Thriving At Work: Exploring Links Between Organizational Social Media Support, Mental Well Being and Employee Engagement

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Abstract

Microsoft announced that they have made a shift. They have dropped the measurement of Engagement in favor of employee Thriving. Since then, there has been a revived focus on Thriving at work. Recent surveys indicate both Thriving and Engagement to be low among employees. Each of these variables is known to have an impact on the individual's performance. Recent research has highlighted the need to study these constructs in the current landscape, shift in technology and changing environment. We advance the existing research further by studying these constructs along with two new variables which are relevant in today's scenario and can impact the relationship between Thriving and Engagement significantly. We choose Mental Wellbeing as the first variable since the topic has gained significant attention and focus since the pandemic. It is known to influence the engagement of employees. Off late, Organizations have initiated using public social media to build a better connection with their employees and engage them. We introduce Organizational Social Media Support as the second variable to understand how this affects other variables. A cross-sectional empirical study with 390 respondents from the Indian IT Industry was conducted to understand this. This led us to build and validate a scale for "Organizational Social Media Support". Data Analysis helped us to conclude that Thriving impacts Engagement significantly and the variable Organizational Social Media Support moderates this relationship. Further, Mental Well Being mediates between Employee thriving and Employee Engagement. Further, Organizational Social Media Support moderates this mediating effect of Mental Wellbeing. Our studies can help organizations to determine the areas they would like to concentrate on to ensure that their employees are thriving and remain engaged, which will lead to better outcomes.

Keywords: Organizational Social Media Support, Thriving, Employee Engagement, Mental Wellbeing,

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I.   Introduction

Microsoft announced that they have made a shift. They have dropped the measurement of engagement in favor of employee thriving. Since then, the focus on thriving in the workplace has revived (Klinghoffer & McCune, 2022). Cases of employees struggling despite good engagement scores and challenges around arriving at a common definition of engagement prompted this decision. The State of Global Workplace 2025 report indicates a drop in employee engagement from 23% to 21% (Gallup, 2025). A white paper published by The Grossman Group (2024) finds that only 24% of employees thrive at work. Low levels of engagement and thriving among employees impact their performance and, hence, remain a subject of scholarly inquiry. A recent study on how to help Generation Z thrive at work establishes that traditional approaches are ineffective for them and suggests rethinking how to support and create a workplace in which they can thrive (Dunlop et al., 2024). According to Jiang et al. (2024), the work landscape is in a transformative phase due to shifts in technology, demographics, and the global economy; hence, it is necessary to examine the factors affecting employees and their performance. The recent pandemic, the advent of artificial intelligence, and the emergence of a younger workforce with different needs have changed the working environment and perspectives, motivating further investigation.

Studies on thriving have progressed substantially since the first publication of the "socially embedded model of thriving at work" (Spreitzer et al., 2005). The construct of "thriving" encapsulates the sub-components of learning and vitality. Learning refers to enhanced understanding and knowledge, while vitality relates to being full of energy. Together, they convey a sense of progress and momentum. Social Exchange Theory, combined with Organizational Support Theory (OST), informed the selection of variables in this study. When employees believe that their employers will provide material and psychological support and reward and value their contributions, they reciprocate by thriving and engaging in their work (Imran et al., 2020).

Thriving has been studied over a number of years. Various attributes have been explored in relation to their impact on thriving. These include leadership styles, workplace well-being (Huang & Zhou, 2024), knowledge management (Jiang et al., 2024), recognition (Moore, Bakker, & Van Mierlo, 2022), organizational support (Guan & Frenkel, 2021), and psychological capital (Wardani et al., 2020). The variables for the present research were selected after reviewing meta-analytic articles by Merkuž et al. (2024) and Shahid et al. (2021). This approach helps avoid redundancy by excluding variables that have already been extensively studied. Furthermore, drawing on areas suggested in future research recommendations advances the discourse. Merkuž et al. (2024) utilized bibliometric analysis and thematic mapping to identify research streams and future directions. They categorized prior studies into four clusters: (a) navigating workplace challenges and innovation, (b) collective thriving and well-being, (c) meaningful work and relationships, and (d) positive work dynamics. One of their suggestions was to investigate environmental and organizational characteristics that promote thriving. Similarly, Shahid et al. (2021) highlighted the need to examine the linkages between thriving and other variables and outcomes.

The correlation between thriving and employee engagement was previously established by Abid et al. (2018). The present study builds on this relationship and examines how current, relevant variables may influence it. Social media use has become intrinsic to daily life (Zhou et al., 2022). Employers use social media in recruitment processes, among other applications. While existing research has examined social media usage, limited attention has been given to how organizations utilize social media to engage, motivate, or recognize their employees. This study introduces the concept of Organizational Social Media Support and investigates its relationship with thriving and its outcomes. Employee mental well-being is emerging as a critical aspect of healthy organizations (Jnaneswar & Sulphey, 2021), a focus that has been accelerated by the pandemic. Gomez and Chavez (2023) underscore the significance of encouraging well-being to enhance employee engagement.

Employees who are thriving and engaged demonstrate better performance (Klasson & Rehman, 2021). The present study advances research on thriving by empirically assessing the impact of contextually relevant variables. Mental well-being and Organizational Social Media Support were selected based on their theoretical grounding in Organizational Support Theory and Social Exchange Theory. These factors are particularly pertinent for the younger workforce, who are more adept with social media, and for whom mental well-being is a salient concern. The study examines the relationships between thriving at work and employee engagement, along with attributes such as Organizational Social Media Support and Mental Well-Being. This quantitative study includes responses from 390 participants employed in Indian IT organizations.

The study contributes meaningfully to the existing body of literature by incorporating new and relevant parameters that have not been previously explored. These variables serve to validate the continued relevance of established theories in contemporary organizational settings and provide empirical evidence to inform human resource practices. Such evidence may assist HR practitioners in determining whether to incorporate these elements into their operational strategies to enhance effectiveness.

II.   Literature Review and Development of Hypotheses

Spreitzer et al. (2005) defined thriving as a psychological state of mind. To thrive, an individual must experience both vitality and learning. Being alive, excited, and feeling full of energy are characteristics of vitality, whereas gaining knowledge, skills, and other qualities are associated with learning.

Jiang and Wei (2024) link thriving to Self-Determination Theory, emphasizing that certain psychological needs must be met for individuals to thrive namely, autonomy, competence, and relatedness. Creating an environment in which employees are granted autonomy (i.e., the right to choose), are able to build their competence (learning), and enhance their relatedness (sense of belonging) enables greater levels of thriving. A key attribute of thriving is its facilitation of self-adaptation at work. Individuals are intrinsically motivated to increase their thriving, which can serve as an indicator of a positive developmental trajectory. As noted by Kleine et al. (2023), both vitality and learning must be experienced simultaneously for an individual to thrive. If one is learning without feeling energetic and alive, or vice versa, the individual is not truly thriving.

According to Arnetz et al. (2025), thriving comprises both individual and work-related factors. Han et al. (2024) identified an interesting factor that impacts workplace thriving, which they termed "fun HR practices." In another meta-analytic study, Istiningtyas et al. (2025) argued that individual initiative, leadership, and organizational support collectively influence employee thriving. Sahadev et al. (2024) found that thriving partially mediates the relationship between creativity and psychological empowerment as perceived by employees. Thriving produces positive outcomes, including increased productivity (Hicks et al., 2024). Employees who are thriving tend to demonstrate greater career satisfaction, job commitment, and overall engagement (Jiang et al., 2021). Multi-wave data analyzed by Kleine et al. (2023) confirmed that composite thriving has a positive impact on both physical and mental health.

Employee Engagement

(Little & Little, 2006) tried to deep-dive into conceptual issues of Employee Engagement. An individual's "enthusiasm, involvement and satisfaction" with respect to their work was one of the first definitions of engagement as per them. (McBain, 2007) has tried to enumerate different definitions which have been proposed at separate times which point to a larger alignment of employee's commitment and effort to organizations' goals with an emotional connection. As per (Chandani et al., 2016), Intellectual, affective and social are the different aspects of Engagement. Intellectual engagement is linked with zeal and commitment towards their work. Affective engagement is feeling optimistic and content after completing their job. Social engagement, however, includes interactions with others about improving work.

"Work environment, social exchange and individual characteristics" are the three categories in which (Kwon et al. 2024) classifies the antecedents of employee engagement. Recent Studies highlight factors which impact engagement positively. (Susanto et al., 2024) studied Servant Leadership while (Atiku et al., 2024) studied Inclusive Leadership. (Koeswayo et al., 2024) explored Corporate Governance. Along with which he also investigated internal control and corporate reputation. Intrapreneurship and psychological capital (Pandey et al., 2021) are a few others. (Anwar et al., 2022) opined that bullying on social media may affect work engagement negatively.

(Gede & Huluka, 2024) empirically establish that engagement leads to organizational performance while (Jindain & Gilitwala, 2024) points out that this is applicable for hybrid working models as well.

Thriving & Engagement

Employee thriving and employee engagement are distinct constructs (Imran et al., 2020). Thriving employees are energized and perceive themselves as growing in their roles. Dedication to organizational goals, commitment, and deep involvement characterize employees who are engaged in their work. The components of the construct "thriving" include vitality and learning, whereas the components of engagement are vigor, dedication, and absorption. Vigor is associated with intense energy, endurance, and perseverance. Dedication refers to commitment, zeal, and pride in work. Absorption describes a state in which the employee is so engrossed in work that they lose track of time.Thriving emphasizes the well-being and growth of employees, focusing on how employees evolve through their work and feel energized. In contrast, engagement emphasizes the positive emotions and commitment employees exhibit toward their organization. Thriving employees are more likely to be creative (Yang et al., 2021), adaptive (Abid et al., 2018), and resilient (Jiang et al., 2021). They contribute positively to work culture and frequently perform at a higher level due to increased energy and continuous improvement. In contrast, engaged employees are productive, loyal, and willing to exceed job expectations, thereby enhancing organizational performance. While both thriving and engagement contribute to organizational performance, they do so through different mechanisms. Thriving fosters sustained performance through well-

being and continuous development (Spreitzer & Porath, 2012; Kleine et al., 2023), whereas engagement directly affects job performance (Gede & Huluka, 2024) and productivity.

Van Der Walt (2024) established that thriving in the workplace is correlated with engagement. When employees invest energy in acquiring knowledge and skills and receive support in doing so, they are more likely to be engaged in their work. Klasson and Rehman (2021) reinforce this association in their study, which also highlights the role of organizational trust.

However, not all thriving employees are necessarily engaged. An employee may be thriving in terms of personal development and energy but may not be emotionally connected to their work or organization (Van Der Walt, 2018). For example, an employee might experience short-term thriving due to a specific project or learning opportunity without developing a strong attachment to the organization. Other related factors may also influence this dynamic. An employee may thrive due to personal growth, autonomy, and learning opportunities but remain disengaged if they perceive a lack of long-term prospects or misalignment with organizational values. In some cases, employees may be personally motivated and thriving, yet disengaged from their current role as they seek future opportunities elsewhere.

Based on the above arguments, we propose the following hypothesis for this study:

H1 – There is a significant impact of thriving on engagement.

A commonality between thriving and engagement is that both include a component related to energy: vitality in the case of thriving, and vigor in the case of engagement. Thriving is not a permanent state but rather an internal feeling experienced over a specific period (Van Der Walt, 2018). Therefore, employers must cultivate a work environment that fosters both thriving and work engagement (Van Der Walt, 2018). The subsequent section focuses on factors that may positively influence this relationship.

Mental Wellbeing

De Cates et al. (2015) refer to the definition of mental well-being provided by the World Health Organization (WHO). According to this definition, mental well-being pertains to an individual's capacity to work productively and to develop their potential. Simultaneously, the individual should be able to establish strong and positive relationships with others and contribute meaningfully to the community. This conceptualization distinguishes between subjective happiness commonly referred to as hedonic well-being and eudaimonic well-being, which concerns constructive psychological functioning. The literature on this subject often uses similar or interchangeable terms such as social or mental capital, positive mental health, and psychological or subjective well-being. It is important to emphasize that the WHO's definition focuses exclusively on positive mental health states.

Chang (2024) emphasizes the significance of mental well-being for individual productivity and notes its broader impact on colleagues and teams. His study suggests that enhancing aspects of employee well-being contributes to improved organizational performance. The research by Kundi et al. (2021) indicates that work-related attitudes and behaviors are significantly influenced by psychological well-being. Their findings underscore the critical role psychological well-being plays in determining job performance and organizational commitment.

Oluwafunmi et al. (2024) advocate for human resource-based interventions, such as the implementation of remote working options, flexible work hours, and compressed workweeks. These initiatives aim to foster a better work-life balance, alleviate stress, and promote overall well-being. Iqbal et al. (2024) further highlight that joy at work is positively associated with psychological well-being. Ausat et al. (2024) argue that transformational leadership can encourage individuals to remain committed to their organizations. By making employees feel valued, organizations can boost their self-esteem and personal growth, ultimately enhancing job performance.

Page and Vella-Brodrick (2009) conducted a comprehensive review of the literature to address the 'what', 'why', and 'how' of employee well-being. They define employee well-being as comprising three dimensions: subjective well-being (perceptions of overall satisfaction and happiness), workplace well-being (emotional, mental, and social experiences at work), and psychological well-being (self-worth, life purpose, and positive relationships). In explaining the rationale behind promoting employee well-being, they cite negative correlations with employee turnover and moderate positive associations with performance outcomes. They advocate strength-based employee development and the monitoring of social metrics to foster well-being, while cautioning that strength-based approaches should not be viewed as the sole means of enhancing employee well-being.

Mental Well-Being & Thriving

Huang and Zhou (2024) examined the relationship between self-sacrificial leadership, thriving at work, work-family conflict, and well-being. They concluded that organizations should foster environments that enable employees to thrive, as this contributes to improved mental health. Similarly, Kleine et al. (2023) investigated the correlation between physical and mental health and various conceptualizations of thriving at work. Utilizing multi-wave data collection, their study revealed that mental health and vitality are closely interconnected. Experiencing

vitality in the workplace generates positive energy, which has an immediate impact on mental well-being. Furthermore, they found that learning also influences mental well-being, albeit over a longer period of time.

Mental Wellbeing & Employee Engagement

Gomez and Chavez (2023) studied employees' well-being and their engagement, as well as the relationship between them. They concluded that when an employee's well-being is high, the likelihood of being actively involved in all aspects of their work is significantly increased. Such employees tend to perform better due to enhanced focus. Enthusiasm enables them to overcome challenges and deliver improved performance. Banerjee et al. (2024) found that a significant portion of the population believed AI-based chatbots could positively impact mental health and engagement. Rajashekar and Jain (2024) established a five-dimensional holistic well-being framework, encompassing physical, psychological, spiritual, social, and financial aspects, and suggested that organizations should adopt a holistic well-being approach to enhance engagement. Tesi et al. (2019), in their study, confirmed that in the context of social work, psychological well-being strengthens engagement, regardless of age, gender, or psychological, physical, and emotional demands. Wardani et al. (2020) established that psychological capital impacts work engagement, with employee well-being partially mediating this relationship. Paterson et al. (2014) found that psychological capital also influences thriving, assisting individuals in overcoming challenges and achieving success. Psychological capital comprises hope, resiliency, efficacy, and optimism.

The above studies lead to the proposition that thriving contributes to mental well-being, which in turn promotes employee engagement. Accordingly, the following hypotheses are proposed for this study:

H2 – There is a significant impact of thriving on mental well-being.
H3 – There is a significant impact of mental well-being on engagement.
H4 – Mental well-being mediates the relationship between thriving and engagement.

Organization Social Media Support

We base the choice of our variables for this study on Organizational Support Theory and Social Exchange Theory. Pimenta, Duarte, and Simões (2024) note that employees perceive organizational support based on their interpretation of their employers' reasons and intentions behind the way they are treated. Social Exchange Theory introduces the concept of reciprocity. When employees sense that they have organizational support, they in turn develop an intention to support the organization in achieving its goals. This, in turn, results in elevated levels of engagement (Imran et al., 2020).

Tham et al. (2024) established that perceived organizational support was critical for employees engaging in extreme work during the COVID-19 pandemic. Guan and Frenkel (2021) delved deeper into the association between thriving and perceived organizational support. The belief an employee holds about the support an organization provides towards their well-being is defined as "Perceived Organizational Support." It signifies that the organization values the individual's strengths and contributions. Perceived organizational support increases when organizations assist individuals in identifying their strengths through assessments and help them enhance those strengths through continuous training, coaching, and feedback. Utilizing employee strengths by assigning tasks aligned with those strengths and creating teams with complementary skill sets also contributes positively.

Moore et al. (2022) emphasize that when peers acknowledge and recognize an individual's success, it increases happiness. They cite the study by Lambert et al. (2011), which found that sharing achievements and successes can boost vitality and energy for up to three weeks. In summary, peer recognition of strengths contributes to greater employee engagement. Mohiya (2025) highlights that although employers have leveraged social media for knowledge sharing and collaboration, its use from an employee's perspective remains limited. Nayak et al. (2020) explored how HR practitioners utilize social media. Social media is a platform organization can use to recognize employees not just within internal teams but also publicly across various community platforms. Recognition may include accomplishments, leadership, learning, and skill development, among others. From the employee's perspective, this enhances self-worth, identity, and self-respect, thereby fostering greater engagement. Given the broad reach of social media, such recognition often provides deeper satisfaction. Organizations use various social networking tools such as blogs, intranet sites, and microblogging platforms to build authentic connections with employees. These platforms enable open communication between employees and leadership. The effects are reciprocal: organizations communicate that employee contributions are valued, effective, and aligned with organizational objectives. Simultaneously, such communication enhances employee trust and responsibility toward the organization, thereby promoting engagement.

Zhu et al. (2024) observe that in contexts where employees use social media, they are more likely to thrive at work.

Based on these observations, we introduce the variable 'Organizational Social Media Support.' This variable encompasses activities undertaken by organizations through public social media to connect with employees and other external stakeholders. Organizational Social Media Support includes actions such as (a) maintaining a

positive social media presence; (b) communicating the organization's purpose; (c) using social media to enhance brand image and reputation; (d) promoting Corporate Social Responsibility (CSR) initiatives; (e) celebrating organizational achievements; and (f) recognizing employees on public platforms.
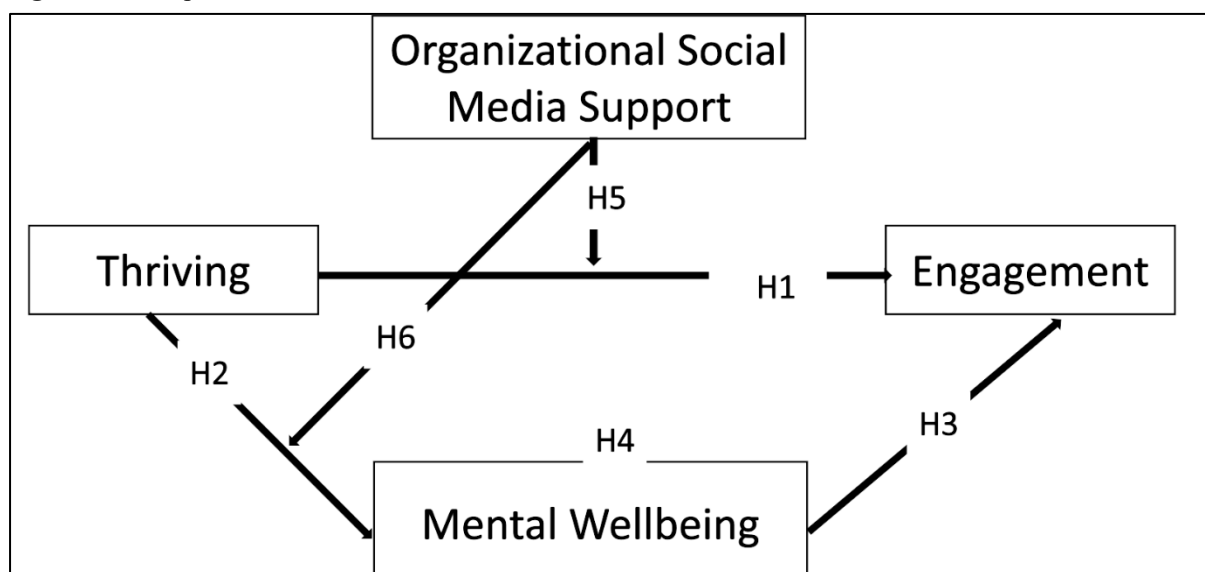
Xavier and J. (2018) suggest that social networking sites can enhance mental well-being when used by individuals. These platforms help users build new relationships and obtain social support, thereby improving mental well-being. Bekalu et al. (2019) examined both normal social behavior and the dual effects beneficial and harmful of social media use. They conclude that moderate use of social media positively impacts mental health by enhancing social well-being and maintaining social capital. However, emotional overattachment to social media can be detrimental, negatively affecting social well-being. When users rely on social media exclusively for relaxation or to relieve stress, isolation, or depression, the outcome may be counterproductive (Xu & Tan, 2012).

Building on this, we posit that Organizational Social Media Support positively influences mental well-being. Accordingly, we formulate the following hypotheses:

H5: Organizational Social Media Support moderates the relationship between thriving and engagement.
H6: Organizational Social Media Support moderates the mediating effect of mental well-being in the relationship between thriving and engagement.

Figure 1. Conceptual Model

Note: Author's own work

III.   Data and Methodology

We have targeted our study to the professionals in the Indian IT sector. This gives us a population where the use of social media usage is high. Similarly, mental well-being is a focus area in this sector as employees are a key resource. Google forms were used for the survey and data analyzed using statistical analysis tools. The survey was sent to approximately 450 people. We analyzed a total of 390 responses for this study. We base our study on similar studies done in the past including (Imran et al. 2020) where they studied the relationships between Thriving, Work Engagement, Flourishing and Perceived Organization support. We developed a questionnaire to quantify the different constructs in the model and to understand their interrelationships. The instrument developed by Porath et al. (2012) was employed to assess *Thriving*, which encompasses the dimensions of learning and vitality. This is a well-established and widely accepted scale. Thriving was measured using a five-point Likert scale, where respondents rated their agreement from *1 (Strongly Disagree)* to *5 (Strongly Agree)*. To measure *Engagement*, we used the Short Utrecht Work Engagement Scale (SWES) comprising nine items, as proposed by Schaufeli et al. (2006). The scale evaluates three sub-dimensions: vigor, absorption, and dedication. Respondents were asked to rate each item on a seven-point frequency scale ranging from *0 (Never)* to *6 (Always/Every Day)*. This instrument is extensively utilized and cited in existing literature. *Mental Well-being* was assessed using the Short Warwick-Edinburgh Mental Well-being Scale (SWEMWBS). Originally developed in 2007 and subsequently validated by Shah et al. (2021), the scale includes seven items. Respondents indicated the frequency with which they experienced each item on a five-point scale ranging from *1 (None of the time)* to *5 (All of the time)*. The questionnaire to measure *Organizational Social Media Support* was developed and validated, as it represents a newly introduced construct. Inspiration was drawn from the study by Oksa et al. (2021), which

examined the variable "social media usage for work" in relation to "nonwork-related communication" and employee engagement. The items in the scale capture employees' perceptions of how their organization utilizes social media. Responses were recorded on a five-point Likert scale ranging from *1 (Strongly Disagree)* to *5 (Strongly Agree)*. The reliability of the instrument was assessed using Cronbach's Alpha and Composite Reliability. Convergent validity was evaluated through the Average Variance Extracted (AVE). Specific details of these tests are presented in the *Results* section. One item from the *Mental Well-being* scale was excluded due to a low factor loading score; all other scale items were retained in their original form.Due to the absence of precise population data, sample adequacy and representativeness were established using the formula for large populations proposed by Kothari (2004). The final sample size of 390 respondents exceeded the calculated threshold of 384, which was determined based on a 95% confidence level and a 5% margin of error. The high response rate (87%) minimized potential selection and non-response bias. Furthermore, the demographic characteristics of the sample are closely aligned with regional employment statistics, thereby supporting the representativeness and validity of the sample.
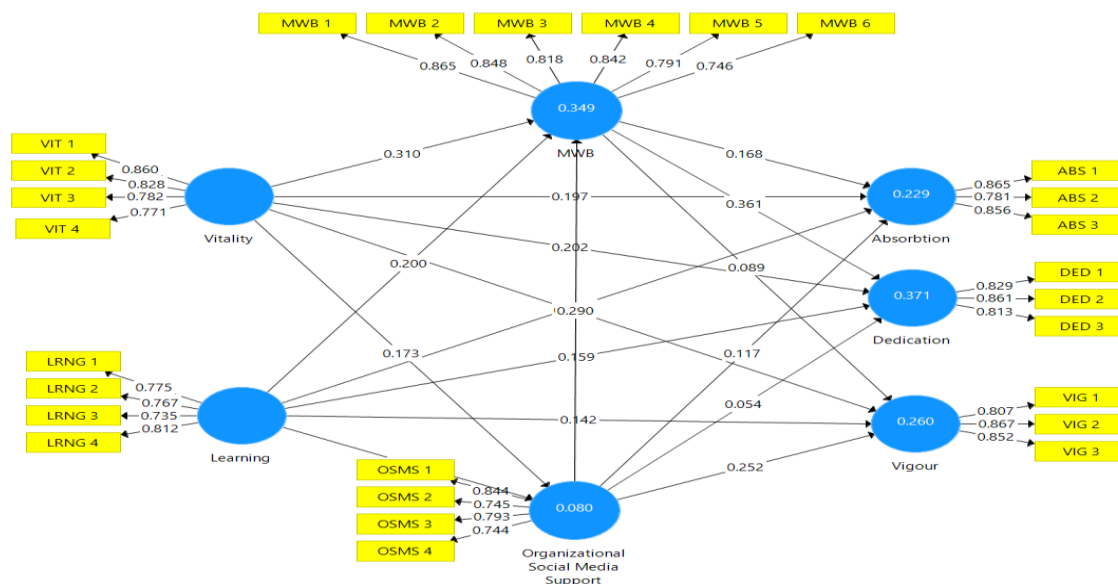
IV.   Results

A two-stage, disjoint method was employed to test the reflective-formative model. This method, proposed by researchers such as Agarwal and Karahanna (2000) and Becker et al. (2012), was adopted instead of the repeated indicators approach suggested by Wetzels et al. (2009). In this approach, the first stage involves the estimation of only lower-order constructs. In the second stage, these lower-order constructs are utilized to form higher-order constructs. The scores of the lower-order components are saved as construct scores during the first stage. In the second stage, these saved scores are used to quantify the higher-order construct. Accordingly, the validation of the first-order constructs precedes the evaluation of the second order (proposed) model.

Measurement Model

Based on the evaluation of the measurement model (Figure 2), the quality of the constructs used in the study was assessed. The quality criteria were evaluated through the examination of factor loadings, followed by the establishment of construct reliability and construct validity.

Figure 2: Measurement Model

Note: Author's own work

The factor loadings of the first-order constructs ranged from 0.711 to 0.868. One item each from the Learning, Vitality, and Mental Well-being constructs, with loading scores below the threshold value of 0.50 (Hair et al., 2016), was removed from the model. The Variance Inflation Factor (VIF) values ranged from 1.502 to 2.961, remaining well below the recommended threshold of 5 (Hair et al., 2016). Detailed results regarding factor loadings and VIF values are presented in Table 1.

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Table 1. Factor Loading & Indicator Multicollinearity

	Absorption	Dedication	Learning	Mental Wellbeing	Vigour	Vitality	OSMS	VIF
ABS 1	0.865							2.087
ABS 2	0.781							1.603
ABS 3	0.856							1.611
DED 1		0.829						1.569
DED 2		0.861						1.723
DED 3		0.813						1.613
LRNG 1			0.775					1.502
LRNG 2			0.767					1.510
LRNG 3			0.735					1.494
LRNG 4			0.812					1.533
MWB 1				0.865				2.433
MWB 2				0.848				2.961
MWB 3				0.818				2.296
MWB 4				0.842				2.796
MWB 5				0.791				2.716
MWB 6				0.746				2.128
VIG 1					0.807			1.566
VIG 2					0.867			1.776
VIG 3					0.852			1.781
VIT 1						0.860		2.275
VIT 2						0.828		1.839
VIT 3						0.782		1.583
VIT 4						0.775		1.756
OSMS 1							0.844	1.824
OSMS 2							0.745	1.699
OSMS 3							0.793	1.592
OSMS 4							0.744	1.515

Note: Author's own work

Table 2 shows the output for reliability analysis. The values for Cronbach's alpha fell in the range between 0.777 and 0.902. Composite reliability had values between 0.855 to 0.924. The prescribed threshold is 0.70 (Hair et al., 2016). Our values are above the threshold, leading us to conclude that construct reliability exists. The results are presented in Table 2.

We need convergent and discriminant validity to confirm the validity of the construct. Average Variance Extracted (AVE) is a measure of construct validity. The recommended values are 0.5 or above (Fornell & Larcker, 1981). Our scores ranged from 0.597 to 0.710, meeting this criterion. When the square root of AVE for all the constructs is above the correlation with all other constructs, then we can conclude discriminant validity. Our results, tabulated in Table 3, confirm this.

Table 2. Construct Reliability Analysis

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Absorption	0.786	0.873	0.697
Dedication	0.782	0.873	0.696
Learning	0.777	0.855	0.597
Mental Wellbeing	0.902	0.924	0.671
Vigour	0.795	0.880	0.710
Vitality	0.828	0.885	0.658
Org. Social Media Support	0.791	0.863	0.612

Note: Author's own work

Table 3. Construct Validity

	Absorption	Dedication	Learning	Mental Wellbeing	Vigour	Vitality	OSMS
Absorption	*0.834*						
Dedication	0.466	*0.835*					
Learning	0.356	0.414	*0.773*				
Mental Wellbeing	0.363	0.528	0.397	*0.789*			
Vigour	0.241	0.323	0.337	0.345	*0.842*		
Vitality	0.385	0.46	0.464	0.462	0.389	*0.811*	
OSMS	0.274	0.291	0.238	0.414	0.376	*0.246*	*0.783*

Note: Author's own work

Higher Order Constructs

Latent variable scores from lower-order constructs are used for modeling in higher-order constructs. Thriving and Engagement are higher-order constructs in this research. They are based on Learning and Vigor (for Thriving), and Absorption, Dedication, and Vigor (for Engagement). To establish the validity of outer weights, outer loadings, and VIF scores are verified. Outer loadings of the constructs ranged from 0.644 to 0.820, all well above the recommended value of greater than 0.50. Outer weights were significant, and the VIF values are less than the recommended limit of 5. The higher-order construct is established since necessary criteria are met.
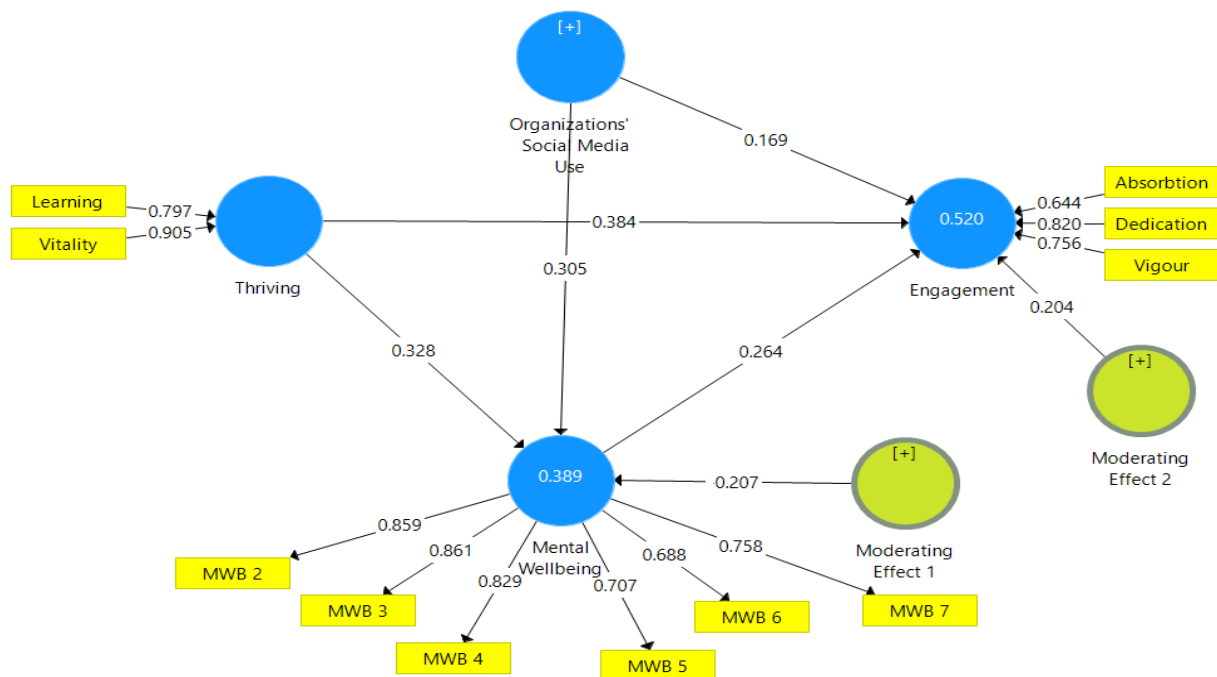
Table 4. Construct Validity: Higher Order

HOC	LOCs	Outer Weight	T-Stats	P Values	Outer Loading	VIF
Thriving	Learning	0.481	9.053	0.000	0.797	1.275
	Vitality	0.681	15.492	0.000	0.805	1.274
Engagement	Absorption	0.274	3.159	0.002	0.644	1.293
	Dedication	0.524	5.564	0.000	0.820	1.359
	Vigor	0.521	12.288	0.000	0.756	1.130

Note: Author's own work

Structural Model

Structural equation modeling is executed to check the hypothesized model to substantiate the proposed hypotheses.

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Figure 3. Structural Model

Note: Author's own work

Moderating Effect 1 – Interaction effect of Organization's social media support* Thriving on Engagement
Moderating Effect 2 – Interaction effect of Organization's social media Support* Thriving on Mental Wellbeing

Hypothesis Testing

Results revealed a significant impact of thriving on engagement (β=0.384, t=9.999, p=0.000), a significant impact of thriving on mental well-being (β=0.328, t=6.325, p=0.000), and a significant impact of mental well-being on engagement (β=0.264, t=7.232, p=0.000). Hence, hypotheses H1, H2, and H3 were supported. The results are displayed in Table 5 and in the structural model (Figure 3).

Table 5. Hypothesis Testing

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Mental Wellbeing -> Engagement	0.264	7.249	0.000
Thriving -> Engagement	0.384	9.906	0.000
Thriving -> Mental Wellbeing	0.328	6.277	0.000

Note: Author's own work

The results (Table 6) revealed significant mediation of mental well-being (β=0.087, t=5.395, p=0.000). The total effect of thriving on engagement was significant (β=0.471, t=12.792, p=0.000). With the inclusion of the mediator, the direct effect remained significant (β=0.384, t=7.249, p=0.000). Hence, mental well-being partially mediates the relationship between thriving and engagement.

Table 6. Mediation Analysis

Total Effect		Direct Effect		Indirect Effect of Thriving on Engagement			
Coefficient	p-value	Coefficient	p-value	Coefficient	SD	T-Value (Bootstrap)	p-Value

| 0.471 | 0.000 | 0.384 | 0.000 | 0.087 | 0.016 | 5.395 | 0.000 |

Note: Author's own work

Moderated Mediation Effect

A significant moderation effect of organization social media use was found between thriving and mental well-being (β=0.207, t=2.104, p=0.030) and between thriving and engagement (β=0.204, t=2.881, p=0.000). Improved perception of organizational social media use by employees enhanced the relationship between thriving and mental well-being and between thriving and engagement. Furthermore, the moderated mediation effect was found to be significant (β=0.074, t=5.362, p=0.000). Hence, the mediation effect of mental well-being was moderated by the organization's social media usage. Results are displayed in Table 7.

Table 7. Moderation Analysis

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Moderating Effect 1-> Mental Wellbeing	0.207	2.104	0.030
Moderating Effect 2 -> Engagement	0.204	2.881	0.000
Moderated Mediation			
Moderating Effect 1 -> Mental Wellbeing -> Engagement	0.074	5.362	0.000

Note: Author's own work

V.   Discussion

We attempted to understand the relationships between thriving, engagement, mental well-being, and organizational social media support. The backdrop to the study was the recent focus by a few organizations on measuring thriving instead of engagement (Klinghoffer & McCune, 2022). The main motive behind this shift was to use a leading indicator, as they found employees struggling despite high engagement scores. Although thriving, engagement, and mental well-being have been studied as separate constructs alongside other variables, the impact they have on each other and their correlations with organizational social media support have not been investigated in the past. While organizations invest time and money in using social media to build affinity with their personnel, the impact has not been studied empirically. Furthermore, our study focuses on the mental well-being of the employee, which is a distinct construct emphasizing the employee's internal state rather than the employer's actions to promote well-being.

Our study confirms a significant impact of thriving on engagement and mental well-being. Additionally, mental well-being significantly impacts employee engagement. Furthermore, we observe that mental well-being acts as a mediator between thriving and engagement. Organizational social media support moderates the relationship between thriving and engagement. Additionally, we also find that organizational social media support moderates the relationship between thriving and mental well-being.

Our first hypothesis that thriving has a significant effect on engagement conforms to the observations by Abid et al. (2018). This has been further validated in the studies by Imran et al. (2020) and Klasson and Rehman (2021), which examined the effect of different variables on thriving. However, in each of these studies, the relationship between thriving and work engagement was studied alongside other antecedents of workplace thriving, such as organizational trust, perceived organizational support, and prosocial motivation. Our study establishes the direct linkage between thriving and engagement and examines it along with other factors that could moderate or mediate this relationship.

Our second hypothesis that thriving significantly impacts mental well-being conforms to the findings by Kleine et al. (2023). They propose that a positive feeling of vitality has a favorable influence on mental health. Wan et al. (2020) established in their study that thriving at work impacts mental health directly, as well as indirectly through coping mechanisms, both positive and negative.

Gomez and Chavez (2023) explored the relationship between employee well-being comprising physical, mental, social, and financial well-being and employee engagement, and found that well-being among employees leads to higher work engagement. Our findings corroborate our third hypothesis, where we observed that mental well-being has a substantial impact on engagement. These findings are also in alignment with those of Ibrahim et al. (2020), who explored the idea that employees may consider mental well-being a fair exchange value in return for engagement.

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Our analysis indicates that the relationship between thriving and engagement is mediated by mental well-being. When people are thriving, they experience higher vitality and perceive that they are learning more. This, in turn, helps them reduce stress, become more resilient, and adopt a positive outlook. These effects enhance mental well-being. A positive mental state enables employees to be more absorbed and dedicated to their work. They are likely to have higher energy, which, in turn, helps them contribute more and increase their work engagement.

Our analysis suggests that our fifth hypothesis (H5) is supported. We observe that Organizational Social Media Support moderates the relationship between thriving and engagement. This supports the conclusions from Imran et al. (2020), who found that engagement is high when employees perceive that the organization supports them.

Our final hypothesis that Organizational Social Media Support moderates the relationship between thriving and mental well-being was also supported. This aligns with the findings of Xavier and J. (2018), who suggested that moderate use of social networking sites could enhance mental well-being. Furthermore, recognition makes people happy (Moore et al., 2022). Recognition on social media has a wider reach (Nayak et al., 2020), which in turn has a greater impact on this relationship.

VI.   Conclusions

Our study brings out the relationship between thriving and engagement. One of the important inferences that we can draw from this study is that thriving is a leading indicator, in contrast to engagement. If people are not thriving, they are less likely to be engaged. Hence, measuring thriving and taking steps to ensure people are thriving could be the first step in ensuring that they are engaged.

Similarly, the research highlights the importance of mental well-being. It takes a step beyond previous studies where workplace well-being is emphasized. It underscores the significance of an employee's mental well-being and its role in keeping them engaged and motivated. Organizations can look into programs and initiatives that enhance the mental well-being of their staff, which, in turn, will help them to be more engaged.

Our study empirically establishes that Organizational Social Media Support contributes both to keeping employees engaged and to increasing their mental well-being. Given that the current generation is very social media savvy, this should be a key strategic step for organizations to keep employees motivated and to achieve better outcomes. It reaffirms Organizational Support Theory by highlighting a new parameter relevant to contemporary studies.

This study has limitations. To begin with, the dataset is cross-sectional and does not permit drawing firm causal inferences. In the future, researchers can consider analyzing multiple datasets over time. The study was limited to the Indian IT sector. Knowledge workers are naturally more accustomed to social media, which may limit the generalizability of the findings to other sectors. Future research could explore this phenomenon in other sectors to broaden its applicability.

Furthermore, more research is needed on the newly constructed scale used to measure Organizational Social Media Support. There may be reverse causality between the variables, which has not been accounted for; that is, mental well-being, employee engagement, and Organizational Social Media Support could also influence thriving. This aspect was not considered in the current analysis.

Lastly, we could break down Organizational Social Media Support into smaller components to identify which elements bring the most value to the organization. Our study establishes thriving and engagement as separate constructs and highlights how each is distinct and what they indicate. While thriving refers to how an employee feels about learning and growing, engagement pertains more to the employee's connection with the organization. Although thriving may help individuals become engaged, it is also possible for an employee to thrive without being engaged with the organization. Future research could explore this dynamic further.

Our study enhances the existing work in this field. It empirically establishes the value of using social media to recognize and engage employees. It further explains the relationship between Organizational Social Media Support and Mental Well-being with Thriving and Engagement. While explaining the relationship between Thriving and Engagement, it also clarifies their nature as individual constructs and the effects they have on employee performance. The best-case scenario would be to have employees who are both thriving and engaged.

Acknowledgement

Competing Interest Statement

This research was conducted in the absence of any commercial or financial relationships among the authors, and they declare that there are no potential conflicts of interest.

Ethics Approval and Informed Consent Statement

This study was conducted in accordance with ethical standards and complies with applicable national and institutional guidelines. As per the Indian Council of Medical Research (ICMR) *National Ethical Guidelines for Biomedical and Health Research Involving Human Participants* (2017), ethics committee approval is not mandatory for non-biomedical research, including social science studies, provided they do not involve biomedical interventions or health-related data.

Informed consent was obtained from all participants prior to data collection. Participants were fully informed about the purpose of the study, the voluntary nature of their participation, and their right to withdraw at any time without consequence. Confidentiality and anonymity of participants were maintained throughout the study.

Author (s) Contribution Statement

Biji Varughese and Dr. Rameshkumar M contributed to the conception and design of the study. Biji Varughese wrote the introduction and literature review sections. Dr. Rameshkumar organized the database, performed statistical analysis, and interpreted the results. All authors contributed to aligning the study with academic structure. All authors participated in the manuscript revision, read, and approved the final submitted version.

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