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MANAGEMENT | RESEARCH ARTICLE

Impact of perceived internal respect on flourishing: A sequential mediation of organizational identification and energy

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Reviewing editor:
Jason Harkins, University of Maine, USA

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Abstract: Employee flourishing has engrossed significant attention in recent times due to the positive consequences for both workers and employers. Every organization desires that their employees are motivated, enthusiastic, passionate and committed to their organization as well as to their organizational tasks. It is important for organization that they must create a respectful atmosphere to run their operations efficiently and effectively because respect is the vital factor through which employees can perform better and feel satisfied. Despite immense work in this field, there is less research on the antecedents of flourishing. Drawing on self-determination theory and broaden-and-build theory, our study examines the indirect influence of perceived internal respect (PIR) on employee's flourishing. Moreover, we also investigated the sequential mediating mechanism of organizational identification and energy in the relationship between PIR and flourishing of employees. Data were collected in two-wave cross-sectional time horizon. The

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PUBLIC INTEREST STATEMENT

Sustaining competitive advantage and achieving excellence in performance through flourishing workforce and by adopting best practices are the common course of actions for organizations. Employee flourishing has engrossed significant attention in recent times due to the positive behavioral outcomes in the workplace. It is important for organization that they must create a respectful atmosphere to run their operations effectively and efficiently because respect is the vital factor through which employees identify themselves with the organization, feel energetic and flourish at the workplace. Therefore, to identify the antecedents and mechanism of employee flourishing, we conducted a two-wave time-lagged study. Our study contributes to the literature on employee flourishing by explaining how and why individuals flourish at work.

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results were obtained by using PROCESS macro by Hayes on actual sample of 250 employees from various job functions. The results indicated strong empirical support for all the direct and indirect hypothesized relationships. The finding of the study contributes to the better understanding of the most emerging construct, namely, employee flourishing. Theoretical and practical implications are also discussed in the light of findings.

Subjects: Multidisciplinary Psychology; Work & Organizational Psychology; Business, Management and Accounting

Keywords: perceived internal respect; organizational identification; energy; flourishing

1. Introduction

On every level of analysis where human beings are concerned, their mental health is one of the most critical factors that need to be observed and evaluated. According to Huppert and So (2009), mental health can be studied across a spectrum that ranges from having mental disorders at one end and flourishing at the other end. It should be noted that the nonexistence of mental disorders does not mean existence of flourishing (Keyes, 2007, 2009). In fact, on the negative end of the spectrum, people can either be suffering from mood disorders, bipolar disorders, etc., or they could be in a languishing state in which, although they do not suffer from any psychological problem, but they still feel general unhappiness. Alternatively, on the positive side they could have a moderate mental health with occasional high and low feelings of happiness and despair.

During the course of life, people interchangeably feel a range of emotions from positive to negative (Fredrickson & Losada, 2005). For instances where this ratio of positive to negative effect leans toward positivity, it is believed that the concerned person is flourishing in his life. Employee flourishing has engrossed significant attention in recent times due to its positive consequences for both workers and employers. Every organization desires its employees to be motivated, enthusiastic, passionate and committed to the organization and helps in achieving its objectives. Employees serve as a valuable asset in establishing and enhancing the organizational prestige. Despite immense work in this field, the factors or antecedents that determine and maintain the threshold toward positivity and flourishing are largely unexplored and need consideration from the academic scholars of positive psychology.

Ryff, Keyes, and Hughes (2003) identified six basic dimensions that determine positive mental health. These dimensions are social coherence, social integration, environmental mastery, self-acceptance, autonomy and social growth. Over the years, other indicators such as positive effect, life satisfaction, social acceptance and personal growth have also been added to the list of indicators of positive mental health or flourishing (Keyes, 2007, 2009). According to Keyes (2007), flourishing or subjective well-being can be divided into three main categories: emotional, social and psychological. Emotional well-being is denoted by positive affect and good quality of life. Social well-being can be portrayed through social acceptance, social coherence and social integration (Hone, Jarden, Schofield, & Duncan, 2014). Lastly, psychological well-being comprises personal growth, positive relation with others and self-acceptance. Thus, it can be concluded that optimal mental health or flourishing requires an amalgamation of psychological, emotional and social well-being (Hone et al., 2014; Howell, 2009).

Generally, flourishing means feeling happy and positive which leads to effective functioning (Huppert & So, 2013). There are two imposing theoretical views that explain flourishing in different perspectives. Entity theorists suggest that traits are stable and that they do not change over time while the incremental theorists state that traits are malleable and may experience changes over time. Flourishing as a trait lies more toward the incremental side as it develops over a period of time as the person grows and experiences different phases of life (Howell, 2009; Keyes, 2007).

Flourishing is mainly characterized by positivity, meaningfulness and engagement while additional attitudes that support this phenomenon are vitality, self-esteem, resilience, optimism and self-determination (Huppert & So, 2009). Hence it can be deduced that flourishing is a multidimensional construct (Hone et al., 2014). Amongst these supporting attitude and traits that advocate flourishing, it is the ability to be resilient in harsh and adverse circumstances. In addition, emotional resilience is equally important, as people who are flourishing in daily lives may experience occasional mood swings but due to being resilient these outbursts do not affect their overall level of flourishing (Haybron, 2008).

Keyes (2009) in his study on Black and White Americans suggested that even while facing social inequality and discrimination, Blacks are highly resilient and flourished as compared to the Whites. He further explained that as the age increases there are more chances of comorbidity (association between physical disease and mental dysfunction) and therefore older people experience a decrease in the level of flourishing. Similarly, Howell (2009) in his study on undergraduates also found that students who are on the higher end of the flourishing continuum show more cognitive and behavioral achievements as compared to those who are non-flourishing.

The broad and build theory also supports this notion that positive emotions help individuals become psychologically adaptive whereas negative emotions only force them into fight or flight mode (Fredrickson, 2006; Fredrickson & Losada, 2005). Analyzing these findings (Howell, 2009; Keyes, 2009), it can be concluded that older people are less desirable candidates for organizations that want to remain competitive within the market as increase in age would mean a decrease in flourishing within the work environment which is why practitioners should focus on hiring more young employees.

Energy is evolving area of importance to organizations, yet we have limited knowledge of how energy can be considered valuable at a relational level toward attaining workplace objectives (Owens, Baker, Sumpter, & Cameron, 2016). Unfortunately, this critical organizational resource may not always be competently managed and may be deteriorating (Pfeffer, 2010). Energy level of employees can be regarded as the promoter of employees optimal psychological functioning which is a major aspect of flourishing. Energy possesses the influential strength that works as a fuel and brings positive consequences for employees (Cole, Bruch, & Vogel, 2012; Fritz, Lam, & Spreitzer, 2011; Owens et al., 2016; Russo, Shteigman, & Carmeli, 2015). Enhancing job demands like long work hours, persistent changes in technology, distorting boundaries of work and personal life, and the risk of job loss all leads to deterioration in energy level at the work. As employees and organizations persistently strive to do more with less, human energy in the workplace is a critical and relevant issue in organizational research (Owens et al., 2016). Every organization targets to keep its employees happy, healthy and attached, which is as important to achieve its goals of high productivity and competitiveness (Calvard & Sang, 2017). In order to be sustainable, it is important for organizations to maintain successful energized employees who are growing and developing (Porath, Spreitzer, Gibson, & Garnett, 2012). It is suggested that energy at work increases employee flourishing. Employee's energy is referred to as a type of positive arousal and affective state that employees experience as emotions or moods (Quinn & Dutton, 2005).

Energy at work is vital for employee effective functioning (Russo et al., 2015). It is an important organizational resource that enhances employees' capabilities for motivation and action, and enables them to attain their goals and to do their work efficiently (Quinn, Spreitzer, & Lam, 2012). It adds to employee flourishing through enhancing their work engagement. For an employee to flourish, it is essential that they are fully engaged in their work activities (Diedericks & Rothmann, 2013) as work engagement is a strong indicator of psychological functioning which leads to flourishing (Donaldson, Csikszentmihalyi, & Nakamura, 2011).

Furthermore, we also anticipate that organizational identification (OID) has the capability to impact the relationship between perceived internal respect (PIR) and energy. OID has remained a central theme in last decade among organizational researchers (Brammer, He, & Mellahi, 2015; Glavas & Godwin, 2013; Hameed, Riaz, Arain, & Farooq, 2016). It is conceptualized as the "perceived oneness with an

organization and the experience of the organizations successes and failures as one's own" (Mael & Ashforth, 1992, p. 104). It makes employees competitive at workplace and gives them the confidence to raise constructive voice. Employees serve as a valuable asset in establishing and enhancing the organizational prestige and feel attached with their employers when their organization gives them respect (Bartel, Wrzesniewski, & Wiesenfeld, 2012). Moreover, being respected signals acceptance by others and enhances quality of relationship with coworkers (Bartel et al., 2012; Blader & Tyler, 2009). It is important for organizations to create a respectful atmosphere for conducting their operations efficiently and effectively because respect is the vital factor that enhances employee's performance and satisfaction. This study significantly contributes to the literature in multiple ways. First, this study investigates the role of OID and energy in the relationship between PIR and flourishing. In this way, we actively responded to the call of Huppert and So (2013) to explore the individual characteristics that can promote flourishing among employees. Second, this research also contributes in the literature of energy by following the recommendations of Owens et al. (2016) to identify its antecedents and by incorporating OID as a potential predictor of energy. Lastly, it is also worthwhile to mention that the majority of the studies on flourishing to date are mainly based on samples derived from Western countries (e.g. Bakker & Sanz-vergel, 2013; Colbert, Bono, & Purvanova, 2016; Demerouti, Bakker, & Gevers, 2015; Hefferon, Ashfield, Waters, & Synard, 2017; Schutte & Loi, 2014) . Empirical evidence of non-Western countries is very limited. Thus, it is ambiguous whether existing findings can be generalized to Asian countries. There exist enormous dissimilarities in the social, economic and cultural environment of Western countries and that of Asian countries. It is emphasized that future research is needed to discover the antecedents of flourishing which are country-specific and culture-specific (Schotanus-Dijkstra et al., 2016).

Figure 1 illustrates that it is expected that there will be sequential association between PIR, OID, energy and flourishing. In this study, we anticipate that employees who perceive that their organizations give them respect experience high flourishing, first because they get attached to their employers and identify strongly with their organizations, and second, because of having high energy level. In order to establish the mediation model to elucidate how employees' PIR promotes their flourishing, we will first examine the associations between each construct based on the theoretical groundings and empirical findings. Second, sequential mediation chain by integrating these linkages are recommended.

2. Literature review and hypotheses development

2.1. PIR and OID
Tyler (1999) refers to internal respect as an individual's perception that he is valued by his organization. In other words, "respect" is an employee's assessment of their level of exclusion or inclusion within the organization (Tyler & Blader, 2002). Recent literature suggests that individuals

Figure 1. Theoretical model.
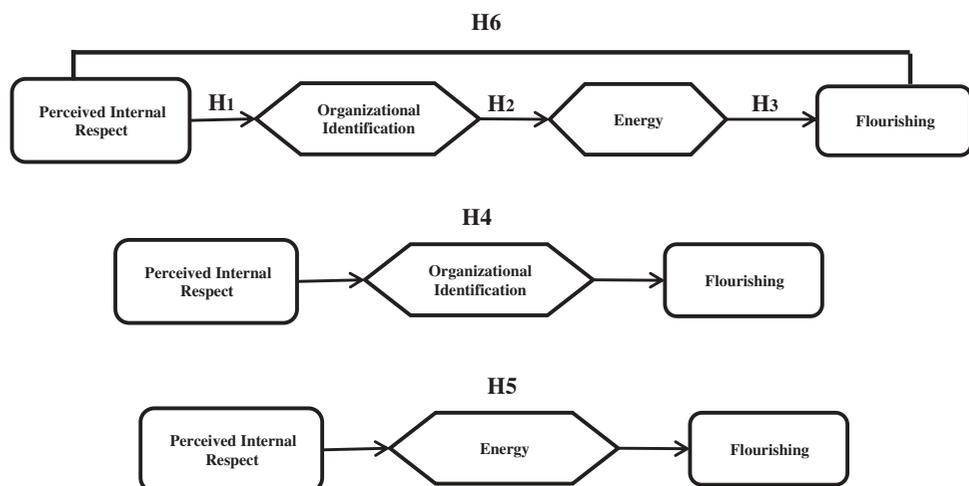
identify with organizations which they consider as being socially likable (El Akremi, Gond, Swaen, De Roeck, & Igalens, 2015). Organizations that pay attention to employee health, safety and well-being are assessed as being more respectful and are evaluated accordingly by employees prior to any decision-making (Hameed et al., 2016; Tyler & Blader, 2002). Thus, respect for employees aids them to build a stronger sense of identification with the organization and as a result helps them to achieve their need for self-enhancement (Fuller et al., 2006).

OID occurs when employees are self-sufficient and they receive continuous managerial support (Stinglhamber et al., 2015) which the employees interpret as internal respect. Moreover, when organizations support information sharing and give directions and guidelines to employees for their work, it in turn contributes to the OID (Parker & Haridakis, 2008). El Akremi et al. (2015) explain that there is an association between corporate social responsibility and employee OID.

OID supports individuals in the development of their self-confidence and self-concept (Ashforth, Harrison, & Corley, 2008). However, on the basis of these arguments we can say that OID is an important component in the progress and prosperity of the organizations and this identification is contingent upon companies giving respect to their employees. Thus, we propose:

H_1: PIR is positively related with the employee OID.

2.2. OID and energy

Academic scholars highlighted the significance of psychological link between employees and organizations (Ashforth et al., 2008; Hogg & Terry, 2000). This link is referred to as "organizational identification". Ashforth and Mael (1989) described OID "as the perception of oneness with the organization" (p. 21). It is also explained as the perceived oneness with an organization and the experience of the organization's successes and failures as one's own (Mael & Ashforth, 1992).

OID occurs when an individual's opinion about an organization's vital and necessary components are in congruence with himself (Ashforth et al., 2008). It is associated with many positive attitudes and social outcomes (Ashforth et al., 2008). Thus, it can increase individual performance, improve job satisfaction, increase cooperation and participation, and promote organizational citizenship behaviors (Ashforth et al., 2008).

It is suggested that OID is an essential factor for an organization's overall success. When OID is stronger, it leads to increased individual attachment with the firms' policies, objectives and procedures, and it also increases employee receptiveness (Walumbwa et al., 2011). Employees who are energized at workplace are more likely to get involved in activities which create knowledge that is beneficial for not only their department but for the entire organization. Therefore, higher level of energy at work helps the employees to accomplish the aims and objectives of the organization efficiently, which results in greater organizational performance (Cole et al., 2012).

Basically energy is a vital force that benefits both the employees and the organization (Cole et al., 2012). It is stated that energy is the fuel that makes great organizations run as it is a continuous or viable source that helps firms and its members achieve their aims. So when employees are productively vigorous at the workplace, it results in creating significant competitive advantage for the organization (Cole et al., 2012). The feeling of vitality permits individuals to productively think about the difficulties which they face within the organization and focus on their job responsibilities (Lykken, 2005). Moreover, the capacity and concentration of energized employees capitalizes substantial sources that support the need to recognize and achieve firm goals (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005).

On the basis of these arguments, we propose that when employees have stronger OID, they are more engaged in the organizational goals and objectives, which ultimately increases their energy at work. Thus, we propose:

H₂: OID is positively related to energy at work.

2.3. Energy and flourishing

Energy is the "feeling that a person is capable of and eager to engage in a particular behavior or undertake a task" (Quinn & Dutton, 2005, p. 34). It is the vital source for the organization through which they can enhance the employee's ability of action, their enthusiasm and their capacity to accomplish their job tasks and achieve their objectives (Quinn et al., 2012). Energy is an ongoing experience in which individuals try to enhance, extend or recreate the circumstances which increase their drive and evade those circumstances which decrease their feeling of vigor (Collins, 1993).

The presence of energy is highly beneficial to the employees and organizations and the absence of it leads to exhaustion (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), and stress (Sonnentag, Kuttler, & Fritz, 2010). Based on the self-determination theory (Ryan & Deci, 2000), the feelings of energy increase when individuals understand the interconnection between their independence, capability and heedful relatedness. Individuals who have a greater level of energy tend to analyze and predict events positively (Arkes, Herren, & Isen, 1988).

Employees who are engaged with their tasks are (physically and mentally) intensely involved with their job roles (Kahn, 1990). They are filled with vitality, eagerness, passion and resilience (Bakker, 2011). Consequently, the employees who flourish are capable to build deep, credulous relations with the other employees and are eager to develop themselves (Diener et al., 2010). Hence, flourishing is described as the joint experience of feeling good (hedonic well-being) and working efficiently (eudemonic well-being).

High level of flourishing leads to many positive consequences like creativity, prosocial behavior, respectable relationships (Diener et al., 2010), creativity and high work performance. It characterizes the top of the well-being spectrum, therefore flourishing employees experience high positive affect, which results in widening employee repertoire of available actions and cognitions. It is suggested that positive emotions induce changes in the cognitive processes that support creativity in term of greater cognitive breadth and cognitive flexibility in the generation of novel ideas and solutions to the problem (Amabile, Barsade, Mueller, & Staw, 2005).

Research has shown that when employee experience positive emotions at work they are most probably capable to pursue creative, novel and unscripted paths of thought and action (Fredrickson, 2001). Demerouti et al. (2015) also suggested that flourishing and engaged individuals have ample resources to devote in the task and thus they indulge in organizational citizenship behaviors. Moreover, individuals with access to resources display enthusiasm in their job and act in ways that is not only beneficial for the work mates but also for the organization (Dalal, 2005). Thus, we propose:

H₃: There is a positive relationship between energy and flourishing.

2.4. OID as mediator between PIR and flourishing

Perceived respect is a kind of assessment in which employees form beliefs about how others expect them to be. Respectful behavior is the belief that the other person has some value. In organizations, appraisal respect is the concept in which a person is respected for his/her work performance and quality of interpersonal relationships with colleagues. Respect that is granted to partners in relationships is called supervisor's respect while respect in general among colleagues is called organizational respect (Grover, 2014).

Perceived respect influences OID as it indicates recognition by others and generates the intention of maintaining valued connections between organizational members (Bartel et al., 2012; Blader & Tyler, 2009). Identification and respect therefore play an important role in an individual's desire to belong (Bartel et al., 2012). Respect enhances association between colleagues as it depicts that others positively appraise an employee's participation and in doing so it strengthens the employee's self-esteem. It is an estimated concept that evaluates a person's feeling of being valued for his participations. The employee perception of being valued creates a strong subordinate–manager relation which results in stronger identification of being a part of a social collectiveness. This occurs because respect combined with identification creates a self-schema of greater engagement with colleagues in social setting (Ashforth et al., 2008).

Identification occurs when individuals associate themselves with the organization and express themselves in the context of the organization depicting greater worth and value of organizational membership (Ashforth et al., 2008). OID is positively associated to social support, organizational citizenship behaviors, collaboration, cooperation, work effort (Bartel, 2001), and organizational commitment (Foreman & Whetten, 2002). Further, research also advocates positive association of OID with prosocial (helping) attitudes or behaviors and sharing of information, social support, creativity, job satisfaction and organizational control (Ashforth et al., 2008). In this way, identification results in attitudes and behaviors that benefit organizations to achieve its goals.

Employees who are involved in their job are physically and emotionally engaged with their work roles (Kahn, 1990). Employees who have positive emotions are enthusiastic and capable of following unique, innovative and unpredicted ways of actions, activities and thoughts (Fredrickson, 2001). Furthermore, positive feelings help in creating a greater focus, being the center of attention, having better affiliation with other employees and having readiness to start discussions (Wood, Saltzberg, & Goldsamt, 1990). Flourished employees are capable of kindness and respect, have trusting relations with others and are keen to improve, develop, and grow as an individual (Diener et al., 2010). In a nutshell, respect increases the employee identification with the organization, which results in improvement, development and growth of the individual. Thus, we propose:

H₄: OID mediates the relationship between PIR and flourishing.

2.5. Energy as a mediator

When respectful connections between colleagues are honored and acknowledged in the organizations and the disrespectful connections are disliked and prohibited, employees develop a tendency to build an action–outcome association (Vroom, 1964). These honored and acknowledged actions and processes tell an employee which actions are respected in an organization and which are not. When the organizational environment gives importance to respect of the employees and rejects the uncivil or disrespectful connections, members are less likely to exhibit disrespectful conduct as they would want to act in a way which is persistent with the organizational procedures and norms (Walsh et al., 2012).

Spreitzer et al. (2005) recommended that the energy (vitality) and zest (enthusiasm) originates from relational association with others. Quinn (2007) broadens this concept in his debate of vitalizing (energizing) employees at workplace by explaining that greater the level of association among two people, the greater will be the energy of those members. Therefore, understanding positive connection with others is a key to feeling vitalized and energized. The main reason of feeling energized is that the individuals experience a persistent connection with their managers or leader. Thus a positive leader–member association contributes to positive stimulation and zest (energy) of employees.

Energy (vitality) is the vital component of the coordination process. Collins (1981) explains that energy is created or weakened as individuals engage in the communications concerning the achievement of their mutual objectives and aims. It is also a critical aspect in evaluating the employee's reaction regarding the ideas that individuals talk about and struggle to implement in their daily work routine. Thus, employees, who are energetic, will also vitalize others, they will put

an effort to promote their ideas, recommendations aims and objectives and will be seen as actively resolving teams and organizational conflicts.

Dutton and Ragins (2007) explained that energized relations (1) enable employees to engage completely in their job roles, (2) revitalize employees to work mutually to make sure that organizational objectives are met and (3) enhance employees' engagement in the organization. When employees concentrate on their job tasks, they are expected to get engaged in their work and resultantly feel energized (Brown & Ryan, 2003). Moreover, when employees complete their job tasks effectively, they feel a sense of achievement which leads to higher energy level. Unable to fulfill the job requirements results in disappointment and feelings of vulnerability, both of which can reduce one's energy. Subsequently, when employees discover new methods of working, it is more likely to stimulate their interest and feelings of vitality. Hence, exploration increases energy and helps individuals to come across new ideas, knowledge and procedures for doing job tasks. This experience of novelty therefore revitalizes employee energy.

Engaged individuals are more likely to be content in their life, have good mental and physical health, and have less turnover intentions and greater commitment to the organizational goals. Conclusively, the engagement of employees with the organization is a vital component for flourishing of the organizations and their employees. Employees who are doing well in the organization are usually well noticed and recognized within the organizational surroundings. Thus, when individuals perform well, they develop an enduring sense of positivity (Lyubomirsky, King, & Diener, 2005) and powerful sense of accomplishment, and they willingly engage in the behaviors that are resulting in their own success (Griffin, Neal, & Parker, 2007). Hence, when employees have energy to do their job tasks, they are more likely to flourish, which results in the betterment of organization as flourishing is associated with the mental health, value of life and individual well-being (Diener et al., 2010).

Lyubomirsky et al. (2005) are of the view that chronically happy individuals are generally very successful. Their success is the result of frequent experience of positive affect and their happiness. It is essential to note that Lyubomirsky and his colleagues believed that happiness is equivalent to ongoing experience of positive emotions. In sum, this means that people flourish when they frequently experience positive emotions, function well in life and are successful in their endeavors.

Although there have been different conceptualizations of flourishing but there are few aspects that have a consensus, which are need for people to feel good through the experience of frequent and ongoing positive emotions, and the need for functioning well in life. Therefore, when respect is given to the employees, they are more energetic and engaged in their work tasks, which results in that individuals functioning well in organizations. Thus, we propose:

H$_5$: Energy mediates the relationship between PIR and flourishing.

2.6. OID and energy as a mediator

The assessment of an individual's standing inside the organization is called respect (Blader & Tyler, 2009). Blader and Tyler (2009) explain that pride and respect are vital to the employee's identification with the organization as it gives satisfaction through performing work tasks. For that reason, both respect and pride are related to the feelings of self-confidence and self-respect. Therefore, when employees identify with an organization, they incorporate the organizational image into their self-definition. Identity signals in the organization are there to help individuals describe who they are and who they are not, till the most adequate and constant self-concept is achieved (Brickson, 2013).

Ashforth et al. (2008) discussed that greater level of OID develops through a consistent cognitive procedure of sense-breaking and sensemaking. However, when individuals think that their values are consistent with their organization, they are more likely to build a stronger identification with the organization (Riketta, 2005). OID is the level at which an individual relates an organization as a component of his identity (Ashforth et al., 2008). It denotes a deep level of psychological attachment rather than surface level (Rousseau, 1998). It takes more than just a cognitive self-categorization to achieve this level of identification. It is also described as the feeling of togetherness with the organization. Members with greater OID see the core of the organization as self-defining. Moreover, they are more likely to experience the feeling of pride and honor by associating themselves with the other members of the organization (Ashforth & Mael, 1989).

The most important source of performance is vitality. It is also believed that individuals who are energetic have high levels of job performance and greater physical and mental strength (Tummers, Steijn, Nevicka, & Heerema, 2016). The work environment plays a key role in the workplace advancement. If it is vitalizing, enhancing and nurturing the human flourishing, then there is improvement and growth at the workplace (Spreitzer et al., 2005). Dutton and Heaphy (2003) claimed that high quality connections are a source of energy (vitality) at the workplace. Dutton (2003) also claimed that the relational connections are a basic tool to vitalize individuals at work, it makes individuals eager to act and capable for action. Energy stimulates the individuals to put in more effort to perform well at work.

Barbara Frederickson presented broaden-and-build theory in 1998. This theory proposes that energy (vitality) creates physical, emotional and societal resources that are a cause of high performance (Porath et al., 2012). Thus, when individuals feel more energetic at work, they would be willing to put in extra efforts toward their job (Spreitzer & Sutcliffe, 2007). Energy (vitality) is an emotional experience (Ryan & Frederick, 1997) which can be described as helpful, enthusiastic (Thayer, 1989), zest (enthusiasm) and vigor (energy) of employees. In the physical sense, vitality refers to the feeling of being healthy and energetic. Psychologically, it denotes to a sense of aliveness (flourishing). This word is actually derived from "vita" such that one who is vital feels alive and enthusiastic.

Conversely, the state of vitality makes an individual feel that his or her activities have some importance and purpose. Vitality entails only that energy which is positive and beneficial to the self (Nix, Ryan, Manly, & Deci, 1999). Resource building of positive attitudes results in improved performance in combination with vitality (Kark & Carmeli., 2009; Porath et al., 2012). When people encounter a sense of vitality at work, they will probably have the motivation and energy to carry out the tasks. The positive emotions drive an employee to perform tasks energetically and engage themself in the specific behavior.

With the above arguments, we can say that OID and energy mediates the relationship between PIR and flourishing because when organizations give respect to their employees they are more engaged in their work and they feel energetic, which leads to the flourishing of the organization. Thus, we propose:

H$_6$: OID and energy sequentially mediate the relationship between PIR and flourishing.

3. Methodology

3.1. Sample and procedure
The data used for empirical analysis were collected through self-administered survey across different industrial sectors of Lahore (Pakistan) which includes publication and private banks, educational institutions, etc., through convenience sampling. In order to remove common method bias, this study followed a two-wave time-lagged (one month) structure. At Time 1,

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data were collected for PIR, energy and control variables, while at Time 2 (2 weeks after T1), the responses were collected for OID and flourishing.

The questionnaires were distributed to 400 participants. Segregating the questionnaires with missing data, 250 were identified as usable which provided complete data across two waves for all the measures required in the analysis. So the response rate was 62%. The respondents consisted of 162 (64.8%) male and 88 (25.2%) female with an age range of 21–59 years (mean = 33 years, SD = 8.45 years).); 67.6% of the respondents were married while 31.6% were single or divorced. The average tenure of the participants with their current employer was 6 years (SD = 5.29 years). The average education level was 16.42 years (SD = 1.42 years) with a range of 14–20 years.

3.2. Measures
The items were measured at 5-point Likert scale in which 1 = "strongly disagree" and 5 = "strongly agree".

3.3. Perceived internal respect
PIR was measured using a scale by Blader and Tyler (2009). The scale had five items like "Managers appreciate my unique contributions on the job". The reliability of the scale was good: Cronbach's α = 0.764.

3.4. Organizational identification
OID was measured using a scale developed by Blader and Tyler (2009), who adapted it from Mael and Ashforth (1992). The scale had five items like "The organization's successes are my successes". The internal consistency of the measure was α = 0.740.

3.5. Energy
The employee's feelings of energy were measured using the scale developed by Dutton (2003). The scale consisted of eight items like "When I am at work I feel vital and alive". The Cronbach's alpha for this measure was 0.815.

3.6. Flourishing
Flourishing was measured using the scale of Diener et al.'s (2010). The scale consists of eight items like "I lead a purposeful and meaningful life". The Cronbach's alpha for this measure was 0.800.

3.7. Control variables
We controlled age, gender, marital status and tenure with organization for their confounding effects. Age and gender were controlled because they are known to have significant influence on organization identification (Riketta, 2005). Similarly gender was also considered a as a control variable as females are known to have a lesser level of energy and less vitality at their workplace (Niessen, Sonnentag, & Sach, 2012).

4. Results

4.1. Descriptive statistics
Table 1 explains the mean, standard deviation and correlations between study variables, and control variables. The results show that the three control variables (age, education and tenure) have insignificant relationships with all the study variables except for PIR which has a significant relationship with age (r = 0.141, $p < 0.01$). PIR also has a significant relationship with OID (r = 0.411, $p < 0.01$), which means that the prerequisite of considering OID as mediator is fulfilled. Further, PIR (r = 0.626, $p < 0.01$) and OID (r = 0.524, $p < 0.01$) have significant relationships with energy, which indicates that a mediation chain can possibly exist when OID and energy are taken as mediators. All these three variables also have a significant positive relationship with flourishing as shown in Table 1. The direct significant relationship between PIR and flourishing indicate that full mediation may not possibly occur.

Table 1. Descriptive statistics and correlation's matrix

Sr.	Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1	Gender	–	–	–								
2	Marital status	–	–	0.128*	–							
3	Age	33.56	8.45	0.319**	0.424**	–						
4	Education	6.10	5.29	0.241**	0.127*	0.140**	–					
5	Tenure	16.42	1.421	0.263**	0.321**	0.763**	0.224	–				
6	PIR	3.979	0.545	–0.113	0.043	0.141*	–0.041	0.104	(.764)			
7	OID	4.025	0.490	–0.011	–0.012	0.060	0.002	0.048	0.411**	(.740)		
8	Energy	4.037	0.541	0.002	–0.005	0.114	0.020	0.101	0.626**	0.524**	(.815)	
9	Flourishing	4.075	0.466	–0.074	–0.060	–0.041	–0.013	–0.025	0.544**	0.533**	0.513**	(.800)

Note: n = 250; Cronbach's alphas are on the diagonal in parentheses;
*p < 0.05, **p < 0.01.

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4.2. Multicollinearity

To check the assumption of multicollinearity the tolerance test and variance inflation factor (VIF) were estimated. The value of tolerance explains the variation in a particular independent variable which is not described by other independent variables of a given model. The value of VIF (inverse of the tolerance) should not exceed 10 in order to run regression analysis. In Table 2, the value of VIF for all the study variables is less than 10, which shows that there is no multicollinearity in the data.

Another assumption of regression is that there should be no autocorrelation, which is a lagged correlation as it processes the association among a variable's existing value and its preceding value. Basically Durbin–Watson statistic is an assessment used to identify the existence of auto-correlation (an association among values distinct from one another by a particular time lag). The range of Durbin–Watson statistic continually limits between 0 and 4. If the value is almost or equal to 2, it indicates no autocorrelation. If the value is considerably lesser than 2, there is an indication of positive sequential correlation. The Durbin–Watson value for our data is 1.903, which shows that there is no autocorrelation and we may proceed with regression analysis.

4.3. Confirmatory factor analysis

To establish the discriminant validity of constructs, a series of confirmatory factor analyses was performed using AMOS 24. The goodness-of-fit indices were satisfactory for our full measurement model (see Table 3), Chi square/degree of freedom < 3, indicating a good fit (Hooper, Coughlan &Mullen, 2008; Hu & Bentler, 1999). The comparative fit index (CFI) was greater than 0.80, providing a permissible fit and standardized root mean square residual (SRMR) was less than 0.90, representing a good fit (Hu & Bentler, 1999). The root mean square error of approximation (RMSEA) index lied between 0.08 and 0.10, which also represents a reasonable fit model (Hooper, Coughlan &Mullen, 2008; MacCallum, Browne, & Sugawara, 1996).

The full measurement model was also compared with alternative models. First, one-factor model was estimated in which all items loaded on one latent construct ($\chi 2$ = 1207.895; df = 299; CFI = 0.62; SRMR = 0.09; RMSEA = 0.11). Second, two-factor model was estimated in

Table 2. Multicollinearity and autocorrelation diagnostic

Variables	Collinearity statistics	
	Tolerance	**VIF**
OID	0.714	1.401
Energy	0.523	1.914
PIR	0.599	1.670
Durbin–Watson statistic 1.903		

Table 3. Fit statistics from measurement model comparison

Models	χ2	df	χ2/df	CFI	SRMR	RMSEA	Δχ2	Δdf	sig
Full measurement model	737.20	281	2.623	0.81	0.08	0.08			*p* < .001
One-factor model	1207.90	299	4.040	0.62	0.09	0.11	470.70	18	*p* < .001
Two-factor model	1068.23	298	3.585	0.68	0.09	0.10	331.03	17	*p* < .001
Three-factor model	1051.99	296	3.554	0.68	0.09	0.10	314.79	15	*p* < .001

Note: *n* = 250; all models are compared with the full measurement model.
χ2 = chi-square; df = degrees of freedom.

which items belong to PIR and energy constructs were loaded on single factor while items which belong to OID and flourishing were loaded on the other factor (χ2 = 1068.23;df = 298; CFI = 0.68; SRMR = 0.09; RMSEA = 0.10). Finally, three-factor model was estimated in which PIR and OID were combined into one factor while energy and flourishing represent second and third factor, respectively (χ2 = 1051.99; df = 296; CFI = 0.68; SRMR = 0.09; RMSEA = 0.10). Results indicated that none of the alternative model provides better fit than our four-factor model and PIR, OID, energy and flourishing are distinct constructs.

5. Hypotheses testing

To test our hypothesized model, we performed the PROCESS sequential mediation analysis using SPSS macro PROCESS (Model 6) with 90% bias corrected confidence interval based on 1,000 bootstrap samples. The results are presented in Table 4.

As proposed, the findings indicated that PIR is positively related to OID with $\beta = 0.408$, $p < .001$, $CI_{90\% \text{ confidence level}}$ [0.313, 0.503]. The value of the upper limit does not include zero. Therefore, our Hypothesis 1 is strongly supported. The second hypothesis predicted that OID is positively related to energy with $\beta = 0.291$, $p < 0.05$, $CI_{90\% \text{ confidence level}}$ [0.216, 0.366]. Hence, Hypothesis 2 is also supported. The third hypothesis states that energy is positively related to flourishing. The results revealed that energy brings about 42.1% overall change in flourishing of employees. Its regression coefficient $\beta = 0.133$, $p < 0.001$, $CI_{90\% \text{ confidence level}}$ [0.028, 0.239]. Thus, Hypothesis 3 is also strongly supported.

Table 4 shows the total effect of the model. The total effect includes the direct effect of PIR on flourishing as well as the indirect effect between them through the chain mediation of OID and energy, respectively, $\beta = 0.465$, $p < 0.001$, $CI_{\% \text{ confidence level}}$ [0.390, 0.540]. Since the upper and lower limits are both in the positive direction and exclude the zero point, we conclude that the total effect of the model is significant.

The outcomes of first indirect path indicated that mediation of OID in the relationship between PIR and Flourishing is significant with $\beta = 0.419$, BCa CI [0.243, 0.958]. The results support Hypothesis 4.

Table 4. Path coefficients and indirect effects for mediation models							
	Path coefficient			**Indirect effects**			
	PIR	**OID**	**Energy**	**Flourishing**	**Estimate**	**Boot LL CI**	**Boot UL CI**
From → To							
PIR		.408***	.443***	.275***			
OID			.291 ***	.282***			
Energy				.133**			
Total indirect effect					.691***	0.373	1.505
Indirect effect							
PIR → OID → Flourishing					.419***	.243	.958
PIR → OID → Energy → Flourishing					.058***	.010	.200
PIR → Energy → Flourishing					.215***	.049	.633
Direct Effect							
PIR → Flourishing					.275***	.186	.363
Total effect							
PIR → Flourishing					.465 ***	.390	.540

Note: ***$p < 0.001$, **$p < 0.05$; LL = lower limit; UL = upper limit; CI = confidence interval.

The second indirect path shows the chain mediation of OID and Energy between PIR and flourishing, β = 0.058, BCa CI [0.010, 0.200], which supports our Hypothesis 6. The third indirect path shows the energy mediates between PIR and flourshing, β = 0.215, BCa CI [0.049, 0.633], which supports Hypothesis 5. The results indicate that all indirect paths are significant since their upper and lower limits are in the same direction excluding a zero point.

6. Discussion

This study is a unique attempt to look at the sequential mediation of energy and OID between PIR and flourishing relationship in the diverse sample. Our research is momentous as it is the first study, according to the best our knowledge, that examines the sequential mediating mechanism of energy and OID and explains how PIR, energy and OID make individual to flourish at workplace. Empirical results of the study are in favor of our hypothetical model. Our study has several significant implications for theory and practice.

7. Theoretical contributions

First, this study provides a new insight for researchers by highlighting the significance of individual level contributors of flourishing. Very little empirical research is found on it (Schotanus-Dijkstra et al., 2016). Second, a number of researchers have recommended to explore more antecedents of flourishing due to its positive consequences for employee's performance. Thus, our study significantly contributes to the existing literature by indicating major antecedents of flourishing such as PIR, energy and OID. Third, the sequential mediation analysis provides a new insight for scholars that OID and energy both positively mediate the relationship between PIR and flourishing.

Fourth, this study contributes to the literature on energy by identifying its major antecedents such as PIR and OID as the research on energy at work is budding. This study highlights the importance of energy at work as energy is an essential source of positive outcomes (Gerbasi et al., 2015). Fifth, it is also worthwhile to mention here that the majority of the studies to date on flourishing are mainly based on samples derived from Western countries (e.g. Bakker & Sanz-vergel, 2013; Colbert et al., 2016; Demerouti et al., 2015; Hefferon et al., 2017; Schutte & Loi, 2014). Empirical evidence of non-Western countries is very limited leaving it ambiguous whether the findings can be generalized to Asian countries particularly to Pakistan. So, this study contributes to the literature by empirically investigating the predictors of flourishing in a non-Western country.

8. Practical contributions

This study provides meaningful insight for managers and practitioners. Our study reveals that PIR is a very important predictor of flourishing. Respectful atmosphere in a workplace engenders many positive outcomes for employees and organizations such as higher job satisfaction, organizational commitment, management trust and also lower stress level, absenteeism and turnover ratio. It can be useful for managers to create respectful environment in the organizations so that their employees work effectively and efficiently.

When people feel more vigorous at work, they will devote additional efforts toward the job (Spreitzer & Sutcliffe, 2007), which ultimately leads to the betterment of the organization. So, it is important for the managers that they should focus on the training programs which increase the employees' energy at work. A supportive and considerate supervisor, who has the capability to bring out the best in subordinates, can help keep them energized in difficult tasks. Thus, it is important for organizations to hire competent supervisors who enhance the employee's vitality and in the critical times work vigorously and sensibly.

The previous studies support that energetic employees have greater mental and physical strength (Tummers et al., 2016). With the aim to remain competitive in the global marketplace, organizations must adjust rapidly to dynamic environment and keep their employees energized and revitalized (Spreitzer, Porath, & Gibson, 2012). The basic ingredient to become a successful organization in the globalized business surrounding is to develop personnel's ideas, knowledge and

vitality at each level. Moreover, energized and flourished employees are a source of long-term survival of the organization. Dijkstra et al. (2016) suggested that there is a need to investigate how individuals flourish at the workplace. This empirical study fills the gap in literature by examining individual level antecedents and correlations of flourishing.

9. Limitations and future directions

Though our study contributes to the field of organizational behavior, however, we addressed some limitations which provide directions for future studies.

First, in our research data for all the variables (flourishing, OID, energy and PIR) were collected from individuals themselves, so there is possibility that they could be bias regarding their responses. We collected data in two times waves to avoid common method biases (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) yet the future studies can employ multi-sources like observer rating to collect data regarding these variables.

Second, respondents are from the service and manufacturing sector of Lahore city (Pakistan). So, the results of the study may not be generalized to other cities. Thus, future studies may investigate these relationships in other work context and in different cities.

Third, this study highlights the brighter side of employees' energy and considered its positive impact on employees' outcomes, but ignored its darker sides. It would be significant to investigate the possible "dark side" of relational energy (Owens et al., 2016). There is a possibility that individual energy might give relational energy to others at workplace resulting in a decrease ability to regulate oneself.

Fourth, we explored sequential mediation between PIR and flourishing. Future studies may discuss mediating mechanism between PIR and flourishing and take OID as a mediator because OID is an important determinant and plays a role of mediating mechanism (e.g. Fuller et al., 2006).

Fifth, there might be some other antecedents that can influence employee flourishing at work. This study focused on only two predictors of flourishing. Future research should explore beneficial pathways to flourishing such as strengthening social support (Schotanus-Dijkstra et al., 2016).

Sixth, the empirical model was tested on the small sample. The future study can test this model through probability sampling technique and by employing larger sample size to generalize the finding of our study.

10. Conclusion

The study contributes to the employee flourishing literature by integrating research on its antecedents. It emphasizes the importance of individual-level energy at work and highlights that flourished employees are vital for the organizations. Moreover, the study identifies OID and energy as major antecedents of flourishing and also strengthens the association between PIR and flourishing. This is the first study of its kind which concludes that a respectful environment at the workplace makes employees committed to the organizational goals and energizes them, which ultimately leads to employee satisfaction and contentment.

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