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Title: Antecedents to Employee Engagement and Moderating Role of Climate for Innovation and Mediating Role of Employee Psychological Wellbeing

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Antecedents to Employee Engagement and Moderating Role of Climate for Innovation and Mediating Role of Employee Psychological Wellbeing

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Abstract

Employee engagement is necessary for the growth and sustainability of firms. Many past studies have used different antecedents of employee engagement, including commitment, psychological well-being, and other organizational-related outcomes. However, a few studies have examined the moderating effect of climate for innovation on ESMU and EE. Given its importance, we have developed a conceptual framework that examines the impact of ESMU, EPWB, and EC on EE and the effect of ESMU on EPW. The study also examined the moderating effect of CFI and the mediating effect of EPW. The study has focused on Pakistan's textile sector. Its employment generation and contribution toward GDP are significantly higher than other industries. Based on the data collected from the targeted textile sector and using smart PLS, we found support for all the hypotheses. The study documents ESMU, EPWB, and EC promote EE. ESMU promotes EPWB. EPWB mediates ESMU and EE. CFI moderates ESMU and EE. The study increased the generalizability of Bandura's Social Cognitive Theory (1977), as our results

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support all the proposed hypotheses. We recommend firms must focus on creating an innovative environment. Employees suggest new ideas about new business processes and innovation in such an environment. New ideas may not always result in innovative products but may increase employee involvement and engagement. Many leading firms have made a policy in which all the employees have to give new ideas perpetually, producing good results. Textile firms in Pakistan may adopt and implement this policy. Therefore, we recommend firms must focus on creating an innovative environment. Employees suggest new ideas about new business processes and innovation in such an environment.

Keywords: *Textile sector, social media usage, climate for innovation, employee commitment, employee engagement, and employees' psychological well-being.*

Introduction

The usage of social media in organizations has increased significantly. Researchers believe its usage in firms is important for growth and sustainability (Luqman, Talwar, Masood, & Dhir, 2021). Social media users generate content, comments, and reviews that benefit organizations (Olanrewaju et al., 2020). In the last few years, different forms of social media have emerged that have increased social interaction and exchange of ideas in business entities (Orben et al., 2022). Given its importance, many studies have examined the impact of social media usage (SMU) on organizational-related outcomes (Luqman, Talwar, Masood, & Dhir, 2021). Tao (2023) has divided social media into four different types. It includes (i) collaborative projects (Wikipedia), (ii) Gaming (World of Warcraft), (iii) social networking sites (Facebook), blogs and content communities, (iv) virtual social environments (Tourani, 2022), The phrase "Social Media" refers to various tools and software developed on cutting-edge technologies (Hosain, 2023), real-time communication (Agozie & Nat, 2022), and an interactive interface that enables people to share, discuss and produce information (Murray, Kim, & Combs, 2023). It allows individuals to engage virtually in discussions and social interaction (Bapitie & Carter, 2022).

Individuals with varying knowledge, skills, expertise, and experience connect in social media forums (Vătămănescu et al., 2023). As a result, it promotes innovative ideas and increases employee engagement (EE) (Mathur, Lawrence, & Chakravarty, 2023). Similarly, Mathur, Lawrence, and Chakravarty (2023) assert that a wide range of information and expertise is available on social media, enhancing employees' creativity and engagement. Engaged employees are more committed to their jobs than others (Rahmadani et al., 2022; Bapitie & Carter, 2022).

According to Benjamin et al. (2022), engagement denotes a worker's mental presence while performing his job. Using social media, employees can develop collaboration, increase engagement, and develop entrepreneurial and flexibility skills (Zhang & Erturk, 2022). At the same time, researchers believe that social media can adversely affect personal lives (Rahmadani et al., 2022) and waste organizational resources (Addawood et al., 2019; Murthy, 2023).

Given the above discussions, the study has formulated the following research questions:

1. What is the effect of employee social media (ESMU), employee psychological well-being (EPWB), and employee commitment (EC) on employee engagement (EE)?
2. How does employee-social media usage (ESMU) affect employee-psychological well-being (EPWB)?
3. What is the "mediating effect of employee psychological well-being (EPWB)" on employee social media usage (ESMU) and employee (EE)?
4. What is the moderating effect of climate for innovation (CFI) on employee social media usage (ESMU) and employee engagement (EE)?

Literature Review

Employee Social Media Usage (ESMU)

Social media SMU coined in the twenty-first century relates to all social networks and forums (Campos-Blázquez et al., 2023). Social media is a collection of programs, platforms, and tools that allow people to create and share content (Aliyu & Goyal, 2022). Also, technology makes it possible for billions of individuals to interact and communicate with one another at a low cost (Heinemann, 2023). Many researchers believe social media is a collection of cutting-edge technology with affordable real-time communication capabilities. It also has an interactive interface where workers may search for and exchange knowledge (Naidu, 2019).

Consequently, it allows groups and individuals to interact socially and exchange views and knowledge about diversified subjects virtually (Aliyu & Goyal, 2022). Examples of social media technologies include "Facebook, YouTube, Flickr, LinkedIn, and Google Apps" (Sze, 2020). In addition, blogs and wikis are other examples of social media (Heinemann, 2023). Sze (2020) found that 86% American and 79% European youth use social media regularly (Naidu, 2019). Many studies document that social media is beneficial for academics and corporate world. Social media also helps acquire knowledge and innovative ideas (Heinemann, 2023).

Employee Engagement(EE)

Engaged employees actively participate, boosting their intelligence and professional effectiveness (Fait et al., 2023). Lee, Rocco, and Shuck (2020) believe EE is crucial for managers, as it generates social interactions and interest in jobs. It also refers to "feelings, behavior, achievements, and approach" (Hu et al., 2022). Moreover, enterprise engagement stimulates productivity and competence. Kral, Janoskova, and Dawson (2022) assert EE is a crucial precursor to sustainability and growth. Similarly, Boccoli, Gastaldi, and Corso (2023) assert that engagement relates to individuals' mental openness, connectedness, and focused approach. Employees are more engaged, involved, dedicated, and fulfilled when excited to execute a certain task (Lee, Rocco, & Shuck, 2020). Likewise, Kral, Janoskova and Dawson (2022). assert that job distinctiveness and organizational support, including incentive and recognition, stimulate engagement.

Employee Psychological Well-being (EPWB)

Rahi (2022) asserts that EPWB is a prerequisite for involvement. EPWB is a conviction surrounded by a feeling of happiness and stability. Few academics, however, believe that individuals health, safety, interests, and happiness are related to their overall well-being (Crawford, 2022). The term "well-being" was initially used by Wright and Cropanzano (2000), who distinguished it from psychological and subjective well-being. Happiness and contentment are examples of subjective well-being, whereas full participation and contribution relate to psychological well-being (Rahi, 2022). Gargantini et al. (2022) clarified the distinction between psychological and subjective well-being by pointing out that psychological well-being relates to an individual's internal well-being, while subjective well-being relates to "personality traits, joy, delight, and happiness" (Crawford, 2022). Rahi (2022) believes that psychological well-being, compared to subjective well-being, has a greater impact on performance and productivity.

Employee Commitment (EC)

Many studies have examined the anecdents and consequences of EC in different domains (Mathieu & Zajac, 1990). Hur (2022) believes that EC is a component of an employee's psychological state. Therefore, employees with a high EC exhibit various positive behaviors, such as high job performance and civic engagement, significantly contributing to organizational growth and sustainability (Hur, 2022). Yandi and Havidz (2022) assert employees' strong belief that organizations are concerned about their well-being promotes EC. Thus, we argue that committed employees follow organizational objectives and principles and strongly desire to be part of the organization (Lee, Rocco, & Shuck, 2020).

This study has divided EC into three categories: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to emotional attachment and identification with an organization (Muhamad et al., 2023). Continuance commitment refers to loyalty to an organization as employees perceive that switching a job costs too much (Almutairi & Bahari, 2022). Normative commitment relates to employees' work ethics and implicit responsibilities towards an organization(To & Huang, 2022).

Climate for Innovation (CFI)

CFI is a merger of "climate and innovation" (Ye, Liu, & Tan, 2022). Climate refers to a firm's established rules, regulations, and policies, which employees follow to achieve organizational goals and objectives (Fischer & Riedl, 2022). Innovation refers to developing new products and business processes that give a firm a competitive edge (Peng & Chen, 2022). Yandi and Havidz (2022) assert that organizations must develop an environment that allows employees to share their thoughts and ideas and criticize prevailing organizational practices. Such interaction and exchange of ideas are necessary for improving a firm's CFI (Fischer & Riedl, 2022).

Theoretical Grounding

Many theories and frameworks support the association between ESMU and EE. However, we have extended Bandura's Social Cognitive Theory (1977) to develop a conceptional framework. Social Cognitive Theory (SCT) postulates that the "human mind" can produce ideas, react, and be proactive (Han et al., 2022). Positive psychology views human functioning from two angles, the first being a fundamental process and the second involving personal development, advancement, and transformation. The social system and societal subsystems affects human attitude and behaviour (Schneider et al., 2022; Hall, Hill, & Dunnington, 2023). Moreover, social culture has an impact on this psychological system. Individuals pick up new skills from their surroundings and achieve their goals (Shah, Shafqat, & Abid, 2023). Social culture is, therefore, not the primary factor influencing how people behave. Rewards and penalties also enhance human behaviors (Diyorugli, 2022; Kim & Baek, 2022). Extending SCT, Alkhayyal, and Bajaba (2023) assert that self-motivation affects PWB when workers know that social engagement improves mental well-being and reduces distress. Ibrahim et al. (2022) assert that social engagement improves employees' output, self-direction, and self-reliance. The Social Cognitive Theory focuses on learning from the social environment Gok et al., 2023). Climate change can have a significant impact on people's behavior and inventiveness. Munir and Djaelani (2022) assert that changing technology and information can affect employees' productivity and efficiency.

Conceptual Framework

Extending the Social Cognitive Theory, we have proposed a new model, presented in Figure 1.
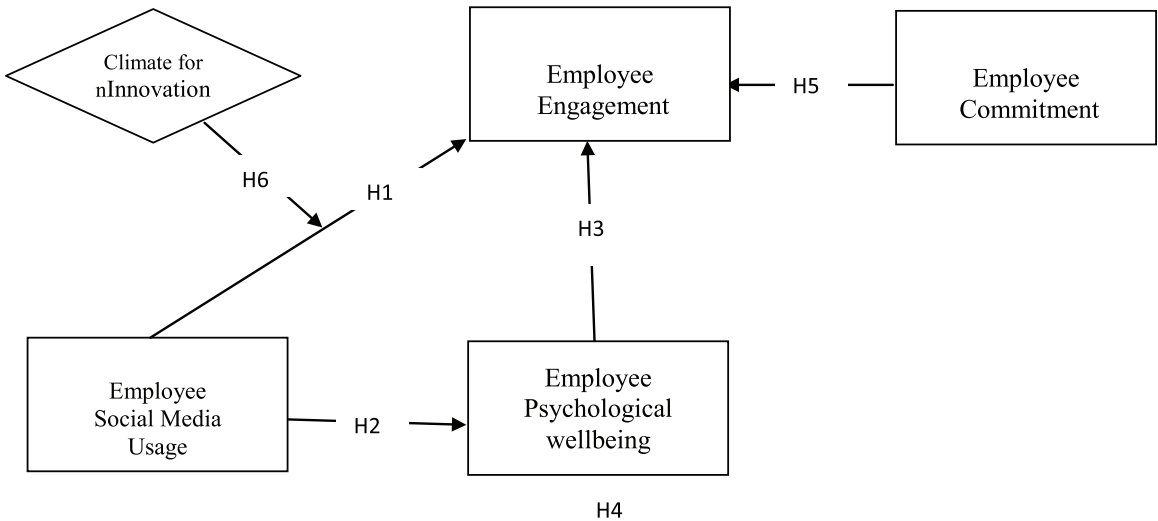

Figure 1: Conceptual Framework, Adopted from Reham (2019)

Hypothesis Development

Employee Social Media Usage (ESMU) and Employee Engagement (EE)

Extent Literature Document engagement is essential for transforming and modernizing companies (Ewing, Men, & O'Neil, 2019). Recent research suggests, job qualities, support, incentives, and justice are four factors that influence EE (Nkansah et al., 2022). However, Nimon et al. (2023) distinguished between EE and general involvement. EE refers to adaptability, resolve, and job responsibility, whereas engagement relates to eagerness, attention, and necessity (Cavallone & Palumbo, 2022). Yet, EE and ESMU among employees received little consideration in academic research and managerial practices (Nimon et al., 2023). New technology has transformed conventional forms of communication, leading to the emergence of social media (Oyekan, 2022). Thus, we argue that there is a pressing need to learn new technological and social network skills so employees can do their jobs efficiently. Aichner et al. (2021) claim that Web 2.0 tools can raise EE, foster employee involvement, and strengthen employees' interpersonal skills.

According to earlier research by Alkhayyal and Bajaba (2023), firms can gain a competitive edge by fostering EE (Elrehail et al., 2019; Schneider et al., 2022).

Correspondingly Zhang and Farndale (2022) assert, employees' work approach, behavior, and insight relate to their engagement. In the same context, Rossiandy and Indradewa (2023) assert that engaged employees pay more attention to organizational tasks and objectives than others. Furthermore, social media can be the best tool for bridging the knowledge and information gap (Muna et al., 2022). Using social media at work, such as Facebook, can increase engagement since it fosters worker pleasure, connectivity, affiliation, and engagement (Ndebele, 2019). Conversely, if an organization curtails social media access to the employees, they will become demotivated and disengaged (Kulesza, 2019).

H1: ESMU positively affects EE.

Employee Social Media Usage (ESMU) and Employee Psychological Well-being (EPWB)

According to Lunde et al. (2022), EPWB includes life satisfaction and mental health. It also portrays employees' joy, sentiments, and emotions (Harahap et al., 2023). Additionally, communicating on social media is simpler and less skill-intensive than communicating face-to-face (Pradhan & Hati, 2022). Conversely, reduced social media usage may reduce employee commitment (Guerci, Hauff, & Gilardi, 2022). Moreover, it stimulates unhealthy behaviors and employee disengagement, leading to distress, low productivity, and low morale (Pradhan & Hati, 2022). Extant literature documents that social media content has four categories: "informative, entertaining, remunerative and relational content" (Senanu et al., 2023). Individuals choose one or more of the above mentioned contents based on their personality and needs. Previous studies have documented that social media provides a resourceful virtual forum for exchanging knowledge and information with a broad, diversified audience (Huarng, Lee, & Yu, 2023). Researchers believe employees can use acquired knowledge from social media for creativity and innovation (Zhang et al., 2023).

The Social Cognitive Theory postulates that the human mind can perform numerous functions, including creative, reactive, and proactive thinking (Rodrigues et al., 2023). Moreover, the human mind has two mechanisms. The first is the fundamental mechanism, and the second relates to personal development, advancement, and transformation (Vanderhaeghen & Polleux, 2023). Many researchers believe social media usage affects EPWB (Koutroubas & Galanakis, 2022; Zhang et al., 2023). For example, Huarng, Lee, and Yu (2023) assert that social media improves employees' output, self-direction, and independence. In contrast, many researchers believe social media usage is not an adequate measure of employee performance, as social media may divert employees' focus from work, reducing productivity and performance (Zhang et al., 2023).

H2: ESMU positively affects EPWB.

Employee Psychological Well-being (EPWB) and Employee Engagement (EE)

Evidence in the literature shows that EPWB precedes employee participation (Tisu et al., 2020). Priskila, Tecoalu, and Tj (2021) assert that EPWB enhances EE and employee performance. Similarly, extant literature documents that adaptability, enthusiasm, and high performance are important precursors of EPWB and EE (De-la-Calle-Durán & Rodríguez-Sánchez, 2021). Moreover, researchers believe EPWB enhances employees' morale and mental health, resulting in many positive outcomes, including job satisfaction and self-assurance. Conversely, low EPWB relates to disengagement and decreased energy (Priskila, Tecoalu, Tj 2021). Researchers cite that EPWB promotes positive emotions in employees. As a result, employees carry out organizational tasks efficiently. Researchers also believe that employees' positive emotions is necessary for employees' mental health and well-being (De-la-Calle-Durán & Rodríguez-Sánchez, 2021).

Several studies have examined the association between EPWB and EF and found they are positively correlated (Tisu et al.. 2020). These studies also concluded that EPWB fosters drive, self-reliance, and self-assurance, which increase EE (Priskila, Tecoalu, Tj. 2021; Priskila, Tecoalu, Tj 2021). Moreover, employees with high PWB tend to become more engaged and work better than those with low PWB (De-la-Calle-Durán & Rodríguez-Sánchez, 2021). Researchers also argue that job performance, satisfaction, motivation, and inspiration correlate with high psychological wellness (Imran et al., 2020). Thus, we argue that a high EPWB promotes EE. Conversely, a low EPWB inversely correlates with EE.

H3: EPWB is positively associated with EE.

Employee Social Media Usage (ESMU), Employee Psychological Well-being (EPWB), and Employee Engagement(EE).

Companies may achieve their objectives by focusing on EC and EPWB (Nkansah et al., 2022). Conversely, focusing solely on an EPWB will negatively influence their creativity (Imran et al., 2020). EE and EPWB are highly interrelated. EPWB will suffer if the firm pays more attention to EE. (Priskila, Tecoalu, Tj. 2021). For example, when firms focus on involvement, giving less importance to psychological health, it will hurt employees' emotions. If firms focus on psychological health by giving less attention to involvement, it will adversely affect employees' productivity (Elrehail et al., 2019). Thus, we argue that firms must balance PWB and EE (Elrehail et al., 2019).

Literature documents that psychological health affects employees' dedication and

EE (Priskila, Tecoalu, Tj. 2021). Employee involvement can increase if their PWB increases and decrease if their PWB declines. Also, employees with poor PWB tend to be less committed and engaged at work (Imran et al., 2020). Priskila, Tecoalu, and Tj (2021) document that PWB improves employee well-being, which is necessary to deal with challenging situations (Zhang et al., 2023). Koutroubas and Galanaki (2022) suggest work connections, work-family balance, work overload, reward and retention, and job stability relate to EPWB and EE. Studies document that EPSW mediates ESMU and EE. Employees with a high PWB would have better job satisfaction, contentment, happiness, and productivity, whereas those with a low PWB are likely to have lower EPWB and satisfaction levels (Imran et al., 2020). Thus, we argue that employee EPSWB mediates the relationship between employee ESMU and EE (Watt et al., 2007).

H4: EPWB mediates the relationship between ESMU and EE.

Employee Commitment (EC) and Employee Engagement (EE)

In the prevailing competitive era of technology diffusion, firms focus on enhancing EC as it promotes EE and sustainability (Kazi, Rind, & Kazi, 2023). Aggarwal, Jaisinghani, & Nobi, 2022) argue that EC and EE have a dyadic relationships. Commitment relates to employees' attachment to organizations. At the same time, EE, besides being attitude, focuses on improving job performance (Kavyashree et al., 2023). Firms spend considerable resources on developing EC and EE as they realize that such employees are critical for sustainable organizational performance (Yadav, Pandita, Singh (2022). Many past studies have documented that "reduced absenteeism, higher retention, enhanced efficiency" are precursors to employee EC and EE (Susanto et al., 2023). Similarly, Kazi, Rind, and Kazi (2023) assert that EC promotes EE, resulting in employee punctuality, job satisfaction, and motivation.

H5: EC is positively associated with EE.

Social Media Usage (SMU), Climate for Innovation (CFI) and Employee Engagement (EE)

A culture of innovation among employees and within an organizations encourages creativity and promotes EE. It also fosters a learning environment where employees are eager to learn new skills while working in teams (Malibari & Bajaba, 2022). Wijayati et al. (2022) assert that ESMU, CFI, and EE are highly correlated. Moreover, EE increases in an environment that fosters innovation and offers flexibility, creativity, learning, and innovation (Wijayati et al., 2022). Chaubey and Sahoo (2022) believe that CFI is necessary to engage employees and keep them motivated. Extant literature also documents that firms can increase EE by encouraging employees to share their innovative ideas with

the management and other team members (Ross, 2022). Past studies document that CFI has a varying effect on ESMU and EE. An increase in the CFI will increase the effect on the relationship between ESMU and EE (Demircioglu, 2023). At the same time, a poor CFI will decrease the effect on the relationship between ESMU and EE (Karimi, Malek, & Farani, 2022).

H6: CFI moderates ESMU and EE.

Methodology

Research Design
Since the study has developed hypotheses based on the literature review, which it tested empirically, it falls into the category of deductive research (Proudfoot, (2023). The study has collected data from the employees of the leading textile units of Karachi based on questionnaire adopted from past studies, as it is a convenient method for collecting data from a large population (Haque, (2022).

Population and Sample Size
The study has focused on the textile sector of Karachi. Pakistan's textile industry is Asia's eighth-largest exporter of textile goods (Textile Board Investment, 2023). The textile sector's contribution to GDP is about 8.5%, and it employs about 8.5% of the total labor force in Pakistan. Researchers have recommended different methods for calculating sample size. For example, Hair Jr. et al.(2017) suggest using 10 to 30 samples for each indicator in the study to calculate the minimum sample size. Using the suggestion mentioned above, we found that a sample of 330 would be appropriate for this study 330 (33 indicators X 10 samples).

Respondents Profile
In Table 1, we have presented the summary of respondents' profile regarding gender, age, qualification, and experience.

Table 1: Demographic Profiles

Demographics	Classification	Percentage
Gender	Male	52%
	Female	48%
	21-30	25%
Age	31-40	46%
	41-50	30%

	51 and above	20%
Qualification	Bachelors	80%
	Masters	15%
	PHD	5%
Experience	1-5 years	45%
	6-10 years	30%
	11-20 years	18%
	20 and above	7%

Instrument Design

The study has adopted the questionnaire from past studies. Table 2 depicts a summary of constructs and items used in the questionnaire.

Table 2: Instrumentation

Constructs	Sources	Items	Cronbach Alpha
Employee Social Media Usage	Ellison, et al. (2007).	6	0.730 to 0.780
Employees Psychological Well Being	Ryff, (1989).	6	0.779 to 0.846
Climate for Innovation	Durcikova et. (2011).	4	0.801 to 0.863
Employee Engagement	Schaufeli and Bakker, (2004).	9	0.787 to 0.889
Employees Commitment	Sayed et al. (2021).	8	0.990 to 0.883

Statistical Techniques for Data Analysis

Following the advice of Wong (2013), the study used Smart PLS's two-step process. Initially, we developed a measurement model for "reliability and validity," followed by a structural model for results related to the hypotheses.

Results

Measurement Model

As mentioned earlier, the study has adopted a two-step process. In step one, we used Smart PLS for the measurement model, which the study has presented in Figure 2, followed by related results.
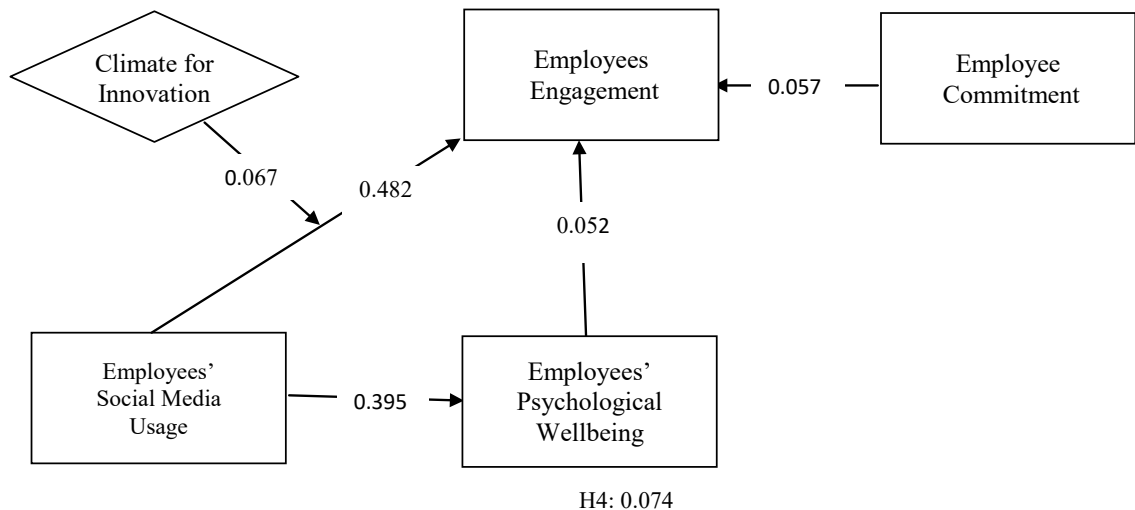
Figure 2 Measurement Model

Convergent Validity

Convergent validity explains the association of a latent variable with its indicator variables. Researchers suggest using composite reliability (Cheah et al., 2020) and Average Variance Extracted (Paclawskyj et al., 2001; Hair Jr et al., 2021) values for assessing convergent validity. Refer to Table 3 for related results.

Table 3: Construct Reliability and Convergent Validity

Variables	Cronbach's alpha	Composite reliability)	Average variance extracted (AVE)
Climate for Innovation	0.819	0.825	0.579
Employee Engagement	0.887	0.887	0.690
Employee Usage of Social Media	0.877	0.883	0.561
Employee's Psych. Well-being	0.825	0.848	0.535
Organizational Commitment	0.725	0.714	0.557

The results in Table 3 show that all composite reliability values are at least 0.714, which aligns with the suggestion of Kamis et al. (2020). And AVE values are at least 0.535, which are also in line with the recommendation of Aburumman et al. (2022). Since these values are within the prescribed range, as suggested by Pering (2020), we have inferred that the constructs fulfill the requirements of convergent validity.

Discriminant Validity

Using Fornell and Larcker Criteria (1981), we found that the constructs are "unique and distinct." Refer to Table 4 for related results.

Table 4: Discriminant Validity

Variables	EI	EE	SM	PWB	OC
Climate for Innovation	0.761				
Employee Engagement	0.474	0.869			
Social Media	0.587	0.633	0.861		
Psyc Well-being	-0.408	-0.377	0.691	0.732	
Organizational Commitment	0.146	0.074	0.234	0.106	0.746

The results show that EE (0.869) has the highest AVE square root value, and the lowest is for EPSW (0.732). Since all "AVE square root values are higher than the Pearson Correlation values," we can safely assume that the latent variables used in the study are unique and distinct.

Predictive Power

Smart PLS also measures the predictive power of the measurement model that other software doesn't. The study used R square values to assess the model's predictive power. The study has summarized the results in Table 5. Since all "R-square values are greater than 0.20," we have inferred that the measurement model generated in the study has adequate predictive power.

Table 5: Predictive Power of the Model

Variables	R-square
Employee Usage of Social Media	0.213
Employee's Psychological Well-being	0.210
Organizational Commitment	0.202

Structural Model

Figure 3 depicts the structural model, suggesting an adequate association between
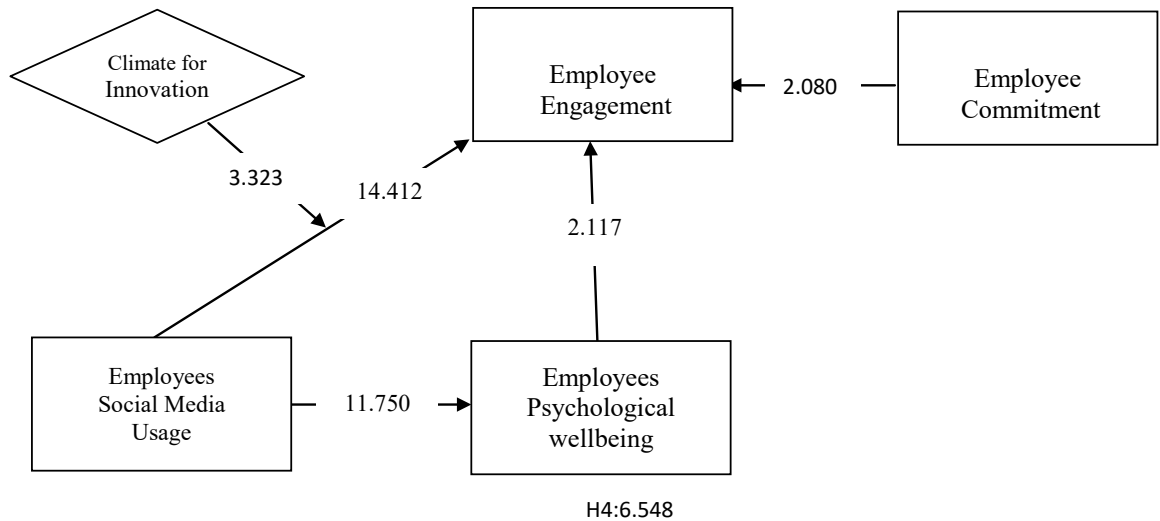
latent variables.

H4:6.548

Figure 3: Structural Model

Hypothesis Results

Extending the Social Cognitive Theory (SCT), we proposed a new model. It has four direct, one mediating, and one moderating. Based on the data collected from the leading textile units in Karachi, we empirically tested six proposed hypotheses and found support for all of them. The results are summarized in Table 6.

Table: 6: Hypotheses Results

Hypotheses	β	T values	P values	Results
Emp. Social Media Usage -> Emp. Eng.(H1)	0.482	14.412	0.002	Accepted
Emp. Social Media Usage -> Psy. Well-being (H2)	0.395	11.750	0.001	Accepted
Emp. Psy. Well-being -> Employee Eng. (H3)	0.052	2.117	0.012	Accepted
S. M Usage -> E Psy. Well-being -> E. Eng. (H4)	0.074	6.548	0.013	Accepted
Employee Commit -> Employee Engagement (H5)	0.057	2.080	0.000	Accepted
Climate for Innovation x S. Media Usage -> E. Eng. (H6)	0.067	3.323	0.014	Accepted

The results presented in Table 6 show that of the four direct hypotheses, the strongest effect is of Hypothesis 1 ($\beta = 0.482$, t = $14.412 < 0.05$), followed by Hypothesis 2 ($\beta = 0.395$, t = $11.750 < 0.05$), Hypothesis 5 ($\beta = 0.057$, t = $2.080 < 0.05$) and Hypothesis 3 ($\beta = 0.052$, t = $2.117 < 0.05$).

Discussion and Conclusion

Discussion

The study accepted Hypothesis 1, stating " ESMU affects EE" (β=0.482, t=14.412<0.05), and it validates many studies, including those of (Nimon et al., 2023). Rossiandy and Indradewa (2023) assert that engaged employees pay more attention to organizational tasks and objectives than others. Social media can be the best tool for bridging the knowledge and information gap (Muna et al., 2022). Using social media at work, such as Facebook, can increase engagement since it fosters worker pleasure, connectivity, affiliation, and engagement (Ndebele, 2019). Conversely, if an organization curtails social media access to the employees, they will become demotivated and disengaged (Kulesza, 2019).

The study accepted Hypothesis 2, stating "ESMU positively affects employee EPWB" (β=0.395, t=11.750<0.05), and it validates many studies, including those of De-la-Calle-Durán and Rodríguez-Sánchez(2021). The Social Cognitive Theory postulates that the human mind can perform numerous functions, including creative, reactive, and proactive thinking (Rodrigues et al., 2023). Moreover, the human mind has two mechanisms. The first is the fundamental mechanism, and the second relates to personal development, advancement, and transformation (Vanderhaeghen & Polleux, 2023). Many researchers believe social media usage affects EPWB (Koutroubas & Galanakis, 2022; Zhang et al., 2023). For example, Huarng, Lee, and Yu (2023) assert that social media improves employees' output, self-direction, and independence. In contrast, many researchers believe social media usage is not an adequate measure of employee performance, as social media may divert employees' focus from work, reducing productivity and performance (Zhang et al., 2023).

Hypothesis 3, stating "EPWB affects EE (β=0.052, t=2.117<0.05), and the results align with many studies, including those of (Priskila, Tecoalu, and Tj (2021). Several studies have examined the association between EPWB and EF and found they are positively correlated (Tisu et al.. 2020). These studies also concluded that EPWB fosters drive, self-reliance, and self-assurance, which increase EE (Priskila, Tecoalu, Tj. 2021; Priskila, Tecoalu, Tj 2021). Moreover, employees with high PWB tend to become more engaged and work better than those with low PWB (De-la-Calle-Durán & Rodríguez-Sánchez, 2021). Researchers also argue that job performance, satisfaction, motivation, and inspiration correlate with high psychological wellness (Imran et al., 2020).

Hypothesis 4 states, " PWB mediates employe SMU and EE," which our results support (β=0.074, t=6.548.<0.05), and it also validates many studies, including those of Elrehail

et al. (2019). Employee involvement can increase if their PWB increases and decreases if their PWB declines. Also, employees with poor PWB tend to be less committed and engaged at work (Imran et al., 2020). Priskila, Tecoalu, and Tj (2021) document that PWB improves employee well-being, which is necessary to deal with challenging situations (Zhang et al., 2023). Similarly, Koutroubas and Galanaki (2022) suggest work connections, work-family balance, work overload, reward and retention, and job stability relate to EPWB and EE. Studies document that EPSW mediates ESMU and EE. Employees with a high PWB would have better job satisfaction, contentment, happiness, and productivity, whereas those with a low PWB are likely to have lower EPWB and satisfaction levels (Imran et al., 2020).

Our study supports Hypothesis 5, which states, " EC positively affects E " (β=0.057, t=2.080 <0.05). The findings have extended many past studies, including those of Kazi, Rind, and Kazi (2023). Wijayati et al. (2022) assert that ESMU, CFI, and EE are highly correlated. Moreover, employee engagement increases in an environment that fosters innovation and offers flexibility, creativity, learning, and innovation (Wijayati et al., 2022). In the same context, Chaubey & Sahoo (2022) believe that CFI is necessary to engage employees and keep them motivated. Extant literature also documents that firms can increase EE by encouraging employees to share their innovative ideas with the management and other team members (Ross, 2022). Past studies document that CFI has a varying effect on ESMU and EE. An increase in the CFI will increase the effect on the relationship between ESMU and EE (Demircioglu, 2023). Conversely, a poor CFI climate will decrease the effect on the relationship between ESMU and EE (Karimi, Malek, & Farani, 2022).

Hypothesis 6 states that "CFI moderate employee SMU and EE " (β=0.067, t= 3.323< 0.05). The findings are consistent with many studies' results, including those of Wijayati et al. (2022). Wijayati et al. (2022) assert that ESMU, CFI, and EE are highly correlated. Moreover, employee engagement increases in an environment that fosters innovation and offers flexibility, creativity, learning, and innovation (Wijayati et al., 2022). Similarly, Chaubey and Sahoo (2022) believe that CFI is necessary to engage employees and keep them motivated. Extant literature also documents that firms can increase EE by encouraging employees to share their innovative ideas with the management and other team members (Ross, 2022). Past studies document that CFI has a varying effect on ESMU and EE. An increase in the CFI will increase the effect on the relationship between ESMU and EE (Demircioglu, 2023). Conversely, a poor CFI climate will decrease the effect on the relationship between ESMU and EE (Karimi, Malek, & Farani, 2022).

Conclusion
The study has focused on the textile sector of Karachi. Pakistan's textile industry is

Asia's eighth-largest exporter of textile goods (Textile Board Investment, 2023). The textile sector's contribution to GDP is about 8.5%, and it employs about 8.5% of the total labor force in Pakistan. By extending Bandura's Social Cognitive Theory (1977), we propose a new model containing four direct hypotheses, one mediating relationship and one moderating proposition. Based on the data collected from the targeted textile sector and using smart PLS, we found the study supports all the hypotheses, aligning with the past literature.

The study also documents employee ESMU, EPWB, and EC promote EE. ESMU affects EE. EPWB mediates ESMU and EE. CFI moderates ESMU and EE. Since we found support for all the articulated hypotheses, the study has increased the generalizability of Bandura's Social Cognitive Theory (1977).

Implications
We found that social media is an important precursor of EE and EPWB. Therefore, we suggest the firms encourage employees to use social media. Such a social interaction increases employee involvement and positively affects employee well-being. Also, past studies document social media interaction generates new ideas, resulting in improved business processes and innovative products. We also recommend firms must focus on creating an innovative environment. Employees suggest new ideas about new business processes and innovation in such an environment. New ideas may not result in innovative products all the time, but may increase employee involvement and engagement. Many leading firms have made a policy in which all the employees have to give new ideas perpetually, producing good results. Textile firms in Pakistan may adopt and implement this policy.

Limitations and Future Research
The study has focused on the textile sector of Karachi, Pakistan. Other studies may use other sectors and other cities of Pakistan. A comparative study between the two sectors may bring more insights into the phenomenon. The number of variables used in the study is limited to five. Other researchers may take the holistic approach by incorporating more organizational-related variables in the study. The study has used EPWB as a mediator. Other studies could use spirituality as a mediator. We have used CFI as a moderator, and other studies could use cultural dimensions such as power distance individualism/collectivism as moderators. Demographic factors such as gender, age, and experience do not have the same perception on most organizational-related outcomes. Future studies could use the same as a moderator in their studies.

Annexure-1

Constructs and Items Used in the Questionnaire

Employee Commitment

EC1. I feel emotionally attached to my current employer.

EC2. I feel a strong sense of belonging to my current employer.

EC3. I feel like a part of the family with my current employer.

EC4. I would happily spend the rest of my career with my current employer.

EC5. I feel as if my current employer's problems are my own.

EC6. My current employer has a great deal of personal meaning to me.

EC7. My life would be disrupted if I decided to stop working for my current employer.

EC8. I have a few options to consider if I leave my current job.

Employee Social Media Usage

ESMU1. Social media is part of my everyday activity at work.

ESMU2. I am proud to tell people I use social media at work

ESMU3. Social media has become part of my daily routine at work.

ESMU4. I feel I am part of the social media community at work.

ESMU5. I would be unhappy if I were not allowed to use social media.

ESMU6. I believe social media is a vital source of acquiring knowledge.

Employee Psychological Well-being

EPW1. I have confidence in my opinions, even if they differ from others.

EPW2. In general, I feel I have control of the situation in which I live.

EPW3. Having new experiences that challenge me in how I think about myself and the world is important.

EPW4. People would describe me as a person who is willing to give and share time with others.

EPW5. Some people wander through life, but I am not one of them.

EPW6. I like most aspects of my personality.

Climate for Innovation

CFI1. My supervisor encourages me to share my ideas with him.

CFI2. My organization rewards employees for developing innovative ideas and products.

CFI3.Employees in my organization try to develop new skills to complete their jobs efficiently.

CF14. Employees in my organization are not afraid of change management.

Employee Engagement

EE1. At my work, I feel energetic.

EE2. At my job, I feel strong and vigorous.

EE3. I look forward to going to work when I get up.

EE4. My job inspires me.

EE5. I am enthusiastic about my job.

EE6. I am proud of the work that I do.

EE7. I feel happy when I am working intensely.

EE8. I am engrossed in my work.

EE9. Time flies when I am working.

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