

# Eudaimonic Well-Being As An Influencer Of Employee Engagement Among Health Workers In Puducherry

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Eudaimonic Well-Being (EWB) is the quality of life that is an output of the progress of a person's finest potentials and their usage in the realization of self-concordant and personally expressive, goals. Eudaimonic well-being, emphasizes on living a meaningful and rewarding life by following social excellence and self-actualization. EWB is concerned with the application of virtues, an activity that is targeted toward an universal fullness or excellence according based on human nature. The focus of the paper is to identify the influence of eudaimonic well being on employee engagement among health workers. A total of 100 medical personal employed in the different hospitals in both Government and Private sector in Puducherry. The study identified that there is influence of psychological capital, organizational support, and eudaimonic well-being workplace on employee engagement and no influence of perceived financial benefits on employee engagement. Eudaimonic well-being plays a vital role and a sense of service might help them to satisfy their customers in a better manner. In future the study may be considered across different demographic regions and also by separately taking government hospitals and corporate hospitals which might cater to extremely different segments of customers

## Introduction

Eudaimonic Well-Being (EWB) is the quality of life that is an output of the progress of a person's finest potentials and their usage in the realization of self-concordant and personally expressive, goals Sheldon,(2002); Eudaimonic well-being, emphasizes on living a meaningful and rewarding life by following social excellence and self-actualization. The concept of EWB has developed as both a match and disparity to subjective well-being (SWB) for the purpose of understanding and perusing quality of life Ryan & Deci (2001) The EWB origins as a construct are routed to classic Hellenic philosophy, especially the works of Aristotle, where happiness as eudaimonia was juxtaposed with the outmoded understanding of happiness called hedonia. This Good Life cannot be based on the amount of subjective pleasure that one experiences but on endorsing specific qualities as indicated by (Ackrill, 1973) based on how one should live that includes a search for distinction,

virtue, and self-realization. The concept of eudaimonia stems from Aristotle who well thought-out comprehending human potential and growth as the decisive pursuit of life. Hence, eudaimonia is considered the meaning-related facet of well-being based on the degree to which an individual is fully operational and flourishing (Ryan & Deci, 2001; Smith & Diekmann, 2017). The state where a person has more self-sufficiency, control over external environment, self-growth, positivity in relationships with others, a purpose in life and a feeling of self-acceptance is represented as eudaimonia (Ryff, 2014).

Ryff & Keyes, (1995) identified that Eudaimonia well-being denotes to a wider sense of purpose, connotation, and accomplishment in life and encompasses the pursuance of goals that matches the values and strengths of oneself, and in turn helps develop positive relationships with others, creating a sense of self growth and self-awareness. EWB is concerned with the application of virtues, an activity that is targeted toward an universal fullness or excellence according based on human nature. Such activities are identified as self-fulfilment, self-determination fully functioning self growth, thriving, brilliance, self-actualization, evolving the true potential of one self, and related terms; McGill, 1967 Haybron, 2008; Hincliffe, 2004; Gewirth, 1998; von Wright, 1963; Nussbaum, 2007). A psychological well-being component is the eudaimonic well-being and is focussed on accomplishment and the comprehension of human potential. the eudaimonic method to understand psychological well-being is focussed on the feeling of employees in the fulfilment and determination of their efforts (Wrzesniewski et al., 2003). The focus of the eudaimonic approach is to become a better person by pursuing a virtuous life and reaching lives' important goals.

#### Review of literature

Thorsteinsen, and Joar (2018) indicated that a life is well lived to the extent that it develops toward some state of betterment—is an element so fundamental to human life that a conceptualization of wellbeing cannot do without EWB. Cañibano & Charlotte (2024) identified the imperative of fostering eudaimonic, meaning-based over hedonic, pleasure-based experiences of well-being not only leads to employee and customer engagement, advocacy and loyalty but it also upholds moral and ethical integrity that are critical for the future development of businesses. Justus & Ramesh (2005) identified trust, pride, personal safety and camaraderie as key factors that favoured employee engagement in the different industries. Hoar (2004) found that people were spending progressively larger time at work and is presently adding meaning and identity to their lives in a larger measure. Justus, Ramesh & Sunitha (2010) found that organizations should ensure that employees should have an own house mentality about their work place, and identified that retention was easier when employees were satisfied and content elements of the job needed to be strengthened to improve job satisfaction. Johnston (1997) stated that the distinction of the human being is to be linked with growth targeted on a final realization of one's exact and best nature. Himani (2022) felt the distinction between HWB and EWb as important because happiness based on hedonism is short-lived, while long-run goal was possible only through eudaimonia. Lorente et al (2019) found the eudaimonic factor emphasizes that real happiness involves identifying the individuals virtues, developing them, and make efforts to live in accordance with those virtues. Hemavathi & Justus (2023) found that post COVID-19 pandemic, employees shared a higher preference for flexibility and accentuated

the need for eudaimonic well-being and hence it became pertinent on the organization to provide flexibility as well as perks that could match right people with matching jobs

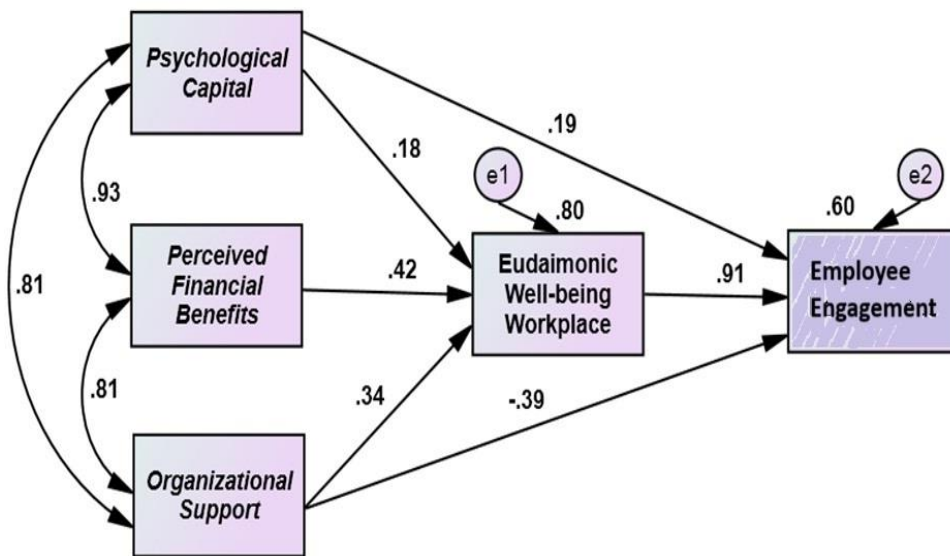
**Objective**

- ✓ To identify the influence of eudaimonic well being on employee engagement among health workers

**Data Collection Method**

The research instrument was constructed using the conceptual base of the factors of eudaimonic well-being and the contextual sources of focus group outcomes. The ensuing questionnaire comprised 55 Likert scales representing the different dimensions of eudaimonic well-being. A total of 100 medical personal employed in the different hospitals in both Government and Private sector in Puducherry were taken for the study

**Method**



**Figure 4.1: Mediation influence of eudaimonic well-being workplace during COVID-19 between psychological capital, organizational support, and perceived financial support with Employee engagement**

**Table : Model Fit Indication**

S.No.	Model Fit Indicators	Calculated Values in the Analysis	Recommended Values
1	Chi-Square	2.222	---
2	p	0.136	> 0.050

3	GFI	0.998	> 0.90
4	AGFI	0.965	
5	CFI	0.999	
6	NFI	0.999	
7	RMR	0.002	< 0.080
8	RMSEA	0.056	

Source: Primary data

The table found that the chi-square score was 2.072. The p value was bigger than five percent level. The calculated CFI and NFI values were bigger than 0.90. The goodness of fit index, GFI is the proportion of variance in the sample variance-covariance matrix accounted for by the model. This should exceed .9 for a good model The GFI 0.999 value obtained was 0.999. It was found that RMS and RMSEA values were less than 0.08. Hu and Bentler (1999) suggested that for continuous data—RMSEA < .06, TLI > .95, CFI > .95, and standard root mean square residual (SRMR) < .08. Schermelleh-Engel, Moosbrugger, & Müller (2003) identified that CFI values higher than 0,90 and close to 1 showed a good fit Bayram (2013) stated that AGFI Values above 0.90 designated that the fit is good. Byrne, 2010 specified that RMSEA values between 0.05 and 0.08 showed an acceptable fit.

**Table: Regression Weights**

DV		IV	Estimate	S.E.	C.R.	Beta	P-value
Eudaimonic well-being workplace	<---	Psychological Capital	0.146	0.054	2.692	0.177	0.007
Eudaimonic well-being workplace	<---	Organizational Support	0.263	0.031	8.631	0.344	0.001
Eudaimonic well-being workplace	<---	Perceived Financial Benefits	0.358	0.056	6.358	0.423	0.001
Employee engagement	<---	Eudaimonic well-being workplace	0.990	0.075	13.152	0.911	0.001
Employee engagement	<---	Organizational Support	0.325	0.051	6.335	0.391	0.001

DV		IV	Estimate	S.E.	C.R.	Beta	P-value
Employee engagement	<---	Psychological Capital	0.166	0.058	2.847	0.186	0.004

Source: Primary data

**H<sub>A1</sub>:** Psychological capital significantly influences eudaimonic well-being workplace. The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 2.692;  $\beta$  value is 0.177 and p value is significant. The value of  $\beta$  is 0.524 that psychological capital explains 17.7 percent of the eudaimonic well-being workplace. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the psychological capital significantly influence eudaimonic well-being workplace.

**H<sub>A2</sub>:** Organizational support significantly influences eudaimonic well-being workplace. The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 8.631;  $\beta$  value is 0.344 and p value is significant. The value of  $\beta$  is 0.344 that organizational support explains 34.4 percent of the eudaimonic well-being workplace. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the organizational support significantly influence eudaimonic well-being workplace.

**H<sub>A3</sub>:** Perceived financial benefits significantly influence eudaimonic well-being workplace. The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 6.358;  $\beta$  value is 0.423 and p value is significant. The value of  $\beta$  is 0.423 that perceived financial benefits explain 42.3 percent of the eudaimonic well-being workplace. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the perceived financial benefits significantly influence eudaimonic well-being workplace.

**H<sub>A4</sub>:** Eudaimonic well-being workplace significantly influences employee engagement. The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 13.152;  $\beta$  value is 0.911 and p value is significant. The value of  $\beta$  is 0.911 that eudaimonic well-being workplace explain 91.1 percent of the employee engagement. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the eudaimonic well-being workplace significantly influence employee engagement.

### Table: Mediation Effects

DV		Perceived Financial Benefits	Organizational Support	Psychological Capital	Eudaimonic well-being workplace
Eudaimonic well-being workplace	DE	0.423	0.344	0.177	0.000
	IDE	0.000	0.000	0.000	0.000
	<b>TE</b>	<b>0.423</b>	<b>0.344</b>	<b>0.177</b>	<b>0.000</b>
Employee engagement	DE	0.000	0.391	0.186	0.911
	IDE	0.386	0.313	0.161	0.000
	<b>TE</b>	<b>0.386</b>	<b>0.704</b>	<b>0.347</b>	<b>0.911</b>

Source: Primary data

**H<sub>AS</sub>:** Mediating effect of eudaimonic well-being workplace between organizational support and employee engagement.

The research has used path analysis to check the hypotheses. C.R. value is 6.335; the value of  $\beta$  is 0.391. The table also illustrates that direct effect is 0.391, indirect effect is 0.313 and total effect is 0.704. It means that 70.4% mediating effect of eudaimonic well-being workplace between organizational support and employee engagement. The p-value is significant ( $p=0.001$ ). Hence, the hypothesis is accepted. Therefore, there is mediating effect of eudaimonic well-being workplace between organizational support and employee engagement.

**H<sub>AS</sub>:** Mediating effect of eudaimonic well-being workplace between psychological capital and employee engagement.

The research has used path analysis to check the hypotheses. C.R. value is 2.847; the value of  $\beta$  is 0.186. The table also illustrates that direct effect is 0.186, indirect effect is 0.161 and total effect is 0.347. It means that 34.7% mediating effect of eudaimonic well-being workplace between psychological capital and employee engagement. The p-value is significant ( $p=0.001$ ). Hence, the hypothesis is accepted. Therefore, there is mediating effect of eudaimonic well-being workplace between psychological capital and employee engagement.

**Influence of Psychological Capital, Organizational Support and Perceived Financial Benefits on Eudaimonic well-being workplace**

**Model Summary**

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	p-value
0.896	0.802	0.801	515.223	0.001

Source: Primary data

The above table speaks about the influence of psychological capital, organizational support and perceived financial benefits on eudaimonic well-being workplace. In this analysis, eudaimonic well-being workplace is considered as dependent variable. Psychological capital, organizational support and perceived financial benefits are considered as independent variables. The R<sup>2</sup> value is 0.802. It means eudaimonic well-being workplace explains that there is 80.2 percent variation by the psychological capital, organizational support and perceived financial benefits. The F-value shows that the model is significant. It means there is influence of psychological capital, organizational support and perceived financial benefits on eudaimonic well-being workplace.

**H<sub>0</sub>:** There is influence of psychological capital, organizational support and perceived financial benefits on eudaimonic well-being workplace.

The un-standardized coefficient values show the influence of psychological capital, organizational support and perceived financial benefits on eudaimonic well-being workplace. It is expressed by the following equation:

Eudaimonic well-being workplace = 0.457 + psychological capital (0.146) + organizational support (0.263) + perceived financial benefits (0.358).

### Coefficients

S.No.	IV	Un-standardized Coefficients		Standardized Coefficients	t-value	p-value
		B	SE	Beta		
	Constant	0.457	0.048		9.617	0.001
1	Psychological Capital	0.146	0.054	0.177	2.681	0.008
2	Organizational Support	0.263	0.031	0.344	8.597	0.001
3	Perceived Financial Benefits	0.358	0.057	0.423	6.333	0.001

Source: Primary data

Psychological capital, organizational support and perceived financial benefits acquired the beta values are 0.177, 0.344 and 0.423. The p values of psychological capital, organizational support and perceived financial benefits are significant level. Hence, there is influence of psychological capital, organizational support and perceived financial benefits on eudaimonic well-being workplace.

The analysis identified that there is influence of psychological capital, organizational support and perceived financial benefits on eudaimonic well-being workplace.

### Influence of Psychological Capital, Organizational Support, Perceived Financial Benefits and Eudaimonic well-being workplace on Employee engagement Model Summary

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	p-value
0.774	0.600	0.595	142.324	0.001

Source: Primary data

The above table speaks about the influence of psychological capital, organizational support, perceived financial benefits and eudaimonic well-being workplace on employee

engagement. In this analysis, employee engagement is considered as dependent variable. Psychological capital, organizational support, perceived financial benefits and eudaimonic well-being workplace are considered as independent variables. The R<sup>2</sup> value is 0.600. It means employee engagement explains that there is 60 percent variation by the psychological capital, organizational support, perceived financial benefits and eudaimonic well-being workplace. The F-value shows that the model is significant. It means there is influence of influence of psychological capital, organizational support, perceived financial benefits and eudaimonic well-being workplace on employee engagement.

**H<sub>0</sub>:** There is influence of psychological capital, organizational support, perceived financial benefits and eudaimonic well-being workplace on employee engagement.

The un-standardized coefficient values show the influence of psychological capital, organizational support, perceived financial benefits and eudaimonic well-being workplace on employee engagement. It is expressed by the following equation:

Employee engagement = 0.253 + psychological capital (0.257) + organizational support (0.316) - perceived financial benefits (0.137) and Eudaimonic well-being workplace (1.026).

**Coefficients**

S.No.	IV	Un-standardized Coefficients		Standardized Coefficients	t-value	p-value
		B	SE	Beta		
	Constant	0.253	0.082		3.082	0.002
1	Psychological Capital	0.257	0.085	0.288	3.035	0.003
2	Organizational Support	0.316	0.052	0.380	6.106	0.000
3	Perceived Financial Benefits	-0.137	0.092	-0.149	-1.485	0.138
4	Eudaimonic well-being workplace	1.026	0.079	0.944	12.939	0.000

Source: Primary data

Psychological capital, organizational support, and eudaimonic well-being workplace acquired the beta values are 0.288, 0.380 and 0.944. The p values of psychological capital, organizational support, and eudaimonic well-being workplace are significant level. Hence, there is influence of psychological capital, organizational support, and eudaimonic well-being workplace on employee engagement.



Perceived financial benefits acquired the beta value is -0.149. The p value of perceived financial benefits is not significant. Hence, there is no influence of perceived financial benefits on employee engagement.

The analysis identified that there is influence of psychological capital, organizational support, and eudaimonic well-being workplace on employee engagement. But, there is no influence of perceived financial benefits on employee engagement.

**Influence of Eudaimonic well-being workplace on Employee engagement Model Summary**

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	p-value
0.843	0.711	0.707	155.338	0.001

Source: Primary data

The above table speaks about the influence of eudaimonic well-being workplace (intrapersonal well-being, positive relation with co-workers, fit and development, contribution to the organization, positive organization and interpersonal well-being) on employee engagement. In this analysis, employee engagement is considered as dependent variable. Eudaimonic well-being workplace (intrapersonal well-being, positive relation with co-workers, fit and development, contribution to the organization, positive organization and interpersonal well-being) are considered as independent variables. The R<sup>2</sup> value is 0.711. It means employee engagement explains that there is 71.1 percent variation by the eudaimonic well-being workplace (intrapersonal well-being, positive relation with co-workers, fit and development, contribution to the organization, positive organization and interpersonal well-being). The F-value shows that the model is significant. It means there is influence of influence of eudaimonic well-being workplace (intrapersonal well-being, positive relation with co-workers, fit and development, contribution to the organization, positive organization and interpersonal well-being) on employee engagement.

**H<sub>0</sub>:** There is influence eudaimonic well-being workplace (self-acceptance, positive relation with co-workers, environmental mastery, purpose in life, personal growth and autonomy) on employee engagement.

The un-standardized coefficient values show the influence of eudaimonic well-being workplace (self-acceptance, positive relation with co-workers, environmental mastery, purpose in life, personal growth and autonomy) on employee engagement. It is expressed by the following equation:

$$\text{Employee engagement} = 0.344 - \text{self acceptance (0.045)} + \text{positive relation with co-workers (0.075)} - \text{environmental mastery (0.804)} \text{ and } \text{purpose in life (0.093)} - \text{personal growth (0.024)} + \text{and autonomy (0.012)}.$$

**Coefficients**

S.No.	IV	Un-standardized Coefficients		Standardized Coefficients	t-value	p-value
		B	SE	Beta		
	Constant	0.344	0.072		4.777	0.001
1	Self acceptance	-0.045	0.047	-0.051	-0.953	0.341
2	Positive Relation with Co-workers	0.075	0.033	0.088	2.314	0.021
3	Environmental mastery	0.804	0.054	0.883	14.907	0.001
4	Purpose in life	0.093	0.035	0.106	2.675	0.008
5	Personal growth	-0.024	0.039	-0.029	-0.611	0.541
6	Autonomy	0.012	0.043	0.013	0.276	0.782

Source: Primary data

Positive relation with co-workers, environmental mastery, purpose in life acquired the beta values are 0.088, 0.883 and 0.106. The p values of positive relation with co-workers, environmental mastery, purpose in life are at a significant level. Hence, there is influence of positive relation with co-workers, environmental mastery, purpose in life on employee engagement.

Self-acceptance, personal growth and autonomy acquired the beta values of -0.051, -0.029 and 0.013. The p value of perceived financial benefits is not significant. Hence, there is no influence of intrapersonal well-being, positive organization and interpersonal well-being on employee engagement.

The analysis identified that there is influence of Positive relation with co-workers environmental mastery, purpose in life on employee engagement. But, there is no influence of Self-acceptance, personal growth and autonomy on employee engagement.

The paper highlights the importance of eudaimonic well-being in sustaining employee engagement among health workers. The nature of work among health workers is distinct as each patient might require a different type of assistance and care and standardization of service tend to difficult. The comradery among employees is highly important as service as a team is a higher role to play than individualism in health industry. Here eudaimonic well-being plays a vital role and a sense of service might help them to satisfy their customers in a better manner. In future the study may be considered across different demographic regions and also by separately taking government hospitals and corporate hospitals which might cater to extremely different segments of customers

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