


THE MEDIATING ROLE OF CONTENTMENT EXPERIENCE: INFLUENCE OF JOB EMBEDDEDNESS ON MATTERING AND EMPLOYEE SUSTAINABLE PERFORMANCE

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 19 February 2023</p> <p>Accepted 05 May 2023</p>	<p>Purpose: The objective of our research is to examine the effects of job embeddedness on contentment experience, anti-mattering, and employee sustainable performance. The study also tested the impact of contentment experience and anti-mattering on the outcome variable i.e., employee sustainable performance.</p>
<p>Keywords:</p> <p>Contentment Experience; Job Embeddedness; Employee Sustainable Performance; Anti-mattering.</p>	<p>Theoretical framework: The results of this study indicate that job embeddedness has a positive effect on employee sustainable performance. Contentment experience has a positive effect on employee sustainable performance, but it has a negative effect on mattering. Mattering has a negative effect on employee sustainable performance.</p> <p>Design/methodology/approach: This research will be conducted using a quantitative, cross-sectional survey design. Data were collected using online surveys administered to a sample of employees from various IT industries. Questionnaires were distributed to 302 employees in various IT sectors in and around Tamilnadu. There are two Mediator’s hypotheses were estimated using process macro using the Andrew Hayes model.</p>
	<p>Findings: The findings indicate that job embeddedness has a positive effect on employee performance, and that contentment experience and mattering have a significant impact on employee sustainable performance.</p> <p>Research, Practical & Social Implication: It provides the necessary understanding of how job embeddedness is related to employee sustainability performance and how to create an environment that fosters employee contentment, thereby leading to better performance. The findings of this research can be used to create a work environment that is conducive to employee sustainability performance.</p> <p>Originality/value: The study is the first to examine the impact of contentment experience and mattering on employee sustainable performance. Additionally, the study tested the effect of contentment experience on mattering.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i5.1993</p>

O PAPEL MEDIADOR DA EXPERIÊNCIA DE CONTENTAMENTO: INFLUÊNCIA DA INSERÇÃO NO TRABALHO NA IMPORTÂNCIA E NO DESEMPENHO SUSTENTÁVEL DO FUNCIONÁRIO

RESUMO

Objetivo: O objetivo de nossa pesquisa é examinar os efeitos da integração no trabalho na experiência de contentamento, antimatéria e desempenho sustentável do funcionário. O estudo também testou o impacto da experiência de contentamento e antimatéria na variável de resultado, ou seja, desempenho sustentável do funcionário.

Referencial teórico: Os resultados deste estudo indicam que a inserção no trabalho tem um efeito positivo no desempenho sustentável do funcionário. A experiência de contentamento tem um efeito positivo no desempenho

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sustentável do funcionário, mas tem um efeito negativo na importância. A importância tem um efeito negativo no desempenho sustentável dos funcionários.

Projeto/metodologia/abordagem: Esta pesquisa será conduzida usando um projeto de pesquisa quantitativo e transversal. Os dados foram coletados por meio de pesquisas on-line administradas a uma amostra de funcionários de vários setores de TI. Os questionários foram distribuídos a 302 funcionários em vários setores de TI e em torno de Tamilnadu. Existem duas hipóteses do Mediador que foram estimadas usando macro de processo usando o modelo de Andrew Hayes.

Resultados: Os resultados indicam que a inserção no trabalho tem um efeito positivo no desempenho do funcionário, e que a experiência de contentamento e a importância têm um impacto significativo no desempenho sustentável do funcionário.

Implicação de pesquisa, prática e social: fornece a compreensão necessária de como a inserção no trabalho está relacionada ao desempenho de sustentabilidade do funcionário e como criar um ambiente que promova o contentamento do funcionário, levando assim a um melhor desempenho. As descobertas desta pesquisa podem ser usadas para criar um ambiente de trabalho propício ao desempenho de sustentabilidade dos funcionários.

Originalidade/valor: o estudo é o primeiro a examinar o impacto da experiência de satisfação e importância no desempenho sustentável dos funcionários. Além disso, o estudo testou o efeito da experiência de contentamento em importar.

Palavras-chave: Experiência de Contentamento, Integração no Trabalho, Desempenho Sustentável do Funcionário, Antimatéria.

EL PAPEL MEDIADOR DE LA EXPERIENCIA DE SATISFACCIÓN: INFLUENCIA DE LA INTEGRACIÓN LABORAL EN LA IMPORTANCIA Y EL DESEMPEÑO SOSTENIBLE DE LOS EMPLEADOS

RESUMEN

Propósito: El objetivo de nuestra investigación es examinar los efectos de la integración laboral en la experiencia de satisfacción, la antiimportancia y el desempeño sostenible de los empleados. El estudio también probó el impacto de la experiencia de satisfacción y la antiimportancia en la variable de resultado, es decir, el desempeño sostenible de los empleados.

Marco teórico: Los resultados de este estudio indican que la integración laboral tiene un efecto positivo en el desempeño sostenible de los empleados. La experiencia de satisfacción tiene un efecto positivo en el desempeño sostenible de los empleados, pero tiene un efecto negativo en la importancia. La importancia tiene un efecto negativo en el desempeño sostenible de los empleados.

Diseño/metodología/enfoque: Esta investigación se llevará a cabo utilizando un diseño de encuesta transversal cuantitativa. Los datos se recopilaron mediante encuestas en línea administradas a una muestra de empleados de varias industrias de TI. Se distribuyeron cuestionarios a 302 empleados en varios sectores de TI en Tamil Nadu y sus alrededores. Hay dos hipótesis de Mediador que se estimaron utilizando macro de proceso utilizando el modelo de Andrew Hayes.

Hallazgos: Los hallazgos indican que la integración en el trabajo tiene un efecto positivo en el desempeño de los empleados, y que la experiencia de satisfacción y la importancia tienen un impacto significativo en el desempeño sostenible de los empleados.

Investigación, implicaciones prácticas y sociales: proporciona la comprensión necesaria de cómo la integración laboral se relaciona con el desempeño sostenible de los empleados y cómo crear un entorno que fomente la satisfacción de los empleados, lo que conduce a un mejor desempeño. Los resultados de esta investigación se pueden utilizar para crear un entorno de trabajo propicio para el desempeño sostenible de los empleados.

Originalidad/valor: el estudio es el primero en examinar el impacto de la experiencia de satisfacción y la importancia en el desempeño sostenible de los empleados. Además, el estudio probó el efecto de la experiencia de satisfacción en la importancia.

Palabras clave: Experiencia de Contentamiento, Arraigo Laboral, Desempeño Sostenible de los Empleados, Antimateria.

INTRODUCTION

Job embeddedness is important for firms and employees. An embeddedness employee will stick to the job and the firm for a longer time, thus benefiting both of them. The cost of leaving a job is high for both parties; the firm and the personnel. Mitchell et al., (2001) explain that job embeddedness is an employee's commitment to an organization or job and this is shaped by the relationships and networks that the individual has formed in the workplace. The job embeddedness concept has three dimensions and they are fit, link, and sacrifice (Mitchell et al., 2001). The link can be formal/informal connections between the institution and a person. Fit is a perception of employees' comfortable with the environment and the organization and sacrifice is the cost of materials that may be lost by exiting from a job. The employees who are highly embedded will have a multitude of links that are close to one another. The employees with higher job embeddedness can be due to contentedness, and in a way, job embeddedness may influence the contentedness experience (Cordaro et al., 2021) of an employee. This is because employees who possess job embeddedness can also have the perception of contentedness. Contentment involvement may aid individuals to cause psychological well-being and that can enhance the individual level of unconditional self-acceptance (Cordaro et al., 2021).

The "anti-mattering" echoes the premise that individuals possess sense of not mattering or anti-mattering to others. Anti-mattering reflects a self-protective defensive motivational orientation as well as a wish for protecting self from adverse communications (Flett et al., 2022). Job embeddedness can lead to anti-mattering as employees will not matter for others become comfortable with the job and will stick with this job. This is the first study to our knowledge that examines the influence of job embeddedness on contented experience and anti-mattering. This is a key contribution of this study.

Thus, our first research question (RQ1) is:

RQ1: How will be the influence of job embeddedness on contentment experience and anti-mattering?

The rise in contentedness can blooms an employee's heart as they own nothing in the world, and these employees will not matter about others. Hence, our next research question (RQ2) is:

RQ2: Will contentedness experience influence anti-mattering?

Employees, departments, and firms have affected by performance (Qaralleh et al., 2023). The sustainable performance of employees is defined as a combination of employee

well-being, employee performance, and employee's health and is required in long run (Ji et al., 2021). Contentment can be positively linked to self-worth, such as employee's sustainable performance (Cordaro et al., 2021). The anti-mattering can lead to low performance (Flett et al., 2022), however we employ a different kind of performance, thus it will be interesting to assess the influence of anti-mattering on employees' sustainable performance. Hence, our final research question is:

RQ3: the contentment experience and anti-mattering can influence the employee's sustainable performance?

We will be first study to examine the relationships between; contentment experience-employees' sustainable performance and anti-mattering- employees' sustainable performance. These are one of the contributions of the study.

LITERATURE REVIEW

The literature on job embeddedness is quite diverse. Job embeddedness positively influences performance (William Lee et al., 2014), while Crossley et al., (2007) found that job embeddedness negatively influence voluntary turnover. The study of Lee et al., (2004) found off-the-job embeddedness significantly predict the voluntary turnover and on-the-job embeddedness predict significantly the job performance and organizational citizenship. The research of (Mallol et al., (2007) found the presence of significant differences between Caucasian and Hispanic samples (in different cultural context) in the relationship between job embeddedness and voluntary turnover. Job embeddedness relate positively and significantly to innovation-related behaviours (Ng & Feldman, 2010). Though there is sufficient literature on job embeddedness, there is no study that tested the relationships between job embeddedness and contentment experience, anti-mattering, and employees' sustainable performance. The following are the hypotheses explored in this study.

H₁: Job Embeddedness of employees positively influences contentment experience

H₂: Job Embeddedness of employees positively influences the Anti-mattering.

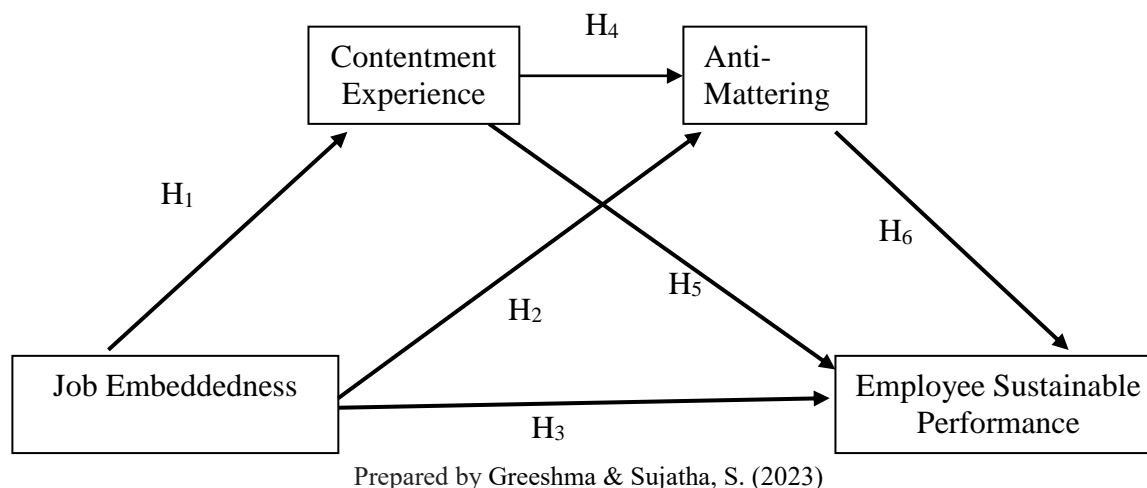
H₃: Job Embeddedness of employees positively influences the employee's sustainable performance.

H₄: The contentment experience of employees positively influences the Anti-mattering.

H₅: The contentment experience of employees positively influences employees' sustainable performance.

H₆: Anti-mattering positively influences employee sustainable performance.

Figure 1 Hypothesized model



MATERIALS AND METHODOLOGY

The study is quantitative in nature and with a cross-sectional research design. We selected the respondents using a non-probability sampling method, i.e., Purposive sampling. The respondents of this study are employees of the IT sector and these respondents are working in an IT company located in Chennai, South India. We administered the questionnaire to the respondents with the paper and pencil approach. While administering the questionnaire we informed the respondents about the issue of missing data. After collecting the data, we could find that there is no missing data in the dataset. This helps us to enter the data analysis straight away. While administering the questionnaire, we informed that the collected information will not be disclosed to outsiders and the analysis is on an aggregate level and not on an individual respondent level. We administered it to 330 respondents and received responses from 302 with a response rate of 91%.

We plan in the following sequence; descriptive statistics and then inferential statistics. The descriptive statistics estimated using SPSS v20 software and the descriptive statistics estimated are mean, standard deviation, and correlation. The model proposed in our study is a kind of interdependent model with a sequential mediation. Our model has two levels of analysis; we perform the estimation of the measurement model and then the structural model (Harindranath & Jacob, 2018). The measurement model analysis is performed using confirmatory factor analysis (Sheeja et al., 2014) using AMOS 20 software and the structural model is computed using Process macro in SPSS (Harindranath & Sivakumaran, 2022). The measurement model outputs chiefly are standardized loadings of each item, their t-statistics, p-values, composite reliability, and average variance extracted. The structural model outputs primarily are beta coefficients and their critical ratios, and p-values.

The study adopted all existing scales in the literature that are tested by prior studies. We prepared our instrument by giving importance to the sequence of variables. The first portion contains scales of the variable of interest, i.e., contentment experience, followed by the dependent variable, i.e., employee sustainable performance, and then the other two variables, namely job embeddedness, and mattering, and the final portion contains questions to elicit personal information.

Personal variables such as age, gender, experience, and educational qualification are collected. Further, age, experience and educational qualification of respondents are collected as quantitative variables and not as categorical variables, like the study performed by Harindrath et al., (2019). The job embeddedness is measured with a seven-item global scale from the study performed by Crossley et al., (2007), and the response format contain a five-point Likert scale (1= strongly disagree and 5 = strongly agree). The 15 statements scale to measure the contentment experience was adopted from the latest study by Cordaro et al., (2021). The contentment experience is measured using a seven-point scale with anchors 1=completely disagree to 7=completely agree. The employee's sustainable performance is measured using a five-point Likert scale that ranges from 1 = seldom and 5 = always, and adopted from the recent study of Ji et al., (2021). The anti-mattering scale with five items was adopted from the quite recent study of Flett et al., (2022) and measured using a four-point scale that ranges from 1=not at all and 4= to a great extent. The control variables used are age, educational qualification, gender, and job experience.

The total number of respondents is 302, and the number of males is 206 and the number of females is 96. Thus, our samples have substantial percentage of males compare to females. The average age of respondents is 33 years and standard deviation is 8.8 years. The average job experience is 12.5 years and the average educational qualification is 17 years. The mean and standard deviations of all the constructs were computed and presented in Table 2.

RESULTS AND DISCUSSION

As discussed, we assess the psychometric properties of study scales using confirmatory factor analysis and the results found were good. Out of all the items, only one item is removed due to poor loading (refer to Table 2). The items loadings range from 0.640 to 0.919 and t statistics ranges from a low of 10.842 to a high of 23.222. All the items' values are statistically significant as the p-value are less than .001. The composite reliability values are in the range of 0.841 to 0.970 and the average variance extracted (AVE) (Penpokai et al., 2023) values are

above the threshold value (≥ 0.5) (low AVE value is 0.514 and the high AVE value is 0.762). Thus, constructs of this study possess reliability and convergent validity (Harindranath & Sivakumaran, 2021). Further, we examine for discriminant validity using Fornell & Larcker, (1981) criterion and found that the square root of the AVE values is higher comparing the correlations of a pair of constructs, establishing the discriminant validity (Khaddam et al., 2023) (refer to Table 1). Therefore, our model possesses reliability and validity.

Table 1 Descriptive statistics & discriminant validity

Constru	Mean	Std. deviation	Discriminant validity			
			CE	ESP	JE	AM
CE	4.68	1.277	.788			
ESP	3.76	.930	.612***	.873		
JE	3.26	.929	.541***	.519***	.764	
AM	3.07	.643	.342***	.260***	.292***	.71

*** $p < 0.001$; CE is Contentment experience; ESP is Employees sustainability performance; JE is Job embeddedness; and AM is Matterring.

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The measurement model fit is excellent. The χ^2 per degrees of freedom is 1.784, which is much below to the cut-off value of 3. The confirmatory fit index (CFI) is 0.954 (cut-off value is ≥ 0.95 for excellent fit); incremenal fit index (IFI) is 0.954 (cut-off value is ≥ 0.95 for excellent fit); the Normed fit index (NFI) is 0.949 (cut-off value is ≥ 0.90 for a good fit); root mean square error of appropriation (RMSEA) must be below 0.06, and our value is 0.051. Further, we standardized root mean square residual (SRMR) must be below 0.06 and the estimated value is 0.047. Therefore, with this results the model possess reliability and validity and quite suitable for structural model estimation.

Table 2 Measurement model results

Constructs	Std Loadings	t-Stat	C. R.	A VE
Job Embeddedness			.8	.5
I feel attached to this organization	.798*			
It would be difficult for me to leave this organization.	.795*	14.		
I'm too caught up in this organization to leave.	.717*	12.		
I feel tied to this organization.	.640*	11.		
I simply could not leave the organization that I work for.	.778*	14.		
It would be easy for me to leave this organization ^R	Deleted due to low loading			
I am tightly connected to this organization.	.838*	15.		
Positive Emotion Assessment of Contentment Experience (PEACE)			.9	.6
I am satisfied with everything that life has to offer every moment.	.790*			
I feel contentment in my daily life	.811*	23.		
I feel content with who I am	.818*	19.		
I feel contentment and peace no matter what is going on in my external	.761*	14.		
I often feel an unshakable sense of peace and contentment.	.798*	15.		
I feel a deep sense of contentment even during difficult situations in life.	.781*	15.		

Even though I may work throughout the day, I feel content with everything I	.881*	17.		
I feel content with my life regardless of whether others accept me or not.	.839*	16.		
Everything is exactly as it should be.	.737*	14.		
I am content with what I have.	.862*	17.		
I feel balanced in my relationships with others.	.813*	16.		
Overall, my relationships with others are easy to manage.	.797*	15.		
I do not desire anything more in my relationships with others.	.752*	14.		
I would be content with my life even if I lost all of my status, wealth, and achievements.	.680**	12.		
When I feel stressed, I stop what I am doing and take care of myself.	.669*	12.		
Anti-mattering			.8	.5
How important are you to others?	.775*			
How much do others pay attention to you?	.733*	12.		
How much would you be missed if you went away?	.657*	10.		
How interested are others in what you have to say?	.701*	11.		
How much do other people depend upon you?	.715*	11.		
Employee Sustainable Performance			.9	.7
During My Entire Career, I Will Be Able to continuously achieve the objectives of my job.	.803**			
During My Entire Career, I Will Be Able to permanently meet the criteria for my job performance	.834**	21.		
During My Entire Career, I Will Be Able to continuously demonstrate expertise in all job-related tasks.	.840**	17.		
During My Entire Career, I Will Be Able to persistently perform well in the overall job by carrying out tasks as expected	.887**	18.		
During My Entire Career, I Will Be Able to continuously fulfil all the requirements of my job.	.919**	19.		
During My Entire Career, I Will Be Able to permanently be competent in all areas of my job	.896**	19.		
During My Entire Career, I Will Be Able to persistently manage more responsibility than typically assigned	.880**	18.		
During my entire career, I will be able to organize and plan well to achieve the objectives of my work in a sustainable way.	.886**	18.		
During My Entire Career, I Will Be Able to organize and plan well to meet deadlines of my work in a sustainable way	.901**	19.		
During My Entire Career, I Will Be Able to organize and plan well to meet deadlines of my work in a sustainable way	.885**	18.		

*** p < 0.001

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The structural model estimation is performed using Process Macro 3.2 (Hayes, 2012) and we employed the model 6. The model has six hypotheses and the results are presented in table 3. The hypothesis (H₁) of job embeddedness influences contentment experience positively is supported ($\beta = .658$; $p < 0.001$), job embeddedness impact anti-mattering (H₂) is marginally supported ($\beta = .085$; $p < 0.01$), and the hypothesis (H₃) of job embeddedness influencing employee sustainable performance is supported ($\beta = .212$; $p < 0.001$). Contentedness experience influencing positively anti-mattering (H₄) is also supported ($\beta = .125$; $p < 0.001$), Contentedness experience influencing positively employee sustainable performance (H₅) is supported ($\beta = .354$; $p < 0.001$), and anti-mattering influence employee sustainable performance (H₆) is not supported ($\beta = .069$; $p > 0.1$).

Table 3 Structural Model Results

Path relationships	Unstandardized Coefficient	Standard error	t Stat	p-value	Hypothesis supported/Not supported
JE → CE	.658	.0697	9.441	0.000	H ₁ Supported
JE → AM	.085	.0431	1.962	0.050	H ₂ Supported
JE → ESP	.212	.0519	4.092	0.000	H ₃ Supported
CE → AM	.125	.0314	3.975	0.000	H ₄ Supported
CE → ESP	.354	.0385	9.214	0.000	H ₅ Supported
AM → ESP	.038	.0691	0.561	0.575	H ₆ Not supported

Note: JE is Job Embeddedness; CE is Contentedness Experience; AM is Anti-mattering; and ESP is Employee Sustainable Performance

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All the hypotheses were supported except one. The study tested the relationships between job embeddedness and contentment experience, anti-mattering and employee's sustainable performance, and found supported (H₁, H₂ and H₃). Hence, the firms should focus on job embeddedness. This indicate that job embeddedness can influence positively the following; contentedness experience, anti-mattering and employee's sustainable performance. Our study results give a clear direction on the benefits of job embeddedness and this higher level of job embeddedness can enhance the level of contentment, anti-mattering and employee's sustainable performance. Mitchell et al., (2001) advocate to firms to concentrate on HRM practices, like staffing, selection and training, to elevate the employee's level of job embeddedness. For example, frequent training programs and employee's development activities can bring about increase in socialization process that helps to feel associated with other employees of the firm, and this is job embeddedness (Tian et al., 2016).

The study found that perception of contentment experience influence positively anti-mattering and employees' sustainable performance (H₄ and H₅). Contentment experience can due to unconditional self-acceptance, and this self-acceptance is a precondition for experiencing contentment. Increasing self-acceptance can be developed by practising yoga on a regular basis. The human resource manager can plan for regular yoga program at the firm premises. The practice of yoga can rise the contentment experience which can impact positively anti-mattering and employees' sustainable performance. Surprisingly our result shows that anti-mattering is not influencing the employees' sustainable performance (H₆). Anti-mattering is an individual's personality trait, and higher level of anti-mattering will be linked to employee's insecure attachment. The possible reasons are that our respondents mean age is 33 years, and due to this young age, the respondents can have a higher level of self-esteem. The higher extent of self-esteem can affect the relationship between anti-mattering and employees' performance.

CONCLUSION

The study builds a model using variables such as job embeddedness, contentment experience, anti-mattering and employee's sustainable performance. Thereby, this study has employed new variables like contentment experience (Cordaro et al., 2021) and anti-mattering (Flett et al., 2022). Our research has some research questions (RQs) to be answered. All the three research questions (RQ) were found to be supported. This research has developed five new relationships; job embeddedness - contentment experience, job embeddedness - anti-mattering, contentment experience - anti-mattering, contentment experience - employee's sustainable performance, and anti-mattering - employee's sustainable performance. These relationships are the contribution of our study, and the study tested the model with IT employees as respondents, and the number of respondents is 302. We found support for the above mentioned relationships. Future research can explore the interaction of age of the respondents and anti-mattering on employee's sustainable performance. The interaction of contentment experience and education qualification can impact the employee's sustainable performance.

Limitations of the study include the sample size and the fact that the data was collected. The study used a convenience sample from a single organization which can limit the generalizability of the results to other organizations. The sample size of 302 is not large enough to capture the full range of employee experiences and the results may not be representative of the population. Furthermore, the study did not consider other factors that may influence employee performance such as organizational culture, team dynamics, and leadership. Additionally, the study did not use longitudinal data to measure the impact of the variables on employee performance over time. Future research should explore the effect of these other variables on employee performance.

Future research should also focus on other job related characteristics like job satisfaction, job involvement, job motivation and job commitment to explore the impact on employee's sustainable performance. Future research should also focus on the impact of job embeddedness on psychological capital, as psychological capital has a positive relationship with employee's sustainable performance. Moreover, the study should also focus on the impact of job embeddedness on employee's performance in an organization. The study should also explore the role of job embeddedness on employee's career development. Future research should also explore the impact of job embeddedness on employee's creativity and innovation. Finally, the study should also explore the moderating role of job embeddedness in the relationship between job embeddedness and employee's sustainable performance.

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