

Developing people's sustainability using organizational social sustainability framework: A conceptual model

Alka Kumari^{1*}, Dr. Manvendra Pratap Singh², Dr. Arpita Chakraborty³

¹Research Scholar, School of Management, National Institute of Technology, Rourkela

²Assistant Professor, School of Management, National Institute of Technology, Rourkela

³Sustainability Consultant, Amalfarm, Noida

Abstract

In challenging economic times, organizations are facing surmountable pressure due to constricting budgets, increasing inflation, and economic recession to strive for business profitability and positive shareholder orientations. Under the fragile business environment of balancing business profitability and brand equity, employees are always the soft targets with various means such as firing, retrenchment, and downsizing resulting in depression and increasing the plight of employees and their families. Such a business approach shatters employees' aspirations into severe workforce-related encounters such as low trust, loyalty, dedication, job commitment switching, and people's sustainability in the organization. In spite of populist human resource management research, peoples' sustainability aspects, i.e., employee happiness, satisfaction, well-being, social welfare, governance, etc., are widely scattered. To address the challenges of peoples' sustainability and develop sustained employee focussed business, it is crucial to redefine the human resource paradigm with a strong focus on workplace culture, sustainability, and happiness. The present research aims to develop a conceptual framework of organizational social sustainability to focus on value proposition, people's sustainability, and resilient corporate environment. The research has extensively explored the extant literature on the workforce challenges, people, planet and prosperity (3P) principle, happiness index, social psychology theories i.e., social exchange theory, ability, motivation, opportunity theory, & social identity theory, etc. and conducted personal interviews of social sustainability experts, human resource managers, academics and senior sustainability consultants to address the challenges of the most valuable resource of an organization-"people." The critical analysis of the literature review and experts' interviews provided an extensive list of critical parameters under the umbrella framework of organizational social sustainability (OSS). The key parameters of OSS are egalitarianism, health & safety, human rights and responsibilities, upskilling and succession planning, generosity, cultural enrichment, psychological well-being, and governance. The research

findings also highlighted that strong workforce culture, including employee happiness and well-being, helps build employer brands and business profitability. Investing in peoples' sustainability also derives a strong footprint in building environmental and economic sustainability. OSS framework also aims to develop people or employees at the centre stage of the organization, which will significantly improve the business's financial performance. The framework of organizational social sustainability can be used by businesses to devise people-oriented strategies and differentiate themselves from competitors. Employees will develop corporate citizenship behaviors, becoming assets to the company. They will regard the workplace as a family and become more effective and productive. The entire model will assist businesses in becoming "Best Employers" and "Market Leaders" in the eyes of their stakeholders and the market. Employees will serve longer, and potential candidates will also be attracted to the business.

Keywords: Employees; Financial Performance; Happiness; Organizational Social Sustainability (OSS); Peoples' Sustainability; Well-being

1 Introduction

In the current economic climate, any organization's long-term success should be determined not only by revenue but also by its impact on the world's future and its employees. Sustainability at the employee level is considered a growing issue that requires systematic study because employees are crucial systems for organizations (Barbosa-Povoa et al., 2018). Organizations must embrace sustainability & execute it across their workforce as a long-term strategic plan to obtain a competitive edge. (Levesque, 2012). Since the 1990s, social components of sustainable development have been considered. This delay resulted from methodological challenges when establishing the social dimension scale in contrast to the profit and planet dimensions. Academic research focuses more on economic and environmental sustainability than social sustainability (Colantonio & Dixon, 2011). Social dimension is the least researched area from the triple bottom line. Most social domain research emphasizes social responsibility, social justice, equity, health, education, worker rights, and other critical social problems. Organizations can no longer concentrate on and allocate their funds to their economic and environmental infrastructure, given the significant number of employees. According to the limited scope, social sustainability is being examined

as the concepts of social exclusion, social capital, & fundamental social needs (including health, housing, and nourishment). Some authors include social networks and relations as a more thorough version. The preservation of social ideals, including equality, culture, & social justice, is also emphasized (Koning, 2002). In light of this, sustainable organizations have democratic, fair, & high-quality lifestyles (McKenzie, 2004). The idea of contemporary social sustainability can be implemented by merging the ideas of social capital, a strong society, a sense of place, welfare, happiness, and life quality (Baines & Brown, 2004; Bromley, Andrew, & Colin, 2005; Colantonio, 2009) into the objectives listed above. Intangible and scarcely quantifiable challenges are replacing traditional social policies since the notion of social sustainability is far complex than economic and ecological sustainability. Due to the multi-dimensional structure and various scholars proposed particular techniques, multiple definitions have emerged. Henceforth, it is challenging to give a single definition of social sustainability. Therefore, in addition to the generic description, it should be articulated from a particular disciplinary criterion or job perspective.

Davidson and Wilson (2009) focused on the social sustainability approach from an environmental, human-based, & development standpoint. From the ecological perspective, intergenerational equality can be achieved through sustainable development by establishing the societal norms, conditions, and preferences that are required for promoting such acts. From a development-based perspective, sustainable development is made feasible by safeguarding social relationships, institutions, values & traditions (Ecer, 2019). The human-based sustainability approach also contemplates the prevention of social exclusion & polarization & the maintenance of social adaption levels. The objectives of social sustainability were identified by Barron and Gauntlett (2002) as equal opportunities and results, diversification, an interdependence that promotes intra community dependence, life quality i.e., meeting the society's basic needs, democracy, and governance. However, Dempsey, Brown, and Bramley (2012) listed the key ideas associated with the typical trajectories of social life. These include social engagement, involvement in social organizations and networks, social stability, pride in oneself and a sense of safety, a sense of belonging, and self-assurance, in that order. Additionally, social sustainability emphasizes the ideas of identity, culture, and feeling of the place and fair access to basic amenities, promoting sustainable development, social contact, and cohabitation opportunities.

In a dynamic and uncertain era, organizations strive to increase their productivity in achieving sustainable development goals (Precup et al., 2020). Organizations regularly assess

their performance concerning each relevant indicator to determine their progress and level of achievement. Compared to their prior position and other companies, medium and large organizations spend a sizable portion of their annual budget on enhancing their productivity in attaining the target.

The factors mentioned above make it urgent to review and analyze earlier research on the social dimensions of organizations. As a result, we are doing a comprehensive examination in this article to comprehend how the social component has been handled in organizations. We examine the contributions made by various organizations to sustainability as well as the determinants of sustainability. To our knowledge, no elaborate social structure promotes organizational satisfaction. So, this work aims to establish a broad framework for evaluating the social component. The current effort is guided by the following research questions to fulfil the objectives mentioned above:

RQ1 What is the current state of research on employee management and social sustainability?

RQ2 What is the current state of research on employee management & social sustainability? What future paths could scholars and practitioners take to create inclusive, sustainable firms in which social factors are entirely interwoven with employee happiness?

This study tries to show historical trends and identify future trends in this field, to address these questions. In more detail, a broad framework that demonstrates how to incorporate social factors in sustainable businesses is suggested, and a research agenda is specified. The rest of the article is structured as follows: Section 2 contains information by analyzing earlier assessments of the literature that addressed the social aspect of sustainability. Then, the research approach is presented in Section 3. Additionally, Section 4 outlines how a descriptive analysis of the articles under study is developed & outline a framework for setting the direction of a social sustainability research agenda. The key conclusions are summarized in Section 5 at the end.

2 Literature Review

This section presents a thorough literature analysis to emphasize the significance of earlier research on social sustainability as one of the key pillar of sustainability.

2.1. Social Sustainability

Sustainability is described as "development that satisfies the demands of the present without compromising the ability of future generations to meet their requirements" in the Brundtland Report, published by the UN World Commission in 1987. In this research, "sustainability" defines as the capacity of a human system to maintain three fundamental aspects over time: environmental preservation, economic expansion, and societal participation. Most assume these three pillars are complementary and mutually helpful (Bostrom, 2012). The people dimension has got least attention when the topic of sustainable development is discussed since it is challenging to describe & implement (Ajmal et al., 2018; Missimer et al., 2017). It is, therefore the least theoretically developed of the three pillars. The various social sustainability definitions in the literature reflect this complexity (Ajmal et al., 2018). According to many definitions, social sustainability is a quality of a human system based on a number of values or core ethical principles that provide stable conditions for human well-being, especially for the most vulnerable persons or groups (such as fairness, trust, equity, justice, cooperation, and involvement) (e.g., Bostrom, 2012; Hollander et al., 2016; Sharma and Ruud, 2003). In this sense, social sustainability attempts to supply the basic necessities necessary to prevent the human system from gradually decaying rather than ensuring a comfortable life (Missimer et al., 2017).

2.2 Role of Social Identity Theory

According to Tajfel and Turner (1979), social identity refers to a person's awareness of his membership in particular social groupings and the emotional and value importance of this affiliation. The image and reputation of the hiring organization have an impact on an employee's self-concept and perceived social identity, according to research by Greening and Turban (2000). Ashforth and Mael's (1989) pioneering research on social identity proposed that people's sense of self is derived from belonging to particular social groupings. Employees occasionally feel happy to be affiliated with specific organizations due to their reputation. Additionally, Dutton et al. (1994) explain that employees judge an organization's attractiveness based on how well its image is distinctive and long-lasting while yet upholding its social identity and self-concept. Although EVP includes social values, they are primarily defined by social support and workplace interactions within an organization.

2.3 Role of Social Exchange Theory

Additionally, according to the social exchange theory & its underlying reciprocity norm, employees are motivated to care about the welfare of the company when they perceive it to

be supporting them, and they want to return the favor to promote similar future behavior (Eisenberger et al., 1986). Employees' positive attitudes toward their employer may therefore rise as a result of the company's care for the sustainability of its personnel, which should have a beneficial effect on their loyalty to this employer (Meyer and Allen, 1991; Porter et al., 1974). Additionally, it is considered that employees' loyalty to the company grows as a result of their demand for affiliation being satisfied when they perceive the company to regard them. These workers can then create a sense of connection or commitment to the company by incorporating organizational membership into their social identities (Rhoades and Eisenberger, 2002).

2.4 Role of Ability Motivation Opportunity (AMO) Theory

The most crucial theory for comprehending how HRM functions affect organizational performance, the greening of HRM, and environmental results is the Ability-Motivation-Opportunity (AMO) theory. According to the theory, high-performance work systems are different but linked HRM practices that were categorized according to three primary factors: ability, incentive, and opportunity (Amrutha & Geetha, 2020). The methods that ensure individuals have the knowledge and skills required to carry out specific jobs, such as recruiting and selection, training, and development programs, create the foundation of abilities. Practices like performance reviews and financial and non-financial incentives, designed to support employees' efforts to attain goals, provide the foundation of motivation. Lastly, an opportunity is a collection of activities involving involvement, information sharing, and ways to boost independence.

3 Research Methodology

The study is designed as exploratory research because the phenomena under discussion are in their early phases of maturity and are not well understood in the literature (Ardolino et al. 2017; Yin 2017). The existing literature comprehensively conceptualizes social issues (Ben-Daya, Hassini, and Bahroun 2017). To develop this conceptualization by investigating the social aspect of organizations deductively, an in-depth interview method was chosen acceptable. Fifteen key representatives (such as a senior manager of sustainability, HR manager, or Professors) from several organizations participated in semi-structured interviews of one hour each (Sandelowski, 1995). We followed Olson's (2016) and Brinkman's (2013) advice to create a procedure for interview planning, participant selection, research questions, follow-up questions, conducting the interviews, and data interpretation. The interview

schedule was created to examine the various social sustainability elements in use and their effects. These open-ended questions allowed the interviewees to speak effortlessly about their experiences. There were six questions on the interview sheet. Its purpose was to understand better the company, its procedures, and employees' perception. To avoid social desirability bias, which could influence informants' responses, the questions' wording underwent scrutiny (Nederhof, 1985). Initial validation of the questions' applicability, the clarity of the sentences, and the content validity came from two pilot interviews with practitioners. As a consequence of the feedback, the interview questions were improved.

3.1. Thematic Analysis

The fifteen interviews were recorded and then coded and analyzed according to standard qualitative research procedures (Creswell and Poth 2017). The study used the coding recommendations provided by Braun and Clarke (2006), which involve six stages of thematic analysis: familiarizing oneself with the data; creating initial codes; looking for themes; reviewing themes; defining & labeling themes; & preparing the report (Braun and Clarke 2006, 87). They also imply that the theme analysis is a cyclical process with back-and-forth movement rather than a linear, step-by-step procedure. Data were categorized, grouped, organized, and managed using NVivo 12 to help determine themes, sub-themes, and their linkages. Thematic codes were consolidated as a result of phases 2 and 4. While "theoretical" coding comprises the identification of themes through the literature before engaging with the text, open coding, as addressed by Yin (2017) and others, entails the identification of themes through direct engagement with the text (Braun and Clarke 2006). This deductive, or "theoretical," thematic analysis primarily focused on research questions in a "top-down" manner, but new themes were discovered using a "bottom-up" data-driven open coding approach (Braun and Clarke 2006). To minimize and improve codes, the coding procedure was repeated twice. According to the primary theme, topics were coded (Richards, 2014). Sub-themes are formed beneath each main subject. Through independent coding carried out by a different researcher, the coding was cross-checked, and a consensus was obtained (Ardolino et al., 2017). The codes were examined, and overlapping codes were combined into larger groupings to prevent repetition. Over the data, correlations, and patterns were found (axial coding).

4 Findings

The results and interpretation were subjected to a qualitative data analysis using NVivo 12. There were various steps in the study. The history of the company was initially covered. The interviewees' age, gender, and length of work are shown in Table 1. Six ladies and nine males out of the fifteen participants made up the group. The age range was between the mid-20s and mid-40s, and the average number of years worked was 8.86.

Table 1: Summary profile of experts

Case	Name	Age	Gender	Years of Exp
1	Manager 1	28	Female	5
2	Manager 2	32	Female	9
3	Manager 3	45	Male	10
4	Manager 4	46	Male	12
5	Manager 5	30	Female	6
6	Manager 6	30	Male	8
7	Manager 7	47	Male	15
8	Manager 8	33	Male	11
9	Manager 9	45	Male	14
10	Manager 10	27	Male	7
11	Manager 11	34	Male	12
12	Manager 12	30	Female	8
13	Manager 13	27	Female	6
14	Manager 14	26	Male	5
15	Manager 15	30	Female	5

4.1 Thematic Analysis

Thematic networks are used in this research. Following the transposition of text data into the software, a "hierarchy chart" study was first carried out to look at the scope of codes used in the textual data. A "hierarchy chart" is created on the basis of coding references, a graphic output from NVivo 12. The most common code used on the basis of coding references, as shown in Figure 1 by the hierarchy chart, are "psychological well-being", "governance" and "health & safety". Figure 1a shows the areas in psychological wellbeing where participants has emphasized during interview, followed by focused areas of governance (fig 1b) and areas of health and safety (fig 1c).

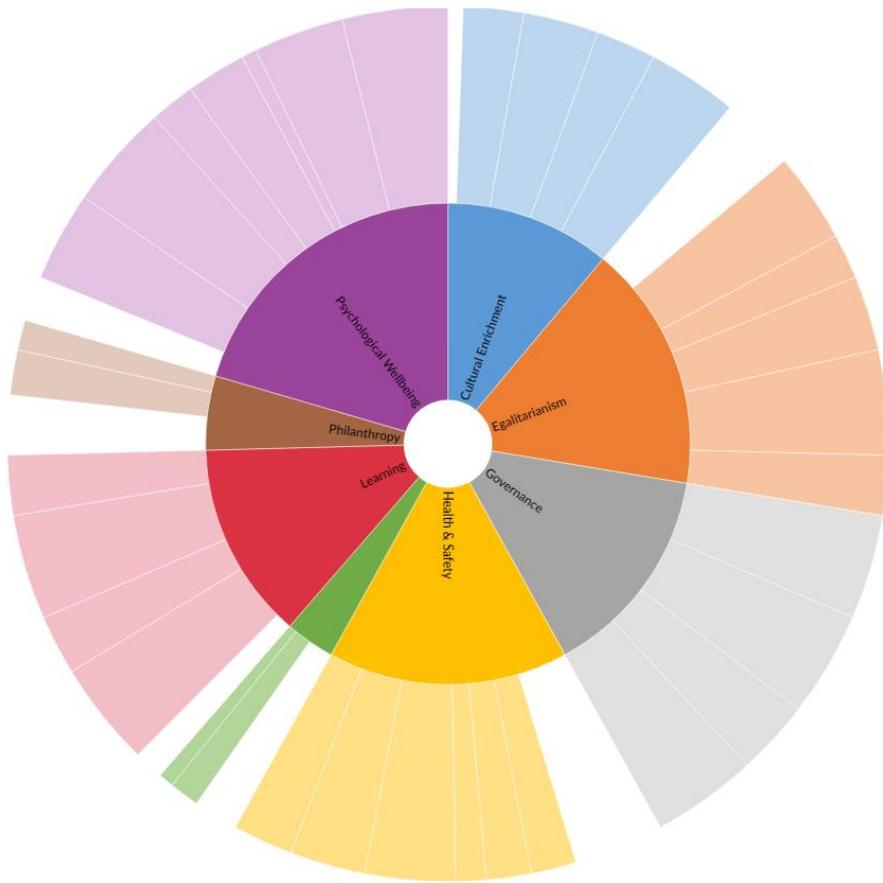


Figure 1: Hierarchy chart of codes



Figure 1a: Hierarchy chart of psychological wellbeing



Figure 1b: Hierarchy chart of governance

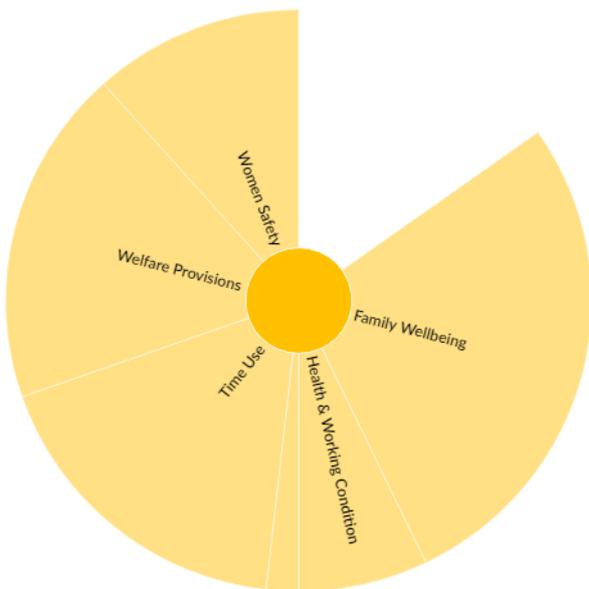


Figure 1c: Hierarchy chart of health & safety

4.2 Codes Creation & Themes

The coding phase produced several initial thematic nodes. In NVivo 12, nodes were made using automatic coding. This demonstrates how nodes were created and linked to one another according to their importance. The next step was to create clusters of related themes. This entailed using axial coding, a process focused on looking for and analyzing themes. To use axial coding, the researcher had to examine the data and decide the appropriate themes carefully. The researcher made sure, following their judgment, that the themes developed accurately captured the meaning of the text data and appropriately expressed the opinions and experiences of every participant. The researcher can see how many participants shared data that supported a specific theme using the NVivo 12 interface. In the third stage of coding, known as selective coding, the researcher looks for the primary variables or themes. Egalitarianism, health and safety, cultural enrichment, human rights, learning and development, governance, philanthropy, and psychological well-being were those identified in this study. The topics were then categorized based on their significance, sources, and references. Figure 2 shows all the codes and figure 3 describes the cluster analysis of words on the basis of word similarity in codes.

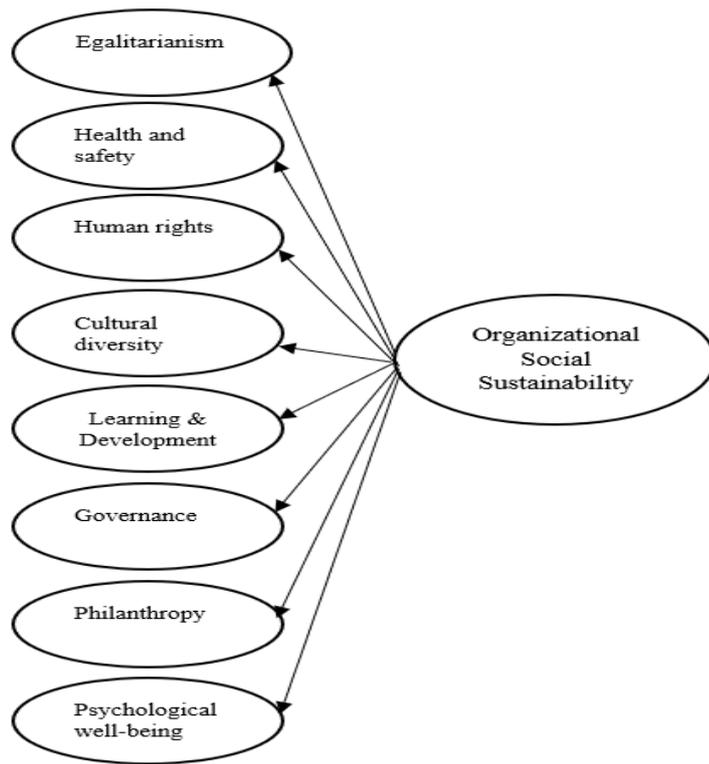


Figure 2. A conceptual model

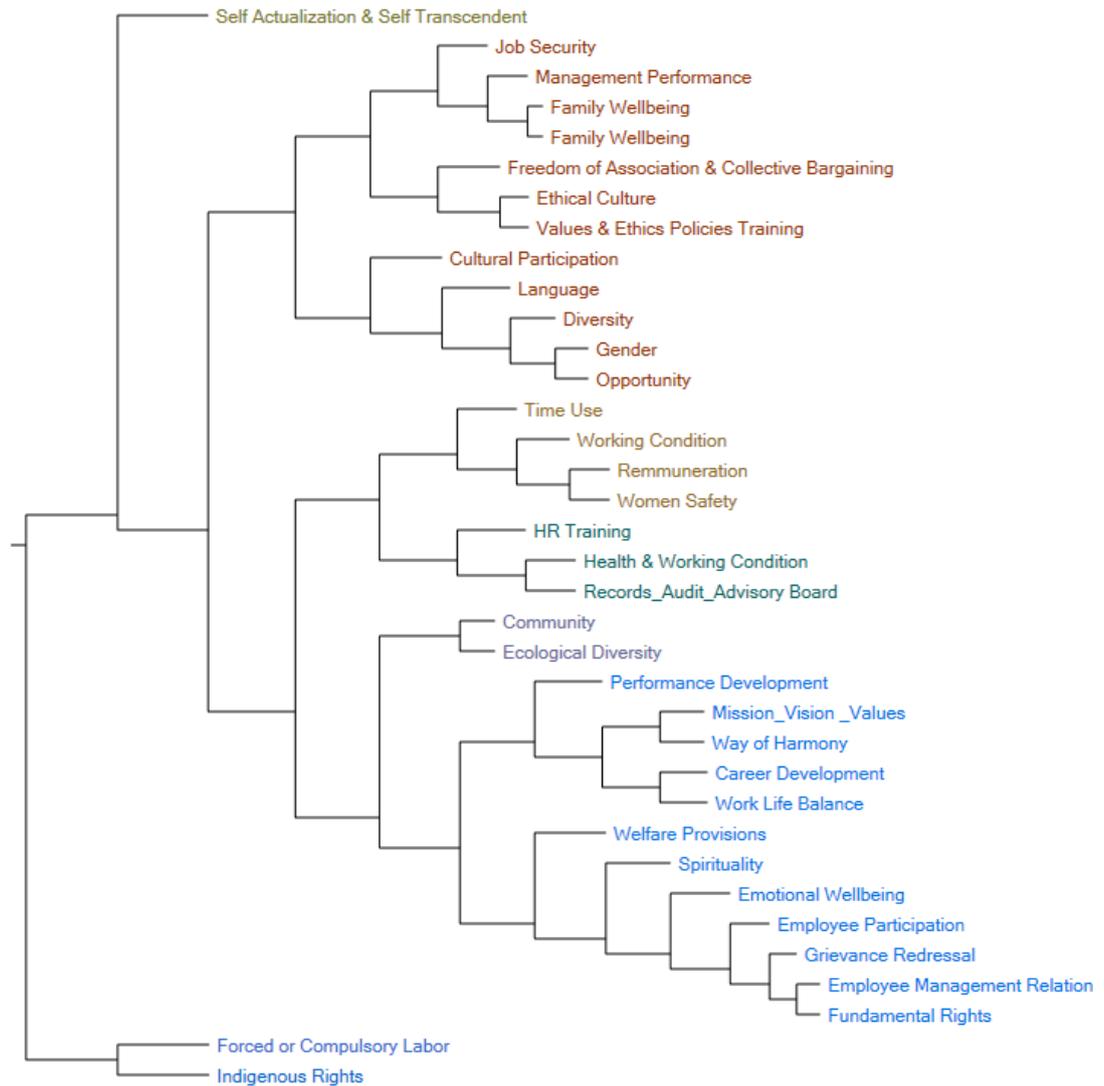


Figure 3: Cluster analysis of words

Learning & Development

The entire development of employee's personality & capacity to further the common good is what learning means in the context of well-being. Participants emphasized the need to offer training on organizational values and objectives so that they can be in line with their aims. Many participants discussed various situations when the organization lacks opportunities for career advancement. The organization shall also make an effort to offer education to enhance and increase the knowledge Montalb-Domingo et al. (2018), values, & skills of the workforce, with learning being focused on the complete development of the workforce personality' (Andersen and Skjoett-Larsen, 2009). Learning requires the development of the

following skills: Independence, creativity, and the capacity to plan, make decisions, and innovate; subjects knowledge that are intrinsically fascinating and/or will be of practical value; interpersonal relationships characterized by friendship, cooperation, and empathy; respect and recognition of one's own and others' worth; generosity, compassion, lack of prejudice, openness to differing points of view; and tolerance for linguistic and religious diversity.

Governance

To engage, influence, and hold accountable the organizations that impact their lives at any level, employees must practice "good governance." Employees can assert their rights, disagree with management and demonstrate, and fight corruption without fear. This may occur via various means, including regularly scheduled elections, consultations, communication, political debate, the exercise of fundamental free speech rights, and largely unrestricted media (Montalb-Domingo et al., 2018). These steps were taken to promote good governance. These include whether people were aware of their fundamental rights and believed they were protected, whether they trusted institutions, such as when services were being delivered, and involvement, such as voting. It represents a certain kind of freedom. Many panelists emphasized how much independence employees have within the company will increase engagement.

Culture Enrichment

Undeniably, the field of cultural diversity gives people identity, artistic expression, a feeling of history, and significance, notwithstanding how difficult it may be to comprehend Montalb-Domingo et al. (2018). Many organizations place a significant premium on the preservation and promotion of culture. Language, holidays, attire, the atmosphere, the inventiveness of employees, and shared ideals are frequently manifestations of culture. Participants cited the importance of creative workplace culture for the expansion of a firm. Culture shapes employees' personalities and manner of life, though less obviously. Additionally, it is a dynamic idea continually challenged by internal cultural and societal development and outside pressures. There are several significant instrumental links. First, if a company's culture connects its employees to it, it can further solidify and enhance its ties. Celebrations foster a deeper form of closeness than a simple conversation. Relationships based on the same culture may also enable additional advantages, including trust, solidarity, and mutual support.

Health & Safety

The intrinsic worth of health is noticeable. In its absence, it is plainly seen. Participants discussed workplace sanitation, clean drinking water, health and hygiene conditions, and safety hazards (Montalb-Domingo et al., 2018). The participants also highlighted matters like adhering to health and safety requirements, and several participants linked it to the organization's moral obligation. Of course, everyone has physical restrictions. However, if medical problems are supported, many people can live long, healthy lives (Eizenberg and Jabareen, 2017). Employees are shielded from accidents and illnesses, which can negatively affect their general physical health and happiness, by having a safe and healthy work environment (Mani et al., 2016). Employees can feel more at ease and focused on their work in a secure and healthy environment that reduces stress and anxiety associated with potential illnesses or accidents. With rare exceptions, being fit helps with work since it reduces absenteeism, improves concentration, and allows for greater productivity. Additionally, it is essential for schooling and lifelong learning since people who are healthy and well-fed can concentrate more easily (Zorzini et al., 2015). Employee morale and job satisfaction are more likely to be higher when they believe their organization values safety and well-being. Improved job performance and job satisfaction result from increased engagement, a sense of security in their work environment, and concentration on their tasks. Finally, the importance of workplace cleanliness, vacations, and women's safety was emphasized.

Philanthropy

Nevertheless, the study of human happiness brings something fresh, just like each of the other fields. Since it has intrinsic worth, harmony with the environment and the community Montalb-Domingo et al. (2018). The eradication of poverty, the promotion of "harmony with nature," the insights of indigenous people, the need for sustainable transportation, and the comprehensive design of human communities, including metropolitan regions, are all given rightful and vigorous priorities by many organizations (Mani et al., 2016). However, we notice that many firms do not implement all available happiness-related rules. It does not emphasize the necessity of altering humanity's fundamental outlook and mentality toward material goods, of shifting our deepest aspirations away from experiencing sustained and mature human happiness and well-being, with all of the selves that entail, and away from becoming millionaires and billionaires one day. The word "beautiful" is not used in relation to this area; it is mentioned along with the necessity to educate people about sustainable

practices and the preservation of natural assets. A few participants discussed the value of building community centers for societal well-being, and it was also discussed how to increase support for sustainable farming to enhance sustainability in the neighborhood and society (Eizenberg and Jabareen, 2017) (Zorzini et al., 2015). In other words, it primarily emphasizes the instrumental value of the environment. It only considers the "intrinsic" worth when it is a unique trait of a minority viewpoint, not the dominant one. Because of this, we call for more regulations emphasizing shifting people's fundamental perspectives away from maximization and toward sufficiency.

Psychological Well-being

The development of consciousness characterizes psychological wellness, the growth of a sincere concern for others, the non-judgmental sorting of emotions, the healing of bad memories, work-life balance, and accomplishment. When one is fundamentally self-centered, when emotions and desires bubble up and overpower in ways that one later regrets deeply or that seriously harm others, when one's actions are not integrated with one's emotions and deeply held values, and when one is plagued by worry, anxiety, or excessive thinking, there is room for greater psychological well-being.

The goal of this area is to provide workers with the tools they need to develop an alternative view of humanity from within. Our theory of psychological health views it not only as a dependent state that can be examined in relation to correlates with other accomplishments but also, in large part, as a skill that can be mastered. It has some independence and stability as a skill and is not just a result of the environment. According to this perspective, psychological well-being also consists of learnable abilities that may have both intrinsic and instrumental worth when routinely mastered and applied. The subjective evaluation of an employee's overall level of satisfaction with various aspects of their well-being is another component of psychological well-being.

Egalitarianism

In essence, it concerns the fairness and equitable treatment of all members in terms of opportunities and resources (Eizenberg and Jabareen, 2017), regardless of distinctions such as gender, ethnicity, religion, age, and sexual orientation (Carter and Jennings, 2004; Chin and Tat, 2015; Zorzini et al., 2015). This implies that all workers should have equal access to promotions, pay, opportunities for training and development, and a welcoming workplace atmosphere (Hutchins and Sutherland, 2008). Employees may feel stressed and frustrated due

to workplace discrimination and unfair treatment. Employees can better concentrate on their work when equality is advocated and implemented since this tension is lessened (Mani et al., 2016). Eliminating prejudice and establishing an equal playing field for all employees to prosper and contribute to the company's success are the goals of equality in the workplace. Positive work environments and higher employee morale can be fostered in an environment that values equality and encourages inclusivity. Employees are more likely to be interested and motivated in their work when they believe their contributions are valued and that they have equal opportunities for growth and development. Employee contentment was also a result of it. Employees are more likely to feel appreciated by their employer and satisfied with their jobs when they believe they are being treated fairly and with respect. A more peaceful and effective work environment can result from encouraging improved teamwork and collaboration among employees in a diverse and inclusive company. Overall, promoting equality at work can increase workers' happiness and job satisfaction, which can contribute to the company's success.

Human Rights

Participants emphasized the significance of worker rights, which are the cornerstones of every organization. Organizations must uphold and respect these human rights in all operations, including dealing with staff members, clients, vendors, and other stakeholders (Mani et al., 2016). This entails assessing and managing risks and repercussions related to human rights, collaborating with stakeholders to address human rights issues, and taking action to stop and redress human rights abuses (Zorzini et al., 2015). Human rights-related legal and regulatory requirements, such as anti-discrimination laws and labor regulations, may also apply to organizations. Furthermore, a lot of managers advocated against the use of coerced or required labor. Additionally, workers should receive training to increase their awareness.

5 Discussion & Implications

In keeping with current requests for social sustainability research in organizations (Torugsa et al., 2013; Yawar and Seuring, 2015), this study investigated social sustainability characteristics and how they can improve organizational performance. The lack of knowledge of the implications surrounding the social dimension of sustainability served as our inspiration (Zhu et al., 2005; Zapata and Nieuwenhuis, 2010; Silvestre, 2015a). We fill numerous significant gaps in the literature by addressing them, as will be discussed in the

following section. We start by conceptualizing the social sustainability model. Our study closes the knowledge gap between the features of several social sustainability elements in organizational performance and the social aspect. Our study presents eight distinctly different dimensions and metrics that provide a deeper understanding of social sustainability. It does this by drawing on social exchange theory and social identity, which support and would give the organization a strategic advantage. This study is a continuation of other studies that concentrated on diversity, charity, safety, labor rights, and human rights, such as Mani (2016) and Carter and Jennings (2004). Our study, however, is unique in several ways. Our study encompassed learning & development, cultural enrichment, and psychological well-being in addition to our initial focus on the social practices of employees. Furthermore, rather than emphasizing organizational productivity, our study concentrated on employee happiness as a result. According to our research, a business with all eight pillars would have content and happy employees. This suggests that an organization's internal branding depends on its employees' happiness. Our findings are consistent with an earlier study by Gopalakrishnan et al. (2012) that discovered ethical problems, concerns with inclusion and diversity, safety issues, and challenges with environmental performance in suppliers. Our findings in the area of societal duty support Silvestre's findings, which pointed out social problems, including clean water and sanitary conditions. In addition to general social issues, researchers in emerging economies have discovered industry- and location-specific issues. For instance, Hall et al. (2012) have noted problems with poverty alleviation, health and safety, and educational efforts, and Lee and Lee (2007) have reported issues with child and forced labor, minimum wages, freedom of association, and health and safety in their supply chain research for Starbucks. This suggests a variety of social challenges in developing nations and strategies used by key organizations to address them (Hoejmose et al., 2013). In conclusion, our findings point to eight distinct social sustainability dimensions, each distinct and unique. Our research gives societal topics important in the present a fresh viewpoint.

Our study offers practitioners and decision-makers a distinctive perspective on social concerns in the contemporary environment. Additionally, practitioners can benchmark their organizational practices using this tool. This outcome helps the practitioners to create risk-averse and competitive socially responsible enterprises in emerging economies. Second, our findings show how employee sustainability adoption can improve organizational performance. Our findings demonstrate that organizations can gain a competitive advantage by implementing effective collaborative strategies concerning social sustainability adoption

that will enhance employee performance. As a result, organizations acquire new social management skills that aid in their efforts to improve integration, collaboration, and long-term performance (Silvestre, 2015b). Another intriguing finding is that the eight pillars promote employee happiness and well-being, which helps an organization's employer brand. This suggests that social sustainability is essential for the company.

6 Conclusion & Limitations

This study discovered several social elements in businesses. Compared to other social sustainability measures like GRI indicators, these social variables within the companies are distinctive and diverse. This research covers many social variables to address how businesses may continue to please workers, raise happiness, possibly improve sustainability, and set themselves apart from rivals. By shedding light on the various social dimensions, this study adds to the body of knowledge on social sustainability in businesses. The resulting social sustainability dimensions are essential to workers and serve as a map for managers looking to create socially responsible companies. Also highlighted were the results and indicators of social sustainability.

There are several restrictions to this study. We made use of information acquired from several Indian company CEOs. However, bias may be introduced due to the small sample size and the participant demographics' (firm size, top management position, and year of experience) narrow range. By choosing participants from various industries, we hoped to increase generalizability. We also hoped that the participants' long career paths would have given them diverse experiences at multiple levels and inside various organizations. However, follow-up research should be conducted utilizing different sample sizes. The suggested multi-dimensional social sustainability components could also be validated by an exploratory and confirmatory quantitative study that uses large-scale survey data for factor analysis.

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