi-time approach was employed during data collection which has been suggested in extant research to reduce common method bias (Cheung et al., 2017; Peer, Vosgerau & Acquisti, 2014). Data was collected in four waves within the month of December, with a one-week time lag between them. Each wave focused on a quarter of the participants' perspectives on one of the constructs in this study (employee wellbeing, resilience, organizational renewal capability and social sustainability). Respondents were made aware that they were expected to participate in all four waves to complete the survey. 2 people did not finish the survey out of the 300 total respondents. The online panel that was utilised to gather the data made it possible for them to withdraw from the survey and be replaced in the panel. The responses from their replacements were also collected in 4 waves to ensure fairness which extended the data collection period.

Qualitative research literature supports using discretion and negotiation to choose sample size and that the study's objectives should define the minimum sample size (Hennink & Kaiser, 2019; Saunders et al., 2018) and stakeholder interests. They were of the view that some changes to the sample size might occur in the field and that it was not the number of instances that matter, but what is done with them that counts. For the qualitative data, prolific populated 213 participants based on study criteria and the researcher sampled 35 managers and management professionals. Arrangements were then made with participants based on availability. Video interviews were conducted until a saturation point was reached, which according to Cooper and Schindler (2014) is the stage at which practically all respondents begin to provide similar responses. Interviews lasted between 28 – 45 minutes and were recorded for later transcription. The next chapter of this study provides a detailed description of the data collection process.

4.7 Data Analysis

For the quantitative data, the Statistical Package for Social Sciences (SPSS) Version 29 was used to input the questionnaires and assign them codes for easier identification. From there, the data was exported to the Partial Least Squares Structural Equation Modelling (SEM) programme.

SEM is a robust set of multivariate analysis methods that use measurement and structural equations to specify variable connections (Tarka, 2018). The measurement equations evaluate latent variable-indicator relationships to determine measurement accuracy (Bollen et al., 2010). Structural equations test the study's hypotheses by assessing latent variable relationships. SEM also models correlated error terms, independents, interactions, measurement error, nonlinearities, and numerous latent independents evaluated by different indicators (de Carvalho & Chima, 2014). The increasing demand for effective approaches to comprehend the structure and relationships of latent phenomena from both academic researchers and social science practitioners led to the distribution and development of structural modelling (SEM) (Tarka, 2018).

SEM has many qualities that have made it popular including permitting latent variables and confirmatory factor analysis to reduce measurement error, unlike conventional analysis (Altikriti, & Anderson, 2021). It can also be used to evaluate comprehensive models rather than coefficients and analyse interactions between many variables (Deng, Yang & Marcoulides, 2018). Byrne (2012) explains that structural equation modelling (SEM) relies on measurement models to generate latent components and structural models to predict the routes between them. The structural component is based on a multiple regression approach, wherein correlations between several independent and dependent variables are stated (Bag 2015). The structural equation models incorporate both path analysis and confirmatory factor analysis (CFA) at the same time. To develop "unobserved" measures, often known as latent constructs, CFA requires the use of numerous measured variables whilst the purpose of path analysis is to determine the nature of the links between latent constructs and observable measures (Sarlis & Revilla, 2016). The specified system of linkages in the route analysis may be used to assess the unobservable latent constructs all at once, which is a huge gain.

There are two methods that can be applied when using SEM, the variance-based and covariance-based techniques. The variance-based approach uses Partial Least Squares (PLS) route modelling, (Sarstedt, Ringle & Hair, 2017) whereas the covariance based (CB-SEM) approach uses CALIS, EQS, AMOS, ANN, and LISREL (de Carvalho & Chima, 2014). This study used the PLS approach because it emphasizes statistical model prediction, with the underlying assumptions suggesting causal explanations (Hair, Risher, Sarstedt & Ringle, 2019), making it a causal-predictive approach to SEM. Compared to covariance-based SEM, PLS-SEM is frequently thought of as a better option because it is prediction oriented (Vinzi, Trinchera, Amato, 2010), non-parametric, can model formative and reflective measures, and is suitable for small sample sizes (Hair, Ringle & Sarstedt, 2011; Ringle, Sarstedt & Straub, 2012). As an analytical tool, it is defined by two sets of linear equations, the inner model, and the outer model (Richter, Cepeda, Roldan, & Ringle, 2016), which were structural and measurement models in CBSEM. The outer model (structural) specifies the links between a latent

variable and its manifest variables, while the inner model (measurement) specifies the relationships between unobserved factors.

The Smart PLS 4 SEM was used to explain and predict the variables' association. First a model was specified, then its fit was assessed once the parameters were determined. Since the model was specified before testing, it was respecified to make it meaningful, and the findings interpreted.

According to De Carvalho and Chima (2014), structural equation modelling (SEM) considers the modelling of correlated independents and error factors as well as interactions, measurement error, nonlinearities, and multiple latent independents that are each quantified which is why it was a great choice to assess the multiple relationships being tested in this study. Results were then described using basic descriptive statistics such as means, standard deviations, frequencies, and percentages. Also, the Smart (PLS-SEM) was used to forecast and deduce the nature of the relationship between the research variables. Inferences were drawn to answer the research questions and validate hypotheses. To accomplish this, the model's parameters were estimated and then evaluated to fit. Because a model had to be defined before testing could begin, the model developed in chapter two was fine-tuned so that the results could be understood. More details about the data analysis process are covered in the next chapters of this research.

Qualitative analysis involves interpreting and assigning meaning to a dataset (Rinehart, 2021). The qualitative data allows for deeper exploration of the social world, revealing individuals' true meanings and providing detailed descriptions of phenomena (Coffey & Atkinson, 1996). Qualitative researchers should condense and reorganise data into useful information, allowing readers to understand the theoretical and practical consequences of their results. The qualitative data analysis was guided by the abductive thematic analysis approach developed by Thompson (2022). To start the analysis, the managers' audio comments were transcribed into raw narrations manually. These were reinforced by interview notes and additional information from respondents. Data from transcripts was coded to better understand the intricacies of participants' opinions and aid data reduction. The transcript was

reviewed multiple times to detect common phrases and patterns of responses before data coding. The researcher then systematically coded interesting features of the data in a detailed manner across the entire dataset. The study also used NVivo 12, to improve rigour and decrease "human elements" which can block data analysis (Robson, 2002). NVivo was chosen because of its widespread use and ability to perform constant comparison analysis, componential analysis, word count, domain analysis, keyword-in-context, taxonomic analysis, and classical content analysis (Leech &, Onwuegbuzie 2011). These were very helpful in analyzing the data. NVivo also excels at data management, idea management, querying data, graphically modelling data concepts, and reporting (Bergin, 2011). The codes were then categorized into potential themes and were reviewed in relation to the coded extracts and the entire dataset. They were later defined and named by checking the themes against the dataset to ensure they reflected the meaning evident in the data. Some of the themes were refined and adjusted where necessary, definitions given and by refining the specifics of each theme with clear names for each theme. These themes are presented in the next chapter of this study. The qualitative and quantitative results were then integrated to gain thorough insights of the concepts being studied. More details on the data analysis procedure and results are discussed in the next chapter.

4.8 Ethical Considerations

According to Cooper and Schindler (2014), there is no single method to research ethics, nonetheless, researchers must behave ethically. To ensure ethical compliance, informed consent, confidentiality, and voluntary participation were prioritised throughout the data collection. During the final write-up, the study considered ethical issues regarding preserving respondents' confidentiality, privacy, and anonymity. As stated earlier, the researcher followed ethical protocols approved by the University of Brescia before beginning data collection. In addition, respondents were made aware of the study's purpose ahead of time. The ethical requirements were strictly followed because the qualitative and quantitative questions required potentially sensitive information from responders.

Diener and Crandall (1978) stated that, informed consent is regarded as one of the founding principles of research ethics since it makes study participants feel protected and reassured (Tolich, 2016). The researcher therefore made sure there was informed consent and unambiguous approval before data collection began by providing participants with the choice to freely participate after giving them full information which can impact the decision (Cohen, Kincaid, & Childs, 2007). Participants were informed of the study's purpose and what it means for them to participate. They voluntarily consented before the interviews began. Prior to including individuals in this study, the researcher obtained their consent through a consent page that was made available to them before the commencement of the survey. Participants were supposed to answer "Yes" or "No" on the consent page of the survey made aware they could actively withdraw from the study at any time. Most of the participants were motivated to engage in this study because they were repeatedly reassured that their identity and replies would be protected.

Gullemin and Gilliam (2004) believed there are two main ethical concerns for qualitative researchers. Procedural ethics and ethics in practice which were both met. Ethics in practice also known as micro ethics refers to the day-to-day ethical difficulties in study conduct which is an important component in study acceptability. According to them, "ethically significant moments" occur on the pitch. Thus, ethics in practice and procedural ethics were closely adhered to.

4.9 Limitations

The primary delimitation of this study was the use of an online panel, which meant that the population and sample were limited to people who had enrolled on the platform thus, it was challenging to ascertain the precise population within the designated study region. The utilization of extensive panel data was extremely beneficial because Canada is sparsely populated across many provinces. Using an online panel sped up and simplified the process because all participants were platform users who were aware of the data gathering technique and were and provided their informed consent to participate. At the start of the survey, all participants were informed of the purpose of the survey and

that participation was voluntary. Nonetheless, participants were reassured that the highest ethical standards will be maintained during the data collection process.

Limitations of the study included some respondents not completing their surveys and being replaced. Also, some of the interviewees asked to reschedule or be replaced when it became clear they could not partake in the interviews. There was also the cost constraint since the use of an online panel involves the payment of fees.

4.10 Conclusion

This chapter provided an overview of the methodology of this research. Research design, philosophy, methods of data collection and analysis were highlighted in this chapter. The population, sample size, sampling methods and data collection instruments were also covered in this chapter. The next chapter focuses on the data analysis techniques employed in this thesis.

CHAPTER FIVE

DATA ANALYSIS AND FINDINGS

5.0 Introduction

The purpose of this research was to investigate the interrelationships between employee Wellbeing, resilience organizational renewal capability and social sustainability concepts. The previous chapter focused on the methodology of the research techniques and this chapter presents an overview of the data analysis process and the findings of the analyzed data gathered from the field.

5.1 Data

As stated in the previous chapter, data was sourced through Prolific Academic Limited which has been suggested to enable outstanding research. This research made use of quantitative and qualitative data collected simultaneously using a mixed-methods strategy. The qualitative findings were useful for verifying the findings.

- **Quantitative data**

To make the survey easier to interpret, the questionnaire was broken into sections based on each concept and the degree of agreement or disagreement was measured using a five-point Likert scale. To reiterate, the responses were coded and entered in SPSS Version 27 for easier identification. Data was exported to Partial Least Squares Structural Equation Modelling (SEM) which has been argued

as an effective approach to comprehend the structure and relationships of latent phenomena from both academic researchers and social science practitioners (Tarka, 2018).

- **Qualitative data**

Interviews were transcribed before the data was analyzed which is in line with Kowal and O'Connell's (2014) idea that researchers should transcribe their data to familiarise themselves with the dataset and make textual analysis possible. For every dataset, a Microsoft Word document was created and stored on the researcher's personal portable computer which only the researcher had access to. Capturing and understanding meaning within the data was the emphasis of the coding process. Data management and analysis were carried out using NVivo version 12, a qualitative software programme specifically selected for its ability to facilitate the methodical study of qualitative data. Thematic analysis was then employed to find patterns and themes.

5.2 Demographics of Respondents

Table 5. 1: Interview Participants

| ID | Gender | Years with Firm | Sector | Province | Organizational Renewal Capability and Social Sustainability Issues | Interview Length (minutes) | Date |
|-----------|---------------|--------------------------------|---------------------------------------|--------------------------|---|---|-------------|
| MP1 | Male | 13 | IT Consulting | British Columbia | Formal Policy, Management Leadership, Innovation and creativity | 45 | Dec-04-2023 |
| MP2 | Male | 6 | Banking, Insurance and Commerce | Northwest Territories | Department in charge of social sustainability, Strategic Direction, Diversity, and Inclusion | 44 | Dec-05-2023 |
| MP3 | Female | 8 | Fast Food and Restaurants | New Brunswick | Welfare programmes, Diversity programmes, Stakeholder engagement | 33 | Dec-06-2023 |
| MP4 | Female | 9 | Janitorial Services | Manitoba | Human Rights, Local employment, Time management | 28 | Dec-06-2023 |
| MP5 | Male | 5 | Engineering | Saskatchewan | Diversity, Cultural heritage, Land tenure rights, Local employment, Climate change | 32 | Dec-08-2023 |
| MP6 | Female | 12 | Fast Food and Restaurants | Alberta | Stakeholder engagement, diversity, local employment, Health safety | 30 | Dec-08-2023 |
| MP7 | Male | 7 | Transportation | Quebec | Communication, Social Initiatives, Fair wages, land Tenure | 36 | Dec-09-2023 |

| | | | | | | | |
|------|-------------------|----|---|---------------------------|--|----|-------------|
| MP8 | Prefer not to say | 5 | IT Consulting | Yukon | Social benefits, Equal opportunities, Technological innovation, Knowledge management | 38 | Dec-09-2023 |
| MP9 | Male | 14 | Education | Manitoba | Strategic direction, Diversity, and inclusion, Equal opportunity | 34 | Dec-11-2023 |
| MP10 | Female | 6 | Professional, Scientific, and Technical | Prince Edward Island | Leadership, Communication, Knowledge sharing, CSR unit | 40 | Dec-12-2023 |
| MP11 | Male | 9 | Construction | Ontario | Socio-economic development, Stakeholder engagement, Wages, and benefits | 29 | Dec-13-2023 |
| MP12 | Female | 12 | Supermarket & Grocery Stores | Newfoundland and Labrador | Management Leadership, Respect human rights, Fair wages, Climate change | 33 | Dec-14-2023 |
| MP13 | Male | 10 | Real Estate and Housing | Nova Scotia | Innovation, Strategic direction, Knowledge management, Resources | 36 | Dec-15-2023 |
| MP14 | Male | 8 | Healthcare | British Columbia | CSR Week, Innovation, Employee Welfare, Human rights | 31 | Dec-16-2023 |
| MP15 | Female | 11 | Arts and Entertainment | Ontario | Respect human rights, Diversity, Fair wages, Creativity | 38 | Dec-16-2023 |
| MP16 | Prefer not to say | 13 | Fast Food and Restaurants | Nunavut | Culture Heritage, Indigenous rights, Connectivity, Resources | 37 | Dec-18-2023 |
| MP17 | Female | 7 | Transportation | Ontario | Land Tenure, Safe and healthy conditions, Knowledge Management | 39 | Dec-19-2023 |

| | | | | | | | |
|------|-------------------|----|---|---------------------------|--|----|-------------|
| MP18 | Male | 5 | Education | Saskatchewan | Indigenous rights, Culture Heritage, Diversity | 42 | Dec-20-2023 |
| MP19 | Female | 14 | Tourism and Hospitality | Prince Edward Island | Employee and human rights, Safe working conditions, Fair wages, and benefits | 33 | Dec-22-2023 |
| MP20 | Male | 6 | Engineering | Northwest Territories | Social policy, Technology innovation, Learning orientation, Risks | 35 | Dec-23-2023 |
| MP21 | Female | 8 | Healthcare | Quebec | Community engagement, Safe and healthy conditions, Resources and risks | 31 | Dec-23-2023 |
| MP22 | Male | 11 | IT Consulting | Nova Scotia | Knowledge management, Technology development, Cultural Heritage | 29 | Dec-27-2023 |
| MP23 | Prefer not to say | 13 | Janitorial Services | Newfoundland and Labrador | Diversity, Employee welfare and wages, Learning organization | 34 | Dec-28-2023 |
| MP24 | Female | 9 | Professional, Scientific, and Technical | Alberta | Strategic direction, Knowledge Management, Technological innovation | 28 | Dec-29-2023 |
| MP25 | Male | 10 | Real Estate and Housing | Prince Edward Island | Leadership, Relationship, Continuous learning, Risks and compliance | 32 | Dec-29-2023 |
| MP26 | Female | 12 | Supermarket & Grocery Stores | Northwest Territories | Leadership, Stakeholder engagement, Respect human rights | 30 | Dec-30-2023 |
| MP27 | Male | 9 | Tourism and Hospitality | New Brunswick | Cultural Heritage, Employee welfare, Learning orientation | 36 | Jan-3-2024 |
| MP28 | Female | 5 | Construction | Quebec | Fair wages, Social Benefits, Land tenure, Cultural heritage | 38 | Jan-3-2024 |

| | | | | | | | |
|------|--------|----|---------------------------------|---------------------------|--|------------|-------------|
| MP29 | Male | 14 | Banking, Insurance and Commerce | Newfoundland and Labrador | CSR team, Innovation, time management, Cultural heritage, Knowledge management | 44 minutes | Jan-4-2024 |
| MP30 | Female | 6 | Real Estate and Housing | Saskatchewan | Fair wages, Social security, Equal opportunity, Stakeholder engagement | 40 | Jan-6-2024 |
| MP31 | Female | 8 | Construction | Nunavut | Social Policy, Management Leadership, Innovation | 33 | Jan-8-2024 |
| MP32 | Male | 11 | Arts and Entertainment | New Brunswick | Leadership, Strategic Direction, Diversity, and Inclusion | 35 | Jan-9-2024 |
| MP33 | Female | 13 | Engineering | British Columbia | Welfare programmes, Diversity programmes, Fair wages | 30 | Jan-10-2024 |
| MP34 | Male | 10 | Healthcare | Yukon | Human Rights, Stakeholder Engagement, Fair wages, and benefits | 31 | Jan-12-2024 |
| MP35 | Female | 12 | Education | Alberta | Diversity, Cultural heritage, Land tenure rights, Local employment | 32 | Jan-13-2024 |

Source: *Fieldwork, 2024*

The qualitative interview consisted of a diverse group of management personnel across the various provinces and economic sectors in Canada. This was to ensure a fair representation of practices across economic sectors and provinces of Canada. Interviews were performed remotely using video conferencing technology. The interviews had a varied duration, ranging from 28 to 45 minutes which provided enough time to gain insights into participants perspectives on the concepts being studied. The interviews were conducted from December 04, 2023, to January 13, 2024.

Table 5. 2: Survey respondents

| | | N | % | Mean | Median | Std. Deviation |
|------------|---------------------------|-------|--------|-------|--------|----------------|
| Gender | Male | 152 | 50.70% | 1.500 | 1.000 | 0.520 |
| | Female | 145 | 48.30% | | | |
| | Prefer not to say | 3 | 1.00% | | | |
| Education | High School | 27 | 9.00% | 3.560 | 3.000 | 1.038 |
| | Post-Secondary | 176 | 58.70% | | | |
| | Postgraduate | 97 | 32.30% | | | |
| Experience | Less than 1 year | 39 | 13.00% | 2.460 | 2.000 | 0.976 |
| | 1 - 5 years | 149 | 49.70% | | | |
| | 5 - 10 years | 46 | 15.30% | | | |
| | More than 10 years | 66 | 22.00% | | | |
| Province | Alberta | 32 | 10.70% | 6.530 | 9.000 | 3.753 |
| | British Columbia | 52 | 17.30% | | | |
| | Manitoba | 17 | 5.70% | | | |
| | New Brunswick | 10 | 3.30% | | | |
| | Newfoundland and Labrador | 8 | 2.70% | | | |
| | Nova Scotia | 13 | 4.30% | | | |
| | Northwest Territories | 3 | 1.00% | | | |
| | Nunavut | 7 | 2.30% | | | |
| | Ontario | 111 | 37.00% | | | |
| | Prince Edward Island | 10 | 3.30% | | | |
| | Quebec | 15 | 5.00% | | | |
| | Saskatchewan | 14 | 4.70% | | | |
| Yukon | 8 | 2.70% | | | | |
| Sector | Arts and Entertainment | 13 | 4.30% | 7.00 | 7.00 | 3.369 |

| | | |
|--|----|--------|
| Banking, Insurance and Commerce | 21 | 7.00% |
| Construction | 23 | 7.70% |
| Education | 37 | 12.30% |
| Engineering | 9 | 3.00% |
| Fast Food and Restaurants | 15 | 5.00% |
| Healthcare | 36 | 12.00% |
| IT Consulting | 46 | 15.30% |
| Janitorial Services | 8 | 2.70% |
| Professional, Scientific, and Technical | 64 | 21.30% |
| Real Estate and Housing | 2 | 0.70% |
| Supermarket and Grocery Stores | 7 | 2.30% |
| Tourism and Hospitality | 11 | 3.70% |
| Transportation | 8 | 2.70% |

Source: *Fieldwork, 2024*

The table shows the demographic information of the respondents, including a wide range of factors that are needed to put the results in their proper context. The data shows that men make up 50.70% of the sample, women 48.30%, and 1.00% chose not to disclose. It also indicates an interesting educational background of respondents. Evidently, only 9.0 percent of respondents have a high school diploma, while 58.70 percent have some kind of post-secondary schooling. Also, a significant 32.30% have postgraduate degrees, showing the range of academic backgrounds among individuals. The results also show a range of work experience lengths: 13% have less than one year of experience, 49% have between one and five years, 15% have between five and ten years, and 22% have more than ten years of experience. In terms of geography, the distribution covers all 13 provinces territories, with 37% of coming from Ontario. The results also depict a wide range of economic sectoral affiliations. Professional, scientific, and technological fields got 21.30% of the responses, followed by IT services (15.30%) and education (12.30%). This collection of demographic facts provides a strong base for looking at what new discoveries and effects they might have in the future within the framework of the thesis.

5.3 Data Screening

- **Qualitative**

A verbatim transcription of the data was performed manually from audio recordings of the interviews. The transcription was further enhanced with the help of Microsoft Word 'dictate' tool. To make sure every detail of the talk was recorded while the memory was still fresh, this was done immediately after the interview. To ensure that no information was missed, the transcribed data was compared with the notes that were recorded during the interview. Participants were asked if they wanted to be provided the transcribed data. Some of them accepted and were provided with the transcripts which enhanced the accuracy of the collected data as some participants provided further insights after reading the transcripts.

- **Quantitative**

In the process of data preparation, rigorous screening procedures were implemented to ensure the quality and reliability of the dataset. Two primary screening techniques were employed: response screening and variable screening.

Response screening involved identifying and addressing missing data within the dataset. Thirty-four missing values were detected during this screening phase and were carefully replaced to maintain the integrity of the dataset. Each missing value was replaced with the mean value for the respective variable (Austin et al., 2021; Raja & Thangavel, 2020). This approach was deemed appropriate as it enabled the preservation of the dataset's structure while effectively managing the missing data suggested by Gaskin (2017).

Variable screening, on the other hand, aimed to identify and rectify any inconsistencies or anomalies within the variables themselves. In this dataset, no unengaged responses were found, indicating a high level of participant engagement and data quality. As a result, no responses were removed due to unengaged patterns.

The thorough execution of these screening procedures ensured that sufficient measures were adopted to guarantee the accuracy of the dataset in terms of inaccuracies, and missing information, thereby bolstering the reliability and validity of the subsequent analyses. By adhering to best practices in data screening, researchers can confidently draw meaningful conclusions and insights from the dataset, contributing to the overall wholesomeness of the research findings. An alpha level of 0.01 which corresponds to a 99% confidence level was used for all statistical tests in this study.

In statistical analysis, the assumption of normality plays a critical role in various inferential procedures (Ghasemi & Zahediasl, 2012) as it underpins the validity of parametric tests and informs the interpretation of results (Matore & Khairani, 2020). Skewness and kurtosis are two essential measures used to evaluate the normality of a dataset's distribution (Demir, 2022).

Skewness measures the symmetry of the distribution around its mean. A skewness value close to zero indicates symmetrical distribution, where the tail lengths on both sides of the distribution are equal. Chattamvelli and Shanmugam (2023) described negative skewness as a left-skewed distribution, where the tail on the left side of the distribution is longer, and the mass of the distribution is concentrated on the right side. Conversely, positive skewness indicates a right-skewed distribution, with a longer tail on the right side and the mass concentrated on the left side (Chattamvelli & Shanmugam, 2023).

Kurtosis assesses the steepness or flatness of a distribution relative to the normal distribution. A kurtosis value near zero indicates a distribution that closely resembles the normal curve. Positive kurtosis indicates a more peaked distribution (leptokurtic), with heavier tails and a sharper central peak compared to the normal distribution (Baykul & Güzeller, 2013). Conversely, negative kurtosis suggests a flatter distribution (platykurtic), with lighter tails and a less pronounced central peak compared to the normal distribution (Field, 2013).

In the dataset provided in Table 5.3, each variable is accompanied by measures of skewness and kurtosis. Researchers have proposed various values such as ± 1.0 (Leech et al., 2005) and ± 2.0 (Lomax & Hahs-Vaughn, 2012) for skewness and kurtosis to be deemed as normal. Kim (2013) opined that, a normal distribution has a skewness value below two and a kurtosis value below seven. Kline (2009), some scholars consider skewness levels greater than three to be excessive whereas kurtosis values over 10 are a cause for concern, and anything over 20 is extremely concerning.

Upon examination of test results, it is observed that most variables exhibit skewness and kurtosis values close to zero, indicating distributions that approximate the normal curve. However, there are instances where moderate skewness and kurtosis are evident, suggesting deviations from perfect normality. No items were deleted as all values were within the acceptable range, hence none violated the assumption of normality. Results of the normality test of items can be found in Table 5.3 below.

Table 5. 3: Normality Test

| Variable Name | Item Code | Valid | Missing | Mean | Median | Mode | Std. Deviation | Skewness | Std. Error of Skewness | Kurtosis | Std. Error of Kurtosis | Minimum | Maximum |
|---------------|-----------|-------|---------|------|--------|------|----------------|----------|------------------------|----------|------------------------|---------|---------|
| | EW1 | 300 | 0 | 4.04 | 4 | 4 | 0.773 | -0.995 | 0.141 | 1.996 | 0.281 | 1 | 5 |
| | EW2 | 300 | 0 | 3.41 | 4 | 4 | 1.092 | -0.349 | 0.141 | -0.927 | 0.281 | 1 | 5 |
| | EW3 | 300 | 0 | 4.07 | 4 | 4 | 0.645 | -0.521 | 0.141 | 1.034 | 0.281 | 2 | 5 |
| | EW4 | 300 | 0 | 2.60 | 2 | 2 | 1.094 | 0.567 | 0.141 | -0.631 | 0.281 | 1 | 5 |
| | EW5 | 300 | 0 | 3.67 | 4 | 4 | 0.903 | -0.377 | 0.141 | -0.342 | 0.281 | 1 | 5 |
| | EW6 | 300 | 0 | 3.90 | 4 | 4 | 0.746 | -0.622 | 0.141 | 0.527 | 0.281 | 2 | 5 |
| | EW7 | 300 | 0 | 3.54 | 4 | 4 | 0.992 | -0.297 | 0.141 | -0.654 | 0.281 | 1 | 5 |
| | EW8 | 300 | 0 | 3.52 | 4 | 4 | 1.046 | -0.707 | 0.141 | -0.235 | 0.281 | 1 | 5 |
| | EW9 | 300 | 0 | 3.56 | 4 | 4 | 0.907 | -0.495 | 0.141 | 0.179 | 0.281 | 1 | 5 |
| | EW10 | 300 | 0 | 2.75 | 3 | 2 | 1.107 | 0.344 | 0.141 | -0.654 | 0.281 | 1 | 5 |
| | R1 | 300 | 0 | 4.18 | 4 | 4 | 0.680 | -0.690 | 0.141 | 0.977 | 0.281 | 2 | 5 |
| | R2 | 300 | 0 | 4.23 | 4 | 4 | 0.720 | -0.808 | 0.141 | 0.765 | 0.281 | 2 | 5 |
| | R3 | 300 | 0 | 3.87 | 4 | 4 | 0.700 | -0.751 | 0.141 | 1.045 | 0.281 | 2 | 5 |
| | R4 | 300 | 0 | 3.33 | 3 | 4 | 0.934 | -0.338 | 0.141 | -0.563 | 0.281 | 1 | 5 |
| | R5 | 300 | 0 | 3.91 | 4 | 4 | 0.764 | -0.616 | 0.141 | 0.404 | 0.281 | 2 | 5 |
| | R6 | 300 | 0 | 3.47 | 4 | 4 | 1.048 | -0.306 | 0.141 | -0.755 | 0.281 | 1 | 5 |
| | R7 | 300 | 0 | 4.00 | 4 | 4 | 0.822 | -1.128 | 0.141 | 1.979 | 0.281 | 1 | 5 |
| | R8 | 300 | 0 | 4.03 | 4 | 4 | 0.742 | -0.542 | 0.141 | 0.252 | 0.281 | 2 | 5 |
| | R9 | 300 | 0 | 3.77 | 4 | 4 | 0.790 | -0.476 | 0.141 | -0.011 | 0.281 | 2 | 5 |
| | R10 | 300 | 0 | 3.66 | 4 | 4 | 0.970 | -0.580 | 0.141 | 0.157 | 0.281 | 1 | 5 |
| | R11 | 300 | 0 | 3.66 | 4 | 4 | 0.903 | -0.613 | 0.141 | 0.067 | 0.281 | 1 | 5 |
| | R12 | 300 | 0 | 3.28 | 3 | 4 | 0.968 | -0.155 | 0.141 | -0.919 | 0.281 | 1 | 5 |
| | R13 | 300 | 0 | 3.07 | 3 | 3 | 0.905 | -0.105 | 0.141 | -0.739 | 0.281 | 1 | 5 |
| | R14 | 300 | 0 | 3.57 | 4 | 4 | 0.837 | -0.774 | 0.141 | 0.516 | 0.281 | 1 | 5 |
| | R15 | 300 | 0 | 3.40 | 4 | 4 | 0.846 | -0.357 | 0.141 | -0.805 | 0.281 | 2 | 5 |

| | | | | | | | | | | | | |
|------|-----|---|------|-----|---|-------|--------|-------|--------|-------|---|---|
| R16 | 300 | 0 | 3.73 | 4 | 4 | 0.903 | -0.834 | 0.141 | 0.507 | 0.281 | 1 | 5 |
| SS1 | 300 | 0 | 3.62 | 4 | 4 | 0.905 | -0.758 | 0.141 | 0.193 | 0.281 | 1 | 5 |
| SS2 | 300 | 0 | 3.13 | 3 | 4 | 1.100 | -0.396 | 0.141 | -0.758 | 0.281 | 1 | 5 |
| SS3 | 300 | 0 | 2.97 | 3 | 4 | 1.077 | -0.086 | 0.141 | -1.099 | 0.281 | 1 | 5 |
| SS4 | 300 | 0 | 3.77 | 4 | 4 | 0.973 | -0.709 | 0.141 | 0.006 | 0.281 | 1 | 5 |
| SS5 | 300 | 0 | 2.72 | 3 | 4 | 1.214 | -0.048 | 0.141 | -1.184 | 0.281 | 1 | 5 |
| SS6 | 300 | 0 | 2.86 | 3 | 3 | 1.112 | 0.067 | 0.141 | -0.803 | 0.281 | 1 | 5 |
| SS7 | 300 | 0 | 3.41 | 4 | 4 | 0.976 | -0.755 | 0.141 | 0.069 | 0.281 | 1 | 5 |
| SS8 | 300 | 0 | 3.20 | 4 | 4 | 1.144 | -0.459 | 0.141 | -0.775 | 0.281 | 1 | 5 |
| SS9 | 300 | 0 | 3.41 | 4 | 4 | 1.038 | -0.678 | 0.141 | -0.169 | 0.281 | 1 | 5 |
| SS10 | 300 | 0 | 2.92 | 3 | 4 | 1.079 | -0.162 | 0.141 | -0.902 | 0.281 | 1 | 5 |
| SS11 | 300 | 0 | 3.72 | 4 | 4 | 0.798 | -1.003 | 0.141 | 1.518 | 0.281 | 1 | 5 |
| OR1 | 300 | 0 | 3.36 | 4 | 4 | 1.090 | -0.379 | 0.141 | -0.625 | 0.281 | 1 | 5 |
| OR2 | 300 | 0 | 3.35 | 3.5 | 4 | 0.889 | -0.575 | 0.141 | -0.020 | 0.281 | 1 | 5 |
| OR3 | 300 | 0 | 3.39 | 4 | 4 | 1.036 | -0.266 | 0.141 | -1.033 | 0.281 | 1 | 5 |
| OR4 | 300 | 0 | 3.45 | 4 | 4 | 0.862 | -0.380 | 0.141 | -0.147 | 0.281 | 1 | 5 |
| OR5 | 300 | 0 | 3.94 | 4 | 4 | 0.862 | -0.964 | 0.141 | 1.185 | 0.281 | 1 | 5 |
| OR6 | 300 | 0 | 3.05 | 3 | 4 | 1.078 | -0.220 | 0.141 | -0.814 | 0.281 | 1 | 5 |
| OR7 | 300 | 0 | 3.39 | 4 | 4 | 0.824 | -0.463 | 0.141 | -0.472 | 0.281 | 1 | 5 |
| OR8 | 300 | 0 | 3.89 | 4 | 4 | 0.776 | -0.449 | 0.141 | -0.005 | 0.281 | 2 | 5 |
| OR9 | 300 | 0 | 2.88 | 3 | 2 | 1.066 | 0.458 | 0.141 | -0.752 | 0.281 | 1 | 5 |
| OR10 | 300 | 0 | 3.29 | 4 | 4 | 1.005 | -0.575 | 0.141 | -0.580 | 0.281 | 1 | 5 |
| OR11 | 300 | 0 | 3.19 | 3 | 4 | 1.123 | -0.187 | 0.141 | -1.062 | 0.281 | 1 | 5 |
| OR12 | 300 | 0 | 3.47 | 4 | 4 | 0.989 | -0.689 | 0.141 | 0.073 | 0.281 | 1 | 5 |
| OR13 | 300 | 0 | 3.31 | 3 | 4 | 0.939 | -0.355 | 0.141 | -0.156 | 0.281 | 1 | 5 |
| OR14 | 300 | 0 | 3.28 | 3 | 4 | 1.013 | -0.320 | 0.141 | -0.682 | 0.281 | 1 | 5 |
| OR15 | 300 | 0 | 3.56 | 4 | 4 | 0.964 | -0.612 | 0.141 | -0.061 | 0.281 | 1 | 5 |

Source: *Fieldwork, 2024*

Preliminary Analysis

Reliability Analysis

The study ensured the reliability of all scales utilized herein by confirming that they exceeded the suggested threshold of 0.7, as advocated by DeVillis (2012). The internal consistency, indicative of reliability, for each factor was evaluated by computation of Cronbach's alpha (α) coefficient. The calculated Cronbach's α coefficients for the variables spanned from 0.0.783 to 0.871. Further analysis of the reliability of individual variables is presented subsequently.

Reliability of Employee Wellbeing

Table 5. 4: Item-Total Statistics (Employee Wellbeing)

Item-Total Statistics (Employee Wellbeing)

| Item | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| EW1 | 31.02 | 8.264 | 0.338 | 0.485 | -.005 ^a |
| EW2 | 31.66 | 11.677 | -0.336 | 0.328 | 0.382 |
| EW3 | 30.99 | 9.164 | 0.201 | 0.432 | 0.083 |
| EW4 | 32.47 | 10.303 | -0.162 | 0.261 | 0.284 |
| EW5 | 31.39 | 8.012 | 0.3 | 0.335 | -.010 ^a |
| EW6 | 31.16 | 8.933 | 0.196 | 0.203 | 0.074 |
| EW7 | 31.53 | 7.233 | 0.402 | 0.46 | -.106 ^a |

| | | | | | |
|------|-------|--------|-------|-------|--------------------|
| EW8 | 31.55 | 7.045 | 0.401 | 0.488 | -.122 ^a |
| EW9 | 31.51 | 7.93 | 0.315 | 0.711 | -.021 ^a |
| EW10 | 32.32 | 13.247 | -0.51 | 0.611 | 0.473 |

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Decision: EW2, EW4, and EW10 were removed. A Cronbach's Alpha of 0.794 was realised after the removal.

Source: *Fieldwork, 2024*

Item-Total Statistics for the Employee Wellbeing Scale are presented herein, encompassing various metrics indicative of item performance within the scale. Each item's contribution to the scale was assessed through metrics such as the scale mean if the item was deleted, scale variance if the item was deleted, corrected item-total correlation, squared multiple correlation, and Cronbach's alpha if the item was deleted. Upon analysis, it was observed that certain items exhibited negative values for Cronbach's alpha when deleted, indicative of a negative average covariance among items, thereby violating reliability model assumptions. This necessitated a decision to scrutinize item codings.

As a result of this scrutiny, items EW2, EW4, and EW10 were deemed unsuitable and consequently removed from the scale. Following their removal, a Cronbach's alpha coefficient of 0.794 was attained, indicating improved internal consistency reliability for the Employee Wellbeing Scale.

Reliability of Resilience Scale

Table 5. 5: Item-Total Statistics (Resilience)

| Item-Total Statistics (Resilience) | | | | | |
|---|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| Item | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| R1 | 54.96 | 42.892 | 0.544 | 0.476 | 0.793 |
| R2 | 54.91 | 47.885 | -0.021 | 0.178 | 0.823 |
| R3 | 55.28 | 43.345 | 0.473 | 0.389 | 0.796 |
| R4 | 55.81 | 39.88 | 0.631 | 0.467 | 0.783 |
| R5 | 55.23 | 42.648 | 0.498 | 0.534 | 0.794 |
| R6 | 55.68 | 43.31 | 0.274 | 0.249 | 0.811 |
| R7 | 55.14 | 45.006 | 0.228 | 0.293 | 0.811 |
| R8 | 55.11 | 42.328 | 0.551 | 0.489 | 0.791 |
| R9 | 55.37 | 42.261 | 0.517 | 0.362 | 0.793 |
| R10 | 55.48 | 40.15 | 0.578 | 0.472 | 0.786 |
| R11 | 55.49 | 41.816 | 0.477 | 0.428 | 0.795 |
| R12 | 55.87 | 39.567 | 0.632 | 0.517 | 0.782 |
| R13 | 56.08 | 44.847 | 0.209 | 0.284 | 0.813 |
| R14 | 55.57 | 42.54 | 0.454 | 0.422 | 0.796 |
| R15 | 55.75 | 47.026 | 0.039 | 0.169 | 0.823 |
| R16 | 55.42 | 40.873 | 0.564 | 0.493 | 0.788 |

R2 was removed due to a negative corrected Item-total correlation. After removal, the reliability moved from 0.810 to 0.823

Source: *Fieldwork, 2024*

Item-Total Statistics for the Resilience Scale are presented below, detailing various metrics reflecting item performance within the scale.

Each item's influence on the scale was evaluated based on metrics including the scale mean if the item was deleted, scale variance if the item was deleted, corrected item-total correlation, squared multiple correlation, and Cronbach's alpha if the item was deleted.

Upon analysis, it was noted that item R2 exhibited a negative corrected item-total correlation, indicating potential issues with its alignment with the overall scale construct. Therefore, R2 was deemed unsuitable and subsequently removed from the scale.

Following the removal of R2, the scale's reliability improved from 0.810 to 0.823, signifying enhanced internal consistency reliability for the Resilience Scale. This decision relays the importance of thorough item-level analysis in ensuring the integrity and reliability of measurement instruments.

Reliability of Social Sustainability

Table 5. 6: Item-Total Statistics (Social Sustainability)

| Item-Total Statistics (Social Sustainability) | | | | | | |
|---|----------------------------|-------------------------------------|-----------------------------|-----------------------------------|----------------------------------|--|
| Item | Scale Mean if Item Deleted | Item Scale Variance if Item Deleted | Corrected Total Correlation | Item-Squared Multiple Correlation | Cronbach's Alpha if Item Deleted | |
| SS1 | 32.11 | 52.867 | 0.288 | 0.133 | 0.876 | |
| SS2 | 32.60 | 45.799 | 0.703 | 0.728 | 0.850 | |
| SS3 | 32.76 | 46.183 | 0.692 | 0.707 | 0.851 | |
| SS4 | 31.96 | 49.824 | 0.488 | 0.300 | 0.865 | |
| SS5 | 33.01 | 46.217 | 0.593 | 0.588 | 0.858 | |
| SS6 | 32.87 | 48.116 | 0.527 | 0.467 | 0.863 | |
| SS7 | 32.32 | 48.766 | 0.569 | 0.498 | 0.860 | |
| SS8 | 32.53 | 46.149 | 0.644 | 0.546 | 0.854 | |
| SS9 | 32.32 | 48.072 | 0.578 | 0.477 | 0.859 | |
| SS10 | 32.81 | 45.773 | 0.722 | 0.640 | 0.848 | |
| SS11 | 32.01 | 51.495 | 0.466 | 0.442 | 0.866 | |

Decision: No item was removed. Reliability was 0.871

Source: *Fieldwork, 2024*

Item-Total Statistics for the Social Sustainability Scale reveal key insights into the performance of individual items within the scale.

Various metrics, including the scale mean if the item was deleted, scale variance if the item was deleted, corrected item-total correlation, squared multiple correlation, and Cronbach's alpha if the item was deleted, were analyzed to assess each item's contribution to the overall scale.

Upon examination, it was determined that all items demonstrated strong alignment with the scale construct, as indicated by positive corrected item-total correlations and substantial squared multiple correlations.

No items were deemed necessary for removal based on the analysis. The reliability of the Social Sustainability Scale remained high, with a Cronbach's alpha of 0.871, underscoring its internal consistency and reliability in measuring social sustainability constructs. This decision shows the strength of the scale and affirms its suitability for assessing social sustainability within the context of the study.

Reliability of Organizational Renewal Scale

Table 5. 7: Item-Total Statistics (Organizational renewal)

| Item-Total Statistics (Organizational renewal) | | | | | |
|---|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| Item | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| OR1 | 47.44 | 43.451 | 0.567 | 0.573 | 0.754 |
| OR2 | 47.45 | 44.489 | 0.633 | 0.607 | 0.752 |
| OR3 | 47.41 | 45.3 | 0.46 | 0.355 | 0.765 |
| OR4 | 47.35 | 47.277 | 0.402 | 0.276 | 0.77 |
| OR5 | 46.85 | 45.952 | 0.521 | 0.449 | 0.761 |
| OR6 | 47.74 | 45.001 | 0.458 | 0.336 | 0.765 |

| | | | | | |
|------|-------|--------|--------|-------|-------|
| OR7 | 47.41 | 47.146 | 0.438 | 0.438 | 0.768 |
| OR8 | 46.91 | 47.199 | 0.467 | 0.398 | 0.767 |
| OR9 | 47.92 | 54.772 | -0.198 | 0.258 | 0.82 |
| OR10 | 47.5 | 46.318 | 0.399 | 0.329 | 0.77 |
| OR11 | 47.6 | 55.906 | -0.261 | 0.211 | 0.828 |
| OR12 | 47.33 | 43.861 | 0.606 | 0.478 | 0.752 |
| OR13 | 47.49 | 45.167 | 0.533 | 0.46 | 0.759 |
| OR14 | 47.51 | 44.833 | 0.51 | 0.412 | 0.76 |
| OR15 | 47.24 | 43.735 | 0.637 | 0.535 | 0.75 |

Decision: OR9 and OR11 removed due to negative Corrected Item-total correlation. Cronbach's alpha moved from 0.783 to 0.862.

Source: *Fieldwork, 2024*

Upon evaluating the Item-Total Statistics for the Organizational Renewal Scale, several metrics were scrutinized to assess the performance of individual items within the scale.

Key indicators such as the scale mean if the item was deleted, scale variance if the item was deleted, corrected item-total correlation, squared multiple correlation, and Cronbach's alpha if the item was deleted were analyzed to gauge each item's contribution to the overall scale.

It was observed that most items exhibited positive corrected item-total correlations and substantial squared multiple correlations, indicating their alignment with the construct being measured. However, two items, OR9 and OR11, displayed negative corrected item-total correlations, suggesting their potential inconsistency with the scale construct.

As a result, OR9 and OR11 were deemed unsuitable for inclusion in the scale and were subsequently removed from further analysis. This decision was made to enhance the overall reliability and internal consistency of the Organizational Renewal Scale.

Following the removal of these two items, the Cronbach's alpha coefficient increased from 0.783 to 0.862, signifying improved reliability. This enhancement depicts the importance of rigorous item selection in ensuring the strength of the scale for measuring organizational renewal constructs within the study context.

Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) is a statistical method employed to unveil the underlying structure among observed variables by identifying latent constructs. As elucidated by Bandalos and Finney (2018), the primary aim of factor analysis is to distill a concise set of factors that can encapsulate a larger array of variables. Mukherjee, Sinha, and Chattopadhyay (2018) further emphasize that factor analysis endeavors to discern latent factors that explain the observed correlations within a dataset.

In this study, Principal Components Analysis (PCA) was utilized to extract factors, following the guidance of Lee et al (2016). PCA is chosen for its ability to identify orthogonal factors representing maximum variance directions. Additionally, the promax method was adopted for factor rotation based on theoretical considerations suggesting inter-factor correlations (Abdi, 2003). To refine the analysis, coefficients below 0.4 in absolute terms were disregarded (Pallant, 2020).

The EFA, conducted using maximum likelihood with promax rotation, aimed to ascertain item loading onto variables and inter-factor correlations. Maximum likelihood estimation was preferred for its capability to determine unique item variance and factor correlations, as advocated by Pallant (2020). Moreover, promax rotation was chosen to accommodate the large dataset and account for correlated factors.

Prior to analysis, the Bartlett's test of sphericity and Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy were assessed. The results, revealing a KMO of 0.783 and significant Bartlett's test-statistics ($\alpha < 0.001$, Chi-square = 8232.458), affirmed the appropriateness of conducting EFA (Kaiser, 1974).

The outcomes of the analysis, presented in the 13-factor pattern matrix, provide insights into the underlying structure of the variables and their relationships, aiding in the interpretation and understanding of the dataset.

Correlation Matrix

The correlation matrix was examined as the initial step in the analysis. Due to the extensive number of items, encompassing a total of 46 questions, the resulting correlation matrix tables were too voluminous to present in their entirety. Therefore, the researcher focused solely on the correlations and highlighted the determinant T-statistic.

Upon review, the correlation matrix unveiled a maximum correlation coefficient of 0.704, observed between variables SS5 and SS2. All other coefficients were below 0.700. The determinant of the correlation matrix was computed to be 2.285E-13, surpassing the threshold value of 0.00001. This indicates an absence of multicollinearity concerns within the dataset under scrutiny, affirming the sturdiness of the data employed in this investigation.

Kaiser-Meyer-Olkin and Bartlett's test

The second outcome of the principal component analysis (PCA) factor analysis comprised the Kaiser-Meyer-Olkin (KMO) test and Bartlett's test (refer to Table 5.8). The Kaiser-Meyer-Olkin (KMO) statistic serves as a measure ranging from 0 to 1. To ensure reliable results from factor analysis, it is preferable for the Kaiser-Meyer-Olkin (KMO) measure to approach a value of 1 rather than 0. A value approaching one (1) indicates a high level of compactness in correlation patterns, suggesting that factor analysis is likely to yield distinct and dependable factors. As advised by Kaiser (1974), values exceeding 0.5 are worth considering.

Additionally, as noted by Dhagarra et al. (2020), KMO values between 0.5 and 0.7 are deemed average, those falling between 0.7 and 0.8 are considered good, values ranging from 0.8 to 0.9 are categorized as very good, and those surpassing 0.9 are regarded as optimal.

In this study, the KMO statistic was determined to be 0.783, as depicted in Table 5.19. Given that this value falls within the acceptable range, it instills confidence in the appropriateness of conducting factor analysis on the dataset at hand.

Table 5. 8: KMO and Bartlett's Test

| KMO and Bartlett's Test | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | 0.783 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 8232.458 |
| | df | 1035 |
| | Sig. | <.001 |

Source: *Fieldwork, 2024*

Communalities

Communalities in factor analysis signify the extent to which observed variables share variance with underlying factors. Pallant (2020) recommends discarding items with communalities below 0.300 for several reasons: such items may have limited association with the factors under investigation, their inclusion may unnecessarily complicate the model without contributing significantly to explanatory power, removing them can improve the interpretability of the remaining variables, and it can enhance result stability by reducing sensitivity to data fluctuations. The specified threshold of 0.300 serves as a guideline for researchers to refine the model, prioritize important variables, and enhance the comprehensibility of factor analysis outcomes.

As evidenced in Table 5.9, the communalities range from 0.578 to 0.805, indicating the degree of shared variance among the observed variables.

Table 5. 9: Communalities

| Communalities | | |
|----------------------|---------|------------|
| Item | Initial | Extraction |
| EW1 | 1 | 0.770 |
| EW3 | 1 | 0.772 |
| EW5 | 1 | 0.623 |
| EW6 | 1 | 0.685 |

| | | |
|------|---|-------|
| EW7 | 1 | 0.703 |
| EW8 | 1 | 0.756 |
| EW9 | 1 | 0.761 |
| R1 | 1 | 0.729 |
| R3 | 1 | 0.646 |
| R4 | 1 | 0.672 |
| R5 | 1 | 0.759 |
| R6 | 1 | 0.805 |
| R7 | 1 | 0.729 |
| R8 | 1 | 0.680 |
| R9 | 1 | 0.578 |
| R10 | 1 | 0.744 |
| R11 | 1 | 0.702 |
| R12 | 1 | 0.750 |
| R13 | 1 | 0.702 |
| R14 | 1 | 0.688 |
| R15 | 1 | 0.663 |
| R16 | 1 | 0.677 |
| SS1 | 1 | 0.597 |
| SS2 | 1 | 0.831 |
| SS3 | 1 | 0.801 |
| SS4 | 1 | 0.709 |
| SS5 | 1 | 0.811 |
| SS6 | 1 | 0.684 |
| SS7 | 1 | 0.683 |
| SS8 | 1 | 0.789 |
| SS9 | 1 | 0.752 |
| SS10 | 1 | 0.781 |
| SS11 | 1 | 0.692 |
| OR1 | 1 | 0.707 |
| OR2 | 1 | 0.753 |
| OR3 | 1 | 0.631 |
| OR4 | 1 | 0.707 |
| OR5 | 1 | 0.708 |
| OR6 | 1 | 0.622 |
| OR7 | 1 | 0.669 |
| OR8 | 1 | 0.690 |
| OR10 | 1 | 0.768 |
| OR12 | 1 | 0.688 |
| OR13 | 1 | 0.681 |
| OR14 | 1 | 0.758 |
| OR15 | 1 | 0.710 |

Extraction Method: Principal Component Analysis.

Source: *Fieldwork, 2024*

Test for assumptions for Structural Equation Modelling (SEM)

To use the SEM in this study, some assumptions needed to be checked. This section is dedicated to the results of the assumptions check. This was to find the appropriateness for the use of SEM, which is the predominant analytic tool used in this study. These assumptions include Multivariate normality, Multicollinearity, Sample size adequacy, Positive definiteness, and Univariate normality.

Multivariate normality

To check for multivariate normality, a linear regression was run with the IDs (the IDs are serial numbers generated for each respondent. They are not ordinal but only nominal. The IDs were automatically generated by Prolific as the dependent variable and the other items as independent variables (please refer to Table 5.10). After, the Mahalanobis distance check was conducted to see if there were any outliers, it was found none of the cases fell below the expected probability level of .001, which is the maximum. The Mahalanobis distance considers if there is an outlier after the aggregation of all the items for each case (Byrne, 2013).

Multicollinearity

The same regression output was examined to check for multicollinearity. In the collinearity statistics under the coefficients table (Table 5.10), the tolerance and Variance Inflation Factors (VIF) were screened for figures $<.01$ and >10 respectively. Since none of the tolerance figures was below .01 and the VIF above 10, the assumption that multicollinearity was excluded is satisfied. (Menard, 1995).

Table 5. 10: Multicollinearity Test

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|------------|-----------------------------|------------|---------------------------|---------|-------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| (Constant) | 1.39E+10 | 8216.687 | | 1695120 | <.001 | | |
| EW1 | -640.945 | 968.666 | -0.082 | -0.662 | 0.509 | 0.253 | 3.950 |
| EW2 | -15.16 | 527.627 | -0.003 | -0.029 | 0.977 | 0.430 | 2.327 |
| EW3 | 60.176 | 1076.303 | 0.006 | 0.056 | 0.955 | 0.295 | 3.393 |
| EW4 | -32.487 | 575.601 | -0.006 | -0.056 | 0.955 | 0.358 | 2.790 |
| EW5 | -165.174 | 728.621 | -0.025 | -0.227 | 0.821 | 0.329 | 3.044 |
| EW6 | -1089.452 | 749.732 | -0.134 | -1.453 | 0.147 | 0.455 | 2.199 |
| EW7 | 471.393 | 726.498 | 0.077 | 0.649 | 0.517 | 0.273 | 3.657 |
| EW8 | 235.219 | 899.743 | 0.041 | 0.261 | 0.794 | 0.160 | 6.267 |
| EW9 | 432.612 | 976.585 | 0.065 | 0.443 | 0.658 | 0.181 | 5.513 |
| EW10 | 323.406 | 798.459 | 0.059 | 0.405 | 0.686 | 0.182 | 5.482 |
| R1 | 378.709 | 987.243 | 0.043 | 0.384 | 0.702 | 0.314 | 3.180 |
| R2 | 458.093 | 733.832 | 0.055 | 0.624 | 0.533 | 0.507 | 1.973 |
| R3 | -737.13 | 855.579 | -0.085 | -0.862 | 0.390 | 0.396 | 2.523 |
| R4 | -464.174 | 726.815 | -0.071 | -0.639 | 0.524 | 0.313 | 3.196 |
| R5 | -501.503 | 911.482 | -0.063 | -0.550 | 0.583 | 0.295 | 3.392 |
| R6 | -86.379 | 523.806 | -0.015 | -0.165 | 0.869 | 0.471 | 2.122 |
| R7 | -313.93 | 720.609 | -0.043 | -0.436 | 0.663 | 0.404 | 2.475 |
| R8 | 158.221 | 844.458 | 0.019 | 0.187 | 0.852 | 0.361 | 2.770 |
| R9 | 196.419 | 708.237 | 0.026 | 0.277 | 0.782 | 0.451 | 2.218 |
| R10 | 344.509 | 684.786 | 0.055 | 0.503 | 0.615 | 0.320 | 3.126 |
| R11 | 1.866 | 726.567 | 0.000 | 0.003 | 0.998 | 0.333 | 3.005 |
| R12 | 1421.212 | 808.511 | 0.227 | 1.758 | 0.080 | 0.232 | 4.308 |
| R13 | -119.651 | 661.99 | -0.018 | -0.181 | 0.857 | 0.400 | 2.498 |
| R14 | -346.668 | 712.998 | -0.048 | -0.486 | 0.627 | 0.397 | 2.520 |
| R15 | 101.547 | 579.899 | 0.014 | 0.175 | 0.861 | 0.589 | 1.699 |
| R16 | 343.209 | 893.183 | 0.051 | 0.384 | 0.701 | 0.219 | 4.576 |
| SS1 | 399.234 | 579.346 | 0.060 | 0.689 | 0.491 | 0.514 | 1.945 |
| SS2 | 353.062 | 913.447 | 0.064 | 0.387 | 0.699 | 0.140 | 7.132 |
| SS3 | -301.347 | 834.247 | -0.054 | -0.361 | 0.718 | 0.176 | 5.688 |
| SS4 | -400.873 | 638.919 | -0.064 | -0.627 | 0.531 | 0.367 | 2.726 |
| SS5 | 113.132 | 672.842 | 0.023 | 0.168 | 0.867 | 0.213 | 4.694 |
| SS6 | -423.425 | 593.905 | -0.078 | -0.713 | 0.477 | 0.325 | 3.079 |
| SS7 | -484.413 | 841.306 | -0.078 | -0.576 | 0.565 | 0.210 | 4.768 |
| SS8 | 314.76 | 682.822 | 0.060 | 0.461 | 0.645 | 0.232 | 4.313 |
| SS9 | -552.747 | 754.362 | -0.095 | -0.733 | 0.464 | 0.232 | 4.314 |

| | | | | | | | |
|------|----------|---------|--------|--------|-------|-------|-------|
| SS10 | 703.914 | 771.348 | 0.125 | 0.913 | 0.362 | 0.207 | 4.834 |
| SS11 | -436.713 | 820.96 | -0.058 | -0.532 | 0.595 | 0.329 | 3.042 |
| OR1 | -114.201 | 703.603 | -0.021 | -0.162 | 0.871 | 0.242 | 4.133 |
| OR2 | 202.757 | 831.427 | 0.030 | 0.244 | 0.808 | 0.259 | 3.859 |
| OR3 | -433.05 | 588.739 | -0.074 | -0.736 | 0.463 | 0.380 | 2.634 |
| OR4 | -341.125 | 712.86 | -0.049 | -0.479 | 0.633 | 0.374 | 2.671 |
| OR5 | 311.845 | 722.548 | 0.045 | 0.432 | 0.666 | 0.364 | 2.749 |
| OR6 | -131.055 | 641.935 | -0.023 | -0.204 | 0.838 | 0.296 | 3.384 |
| OR7 | 131.395 | 755.296 | 0.018 | 0.174 | 0.862 | 0.364 | 2.744 |
| OR8 | -240.818 | 825.941 | -0.031 | -0.292 | 0.771 | 0.343 | 2.914 |
| OR9 | 159.135 | 547.087 | 0.028 | 0.291 | 0.771 | 0.417 | 2.400 |
| OR10 | -442.716 | 594.306 | -0.074 | -0.745 | 0.457 | 0.396 | 2.523 |
| OR11 | -262.634 | 499.202 | -0.049 | -0.526 | 0.599 | 0.451 | 2.219 |
| OR12 | -19.006 | 720.69 | -0.003 | -0.026 | 0.979 | 0.280 | 3.572 |
| OR13 | 317.761 | 656.81 | 0.049 | 0.484 | 0.629 | 0.372 | 2.689 |
| OR14 | 491.999 | 603.074 | 0.083 | 0.816 | 0.415 | 0.379 | 2.638 |
| OR15 | -265.061 | 745.796 | -0.042 | -0.355 | 0.723 | 0.273 | 3.662 |

a. Dependent Variable: Timestamp

Source: *Fieldwork, 2024*

Sample size

An online calculator was utilised to determine the optimal sample size for Structural Equation Modelling (SEM) with the highest effect size of 0.5 (Soper, 2023). Following calculations, the minimal sample size generated was 137. The 300 cases used in this research greatly exceed the minimum required number of cases, indicating that the sample size is acceptable for the study's SEM.

Positive definiteness

Factor analysis was performed to verify that the assumption of positive definiteness was not violated. According to Guillot and Rajaratnam (2015) to attain positive definiteness, the determinant value in the correlation matrix table, must not be equal to 0. The calculated determinant was non-zero (9.18×10^{-16}), indicating that the assumption of positive definiteness was upheld for the investigation (Lorenzo-Seva & Ferrando, 2021).

Common Method Bias

Common method bias is a potential problem in behavioural research (Kock, Berbekova & Assaf, 2021) and is arguably one of the main sources of measurement bias which threatens the validity of results (Baumgartner, Weijters & Pieters, 2021). According to Nunnally (1978), the error is of two types: systematic and random error. More importantly, systematic error always offers a different reason for the connection seen between measurements of various concepts (AghaKouchak et al., 2012). According to the above studies, method bias is evident when a single factor explains a majority of the data due to external factors. To check for this, Herman’s single-factor test was conducted. Herman’s test requires that a single unrotated factor solution is factor analysed to determine if a single factor explains most of the variance in the model. A single factor should not explain more than 50% of the variance. In this study, CMB does not exist since the single factor accounted for 22.32%, which is less than 50% (Table 5.11).

Table 5. 11: Total Variance Explained (single factor)

| Component | Total Variance Explained | | | | | |
|-----------|--------------------------|---------------------|--------------|-------------------------------------|---------------|--------------|
| | Total | Initial Eigenvalues | | Extraction Sums of Squared Loadings | | |
| | | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 11.606 | 22.319 | 22.319 | 11.606 | 22.319 | 22.319 |
| 2 | 5.228 | 10.054 | 32.373 | | | |
| 3 | 2.808 | 5.399 | 37.773 | | | |
| 4 | 2.557 | 4.917 | 42.690 | | | |
| 5 | 1.962 | 3.773 | 46.463 | | | |
| 6 | 1.811 | 3.483 | 49.946 | | | |
| 7 | 1.693 | 3.256 | 53.202 | | | |
| . | | | | | | |
| . | | | | | | |
| . | | | | | | |
| 42 | .196 | .376 | 97.750 | | | |

| | | | |
|----|------|------|---------|
| 43 | .171 | .329 | 98.078 |
| 44 | .162 | .312 | 98.390 |
| 45 | .149 | .287 | 98.677 |
| 46 | .141 | .271 | 98.947 |
| 47 | .133 | .255 | 99.202 |
| 48 | .111 | .214 | 99.417 |
| 49 | .098 | .189 | 99.606 |
| 50 | .082 | .158 | 99.764 |
| 51 | .066 | .127 | 99.891 |
| 52 | .057 | .109 | 100.000 |

Extraction Method: Principal Component Analysis.

Measurement Model

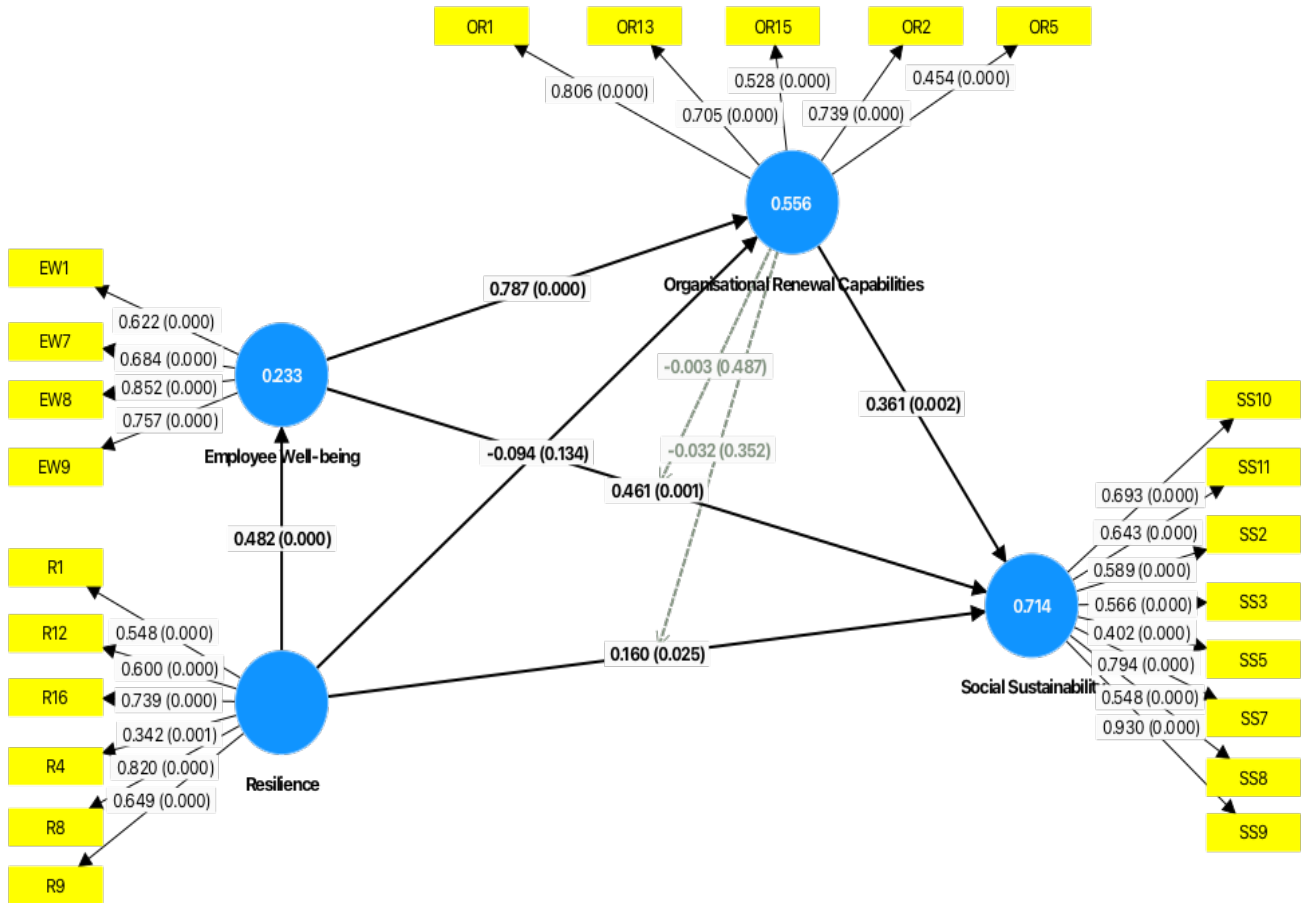


Figure 5. 1: Measurement Model

Source: *Fieldwork, 2024*

The following was taken out due to low factor loadings: items EW3, EW5, and EW6; R3, R5, R6, R7, R10, R11, R13, R14, and R15; ORC3, ORC4, ORC6, OR7, ORC8, ORC10, ORC11, ORC12, ORC13, and 14; as well as SS1, SS4, and SS6.

Table 5. 12: Outer Loadings

| | Employee Wellbeing | Organizational Renewal Capability | Resilience | Social Sustainability |
|------|--------------------|-----------------------------------|------------|-----------------------|
| EW1 | 0.800 | | | |
| EW7 | 0.783 | | | |
| EW8 | 0.833 | | | |
| EW9 | 0.814 | | | |
| OR1 | | 0.806 | | |
| OR13 | | 0.679 | | |
| OR15 | | 0.659 | | |
| OR2 | | 0.844 | | |
| OR5 | | 0.689 | | |
| R1 | | | 0.672 | |
| R12 | | | 0.726 | |
| R16 | | | 0.755 | |
| R4 | | | 0.685 | |
| R8 | | | 0.770 | |
| R9 | | | 0.669 | |
| SS10 | | | | 0.792 |
| SS11 | | | | 0.671 |
| SS2 | | | | 0.742 |
| SS3 | | | | 0.736 |
| SS5 | | | | 0.634 |
| SS7 | | | | 0.712 |
| SS8 | | | | 0.691 |
| SS9 | | | | 0.764 |

Source: *Fieldwork, 2024*

Although some loadings were below the threshold of 0.700 (Mofidi et al, 2007), It was deemed theoretically appropriate (Fan & Sivo, 2009) to include them in the final analysis.

Table 5. 13: Confirmation of construct reliability and validity

| | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|-----------------------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| Employee Wellbeing | 0.823 | 0.834 | 0.882 | 0.652 |
| Organizational Renewal Capability | 0.790 | 0.805 | 0.856 | 0.546 |
| Resilience | 0.808 | 0.817 | 0.861 | 0.510 |
| Social Sustainability | 0.869 | 0.883 | 0.895 | 0.518 |

Source: *Fieldwork, 2024*

The study assessed the reliability and validity of several key constructs, namely Employee Wellbeing, Organizational Renewal Capability, Resilience, and Social Sustainability (Table 5.12). The analysis revealed promising results, with Employee Wellbeing demonstrating a Cronbach's alpha of 0.823, a Composite reliability (rho_a) of 0.834, a Composite reliability (rho_c) of 0.882, and an Average variance extracted (AVE) of 0.652. Organizational Renewal Capability exhibited a Cronbach's alpha of 0.790, a Composite reliability (rho_a) of 0.805, a Composite reliability (rho_c) of 0.856, and an AVE of 0.546. Resilience displayed a Cronbach's alpha of 0.808, a Composite reliability (rho_a) of 0.817, a Composite reliability (rho_c) of 0.861, and an AVE of 0.510. Lastly, Social Sustainability showed a Cronbach's alpha of 0.869, a Composite reliability (rho_a) of 0.883, a Composite reliability (rho_c) of 0.895, and an AVE of 0.518. These findings suggest healthy internal consistency and convergent validity for the constructs under investigation.

Table 5. 14: Heterotrait-Monotrait ratio (HTMT) - Matrix

Heterotrait-monotrait ratio
(HTMT) – Matrix

| | Employee Wellbeing | Organizational Renewal Capability | Resilience | Social Sustainability |
|-----------------------------------|--------------------|-----------------------------------|------------|-----------------------|
| Employee Wellbeing | | | | |
| Organizational Renewal Capability | 0.712 | | | |
| Resilience | 0.456 | 0.262 | | |
| Social Sustainability | 0.755 | 0.732 | 0.457 | |

Source: *Fieldwork, 2024*

The Heterotrait-monotrait ratio (HTMT) matrix presented in Table 5.27 provides insight into the discriminant validity between the constructs Employee Wellbeing, Organizational Renewal Capability, Resilience, and Social Sustainability. The HTMT values represent the degree of

heterotrait-monotrait correlation, where lower values indicate stronger discriminant validity. Across the diagonal, the HTMT values are not applicable as they represent the correlation of a construct with itself, which is always 1. Looking at the off-diagonal values, it is evident that the HTMT values range from 0.262 to 0.755. These values are below the commonly recommended threshold of 0.85 (Henseler et al., 2015), indicating acceptable discriminant validity between the constructs. Specifically, the HTMT values of 0.456 between Resilience and Organizational Renewal Capability, 0.457 between Resilience and Social Sustainability, and 0.732 between Organizational Renewal Capability and Social Sustainability demonstrate particularly strong discriminant validity, suggesting that these constructs measure distinct underlying concepts. Therefore, the results of the HTMT analysis support the conclusion that the constructs in the study are adequately distinct from one another.

Table 5. 15: Fornell-Larcker criterion

Fornell-Larcker criterion

| | Employee Wellbeing | Organizational Renewal Capability | Resilience | Social Sustainability |
|-----------------------------------|--------------------|-----------------------------------|------------|-----------------------|
| Employee Wellbeing | 0.808 | | | |
| Organizational Renewal Capability | 0.595 | 0.739 | | |
| Resilience | 0.391 | 0.220 | 0.714 | |
| Social Sustainability | 0.689 | 0.626 | 0.412 | 0.719 |

Source: *Fieldwork, 2024*

The Fornell-Larcker criterion table, displayed in Table 5.28, evaluates the discriminant validity between the constructs Employee Wellbeing, Organizational Renewal Capability, Resilience, and Social Sustainability. Each cell in the table represents the square root of the AVE of the respective construct (shown on the diagonal) compared to the correlations between the constructs. The criterion suggests that the square root of the AVE for each construct should be greater than the correlations between that construct and other constructs. In this table, all diagonal values (representing the square root of the AVE) are higher than the corresponding off-diagonal values (correlations), indicating adequate discriminant validity. For instance, the square root of the AVE for Employee Wellbeing is

0.808, which is greater than the correlations between Employee Wellbeing and other constructs (ranging from 0.391 to 0.689). This pattern holds for all constructs, confirming their distinctiveness and supporting the conclusion that they measure different underlying concepts. Thus, the Fornell-Larcker criterion affirms the discriminant validity of the constructs in the study.

5.4 Research Objectives and Hypotheses Testing

The primary goal of the study is to investigate and analyse the relationship between employee Wellbeing, resilience, organizational renewal capability and social sustainability. Specifically,

- Identify the factors that constitute Employee Wellbeing, Resilience, Social Sustainability and Organizational Renewal Capability.
- Assess the association between Employee Wellbeing, Resilience, Organizational Renewal Capability and Social Sustainability.
- Examine the moderating role of Organizational Renewal Capability on the relationship between Employee Wellbeing, Resilience and Social Sustainability.
- Investigate the mediating role of Organizational Renewal Capability on the relationship between Employee Wellbeing, Resilience and Social Sustainability.

The following section provides the results from the data analysis based on each research objective.

Research objective 1

The first objective focused on determining the factors that constitute the concepts of Employee wellbeing, Resilience, social Sustainability and Organizational Renewal Capability. To triangulate, factor analysis was conducted to identify the various factors emerging out from the variables. The factors identified were compared to the ones identified at the qualitative phase. Factor analysis is a statistical technique utilized to uncover underlying structures, or latent variables, within a set of

observed variables. In the context of this research question, the researchers aim to understand the factors that make up the four main variables of the study: employee Wellbeing, resilience, social sustainability, and organizational renewal Capability.

Before conducting factor analysis, it is imperative to ensure the adequacy of the dataset. This involves assessing factors such as sample size, correlation matrix, and the suitability of the variables for factor analysis. In this study, a sample size of 300 respondents was deemed sufficient for factor analysis. Principal Component Analysis (PCA) was employed to extract the underlying factors from the dataset. PCA identifies linear combinations of variables that explain the maximum variance in the data.

Varimax rotation was applied to the extracted factors to enhance interpretability by maximizing the variance of the factor loadings. This rotation method aims to achieve simple structure, whereby each variable loads high on one factor and low on others. The rotated factor matrix revealed clear patterns of loadings, facilitating the interpretation of the factors.

Factors of Employee Wellbeing

Bartlett's test of sphericity ($\chi^2(21) = 657.58, p < 0.001$) and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (KMO = 0.802) confirmed the suitability of the data for factor analysis. Based on the scree plot and Kaiser's criterion (eigenvalues greater than 1), a total of two factors were retained, explaining 63% of the total variance.

Table 5. 16: Total Variance (Employee Wellbeing)

| Total Variance Explained (Employee Wellbeing) | | | | | | |
|--|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| Factor | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 3.233 | 46.185 | 46.185 | 3.233 | 46.185 | 46.185 |
| 2 | 1.204 | 17.204 | 63.389 | 1.204 | 17.204 | 63.389 |
| 3 | 0.766 | 10.949 | 74.338 | | | |
| 4 | 0.624 | 8.911 | 83.249 | | | |
| 5 | 0.442 | 6.318 | 89.566 | | | |
| 6 | 0.407 | 5.819 | 95.385 | | | |
| 7 | 0.323 | 4.615 | 100 | | | |

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Source: *Fieldwork, 2024*

The Pattern matrix below suggests the various items loaded on each factor.

Table 5. 17: Pattern matrix (Employee Wellbeing)

| Pattern Matrix^a | Component | |
|-----------------------------------|------------------|-------|
| | 1 | 2 |
| EW1 | 0.898 | |
| EW8 | 0.823 | |
| EW7 | 0.709 | |
| EW9 | 0.709 | |
| EW6 | | 0.845 |
| EW5 | | 0.674 |
| EW3 | | 0.532 |

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Source: *Fieldwork, 2024*

Based on the items, the factors were labelled as (1) "Workplace Satisfaction and Wellbeing." Which encompasses the notion of positive characteristics in the workplace, commitment to the organization, fulfilment of a psychological contract with the employer, and overall Wellbeing of the individual. (2) "Positive Coping and Personal Traits." This label encompasses the idea of dealing with problems constructively, possessing positive personality traits, and exhibiting desirable behaviours in the workplace.

Factors of Resilience

Bartlett's test of sphericity ($\chi^2(105) = 1440.968, p < 0.001$) and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (KMO = 0.819) confirmed the suitability of the data for factor analysis. Based on the scree plot and Kaiser's criterion (eigenvalues greater than 1), a total of five factors were retained, explaining 66% of the total variance.

Table 5. 18: Total Variance (Resilience)

| Factor | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|--------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 4.855 | 32.368 | 32.368 | 4.855 | 32.368 | 32.368 |
| 2 | 1.595 | 10.636 | 43.004 | 1.595 | 10.636 | 43.004 |
| 3 | 1.257 | 8.38 | 51.385 | 1.257 | 8.38 | 51.385 |
| 4 | 1.235 | 8.231 | 59.615 | 1.235 | 8.231 | 59.615 |
| 5 | 1.01 | 6.735 | 66.35 | 1.010 | 6.735 | 66.35 |
| 6 | 0.865 | 5.769 | 72.119 | | | |
| 7 | 0.748 | 4.988 | 77.106 | | | |
| 8 | 0.589 | 3.927 | 81.034 | | | |
| 9 | 0.508 | 3.384 | 84.417 | | | |
| 10 | 0.505 | 3.367 | 87.784 | | | |
| 11 | 0.43 | 2.867 | 90.651 | | | |
| 12 | 0.423 | 2.822 | 93.474 | | | |
| 13 | 0.371 | 2.473 | 95.946 | | | |
| 14 | 0.335 | 2.231 | 98.178 | | | |
| 15 | 0.273 | 1.822 | 100 | | | |

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Source: *Fieldwork, 2024*

The Pattern matrix below suggests the various items loaded on each factor. Some items (R4 and R9) were below 0.4 and hence were removed. Although it is not acceptable to have a single item factor, the items were considered since this was for the sole purpose of identifying the factors to complement the qualitative analysis.

Table 5. 19: Pattern Matrix (Resilience)

| Pattern Matrix ^a | Component | | | | |
|-----------------------------|-----------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 |
| R10 | 0.780 | | | | |
| R11 | 0.777 | | | | |
| R14 | 0.697 | | | | |
| R5 | 0.597 | | | | |
| R12 | 0.418 | | | | |
| R4 | | | | | |
| R3 | | 0.834 | | | |
| R16 | | 0.801 | | | |
| R8 | | 0.595 | | | |
| R1 | | 0.522 | | | |
| R13 | | | 0.744 | | |
| R7 | | | 0.676 | | |
| R15 | | | | 0.846 | |
| R9 | | | | | |
| R6 | | | | | 0.912 |

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 25 iterations.

Source: *Fieldwork, 2024*

Based on the items, the factors were labelled as (1) "Adaptive Response to Challenges." This label reflects the theme of being able to confront difficulties, maintain clarity under pressure, persevere in the face of setbacks, and effectively manage adverse emotions. (2) "Personal Resilience and Confidence." This label encompasses the idea of being able to handle challenges, having a strong

sense of purpose and self-perception, feeling capable of achieving goals, and valuing close relationships for support and security. (3) "Determination and Decision Making." This label encompasses the ability to make challenging decisions, regardless of popularity, and the commitment to giving one's best effort in all circumstances. (4) "Intuition and Gut Instinct." This label reflects the reliance on one's instincts or intuitive feelings when making decisions or navigating situations. (5) "Belief in Purpose or Fate." This label encapsulates the belief that events or occurrences have a predetermined reason or purpose.

Factors of Social Sustainability

Bartlett's test of sphericity ($\chi^2(55) = 1565.083, p < 0.001$) and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (KMO = 0.842) validated the data's appropriateness for factor analysis. After examining the scree plot and applying Kaiser's criterion (eigenvalues exceeding 1), we retained five factors, collectively accounting for 65.89% of the total variance.

Table 5. 20: Total Variance Explained (Social Sustainability)

| Total Variance Explained (Social Sustainability) | | | | | | |
|---|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| Factor | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 4.88 | 44.365 | 44.365 | 4.88 | 44.365 | 44.365 |
| 2 | 1.31 | 11.907 | 56.272 | 1.31 | 11.907 | 56.272 |
| 3 | 1.058 | 9.62 | 65.892 | 1.058 | 9.62 | 65.892 |
| 4 | 0.883 | 8.03 | 73.922 | | | |
| 5 | 0.801 | 7.285 | 81.207 | | | |
| 6 | 0.625 | 5.678 | 86.885 | | | |
| 7 | 0.42 | 3.817 | 90.702 | | | |
| 8 | 0.316 | 2.875 | 93.577 | | | |
| 9 | 0.272 | 2.477 | 96.054 | | | |
| 10 | 0.257 | 2.339 | 98.393 | | | |
| 11 | 0.177 | 1.607 | 100 | | | |

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Source: *Fieldwork, 2024*

From the pattern matrix below, Item SS4 was not accounted for because its weight fell below 0.4.

Table 5. 21: Pattern Matrix (Social Sustainability)

| Pattern Matrix ^a | Component | | |
|-----------------------------|-----------|--------|-------|
| | 1 | 2 | 3 |
| SS10 | 0.833 | | |
| SS7 | 0.764 | | |
| SS9 | 0.74 | | |
| SS6 | 0.634 | | |
| SS11 | 0.629 | | |
| SS8 | 0.625 | | |
| SS4 | | | |
| SS5 | | -0.925 | |
| SS2 | | -0.878 | |
| SS3 | | -0.878 | |
| SS1 | | | 0.408 |

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Source: *Fieldwork, 2024*

Based on the items, the factors were labelled as (1) "Organizational Social Activities and Employee Satisfaction." This label encompasses aspects such as feeling connected to the local community, aligning personal values with company values, investment in community engagement activities, satisfaction with professional growth and development, efforts to promote social equality, and overall social Wellbeing. (2) "Organizational Social Sustainability Initiatives." This label encompasses the presence of formal policies, communication efforts, and designated personnel responsible for promoting social responsibility within the organization. (3) "Awareness of Social Impact." This label reflects an individual's familiarity with the concept of social sustainability and its implications for organizational practices and community Wellbeing.

Factors of Organizational Renewal Capability

Bartlett's test of sphericity ($\chi^2(78) = 1348.238, p < 0.001$) and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (KMO = 0.837) confirmed the suitability of the data for factor analysis. Based on the scree plot and Kaiser's criterion (eigenvalues greater than 1), a total of three factors were retained, explaining 55.92% of the total variance.

Table 5. 22: Total Variance Explained (Organizational Renewal Capability)

| Factor | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|--------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 5.008 | 38.52 | 38.52 | 5.008 | 38.52 | 38.52 |
| 2 | 1.192 | 9.172 | 47.692 | 1.192 | 9.172 | 47.692 |
| 3 | 1.07 | 8.233 | 55.925 | 1.07 | 8.233 | 55.925 |
| 4 | 0.936 | 7.201 | 63.126 | | | |
| 5 | 0.915 | 7.037 | 70.163 | | | |
| 6 | 0.732 | 5.634 | 75.797 | | | |
| 7 | 0.683 | 5.256 | 81.053 | | | |
| 8 | 0.618 | 4.754 | 85.807 | | | |
| 9 | 0.477 | 3.666 | 89.473 | | | |
| 10 | 0.432 | 3.325 | 92.798 | | | |
| 11 | 0.368 | 2.833 | 95.632 | | | |
| 12 | 0.322 | 2.478 | 98.11 | | | |
| 13 | 0.246 | 1.89 | 100 | | | |

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Source: *Fieldwork, 2024*

The Pattern matrix below suggests the various items loaded on each factor.

Table 5. 231: Pattern Matrix (Organizational Renewal Capability)

| Pattern Matrix ^a | Component | | |
|-----------------------------|-----------|-------|-------|
| | 1 | 2 | 3 |
| OR1 | 0.727 | | |
| OR5 | 0.720 | | |
| OR8 | 0.710 | | |
| OR2 | 0.663 | | |
| OR7 | 0.544 | | |
| OR14 | | 0.776 | |
| OR15 | | 0.688 | |
| OR4 | | 0.601 | |
| OR3 | | 0.549 | |
| OR6 | | | 0.712 |
| OR10 | | | 0.605 |
| OR13 | | | 0.567 |
| OR12 | | | 0.543 |

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Source: *Fieldwork, 2024*

Based on the items, the factors were labelled as (1) "Organizational Adaptability and Leadership."

This label encompasses the organization's capacity to generate innovative ideas and strategies, flexibility in development processes, importance placed on cooperation and cross-functional activities, emphasis on situational awareness and quick decision-making, and recognition of leadership goals and potential for development. (2) "Organizational Learning and Collaboration."

This label encompasses the dissemination of knowledge throughout the organization, the transformative impact of internal communication on products, services, and processes, reliance on group problem-solving and decision-making, and recognition of the influence of social context on individual motivation and behaviors within the organization. (3) "Organizational Culture, Time and Knowledge Management"

This label encompasses the presence of stable routines and support structures facilitating incremental innovation and learning, proficiency in managing knowledge

assets, emphasis on organizational culture elements such as rules, control, efficiency, evaluation, and perfection, and the utilization of time as a competitive tool for generating ideas and developing products.

Structural Model

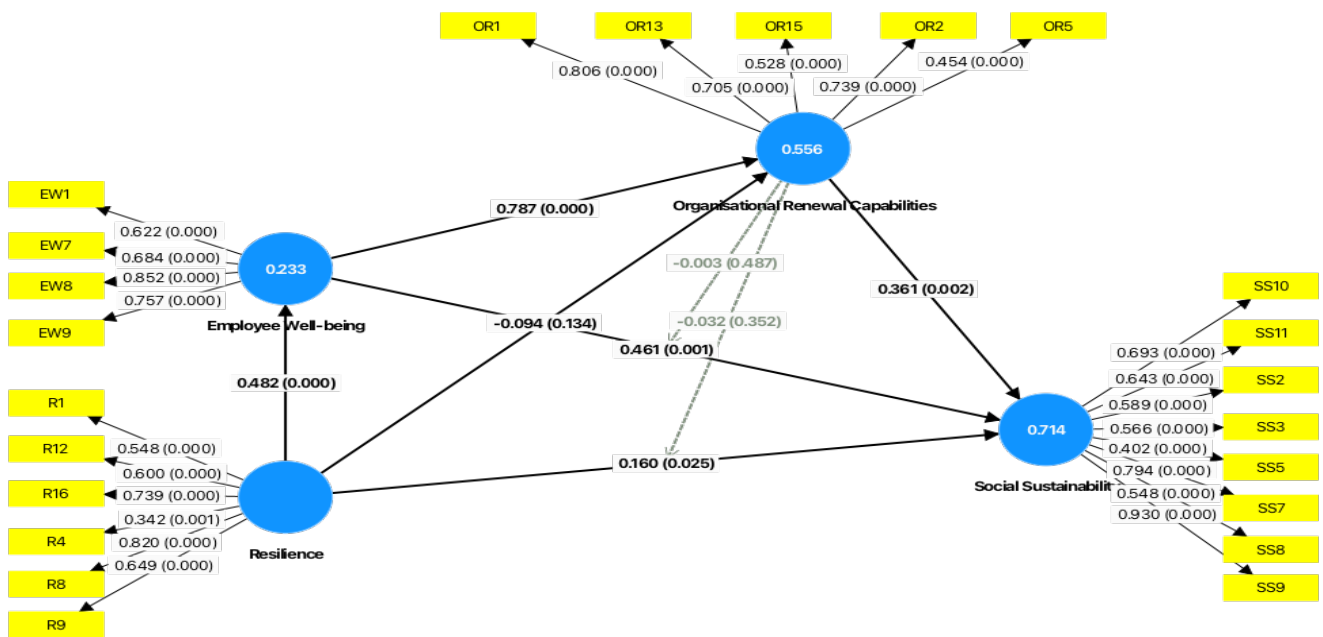


Figure 5. 2: Structural Model

Source: *Fieldwork, 2024*

Research Objective 2

This section deals with the interrelationships between the concepts being studied. Specifically, it assesses the direct link between Employee Wellbeing, Resilience, Social Sustainability and Organizational Renewal Capability. The following hypotheses were tested.

H1: Resilience has a positive effect on Employee Wellbeing.

H2: Employee wellbeing has a positive effect on Social Sustainability.

H3: Resilience has a positive effect on Social Sustainability.

H4: Employee wellbeing has a relationship with Organizational Renewal Capability.

H5: Resilience has a relationship with Organizational Renewal Capability.

H6: Organizational Renewal Capability influences Social Sustainability.

Test of direct effects

The direct effects test analyses the particular connections between constructs in our structural equation model, providing insight into the direct impact of one variable on another. This study examines the direct relationships among employee wellbeing, organizational renewal capacities, and societal sustainability, as shown by the path coefficients and corresponding statistical measurements.

Table 5. 24: Result of Direct Effects

Path coefficients

Mean, STDEV, T values, p values

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T-statistic s (O/STDEV) | P values |
|--|---------------------|-----------------|----------------------------|---------------------------|----------|
| Employee Wellbeing -> Organizational Renewal Capability | 0.787 | 0.797 | 0.070 | 11.164 | 0.000 |
| Employee Wellbeing -> Social Sustainability | 0.461 | 0.445 | 0.151 | 3.054 | 0.001 |
| Organizational Renewal Capability -> Social Sustainability | 0.361 | 0.378 | 0.126 | 2.871 | 0.002 |
| Resilience -> Employee Wellbeing | 0.482 | 0.490 | 0.061 | 7.944 | 0.000 |
| Resilience -> Organizational Renewal Capability | -0.094 | -0.101 | 0.085 | 1.107 | 0.134 |
| Resilience -> Social Sustainability | 0.160 | 0.164 | 0.082 | 1.957 | 0.025 |

Source: *Fieldwork, 2024*

The path coefficients, representing the magnitude and direction of relationships among constructs in the structural equation model (SEM), are presented in Table 5.23. Overall, the coefficients elucidate the associations between Employee Wellbeing, Organizational Renewal Capability, Resilience, and Social Sustainability. The path coefficient of 0.787 from employee wellbeing to organizational renewal capability signifies a strong positive direct effect. With a T-statistic of 11.164 and a p value of 0.000, this relationship is highly significant. This suggests that higher levels of employee wellbeing directly contribute to enhanced organizational renewal capability. Organizations that prioritize

employee wellbeing are likely to exhibit greater adaptability, innovation, and resilience in response to internal and external challenges.

The path coefficient of 0.461 from employee wellbeing to social sustainability indicates a moderate positive direct effect. With a T-statistic of 3.054 and a p value of 0.001, this relationship is statistically significant. This suggests that employee wellbeing directly influences the extent to which organizations engage in social sustainability practices. Employees who experience high levels of wellbeing are more likely to contribute to and support initiatives aimed at promoting social responsibility and sustainability within the organization.

The path coefficient of 0.361 from organizational renewal capability to social sustainability suggests a positive direct effect, albeit of lesser magnitude compared to the previous pathways. With a T-statistic of 2.871 and a p value of 0.002, this relationship is statistically significant. This indicates that organizations with stronger renewal capability are more inclined to engage in social sustainability efforts. Their capacity for adaptability and innovation may facilitate the implementation of initiatives aimed at addressing social and environmental challenges.

The path coefficients associated with resilience reveal nuanced direct effects. While resilience positively influences employee wellbeing (path coefficient = 0.482, T-statistic = 7.944, p value = 0.000) and, to a lesser extent, social sustainability (path coefficient = 0.160, T-statistic = 1.957, p value = 0.025), its relationship with organizational renewal capability (path coefficient = -0.094, T-statistic = 1.107, p value = 0.134) appears to be negligible. This suggests that while resilience plays a significant role in promoting individual wellbeing and supporting social sustainability efforts, its direct impact on organizational renewal capability may be limited.

Research Objective 3 and 4

This section concentrates on the test of an indirect relationship among the four variables being studied and is based on research objectives 3 and 4. It sought to determine the role of organizational renewal capability on the relationship between the independent variables (employee wellbeing and resilience) and the dependent variable (social sustainability).

Precisely, it presents the results from the hypothesized moderation and mediation tests.

H7a: Organizational Renewal Capability moderates the relationship between Employee wellbeing and Social sustainability.

H7b: Organizational Renewal Capability moderates the relationship between Resilience and Social sustainability.

H8a: Organizational Renewal Capability mediates the relationship between Wellbeing and social sustainability.

H8b: Organizational Renewal Capability mediates the relationship between resilience and social sustainability.

Test for Moderation and Mediation effects

This section presents the analysis of moderation effects within the structural equation model, focusing on the interaction between organizational renewal capability and two potential moderator variables: employee wellbeing and resilience. The aim of this analysis is to investigate whether the relationship between organizational renewal capability and social sustainability is moderated by these variables.

Test for Moderation

Table 5. 25: Moderation Tests

Path coefficients

Mean, STDEV, T values, p values

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T-statistic s (O/STDEV) | P values |
|---|---------------------|-----------------|----------------------------|---------------------------|----------|
| Organizational Renewal Capability x Employee Wellbeing -> Social Sustainability | -0.003 | -0.004 | 0.092 | 0.031 | 0.487 |
| Organizational Renewal Capability x Resilience -> Social Sustainability | -0.032 | -0.037 | 0.085 | 0.380 | 0.352 |

Source: *Fieldwork, 2024*

The path coefficient for the interaction between organizational renewal capability and employee wellbeing on social sustainability was found to be -0.003. This suggests a negligible direct effect. The T-statistic of 0.031 and the associated p value of 0.487 indicate that this interaction effect is not statistically significant. Therefore, it can be inferred that organizational renewal capability does not moderate the relationship between employee wellbeing and social sustainability in the observed sample.

Similarly, the path coefficient for the interaction between organizational renewal capability and resilience on social sustainability was found to be -0.032. This indicates a negligible direct effect. The T-statistic of 0.380 and the associated p value of 0.352 suggest that this interaction effect is not statistically significant. Hence, organizational renewal capability does not appear to moderate the relationship between resilience and social sustainability in the observed sample.

Test for Mediation

Table 5. 26: Mediation Tests

Total indirect effects

Mean, STDEV, T values, p values

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T-statistics (O/STDEV) | P values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Employee Wellbeing -> Social Sustainability | 0.284 | 0.304 | 0.114 | 2.494 | 0.006 |
| Resilience -> Social Sustainability | 0.325 | 0.326 | 0.060 | 5.451 | 0.000 |

Source: *Fieldwork, 2024*

The total indirect effects analysis reveals significant pathways through which employee wellbeing and resilience influence social sustainability within organizations. Specifically, the indirect effect from employee wellbeing to social sustainability is statistically significant (0.284, $T = 2.494$, $p = 0.006$), suggesting that employee wellbeing contributes to social sustainability outcomes through mediating factors within the model, such as organizational renewal capability or resilience. Similarly, the indirect effect from resilience to social sustainability is substantial (0.325, $T = 5.451$, $p = 0.000$), indicating that resilience plays a crucial role in shaping social sustainability outcomes through pathways involving other constructs, such as employee wellbeing or organizational renewal capability. These findings highlight the interconnected nature of employee wellbeing, resilience, and social sustainability, emphasizing the need for holistic approaches that consider the complex interplay between individual, organizational, and societal factors in fostering sustainable practices and resilience within organizations.

The results of the hypotheses testing are tabulated below:

Table 5. 27: Results of Hypotheses tests

| Hypothesis | Path | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T-statistic s (O/STDEV) | P values | Decision |
|------------|---|---------------------|-----------------|----------------------------|---------------------------|----------|-------------|
| H1 | Resilience -> Employee Wellbeing | 0.482 | 0.490 | 0.061 | 7.944 | 0.000 | Supported |
| H2 | Employee Wellbeing -> Social Sustainability | 0.461 | 0.445 | 0.151 | 3.054 | 0.001 | Supported |
| H3 | Resilience -> Social Sustainability | 0.160 | 0.164 | 0.082 | 1.957 | 0.025 | Supported |
| H4 | Employee Wellbeing -> Organizational Renewal Capability | 0.787 | 0.797 | 0.070 | 11.164 | 0.000 | Supported |
| H5 | Resilience -> Organizational Renewal Capability | -0.094 | -0.101 | 0.085 | 1.107 | 0.134 | Unsupported |

| | | | | | | | |
|-----|---|-------|-------|-------|-------|-------|-------------|
| H6 | Organizational Renewal Capability -> Social Sustainability | 0.361 | 0.378 | 0.126 | 2.871 | 0.002 | Supported |
| H7a | Organizational Renewal Capability x Employee Wellbeing -> Social Sustainability | 0.284 | 0.304 | 0.114 | 2.494 | 0.284 | Unsupported |
| H7b | Organizational Renewal Capability x Resilience -> Social Sustainability | 0.325 | 0.326 | 0.060 | 5.451 | 0.325 | Unsupported |
| H8a | Employee Wellbeing -> Organizational Renewal Capability -> Social Sustainability | 0.284 | 0.304 | 0.114 | 2.494 | 0.006 | Supported |
| H8b | Resilience -> Organizational Renewal Capability ->Social Sustainability | 0.325 | 0.326 | 0.060 | 5.451 | 0.000 | Supported |

Source: *Fieldwork, 2024*

5.5 Thematic Analysis

This section provides the results of the thematic analysis of the qualitative data gathered. The general findings are presented in the table below.

Table 5. 28: Thematic analysis of respondents' responses

| Main Themes | Code | Selected related Excerpts | Respondent ID |
|---------------------|--------------------------|--|---------------|
| Leadership | Senior Management | <i>“Senior management provides a clear direction and guidance while empowering teams to drive innovation.”</i> | MP1 |
| | Top management decisions | <i>“Besides, the management team establishes frameworks and processes to execute innovation initiatives.”</i> | MP31 |
| | Management | <i>“Management provides a means to channel creativity effectively, allocate resources strategically, and foster cross-functional collaboration.”</i> | MP12 |
| Strategic direction | Mission | <i>“Our mission is to be the best at ... while upholding our commitment to all stakeholders.”</i> | MP2 |
| | Vision | | MP9 |

| | | | | |
|----------------|--------|-----------------------------|---|------|
| | | | <i>“Our organization's vision is to become a global leader..., driving innovation and sustainable growth.”</i> | MP13 |
| | | Goals | | |
| | | | <i>One of our goals as a business is to ensure that the people in the communities in which we operate benefit from our activities.”</i> | MP24 |
| | | Objectives | | |
| | | | <i>“... ensuring that social sustainability initiatives align with the company's broader business strategy and objectives”.</i> | MP35 |
| | | Culture of innovation | | |
| | | | <i>“We promote a culture of continuous learning by encouraging innovation through training, research, and development initiatives.”</i> | |
| Understanding | Social | Climate change | <i>“We strive to promote strategies and initiatives that help communities adapt to changing climatic conditions,</i> | MP5 |
| Sustainability | | | <i>Investing in infrastructure improvements, disaster preparedness, and public awareness.”</i> | MP20 |
| | | Infrastructural development | | |

| | | | |
|-----------------------|--|--|------|
| | Renewable energy and Waste management | <i>“By encouraging actions to reduce greenhouse gas emissions and promote sustainable practices at the community level, such as renewable energy adoption, energy efficiency, and waste reduction.”</i> | MP24 |
| | Community involvement | <i>“... by participating in cultural and historic celebrations and encouraging our staff to do same”</i> | MP29 |
| Policy | Laws and Regulations | <i>“Yes, our organization is fully committed to adhering to all applicable laws and regulations, measuring, and improving our social performance on an ongoing basis, and having a clear policy in place to guide this endeavour.”</i> | MP19 |
| | Company policy | <i>“Absolutely! Our policies provide down the ground rules for all our social sustainability-related endeavours.”</i> | MP31 |
| Personnel responsible | Staff | <i>“Yes, our company has people whose sole job it is to handle issues that arise while developing social sustainability initiatives.”</i> | MP10 |
| | Unit | <i>The CSR unit is responsible for all social projects of the company. They identify and try to ensure the company acts responsibly towards all our stakeholders.”</i> | MP29 |

| | | | | |
|----------------------------------|--|-------------------------|---|------|
| | | Department | <i>“The team falls under the HR department and are very important for carrying out our social policy, finding ways to make things better, and communicating with the right people.”</i> | MP2 |
| Social sustainability activities | | Employee welfare | <i>“I must say our organization employs a range of measures to enhance social sustainability, such as prioritising employee welfare and wellbeing....”</i> | MP3 |
| | | Diversity and Inclusion | <i>“Cultivating diversity and inclusivity is important to us and employees are encouraged. “</i> | MP18 |
| | | | <i>“... through promoting social inclusion and diversity, fostering a sense of belonging and participation among marginalized and vulnerable groups.”</i> | MP33 |
| | | Equal opportunity | <i>“We are committed to ensuring equitable access to education, healthcare, housing, and employment opportunities for all members of society, regardless of their socio-economic status.”</i> | MP30 |
| | | | <i>“We give priority to community development projects throughout our operations and supply chain and spend resources accordingly to achieve significant results.”</i> | MP8 |

| | | | |
|-------------------------------------|---|---|-------|
| | Community development | <i>“Addressing social inequalities, supporting social cohesion and community engagement through our various organized activities.”</i> | MP28 |
| Stakeholder Influence | Diverse Stakeholders (Employees, investors, customers, government, and communities) | <i>“Balancing the interests and expectations of different stakeholders, can be challenging.”</i> | MP6 |
| | | <i>“Handling feedback, criticism, and concerns from stakeholders regarding our initiatives.”</i> | MP30 |
| | | <i>“Keeping up with evolving social and environmental issues is not as easy as it looks.”</i> | MP 26 |
| Challenges in Social Sustainability | Risks | <i>“Potential legal risks and liabilities associated with non-compliance or inadequate implementation of social sustainability initiatives has been a reason for not doing more.”</i> | MP25 |
| | Resources | <i>“Allocating sufficient resources, including time, manpower, and technology, to integrate social sustainability into core business operations.”</i> | MP16 |
| Knowledge Management | Knowledge appreciation | <i>“Knowledge is appreciated and supported in the organization through recognition programs and incentives.”</i> | MP24 |

| | | | |
|----------------------|-------------------------------|--|------|
| | Knowledge sharing | <i>“We have a culture that values intellectual curiosity, innovation, and knowledge sharing.”</i> | |
| | Knowledge dissemination | <i>“We have dedicated resources and platforms for capturing, documenting, and disseminating knowledge across the organization.”</i> | MP17 |
| | | | MP22 |
| Connectivity | Collaborations and networking | <i>“Our company prides itself with enhancing social interactions within the organization through collaboration and networking across departments.”</i> | MP10 |
| | | <i>“The importance of cross-functional and multidisciplinary expertise in problem-solving during our operations cannot be overemphasized.”</i> | MP16 |
| Learning Orientation | Time | <i>“We encourage conscious utilization of time in the creative and innovation process.”</i> | MP4 |
| | Creativity and Learning | <i>“The organization prides itself in continuously fostering creativity, ideation, and solution development.”</i> | MP15 |

Source: *Fieldwork, 2024*

Table 5.29 above gives an overview of the main themes that were developed from the analysis of the data collected through the interviews.

Thematic analysis in relation to research objective 1

Research Question

What are the factors that constitute Social Sustainability and Organizational Renewal Capability?

Based on the thematic analysis conducted, the following factors were identified as the factors perceived as management as constituents of social sustainability and organizational renewal capability.

Table 5. 29: Thematic analysis of respondents' responses according to research question 1

| Variables | Factors |
|--|---|
| Social Sustainability | Stakeholder Engagement and Collaboration Equitable and Inclusive Practices Community Development and Wellbeing Ethical Governance and Compliance |
| Organizational Renewal Capability | Strategic Direction Knowledge Management Collaboration and Connectivity Continuous Learning Orientation Leadership Commitment and Enablement |

Source: *Fieldwork, 2024*

Table 5.29 above presents the results of the thematic analysis based on the research question 1. Findings showed that 9 factors were considered by management as important constituents of social sustainability (4 factors) and organizational renewal capability (5 factors) in the firms.

For social sustainability, respondents indicated stakeholder engagement and collaboration as a constituent of social sustainability based on the need for active involvement of stakeholders' interests

in their decision-making processes. They also specified the need to build strong relationships and partnerships with communities, customers, suppliers, and other stakeholders to foster social cohesion and collective action. The second factor considered by management respondents was employee-centred and is the need for equitable and inclusive practices at the workplace. Management is concerned with ensuring equitable access to opportunities, resources, and services to all staff. This helps in promoting diversity, inclusion, and social justice within the organization and in thus the broader community benefits. Investing in community development initiatives and wellbeing was the third factor pointed out by respondents. They were of the view that, enhancing the wellbeing and quality of life of community members through education, healthcare, housing, and social services was a vital part of social sustainability. Ethical governance and compliance, the final factor recognized by respondents. They were of the view that social sustainability involved adhering to ethical principles, values, and standards in all organizational activities. Thus, by ensuring compliance with legal and regulatory requirements they were being socially sustainable.

For the organizational renewal capability strategic direction was a common factor identified by majority of the respondents. They opined that a clear and compelling organizational vision and mission guides the strategic direction and decision-making of every business. It was therefore essential to align organizational goals, objectives, and initiatives with the broader vision and mission to foster focused development and growth. Knowledge management was also identified as an important factor which involved cultivating a culture of continuous learning, creativity, and innovation at the workplace. Implementing effective knowledge management practices and tools to facilitate information sharing, collaboration, and problem-solving across the organization is vital in promoting organizational renewal capability. Collaboration and connectivity through the promotion of cross-functional and multidisciplinary teamwork to leverage diverse expertise and perspectives was also considered as an important feature in organizational renewal capability. Respondents emphasised the facilitation of social relationships and networking within and across organizational

boundaries to foster collaboration, knowledge exchange, and collective problem-solving. Continuous learning orientation was also acknowledged as a determinant of organizational renewal capability. Some of the respondents related this to their efforts in utilizing time as a competitive asset in the creative process. They described how they benefited from effectively managing timelines, deadlines, and project schedules. Another set of respondents believed that a continuous learning orientation entailed balancing divergent and convergent thinking to foster creativity, exploration, and synthesis of ideas in the innovation process. The final factor which seemed to run through most of the responses was leadership. Respondents opined that strong leadership commitment to fostering creativity, innovation, and strategic renewal was critical in achieving organizational renewal capability. They were of the view that building enabling conditions, structures, and support systems to empower employees, promote autonomy, and facilitate the implementation of innovative ideas and solutions was the way to go and these could be achieved only through leadership commitment and an enabling environment.

From the findings, it is evident the factors constituting Social Sustainability and Organizational Renewal Capability are multifaceted and interconnected. These factors collectively contribute to building resilient, adaptive, and sustainability-oriented organizations that can drive positive social change, fostering innovation, and achieving long-term success and competitiveness in today's complex and dynamic business environment.

5.6 Discussion of Findings

Research objective 1 aimed to identify the factors that constitute Employee wellbeing, resilience, organizational renewal capability and social sustainability.

Employee wellbeing

In understanding the complex landscape of an employee's overall wellbeing, rigorous data analysis has unveiled two key factors that significantly influence employee wellbeing experiences and outcomes within an organizational setting.

- *Workplace Satisfaction and Wellbeing*

The first salient factor that emerged from the analysis is Workplace Satisfaction and Wellbeing. This factor delves deeply into the intricate interplay between an employee's experience and their organizational environment (Lawson, Noblet & Rodwell, 2009; Santos, Chambel & Castanheira, 2020). While it's acknowledged that an individual's personal circumstances and work life intertwine to shape their wellbeing, it's also evident that organizations have limited control over employees' personal lives. Consequently, this factor zeroes in on aspects within the company's purview, particularly satisfaction levels, which prior research has consistently associated with wellbeing (Cannas et al., 2019; Grace & Parker, 2017; Sahai, & Mahapatra, 2020).

Particularly, satisfaction has been linked to both affective and subjective wellbeing (Lizano & Barak, 2015; Ray, 2021). Employees reporting higher wellbeing often align with positive workplace characteristics, including a supportive environment, professional growth opportunities, and a sense of belonging (Jenjitsiri & Rattanapisit, 2021; Harzer, 2012). These attributes significantly influence an employee's overall satisfaction, highlighting the critical role of a nurturing work environment. Commitment to the employer also emerges as a significant aspect; employees deeply committed to their organizations, manifesting loyalty, dedication, and intrinsic motivation, tend to experience

higher levels of wellbeing. This psychological contract between employers and employees, when fulfilled through fair compensation, recognition, and advancement opportunities, fosters greater satisfaction and wellbeing.

While factors such as work-life balance, physical health, and mental wellness are undeniably crucial in shaping an employee's wellbeing, the core remains the organization's ability to prioritize work life satisfaction. This prioritization can substantially elevate the quality of life for employees, underscoring the organization's responsibility in creating a conducive and supportive work environment.

- ***Positive Coping and Personal Traits***

The second factor that emerged is Positive Coping and Personal Traits. This factor emphasizes the vital role of individual resilience, coping mechanisms, and inherent personal traits in determining an employee's wellbeing (Hentschel, Eid & Kutscher, 2017; Stan, 2022). Employees equipped with effective coping strategies and a constructive approach to challenges navigate workplace complexities more adeptly (Mayordomo et al., 2021). Such individuals demonstrate resilience, adaptability, and proactive problem-solving, contributing positively to their overall wellbeing.

Within this factor, personal traits like optimism, emotional intelligence, and self-efficacy stand out as integral components. Employees possessing these traits often report higher levels of satisfaction and wellbeing, as they excel in managing interpersonal relationships, handling stress, and maintaining a positive outlook amid adversity (Mayordomo-Rodríguez et al., 2015). Furthermore, specific behaviors such as teamwork, adaptability, and a proactive attitude were identified as key elements contributing to this factor. Employees exhibiting these desirable behaviors not only enhance their personal wellbeing but also play a crucial role in fostering a harmonious and productive work environment.

To sum up, the findings highlight the complex nature of an employee's overall wellbeing, shaped significantly by workplace satisfaction and positive coping mechanisms. Organizations must recognize their crucial role in nurturing a supportive work environment and fostering personal traits and behaviours conducive to employee wellbeing. By prioritizing these factors, organizations not only elevate individual employee satisfaction and wellbeing but also cultivate a productive, harmonious, and thriving organizational culture.

Resilience

The primary objective of the research was to unravel the factors underpinning employee resilience. Through an exhaustive data analysis, five distinct indicators emerged to describe the multidimensional nature of resilience in the workplace.

- ***Adaptive Response to Challenges***

This highlights the significance of an employee's capacity to confront challenges head-on, maintain clarity under pressure, persevere through setbacks, and adeptly manage negative emotions. This finding resonates with Gucciardi et al.'s (2015) exploration of mental toughness as a resilience resource, further corroborated by Fullerton, Zhang, & Kleitman (2021). Employees adept at navigating and surmounting obstacles typically report higher levels of wellbeing (Pariès, 2017). Their ability to devise solutions, seek assistance when needed, and proactively tackle challenges is paramount. Crucially, the ability to maintain composure and focus in high-pressure situations is instrumental. Such employees are better equipped to make informed decisions and efficaciously address problems, characteristics congruent with Denhardt & Denhardt's (2010) findings.

- ***Personal Resilience and Confidence***

This factor draws attention to the importance of an employee's ability to handle challenges, possess a strong sense of purpose and self-perception, feel capable of achieving goals, and value close

relationships for support and security. Resilience, as described by Pariès (2017), encompasses the ability to recognize, accept, and tap into additional resources, particularly teammates. This highlights the importance of an employee's problem-solving acumen, strong sense of purpose and self-perception, belief in their capabilities to achieve goals, and the value they place on supportive relationships (Yee & Sulaiman, 2017). Resilient employees, confident in navigating obstacles, are more apt to rebound from setbacks, derive lessons from experiences, and adapt to evolving circumstances.

- ***Determination and Decision Making***

This factor emphasizes the ability to make challenging decisions, irrespective of popular opinion, coupled with an unwavering commitment to giving one's best effort regardless of the circumstances. This aligns with Franken's (2019) assertion that individuals characterized by determination and deliberation tend to exhibit higher resilience levels, as they are more prone to taking responsibility for their decisions and actions. An unwavering dedication to delivering one's utmost effort across varied conditions is crucial to an employee's overall resilience (Sari & Wahyuni, 2019). Thus, employees exemplifying passion and tenacity in their roles typically report greater job satisfaction and fulfilment.

- ***Intuition and Instinct***

This reflects the propensity to rely on one's innate instincts or intuitive feelings when navigating decisions or situations. This is corroborated by Hannah's (2014) research on clinical handovers and resilience. Employees who place trust in their instincts or gut feelings tend to exhibit elevated resilience levels. This intuitive decision-making approach proves invaluable in navigating intricate situations and discerning opportunities, as highlighted by Duarte (2011).

- ***Belief in Purpose or Fate***

This encompasses the conviction that events or circumstances have an intrinsic predetermined rationale or purpose. Resilience and fate have been subjects of scholarly investigation (Coutu, 2002; Khan & Batool, 2020; Park & Blake, 2020), suggesting that individuals adhering to a belief in preordained purpose or fate tend to exhibit heightened resilience levels. Such a perspective fosters a sense of meaning, direction, and acceptance, integral to an employee's overall resilience.

The data-driven analysis clarifies the factors contributing to employee resilience, encompassing adaptive response to challenges, determination and decision-making capabilities, reliance on intuition and gut instinct, and belief in purpose or fate. This study suggests that organizations can leverage these insights to foster a resilient workforce, emphasizing supportive environments, promoting determination and intuitive decision-making, and nurturing a sense of purpose and acceptance among employees. By prioritizing these resilience-building factors, organizations can cultivate a workforce adept at navigating challenges, adapting to change, and thriving amidst adversity, thereby fostering a resilient and thriving organizational culture.

Social sustainability

The research set out to elucidate the characteristics fostering social sustainability within organizations. Through meticulous data analysis, three distinct factors emerged, each revealing different dimensions of an organization's commitment to social sustainability.

- ***Organizational Social Activities and Employee Satisfaction***

This factor highlights the symbiotic relationship between an organization's social initiatives and employee satisfaction. Employees deeply connected to their local communities exhibit heightened feelings of social responsibility and are more inclined to engage in community-centric endeavours (Staniškienė & Stankevičiūtė, 2018). This observation aligns with thematic analysis findings

emphasizing the significance of management's commitment to equitable and inclusive practices, community development, and wellness in achieving social sustainability. Such connections foster a sense of belonging and purpose, subsequently enhancing employee satisfaction and wellbeing.

Furthermore, when employees perceive a strong alignment between their personal beliefs and organizational values, they cultivate a heightened sense of purpose and commitment (Bauman & Skitka, 2012). Organizations prioritizing social responsibility and sustainability tend to attract and retain individuals resonating with their values, culminating in elevated employee satisfaction (Barakat et al., 2016). Investing in community involvement initiatives not only serves societal needs but also boosts employee satisfaction by offering avenues for personal growth, skill development, and meaningful participation. Research by Ruiz-Palomino, Morales-Sánchez, and Martínez-Cañas (2021) corroborates that organizations emphasizing social responsibility provide opportunities for employees to engage in impactful projects, fostering professional growth and job satisfaction. Hence, organizations championing social equality and inclusion cultivate a more equitable and harmonious workplace, wherein employees take pride in their company's commitment to social justice and equality.

- ***Organizational Social Sustainability Initiatives***

This factor accentuates the significance of structured policies, communication strategies, and designated personnel dedicated to championing social responsibility within organizations. The presence of transparent policies prioritizing social sustainability epitomizes ethical governance and compliance, substantiating the thematic analysis's findings. Organizations equipped with clear, transparent policies manifest a strong commitment to social sustainability and are adept at implementing and monitoring their initiatives (Akbar & Ahsan, 2021). Effective communication of social sustainability efforts is fundamental for fostering awareness and engagement among employees (Tata & Prasad, 2015). Organizations transparently communicating their social sustainability

endeavours cultivate a culture underpinned by accountability and trust, augmenting employee engagement and satisfaction (Rodriguez, Svensson & Eriksson, 2018). Furthermore, designated personnel spearheading social sustainability initiatives play an integral role in driving these initiatives, fostering collaboration, and ensuring alignment with organizational goals and values (Miller & Akdere, 2019).

- *Awareness of Social Impact*

This factor represents stakeholders' comprehension of social sustainability and its ramifications for organizational practices and community wellbeing. Stakeholders' awareness of the impact of social sustainability-oriented activities is imperative. This finding corroborates the thematic analysis, suggesting stakeholder engagement and collaboration as essential for achieving social sustainability (Nonet et al., 2022; Salvioni & Almici, 2020). For instance, employees conversant with social sustainability concepts tend to be more engaged and proactive in championing social impact initiatives within organizations (Toppinen & Korhonen-Kurki, 2013). Such awareness fosters a culture steeped in continuous learning, innovation, and improvement, fortifying the organization's overall social sustainability endeavors. Understanding the broader implications of social sustainability for organizational practices and community wellbeing is instrumental in driving transformative change. Employees cognizant of their organization's actions and initiatives' wider impact are more inclined to advocate for responsible and sustainable practices within the organization and the broader community (Linnen & Abdelhakam Nouredin, 2016).

The comprehensive data analysis expounds the determinants fostering social sustainability within organizations, encompassing organizational social activities and employee satisfaction, organizational social sustainability initiatives, and awareness of social impact. Organizations can leverage these insights to cultivate a socially sustainable organizational culture, emphasizing community engagement, transparent policies, effective communication, and stakeholder awareness.

By prioritizing these factors, organizations can foster a socially responsible and sustainable workplace, driving positive societal impact, and contributing to a more equitable, inclusive, and harmonious organizational culture.

Organizational Renewal Capability.

The research embarked on a quest to delineate the constituents of Organizational Renewal Capability. Through a rigorous data analysis, three distinctive factors emerged, each shedding light on different dimensions of an organization's prowess in innovation, adaptability, learning, and fostering a culture of renewal.

- ***Organizational Adaptability and Leadership***

This salient factor embodies an organization's aptitude to conceive innovative ideas, formulate strategies, and exhibit flexibility in developmental processes. Leadership, in this context, revolves around positioning organizations and their constituents to remain adaptive amidst complex challenges (Schulze & Pinkow, 2020). In a volatile and often unpredictable global landscape, the need for organizations and their stakeholders to symbolize flexibility, agility, and adaptability is paramount (Bartone, 2016). Organizations endowed with a sound innovation capability excel in engendering novel ideas and strategies by nurturing a culture steeped in creativity, endorsing experimentation, and allocating resources for research and development (Boylan & Turner, 2017). The strategic orientation of a business reflects its adaptability to fluctuating market dynamics and needs. Organizations prioritizing agility and responsiveness are adept at capitalizing on opportunities and mitigating risks proficiently (Do, Yeh & Madsen, 2016). Situational awareness coupled with prompt decision-making are quintessential for organizations to promptly respond to nascent opportunities and threats. Leaders proficient in aggregating and analyzing pertinent information empower their teams to make informed decisions in a swiftly evolving milieu (Uhl-Bien & Arena, 2018). Both leadership and strategic direction emerged as key constituents of organizational renewal capability in the thematic analysis.

- ***Organizational Learning and Collaboration***

The second determinant identified explains the significance of sharing information across the organization, harnessing internal communication for transformative impact, and embracing group problem-solving and decision-making. Cheng et al. (2019) highlighted the imperative of information sharing, learning orientation, and collaboration in organizations, corroborating the identified factor. Internal communication assumes a transformative role in sculpting organizational processes, products, and services. Men and Hung-Baesecke (2015) contended that organizations prioritizing transparent and open communication channels empower employees to contribute their ideas, feedback, and perspectives, thereby catalyzing innovation and improvement. Group problem-solving and decision-making leverage the collective intelligence and diverse perspectives of teams. Organizations that dismantle silos and champion collaboration across departments and teams engender a culture characterized by knowledge sharing, creativity, and collective problem-solving. Recognizing the influence of social context on individual motivation and behaviors (Pongiglione, 2014) is crucial for nurturing a culture of collaboration and learning. Organizations fostering a supportive and inclusive social milieu empower employees to contribute their unique talents and perspectives, thereby driving innovation and organizational renewal (Vo, Tuliao & Chen, 2022). This factor resonates with the thematic analysis, identifying collaboration, connectivity, and continuous learning orientation as constituents of organizational renewal capability.

- ***Organizational Culture, Time, and Knowledge Management***

This factor encapsulates the presence of stable routines and support structures, adeptness in managing knowledge assets, emphasis on organizational culture elements, and the utilization of time as a competitive tool for ideation and product development. Equally significant, is the fact that the thematic analysis also presented knowledge management and continuous learning orientation (entails time management) as constituents of organizational renewal capability. Becker and Zirpoli (2009)

posited that stable routines and support structures lay the groundwork for incremental innovation and learning. Organizations fostering clear processes, guidelines, and resources for innovation enable employees to experiment, iterate, and glean insights effectively (Annosi et al., 2020). Nawab et al. (2015) ascertained that effective knowledge management is fundamental for capturing, sharing, and leveraging organizational knowledge. Organizations investing in knowledge management systems, training programs, and collaborative platforms facilitate continuous learning and innovation (Antunes & Pinheiro, 2020; Roxas, Battisti & Deakins, 2014). Organizational culture plays a seminal role in shaping attitudes, behaviors, and norms pertaining to innovation and renewal (Liao et al., 2012). Büschgens, Bausch, and Balkin (2013) argued that organizations fostering a culture of experimentation, risk-taking, and continuous improvement engender an environment conducive to innovation and adaptation. Time management emerges as another critical facet of organizational renewal capability (Abdi et al., 2018). Organizations prioritizing efficiency, speed, and agility in their innovation processes gain a competitive edge in rapidly evolving markets (Winby & Worley, 2014). Recognizing and harnessing employees' knowledge and potential for development is vital to renewal capability (Ali & Yasir, 2020). Organizations fostering a culture of innovation and continuous improvement invest in talent development, provide opportunities for learning and growth, and empower employees to contribute their ideas and insights (Joyce & Slocum, 2012). Organizations prioritizing knowledge sharing and dissemination foster continuous learning and adaptation (Chawla & Joshi, 2011). Janus (2016) emphasized the establishment of mechanisms for sharing best practices, lessons learned, and insights derived from both successes and failures as integral to organizational renewal capability.

The findings shed light on the mix of factors constituting Organizational Renewal Capability, encompassing Organizational Adaptability and Leadership, Organizational Learning and Collaboration, and Organizational Culture, Time, and Knowledge Management. Organizations can leverage these insights to cultivate a culture conducive to innovation, adaptation, learning, and

renewal, thereby fostering resilience, competitiveness, and sustainability in an ever-evolving global landscape. By prioritizing these factors, organizations can navigate challenges, seize opportunities, and drive transformative change, positioning themselves for enduring success and growth.

The findings from the structural equation model (SEM) offer insights into the relationships existing among Employee Wellbeing, Resilience, Organizational Renewal Capability, and Social Sustainability, anchored within the framework of organizational justice theory.

- ***Research objective 2***

The relationship between employee wellbeing and organizational outcomes has been a subject of interest and significance in organizational research (Honkaniemi, Lehtonen, & Hasu, 2015; Kowalski & Loretto, 2017; Lin, Yu, & Yi, 2014). A compelling path coefficient of 0.787 from employee wellbeing to organizational renewal capability displays the central role of employee wellbeing as a foundational element for organizational adaptability and innovation. The statistical strength of this relationship ($t = 11.164$, $p = 0.000$) accentuates the imperative of prioritizing employee wellbeing as a strategic cornerstone. Organizations that invest in the wellbeing of their employees are more likely to cultivate a work environment that fosters adaptability, empowering them to respond adeptly to both internal and external challenges. This finding finds resonance with the organizational justice theory, which posits that fair treatment and wellbeing of employees can substantially augment organizational performance and adaptability. Encouragingly, this study's findings echo those of a study by Qaiser et al. (2023), further strengthening its validity and significance.

Moving on, the moderate positive effect of 0.461 from employee wellbeing to social sustainability amplifies the critical role of employee wellbeing in propelling organizational endeavours towards social sustainability. The statistical significance of this relationship ($t = 3.054$, $p = 0.001$) suggests that organizations with elevated levels of employee wellbeing are more predisposed to engage in and champion social sustainability initiatives. This finding aligns seamlessly with the principles of

organizational justice, suggesting that when employees feel valued and well-supported, they are more motivated to contribute to broader organizational objectives of social responsibility and sustainability. This result also finds congruence with previous studies by Wang et al. (2022) and Cvenkel (2018), further affirming its validity and relevance.

The weak positive effect of 0.361 ($t = 2.871$, $p = 0.002$) from organizational renewal capability to social sustainability, although of lesser magnitude compared to the previous pathways, offers valuable understanding into the interdependent relationship between organizational adaptability, innovation, and social sustainability. Organizations endowed with strong renewal capabilities are better equipped to institute initiatives aimed at addressing social and environmental challenges, epitomizing a holistic approach to organizational sustainability. This finding aligns harmoniously with a study by Kaipainen (2020) on the interplay between renewal and sustainability, enriching our understanding of these complex dynamics.

Delving deeper into the nuanced effects associated with resilience, its differential impact across the organizational outcomes studied becomes apparent. Resilience exerts a weak positive influence on employee wellbeing (path coefficient = 0.482, $t = 7.944$, $p = 0.000$) and, to a lesser extent, social sustainability (path coefficient = 0.160, $t = 1.957$, $p = 0.025$). These findings are congruent with previous research on resilience and its impact on employee wellbeing (Delgado, Roche, Fethney & Foster, 2021; Kuntz, Malinen & Näswall, 2017) and social sustainability (Haque, 2021; Preis, Mahaffey, Heiselman & Lobel, 2020). However, its relationship with organizational renewal capability (path coefficient = -0.094, $t = 1.107$, $p = 0.134$) appears to be non-existent, leading to the rejection of the hypothesis. This finding is consistent with a study by Jaka, Wahyuni, and Sutyarjoko (2022) but contrasts with the results of a study by Herbane (2019). These findings collectively suggest that while resilience plays an important role in promoting wellbeing and supporting social sustainability efforts, its direct impact on organizational renewal capability may be limited.

- ***Research objective 3***

The exploration of organizational renewal capability's moderating role in the relationships between employee wellbeing, resilience, and social sustainability presents a significant attempt in understanding the intricate dynamics within organizations. However, the findings of this research indicate that organizational renewal capability does not serve as a significant moderator in these relationships within the observed sample. Fair working settings, according to the justice theory, can improve individual-level factors such as wellbeing and resilience while also providing employees with trust that the organization would be fair in resolving societal challenges even in the lack of renewal capability features.

The interaction effect analysis revealed a path coefficient of -0.003 of organizational renewal capability on the relationship between employee wellbeing and social sustainability. The statistical insignificance of this interaction effect ($t = 0.031$, $p = 0.487$) stresses that employee wellbeing does not moderate the relationship between organizational renewal capability and social sustainability. This result suggests that the positive impact of employee wellbeing on social sustainability remains consistent, irrespective of the level of organizational renewal capability. Consequently, these findings highlight the independent and distinct roles that employee wellbeing and organizational renewal capability play in driving social sustainability initiatives. Similarly, the interaction effect of organizational renewal capability on resilience and social sustainability produced a path coefficient of -0.032, indicating a negligible direct effect. The statistical insignificance of this interaction effect, with a T-statistic of 0.380 and a p value of 0.352, further emphasizes that organizational renewal capability does not moderate the relationship between resilience and social sustainability. This finding represents the positive influence of resilience on social sustainability is consistent across varying levels of organizational renewal capability.

These results collectively suggest that while organizational renewal capability has been shown to enhance organizational outcomes in previous studies (Kianto, 2008; Pöyhönen, 2004), it does not serve as a moderator in this specific study. Consequently, organizational renewal capability does not alter the strength or direction of the relationship between employee wellbeing and resilience as independent variables and social sustainability as the dependent variable.

- ***Research objective 4***

This research objective was to delve into the potential mediating role of organizational renewal capability in the relationships between employee wellbeing, resilience, as independent variables, and social sustainability (dependent variable). The results from the total indirect effects analysis present compelling evidence supporting the hypothesis that organizational renewal capability serves as a significant mediator in these multifaceted relationships.

The analysis uncovered a statistically significant pathway from employee wellbeing to social sustainability (indirect effect = 0.284, $t = 2.494$, $p = 0.006$). This finding suggests that employee wellbeing is not just an isolated factor but plays a critical role in contributing to social sustainability outcomes through mediating factors, prominently organizational renewal capability. The data highlights the crucial role of employee wellbeing as an antecedent that indirectly shapes social sustainability by fostering organizational adaptability and innovation. Organizational renewal capability emerges as a critical mediator in this relationship, serving as the bridge that facilitates the translation of enhanced employee wellbeing into tangible social sustainability outcomes. This demonstrates the intricate interconnectedness between individual wellbeing, organizational renewal capability, and broader societal impact, emphasizing the cascading effects of prioritizing and nurturing employee wellbeing within organizational contexts.

Similarly, the indirect effect analysis unveils a substantial indirect effect from resilience to social sustainability (indirect effect = 0.325, $t = 5.451$, $p = 0.000$). This significant finding defines the role

of resilience in shaping social sustainability outcomes through pathways involving other constructs, such as organizational renewal capability. Resilience is identified as a key determinant that indirectly influences social sustainability by bolstering organizational adaptability and agility. Once again, organizational renewal capability serves as a mediating factor that facilitates the translation of resilience into tangible social sustainability outcomes. This highlights the intricate relationship between individual resilience, organizational renewal capability, and social sustainability, accentuating the multifaceted pathways through which resilience contributes to both organizational and societal wellbeing.

In alignment with previous research, this study's findings parallel the results of studies by Capron and Mitchell (2009) and Shah et al. (2020), which also identified a mediating role of organizational renewal capability on various organizational outcomes. These parallel findings reinforce the validity and reliability of the observed relationships and emphasize the consistent role of organizational renewal capability as a critical mediator in diverse organizational contexts and outcomes. This research contributes insights to the existing body of knowledge by explaining the mediating role of organizational renewal capability in the relationships between employee wellbeing, resilience, and social sustainability. Strategically leveraging on organizational renewal capability, organizations can translate individual-level factors such as wellbeing and resilience into meaningful social sustainability outcomes. Recognizing and prioritizing the interconnected roles of employee wellbeing, resilience, and organizational renewal capability within organizations can empower them to foster a culture of adaptability, innovation, and resilience. This, in turn, can drive tangible social sustainability outcomes, ultimately enhancing both organizational performance and broader societal impact. Employing the organizational justice theory, organizations can create an environment that benefits all stakeholders by prioritizing fairness, equity, and responsibility which will help them strategically leverage on organizational renewal capability, and can translate individual-level factors such as wellbeing and resilience into meaningful social sustainability outcomes.

5.7 Conclusion

This chapter presented the data analyses and findings in connection to the research objectives, questions and hypotheses formulated in the chapter three. The statistical techniques used in this chapter included path analysis, moderation effect testing and mediation effect testing, all conducted within the framework of structural equation modelling. Out of the 10 hypotheses, 7 were supported, while 3 were not supported. Thematic analysis was also employed to gain insights from the qualitative data which was also presented in this chapter. The findings were then discussed based on the research objectives and theory. The next chapter focuses on the summary of these findings and conclusions drawn.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

This chapter presents a summary of the findings, its conclusions and implications as well as the recommendations for future research. The purpose of this research was to investigate the interrelationships between employee wellbeing, resilience organizational renewal capability and social sustainability concepts.

6.1 Summary of Findings

The study was conducted in Canada with data collected from all the provinces and territories across the country. A structured questionnaire and interview guide served as the primary data collection tools using the Prolific online platform to seek perspectives from both employees and management personnel. Variables in the study included employee wellbeing, resilience, organizational renewal capability and social sustainability. The questionnaire consisted of 53 items constructed using the Likert scale. The questionnaire was divided into five sections: Part 1 for Employee wellbeing, Part 2 for Resilience, Part 3 for Social sustainability, Part 4 for Organizational renewal capability and Part 5 for Demographics. The acquired data was coded and entered into SPSS Version 29 and exported to the Structural Equation Modelling (SEM-PLS). The SEM was used to investigate the relationships between the variables. A semi-structured interview was also conducted to seek the perspectives of management personnel followed by a thematic analysis to arrive at the findings. Finally, the combination of the quantitative and qualitative studies provided a thorough picture of how employees and management perceive social sustainability influences.

The study sought to achieve the following objectives:

5. Identify the factors that constitute Employee Wellbeing, Resilience, Social Sustainability and Organizational Renewal Capability.
6. Assess the association between Employee Wellbeing, Resilience, Organizational Renewal Capability and Social Sustainability.
7. Examine the moderating role of Organizational Renewal Capability on the relationship between Employee Wellbeing and Social Sustainability.
8. Investigate the mediating role of Organizational Renewal Capability on the relationship between Resilience and Social Sustainability.

The results indicated that there was a significant positive relationship between the two independent variables: Employee wellbeing and Resilience and Social sustainability (dependent variable). Also, resilience was found to be a predictor of employee wellbeing. The two tests of moderation conducted on the relationship between the two independent variables and the dependent variable were both not supported hence, these hypotheses were rejected. Both tests for mediation conducted on the relationship between the two independent variables and the dependent variable were supported. That is, organizational renewal capability mediated the relationships between Employee Wellbeing, Resilience and Social Sustainability but did not moderate these relationships.

6.2 Conclusions

The first objective was to determine the constituents of the concepts in the study. "Workplace Satisfaction and Wellbeing" and "Positive Coping and Personal Traits" emerged as factors, each highlighting distinct yet interconnected aspects of an employee's wellbeing. Organizations that prioritize creating a positive and supportive work environment, fostering employee commitment, and promoting coping skills and positive traits are likely to enhance the overall wellbeing of their

employees. This, in turn, can lead to increased commitment, satisfaction, reduced turnover, and a loyalty.

For resilience, "Adaptive Response to Challenges," "Personal Resilience and Confidence," "Determination and Decision Making," "Intuition and Gut Instinct," and "Belief in Purpose or Fate" emerged as factors, each highlighting distinct yet interconnected aspects of an employee's overall wellbeing. Organizations that want to enhance employee resilience developing adaptive responses to challenges, cultivating personal resilience and confidence, encouraging determination and decisive decision-making, valuing intuition, and supporting beliefs in purpose or fate are likely to enhance the overall resilience of their employees. This, in turn, can lead to positive organizational outcomes such as increased productivity and a thriving organizational culture.

For organizations that want to foster a culture of social sustainability, implementing formal policies and communication efforts, and promoting awareness of social impact are likely to enhance their social sustainability and contribute positively to employee satisfaction, community wellbeing, and overall organizational success.

The factors identified in this research offer valued insights into the complex nature of Organizational Renewal Capability. "Organizational Innovation and Adaptability," "Organizational Learning and Collaboration," and "Organizational Culture and Innovation Infrastructure" emerged as pivotal factors, each highlighting distinct yet interconnected aspects of an organization's ability to innovate, adapt, learn, and foster a culture of renewal. Organizations that believe in building their renewal capability must nurture a culture of innovation, collaboration, and continuous learning, invest in knowledge management systems and infrastructure, and leverage time as a competitive tool for innovation are likely to enhance their Organizational Renewal Capability and achieve sustainable growth and success.

The findings also showed the connection of Employee Wellbeing, Resilience, Organizational Renewal Capability, and Social Sustainability within the organizational justice theory framework. Employee wellbeing emerged as a critical determinant that significantly influences both organizational renewal capability and social sustainability. Organizational renewal capability, in turn, complements employee wellbeing by facilitating the implementation of social sustainability initiatives. While resilience positively impacts individual wellbeing and social sustainability, its direct influence on organizational renewal capability appeared to be non-existent.

The findings indicate that organizational renewal capability does not serve as a significant moderating variable in the relationships between employee wellbeing, resilience, and social sustainability within the framework of organizational justice theory. Both employee wellbeing and resilience exert independent and consistent influences on social sustainability, irrespective of the level of organizational renewal capability.

The findings provide strong support for the mediating role of organizational renewal capability in the relationships between employee wellbeing, resilience, and social sustainability within the organizational justice theory framework. Both employee wellbeing and resilience exert indirect influences on social sustainability through pathways involving organizational renewal capability.

6.3 Research contributions

Theoretical

Organizational Justice Theory emphasizes the importance of fairness perceptions in shaping employee attitudes, behaviours, and organizational outcomes. By applying the theory to this study, it explored how perceptions of fairness in decision-making, resource allocation, interpersonal interactions, and communication influence these outcomes. This can provide valuable insights into the role of organizational justice in fostering positive organizational environments and sustainable practices. The study offers substantiation for the theory in the research on the integration of individual

and organization level outcomes. By integrating the organizational justice theory into research on employee wellbeing, resilience, organizational renewal capability, and social sustainability, a more holistic and integrated understanding of organizational dynamics was achieved. This can help researchers and practitioners identify the underlying mechanisms that influence these critical individual and organizational factors.

Methodological

The study's methodological contribution is significant since it assumes a pragmatic philosophical perspective and employs a mixed-methods approach. The methodological choices utilised in this study provide a thorough and elaborate investigation of the concepts of employee wellbeing, resilience, organizational renewal capability and social sustainability, facilitating a comprehensive understanding of its underlying mechanisms.

Embracing a pragmatist perspective represents an imperative advancement in methodology. Pragmatism offers a flexible, adaptive, and problem-centred approach to addressing complex research questions and producing actionable insights. By embracing mixed methods, flexibility, collaborative and participatory research approaches, and ethical considerations, the study generated relevant, and impactful research findings that contribute to addressing real-world problems and achieving positive change. It also enabled the study to surpass the constraints of a positivist or interpretivist methodology, facilitating a more comprehensive examination of the concepts.

Using a combination of methodologies improves the overall quality and reliability of the study's methodology. The integration of quantitative Structural Equation Modelling (SEM) with qualitative Thematic Analysis enables a comprehensive examination that overcomes the limitations of employing each method in isolation. Structural Equation Modelling (SEM) is a technique that enables a meticulous examination of the relationships between variables. It offers statistical evidence to substantiate assumptions and reveals patterns within the data. On the other hand, Thematic Analysis

examines the qualitative complexities, uncovering the deep insights hidden in the participants' tales. This dual methodology allows for a thorough and accurate comprehension of the research inquiries, enriching the study through a blend of expansive scope and meticulous examination.

Structural Equation Modelling plays a vital role in evaluating the complex relationships between the complex variables studied. Structural Equation Modelling (SEM) enables the examination of latent constructs such as attitudes, intentions, and behaviours. It offers a statistical framework for understanding the hypothesised relationships between these notions. The addition of this method expands the range of techniques used by offering a quantitative approach to analyse complex theoretical models. This aligns with the purpose of the study, which is to understand the interactions between the individual and organizational factors in the study.

Thematic Analysis is a useful approach that adds qualitative insight to the quantitative findings, helping to comprehend and provide context. Thematic Analysis reveals the subjective experiences, beliefs, and societal influences that may not be well represented through quantitative data by recognising recurring patterns in participants' feedback. An in-depth analysis is essential for understanding the complex reasons driving social sustainability, which will lead to a thorough and all-inclusive interpretation of the research findings. Particularly considering the research design, which includes the perspectives of employees and managers from organizations across different sectors and provinces in Canada. The study's methodological choices improve its rigour, provide a solid foundation for examining the complexities of social sustainability through the lens of employee wellbeing, resilience, and organizational renewal capability. Moreover, these decisions contribute to the current discourse over research methodologies in the domain of sustainable human behaviour.

Practice

The research contributes to the existing body of knowledge by explaining that organizational renewal capability does not significantly moderate the relationships between employee wellbeing, resilience,

and social sustainability. These findings emphasize the independent and distinct roles of employee wellbeing, resilience, and organizational renewal capability in fostering social sustainability within organizations. Thus, organizations should recognize and prioritize each of these variables individually to effectively drive social sustainability initiatives and enhance organizational performance.

This research expounds the elaborate relationships between employee wellbeing, organizational renewal capability, and social sustainability. By prioritizing employee wellbeing, organizations can foster a culture of resilience, innovation, and social sustainability, positioning themselves for sustained success and growth in an increasingly complex and competitive landscape.

The findings emphasize the need for holistic approaches that consider the importance of fairness in the complex interplay between individual, organizational, and societal factors in fostering sustainable practices and resilience within organizations. Organizations should, therefore, strive to cultivate a fair, supportive, and nurturing work environment through targeted interventions and initiatives to enhance organizational justice, employee wellbeing and resilience while building organizational renewal capability to effectively contribute to social sustainability and create meaningful societal change.

6.4 Implications

There are several implications of the findings in this study. for organizational leaders and policymakers, stressing the importance of promoting employee wellbeing by fostering a culture of fairness and support as key strategies for enhancing organizational adaptability, innovation, and social responsibility.

- **Management**
 - Management can implement employee wellness programs, provide opportunities for skill development and growth, and foster a supportive and inclusive work environment to enhance employee wellbeing and resilience.

- Management can focus on implementing innovative practices, fostering a culture of continuous learning and adaptation, and creating flexible and agile organizational structures and processes to facilitate organizational renewal and promote social sustainability.
- Management can promote transparent and open communication channels, establish knowledge management systems, and encourage collaboration and cross-functional activities to facilitate the dissemination of knowledge and foster a culture of innovation, learning, and renewal.
- Management should ensure that organizational policies, practices, and initiatives reflect and support these core values and objectives. Managers can involve employees in decision-making processes, encourage employee participation and engagement, and foster a culture of fairness, equity, and respect to create a positive and supportive organizational environment that promotes social sustainability.

- **Policy Makers**

- They can collaborate with organizations, educational institutions, and healthcare providers to develop and implement programs and interventions that focus on enhancing employee mental health, physical wellbeing, and resilience. This can include promoting work-life balance, providing access to mental health resources and support services, and fostering a supportive and inclusive work environment.
- They can provide incentives, grants, and support for organizations to adopt innovative practices, foster a culture of continuous learning and adaptation, and create flexible and agile organizational structures and processes that promote organizational renewal and social sustainability.
- To facilitate the dissemination of knowledge and foster a culture of innovation, learning, and renewal within organizations, policymakers can encourage organizations to prioritize enhancing internal communication and knowledge sharing. They can support the development and implementation of policies and programs that promote transparent and open

communication channels, establish knowledge management systems, and encourage collaboration and cross-functional activities within organizations.

- Policymakers can develop guidelines, standards, and frameworks that promote fairness, equity, and respect within organizations, encourage employee participation and engagement, and foster a positive and supportive organizational environment that promotes social sustainability.
- Policymakers can collaborate with researchers, academics, and organizations to conduct studies, collect data, and evaluate the impact of policies and interventions on organizational outcomes and social sustainability. This can help policymakers identify best practices, lessons learned, and areas for improvement and refinement in promoting employee wellbeing, resilience, and social sustainability.
- Policymakers can support the development and implementation of policies and programs that focus on building employees' skills, capabilities, and competencies, providing opportunities for professional growth and advancement, and encouraging a culture of continuous learning and development within organizations.

6.5 Limitations and Future Research

First, generalization of the findings is a limitation of this work. The respondents in this study were all from within Canada. The study's findings cannot be generalised across cultures because cultural values vary even within a country. The findings may not fully represent the perspectives of many subcultures or geographical variations. Accordingly, this study needs to be replicated in other countries. Given the increasing globalization of organizations and the potential cultural differences in perceptions of employee wellbeing, resilience, organizational renewal capability, and social sustainability, future research could conduct cross-cultural studies to examine the generalizability and applicability of the findings across different cultural contexts.

The present study examined perspectives of employees and management on social sustainability. Thus, future research could include actual evidence of social sustainability projects or initiatives and measure these against the predictor variables.

Third, this study used a cross-sectional design which concentrates on a single moment in time. Longer research periods may help to understand changes in perspectives and behaviours. Future research can use a longitudinal design to confirm the causality of the hypothesized relationships. The conceptual framework and hypotheses generated for the study can also be expanded to incorporate potential organizational level moderators such as occupational health and safety, change management and organizational culture.

The study produced thematically rich qualitative conclusions that may still have a restricted reach. An in-depth qualitative investigation focusing on specific population subgroups may yield more detailed data. Because of this constraint, qualitative research can emphasise cultural, sectoral and geographical backgrounds.

Given that organizational renewal capability was found to mediate the relationships between employee wellbeing, resilience, and social sustainability, future studies should further explore the underlying mechanisms and processes through which this mediation occurs. Researchers could investigate specific organizational practices, policies, and initiatives that contribute to enhancing organizational renewal capability and its impact on promoting employee wellbeing, resilience, and social sustainability.

Although the tests for moderation were not supported in the current study, future research could explore other potential moderators that may influence the relationships between employee wellbeing, resilience, and social sustainability. Researchers could examine individual, organizational, and contextual factors that may moderate these relationships, such as organizational culture, leadership style, industry type, and external environment.

To establish causality and examine the long-term effects of employee wellbeing, resilience, and organizational renewal capability on social sustainability, future studies could employ longitudinal research designs. Longitudinal studies would allow researchers to track changes in these variables over time and identify the causal relationships and temporal sequences among them.

To test the effectiveness of organizational interventions aimed at promoting employee wellbeing, resilience, and organizational renewal capability, future research could conduct experimental or quasi-experimental studies. Researchers could design and implement targeted interventions within organizations and evaluate their impact on enhancing social sustainability over time.

Based on the findings of the current study, future researchers could develop and refine theoretical frameworks that integrate and conceptualize the relationships among employee wellbeing, resilience, organizational renewal capability, and social sustainability. These theoretical frameworks could serve as a foundation for guiding future research and informing organizational practices, policies, and interventions aimed at enhancing social sustainability.

6.6 Researcher Reflection

Research philosophy: Embracing a pragmatist philosophical perspective has been critical in creating the study's ontology. The pragmatist viewpoint, which emphasises practical application and problem solving, allowed for a more comprehensive examination of the relationships between the concepts. The method proved useful in understanding how these complex variables are interrelated and dynamic, influenced by both individual and organizational influences.

Navigating Complexity: While designing this study, I was continually reminded of the complexities of organizational dynamics and human wellbeing. The study revealed that employee wellbeing, resilience, and organizational renewal potential are diverse entities influenced by a variety of internal and external factors, such as organizational practices, policies, culture, and the external environment. These complexities highlighted the significance of taking a comprehensive and integrated approach

to understanding and fostering employee wellbeing, resilience, and social sustainability within organizations.

Alignment and Discrepancy: One of the most remarkable issues that emerged was the alignment and divergence of individual and organizational ideals and behaviours. While there is a considerable positive association between employee wellbeing, resilience, and social sustainability, the study found that these variables are not always aligned inside organizations. This disparity emphasised the difficulties that organizations experience in translating their values and principles into tangible activities and practices, as well as the need of cultivating an alignment and coherence culture to improve employee health, resilience, and social sustainability.

Organizational Renewal Capability: Researching the mediating function of organizational renewal capability in the linkages between employee wellbeing, resilience, and social sustainability was particularly informative. It emphasised the transformative power of organizational practices, policies, and initiatives for improving employee wellbeing, resilience, and social sustainability. It encouraged me to consider the value of investing in organizational renewal capabilities and cultivating an innovation, learning, and adaptation culture within organizations to improve long-term organizational performance and social wellbeing.

Social Sustainability: Embracing a pragmatist perspective, the research on social sustainability in Canada illuminated the complexities of societal perceptions and attitudes towards sustainability. The study revealed a significant gap between theoretical understanding and practical application, underscoring the need for targeted education, awareness-raising, and community engagement initiatives to foster a deeper understanding, challenge misconceptions, and promote meaningful action on social sustainability within the Canadian society.

Change potential: The study focused on the role of organizational policies, practices, and initiatives in fostering positive change and achieving social sustainability. It was exciting to see how

organizations can nurture a culture of wellbeing, resilience, and regeneration while also helping to create a more sustainable and fair society. This realisation prompted me to think about how organizational practices and policies may be used to drive societal change and promote sustainable development.

Personal Implications: This research experience helped me comprehend the the determinants of social sustainability. It emphasised the necessity of creating a friendly and inclusive organizational climate that supports employee engagement, resilience, and wellbeing while also contributing to social sustainability goals. It inspired me to evaluate my personal values and ideas about organizational health and sustainability, as well as how I might help encourage positive organizational transformation and promote social sustainability in both my professional and personal lives.

Future Thoughts: As the findings of this study continue to resonate with me, I find myself considering future possibilities. How may this study's findings influence organizational policies, practices, and interventions aimed at increasing employee wellbeing, resilience, and social sustainability? How can organizations and politicians work together to create an enabling climate that promotes employee engagement, resilience, and regeneration while also contributing to social sustainability and long-term societal wellbeing? How can I help to foster a culture of wellbeing, resilience, and sustainability within organizations while also promoting positive social change? These unanswered questions encourage further reflection, exploration, and research into the complex and interconnected nature of employee wellbeing, resilience, organizational renewal capability, and social sustainability, as well as organizations' potential to drive positive change and contribute to the creation of a more sustainable and equitable society.

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APPENDIX 1: QUESTIONNAIRE

Dear Respondent,

I am Mina Afia Acquah, a PhD student of the University of Brescia, Italy and a visiting researcher at the University of Saskatchewan, Canada researching the topic **‘The Trinity Towards Social Sustainability: The Interaction Between Employee Wellbeing, Resilience and Organizational Renewal Capability**. This questionnaire has been developed to seek your view on Employee Wellbeing, Resilience, Organizational Renewal Capability and Social Sustainability because of your expertise and practical experience at your workplace. I believe that your fair and expert feedback will make this study a very successful one. Your confidentiality and anonymity are assured. Please select the option to indicate the extent to which you agree with each statement. Use the scale below as a guide:

| | | | | |
|--|-----------------------------|----------------------------|--------------------------|---|
| 1 Strongly Disagree | 2 Disagree | 3 Neutral | 4 Agree | 5 Strongly Agree |
|--|-----------------------------|----------------------------|--------------------------|---|

PART I: EMPLOYEE WELLBEING

| | Employee Wellbeing relates to individuals' overall health, happiness, and pleasure in the job. It includes the physical, mental, and emotional components of an employee's existence. | | | | | |
|----|--|---|---|---|---|---|
| 1 | My job has positive characteristics (e.g. control over what I do or how I do it; support from colleagues; support from managers; appropriate rewards). | 1 | 2 | 3 | 4 | 5 |
| 2 | My job has negative characteristics (e.g. high demands; requires a lot of effort; little consultation on change; role conflict; issues with other members of staff). | 1 | 2 | 3 | 4 | 5 |
| 3 | I try to cope with problems in a positive way (e.g. focus on the problem and try and solve it; Get social support). | 1 | 2 | 3 | 4 | 5 |
| 4 | I deal with problems in a passive way (e.g. avoid them; use wishful thinking; blame yourself). | 1 | 2 | 3 | 4 | 5 |
| 5 | I think I have a positive personality (e.g. open; conscientious; extravert; agreeable; stable; high self-esteem; high self-efficacy; optimistic). | 1 | 2 | 3 | 4 | 5 |
| 6 | I am a model employee (e.g. helping; courteous; a good sport)? | 1 | 2 | 3 | 4 | 5 |
| 7 | I am committed to my organization (e.g. high job satisfaction; a motivated employee who does not intend to leave). | 1 | 2 | 3 | 4 | 5 |
| 8 | I have a good psychological contract employer (e.g. keep promises; treated fairly; high commitment). | 1 | 2 | 3 | 4 | 5 |
| 9 | I have a high level of wellbeing (e.g. high satisfaction; a positive mood; happiness). | 1 | 2 | 3 | 4 | 5 |
| 10 | I have a low level of wellbeing (e.g. stress; anxiety; depression). | 1 | 2 | 3 | 4 | 5 |

PART II: RESILIENCE

| | Resilience is the ability to adapt, bounce back, and recover from adversity, setbacks, or problems. In the context of individuals or organizations, resilience refers to the ability to cope with stress and navigate challenging conditions. | | | | | |
|----|--|---|---|---|---|---|
| 1 | I can adapt to change. | 1 | 2 | 3 | 4 | 5 |
| 2 | I like close and secure relationships. | 1 | 2 | 3 | 4 | 5 |
| 3 | I can deal with whatever happens. | 1 | 2 | 3 | 4 | 5 |
| 4 | Coping with stress strengthens me. | 1 | 2 | 3 | 4 | 5 |
| 5 | I tend to bounce back after setbacks. | 1 | 2 | 3 | 4 | 5 |
| 6 | I believe things happen for a reason. | 1 | 2 | 3 | 4 | 5 |
| 7 | I put in my best effort no matter what. | 1 | 2 | 3 | 4 | 5 |
| 8 | I can achieve my goals. | 1 | 2 | 3 | 4 | 5 |
| 9 | When things look hopeless, I don't give up. | 1 | 2 | 3 | 4 | 5 |
| 10 | I like challenges. | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|---|---|---|---|---|---|
| 11 | Under pressure, I focus and think clearly. | 1 | 2 | 3 | 4 | 5 |
| 12 | I am not easily discouraged by failure. | 1 | 2 | 3 | 4 | 5 |
| 13 | I make unpopular or difficult decisions. | 1 | 2 | 3 | 4 | 5 |
| 14 | I can handle unpleasant feelings. | 1 | 2 | 3 | 4 | 5 |
| 15 | I rely on my hunches. | 1 | 2 | 3 | 4 | 5 |
| 16 | I have a strong sense of purpose and consider myself a strong person. | 1 | 2 | 3 | 4 | 5 |

PART III: SOCIAL SUSTAINABILITY

| | | | | | | |
|----|--|---|---|---|---|---|
| | Social sustainability refers to actions that improve the quality of life for employees and communities impacted by the company's operations over time. | | | | | |
| 1 | I am familiar with the concept of social sustainability. | 1 | 2 | 3 | 4 | 5 |
| 2 | My workplace has formal policies or initiatives that promote social sustainability. | 1 | 2 | 3 | 4 | 5 |
| 3 | My organization communicates its social sustainability efforts periodically. | 1 | 2 | 3 | 4 | 5 |
| 4 | The level of diversity and inclusion in my workplace is good. | 1 | 2 | 3 | 4 | 5 |
| 5 | My organization has a person or department responsible for social sustainability promotion. | 1 | 2 | 3 | 4 | 5 |
| 6 | My organization makes me feel connected to the local community. | 1 | 2 | 3 | 4 | 5 |
| 7 | I feel like my values fit with the company's values. | 1 | 2 | 3 | 4 | 5 |
| 8 | My company invests in community engagement activities. | 1 | 2 | 3 | 4 | 5 |
| 9 | I feel good about my professional growth and development. | 1 | 2 | 3 | 4 | 5 |
| 10 | My organization attempts to bridge the level of social equality in the community through its operations. | 1 | 2 | 3 | 4 | 5 |
| 11 | I think I possess a good level of overall social wellbeing. | 1 | 2 | 3 | 4 | 5 |
| 12 | <p>Which of the following does your organization pursue as part of its social sustainability efforts? (Select as many as applicable)</p> <ul style="list-style-type: none"> • Respect Human Rights in general. • Payment of living Wages & benefits, including seasonal workers (e.g., no unpaid overtime, etc.). • Cultural heritage (tangible and intangible). • Land tenure rights. | | | | | |

| | |
|--|--|
| | <ul style="list-style-type: none"> • Socio-economic development of (surrounding) communities. • Employ local workers (product development positions and provide training). • Reasonable notice of changes in the organization operations to mitigate effects. • Increasing resilience of natural resources, climate, and energy. • Other (please specify) |
|--|--|

PART IV: ORGANIZATIONAL RENEWAL CAPABILITY

| | | | | | | |
|----------------|--|---|---|---|---|---|
| | Organizational Renewal Capability is an organization's ability to adapt, innovate, and constantly develop in response to changing internal and external conditions. It involves the ability to adapt, learn, and remain relevant over time. | | | | | |
| SR 1 | My organization is characterized by their capacity to create proactive and compelling ideas and strategies. | 1 | 2 | 3 | 4 | 5 |
| 2 | My organization allows for targeted development through emergent progress and flexibility. | 1 | 2 | 3 | 4 | 5 |
| C 1 | The majority of problem-solving and decision-making occurs in groups. | 1 | 2 | 3 | 4 | 5 |
| 2 | Social context has a substantial impact on the motivation and behaviours of individual organizational members. | 1 | 2 | 3 | 4 | 5 |
| 3 | Co-operation skills are very important in this organization through cross-functional and multidisciplinary activities. | 1 | 2 | 3 | 4 | 5 |
| T 1 | Time is a competitive tool that my company uses to come up with new ideas and make them into great products. | 1 | 2 | 3 | 4 | 5 |
| 2 | The creative process in the organization depicts how situational awareness and the ability to make quick choices is necessary. | 1 | 2 | 3 | 4 | 5 |
| LO 1 | Employees are perceived to have valuable knowledge and development potential. | 1 | 2 | 3 | 4 | 5 |
| 2 | There is no clear distinction between thinkers and doers. | 1 | 2 | 3 | 4 | 5 |
| 3 | Our organizational culture emphasizes rules, control, efficiency, evaluation, and perfection. | 1 | 2 | 3 | 4 | 5 |
| L 1 | Learning and innovation are entirely controlled from the top of the organization. | 1 | 2 | 3 | 4 | 5 |
| 2 | Stable routines and permanent support structures make incremental innovation and learning more efficient. | 1 | 2 | 3 | 4 | 5 |
| KM 1 | My organization is distinguished by their proficiency in dealing with various knowledge assets within the organization's borders and reach. | 1 | 2 | 3 | 4 | 5 |
| 2 | Acquired knowledge is disseminated throughout the organization | 1 | 2 | 3 | 4 | 5 |
| 3 | Internal communication leads to a transformation of organization products, services, processes, and mental models | 1 | 2 | 3 | 4 | 5 |

PART V: DEMOGRAPHIC DATA

Instructions: Please tick (✓) or write where appropriate

1. **SEX** Male [] Female []

2. **EDUCATIONAL LEVEL:**

- a. Elementary [] b. High School [] c. Degree []
- d. Postgraduate []

3. **Number of years working with your organization.**

- a. Less than 1 year
- b. 1-5 years
- c. 5-10 years
- d. More than years

4. **Sector you work in:**

- a. Arts and Entertainment [] b. Banking, Insurance and Commerce [] c. Construction []
- d. Education [] e. Engineering [] f. Fast Food and Restaurants []
- g. Healthcare [] h. IT Consulting [] i. Janitorial Services []
- j. Professional, Scientific and Technical [] k. Real Estate and Housing []
- l. Supermarket & Grocery Stores [] m. Tourism and Hospitality []
- n. Transportation []

Others specify

5. Which province do you work in?

- a) Alberta [] b) British Columbia [] c) Manitoba []
- d) New Brunswick [] e) Newfoundland and Labrador [] f) Nova Scotia []
- g) Northwest Territories [] h) Nunavut [] i) Ontario []

j) Prince Edward Island [] k) Quebec l) Saskatchewan [] m) Yukon []

Your contribution has been of immense help to the study. Thank you very much.

APPENDIX 2: INTERVIEW GUIDE

1. Self-introduction of interviewer
2. Purpose of the study and interview explanation
3. Seek interviewee consent on recording
5. Assurance of research ethics (anonymity, privacy, confidentiality and voluntary)
6. Demographics of the participant (a) Sector (b) Position (c) Number of employees

SOCIAL SUSTAINABILITY

Arrangement of personnel to manage social sustainability related activities.

1. In your opinion, what is social sustainability?
2. Does your company have a formal social policy, which includes a commitment to legal compliance, continuous measurement, and continuous improvements in social performance?
3. Does your company have personnel that regularly manage issues related to the development of social sustainability?
4. Name of this function/group/ department?

Companies' perception of challenges of social sustainability development.

1. What social sustainability related challenges has the company experienced and to what extent has the company mitigated these challenges.
2. What types of hindrances are affecting the company's social sustainability work?
3. Which stakeholders have strong influence on a company's development of social sustainability?

Social sustainability development

1. What actions does your company carry out to develop social sustainability and what extent does the company go to carry out these actions?
2. What impact does the company perceive after taken actions to develop social sustainability?
3. State some of the measures employed.
 - Respect Human Rights in general
 - Carrying out an assessment on actual and potential human rights impact, including in supply chain.

- Commitment management to support relevant Human rights for employees, suppliers, and other stakeholders.
- Avoid causing or contributing to Human Rights abuses and address impact when they occur, also in suppliers and other stakeholders.
- Provide for or co-operate in legitimate processes in remediation of human rights impacts.
- Payment of living Wages & benefits, including seasonal workers (e.g., no unpaid overtime, etc.)
- Cultural heritage (tangible and intangible).
- Land tenure rights
- Socio-economic development of (surrounding) communities
- Employ local workers, also on product development positions, and provide training to improve their knowledge and skills levels.
- Reasonable notice of changes in the organization with major employment effect to provide opportunity to have meaningful co-operation to mitigate effects.
- Increasing resilience of agriculture and food systems (including the supporting habitats and related livelihood).

ORGANIZATIONAL RENEWAL CAPABILITY

1. Strategic Competence:

- How would you describe your organization's vision and mission?
- Can you provide examples of proactive strategies that have allowed focused development while leaving room for emergent development and flexibility?
- How does your organization promote continuous learning and innovation?

2. Connectivity:

- In what ways does your organization facilitate social relationships within and across organizational boundaries?
- How does knowledge creation, enrichment, and sharing occur in your organization's social interactions?

- Can you describe a situation where cross-functional and multidisciplinary expertise was crucial for problem-solving?

3. Renewing Organizations and Timing:

- How does your organization consciously use time as a competitive asset in the creative process?
- Can you provide examples of successfully exploiting time for producing new ideas and turning them into successful outputs?
- How does your organization balance between divergent and convergent thinking in the creative process?

4. Learning Orientation:

- What are the general attitudes of organizational members towards creativity and learning in your organization?
- How is knowledge appreciated and supported throughout your organization?
- Can you describe the organizational culture regarding rules, control, efficiency, evaluation, and faultlessness?

5. Leadership Factor:

- How does leadership manage structured and ordered innovation processes within the organization?
- In what ways does leadership build enabling conditions for enhancing creativity and learning?
- How does your organization balance the need for control with the need for stable routines and permanent support structures in fostering innovation?

6. Knowledge Management:

- What systematic practices and tools does your organization employ for information storage and knowledge sharing?
- How does your organization assimilate acquired knowledge and transform it into improved products, services, processes, and mental models?

- Can you provide examples of how your organization deals with various knowledge assets within and beyond its borders?
7. In your view, does your company possess organizational renewal capability and what are some of the indicators?