

Chapter 5

Determinants of Psychological Well-being and Its Impact on Mental Health

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5.1 Introduction

Researchers now are more inclined to measure life satisfaction as a measure of well-being. There has been a paradigm shift from emphasizing on negative aspects like disorder and dysfunction to focusing on well-being and positive mental health. This shift has been especially prominent in current psychological research (Ryff and Singer 1998; Seligman 2002). This positive perspective is also supported by World Health Organization (WHO), where positive mental health is considered as a state of well-being, where individuals can realize their abilities, can cope with life stressors and work productively to make a positive contribution (WHO 2001). Several humanistic psychologists have developed theories and practices pertaining to human happiness, well-being and flourishing. Work on basic life tendencies and fulfilment, conceptualization of personality change and expressing a higher level of PWB have significantly contributed to the development of PWB construct, which is largely exhibited through one's health, happiness and prosperity (Ryff 1995). Positive psychologists like Seligman (1998) have found empirical support for the humanistic theories of flourishing. Positive psychology is stated as the scientific study of what makes life worth living (Seligman and Csikszentmihalyi 2000; Seligman et al. 2005). In addition, positive psychology has moved ahead, where research is being carried out on positive experiences like happiness and engagement, positive traits like character strength and virtues, positive relations like friendship and larger institutions like family, local community (Peterson 2006). Ryff (1989) proposed six dimensions of psychological well-being, and Ryff and

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Keyes (1995) indicated that person with higher levels of PWB are mentally strong and can better utilize their capabilities. Thus, the recognition that well-being of employees is more important, calls for its exploration on how the well-being can be enhanced in Indian social cultural context where the construct of well-being may be understood differently. It is argued that the drivers of well-being would also be different depending on our context as Indians believe in collectivism and may be driven spirituality when it comes to well-being (Sinha 1982; Sinha et al. 2001). Collectivism and individualism are viewed as cultural syndromes that extensively differentiate cultures in terms of values, norms, beliefs in India, which is geographically well spreaded and comprising over 1.2 billion people. A comprehensive understanding of the dynamics of psychological well-being will help in enhancing mental health and improving better engagement and social involvement.

Thus, there is a need to pay attention to the psychological well-being of employees as it is crucial and it influences behaviour, decision making and interactions with colleagues; and also spilling over to the family and social life (Warr 1990). The success of an organization and its fallout depends largely on employee engagement and their performance, which in turn is dependent on the employee's psychological well-being (Kahn 1990). This study has focused on positive aspects of well-being. It proposes to examine the factors affecting psychological well-being, and its consequences on mental health and thereby employee engagement. Available research documents covering similar and separate concepts were reviewed, and evidence of the benefits that psychological well-being confers on mental health were established. Thus, it is realized that the integration of psychological well-being with individual and organizational factors can provide a clear understanding on how to improve it to ensure better mental health and so employee engagement level.

5.2 Theoretical Framework and Significance of the Study

The basic source of well-being is of two types—first, well-being is produced as a consequence of intrinsic benefits derived from the activities engaged in by an individual, and people derive utilities from the existence of various stocks of the societies and satisfaction with these goods. Thus, the conceptualization of PWB has emerged from the research interests of two groups of social scientists—economists who were concerned with material well-being where well-being depends upon the availability of goods and pleasure. Second, sociologists, social psychologists who relate well-being with social indicators like the quality of life. This perspective views economic concern with material goods and service flow as too narrow. They suggest that wealth alone cannot bring life satisfaction, and there is a need for a subjective assessment of well-being through empirical investigation using subjective measures. Another theory which emphasizes the importance of social context in PWB is self-determination theory (Ryan and Deci 2000), which influences PWB through the need satisfaction related to competence, relatedness and autonomy, and

social environment allows the satisfaction of these needs by promoting optimum outcome for personal development and quality of experiences. More recently, two major theories of PWB represent approaches to understand mental health and satisfaction: (1) Theory of emotional well-being, which suggests that PWB is related to life satisfaction and lack of psychological distress and (2) The theory of positive functioning where PWB refers to aspects of human development and existential life challenges. In this context, life satisfaction is the key indicator of well-being, and is considered as a cognitive component and complement happiness (affective dimension of positive functioning). Thus, I have used the theoretical framework suggested by Ryff and Keyes (1995) which suggest that positive affect and life satisfaction are important for well-being. The significance and importance of the study emphasize on following aspects:

- (1) The study of psychological well-being is important and relevant in today's business context, which is very chaotic and uncertain. The understanding of PWB, and its social, behavioural factors results in enhanced well-being, prevention of psychological dysfunction leading to better mental health, engagement and involvement.
- (2) The study aims to identify and measure the range of variables affecting the well-being of the employees, which includes an understanding of the construct of PWB, and their determinants and outcome variables in Indian social cultural context.
- (3) The study assumes a significant relationship between determinants of PWB and outcome variables like mental health and engagement in organizational context. It would have significant implications as how to enhance the well-being of employees and their engagement level.

The study is important in terms of its implications for employees at work place as it would help in identifying the level of PWB to develop proper intervention strategies for its enhancement, as increased PWB would result in better mental health, more engagement at work for better performance. It would also make employees motivated, happy and satisfied, which help in improved productivity. When employee flourishing is ascertained in this way, it helps to reduce some mental and behavioural problems instead of focusing on treatment and control of mental disorders. The findings of this study would have practical utility for managers and researchers have given the effects of continued reforms taking place in the work place, and how it influences employee well-being. An organization can develop their policies based on research evidence to address the employee-related issue of mental health, how to increase their engagement level and make them socially active and engaged. This study can also provide information that could be instrumental in enhancing individual performance through improved well-being. The focus on PWB can provide a basis to understand its impact on the workplace and add to the existing knowledge base, and also check its effects on employee physical and mental health which affects their organizational engagement positively.

5.3 The Literature Review

The literature review has identified several factors affecting PWB. A number of factors were identified in the literature related to PWB, which include individual and organizational factors. In addition, several demographic characteristics were reported to check its relationship with PWB. In view of the large number of factors affecting PWB, only a select number of these variables were grouped under individual and organizational factors. Variables were selected, which were supposed to be relevant, important and critical, and contribute to enhance employee PWB. The strength of association of PWB with mental health and organizational engagement is explored. A brief overview of the literature related to these concepts and variables are discussed below.

5.3.1 *The Concept of Well-Being*

Well-being (WB) is argued to be a contented state of being happy, healthy and prosperous. It is a concept which includes both physical and psychological well-being (Warr 1990). Within a business or organization, employee WB is directly related to the climate and culture of the company as set forth, and monitored by the executives, managers, and human resource staff. This in turn has a direct relationship to the triple bottom line, i.e. economic growth, social and environmental development to ensure all-round growth with sustainable development. It is argued that WB shows influenced by three main parts, viz. Individual (physical and psychological health), organizational (workplace culture, environment, income and benefits) and social (relationship and conflicts). Harter et al. (2003) observed that workplace WB and performance are complementary. WB at work is not merely managing a safe and conducive work environment with the aim of no injury and no occupational illness to employees, but it actively assists employees to maximize their physical and mental health to ensure personal growth, engagement and contribution to organizations, fulfil the purpose of life, and have a network of relationships. Five domains of WB are generally practiced, e.g. physical, emotional, values, organizational practices and personal development.

Ryan and Deci (2001) suggested that WB is a complex construct that concerns optimal experience and functioning. WB is concerned beyond money and connected to fitness, nutrition, diet and good health; work life balance; intrinsic happiness; social, cultural and spiritual development; satisfaction and motivation. Organizations having a desire to have healthier workplaces should focus on employees and not to neglect supervisor's attitude, as supervisors can affect employees WB. WB may be perceived as subjective well-being (SWB), which is an important ingredient of a good life (Diener et al. 1998), and help people to live fulfilling lives as evaluated by themselves (Biswas and Diener 2001). It lays emphasis on subjective experiences of the individuals and life satisfaction (Sousa and Lyubomirsky 2001). Spiritual well-being is a more abstract state than social or

physical well-being, but it is a most intangible state, and also the most evident when it is lacking. Workplace spirituality is stated as the recognition that employees have an inner life which nourishes, and is nourished by meaningful work taking place in the community (Ashmos and Duchon 2000). Spirituality gives oneness with other co-workers, family and friends in the organization as well as in the society (Petchsawang and Duchon 2009; Rego and Cunha 2008). Swami Vivekananda taught that pleasure is not the goal of a person, but the wisdom (Jnana) is the goal of all life. Pleasure comes to an end. The highest wisdom must be the spiritual knowledge and with this real knowledge, will come bliss. It is also taught from Katha Upanishad that both perfection and enjoyment approach a person. The wise chooses the perfection in preference to enjoyment (Ashrama 2005). Care for employee WB from all such angles is the feed to improve their all-round personal development and engagement level in the organization, treating it as a basic necessity for the satisfactory condition of existence and sustenance, characterised by health, happiness and prosperity.

Health is a prerequisite for happiness and the relationship between physical health (PH), mental health (MH) and happiness appears to be remarkably strong. Pleasant emotions can foster health and longevity. Taking care of your PH is a first step towards developing mental and emotional health, e.g. exercise not only strengthens one's heart and lungs, but also releases endorphins, powerful chemicals that energize and lift mood. There is a strong relationship between PWB and physical health as observed by many researchers (Roysamb et al. 2003). Happy and healthy people live longer and enjoy life on the fulfilment of purpose (Ryff et al. 2004). Maslow (1943, 1970) noted that the behaviour of the healthy person is less determined by anxiety, fear, insecurity, guilt and shame, and more by truth, logic, self-actualisation and satisfaction, justice, reality and fairness. The daily activities and choices affect people physically and emotionally like getting enough rest; learning about nutrition and practicing it and exercise to relieve stress and lift the mood. One should try to maintain a balance between daily responsibilities and the things one can enjoy with the right sense like games and sports, social engagements.

World Health Organization (WHO 2001) defined health as "a complete state of physical, mental and social well-being and not merely the absence of disease or infirmity". Social well-being involves interaction with others, including friends, family, educators and other members of the society. The relationship amongst people helps stimulate physical and mental faculties and improve overall well-being. Health must not be equated only with the absence of illness rather than the presence of wellness (Ryff and Singer 1996). Organization-centred view of Luthans (2002) and the employee centred view of Wright and Staw (1999) can be integrated into the business value model of employee well-being and health. Approach to Integral Health Management (Zwetsloot and Pot 2004) indicates favourable outcomes, both for the employee as well as for the organization (Bakker and Schaufeli 2008) through the development of employee WB. DeNeve and Cooper (1998) found a relationship between personality and several dimensions of subjective well-being. Positive emotions facilitated by meaningful actions,

encourage individual contributions and fulfilment, promote a chance to prosper continually (Harter et al. 2003). In contrast, emotional deficiency can lead to uncertainty, lack of initiative, low morale and poor work performance (Jonker and Scholtz 2004).

Happiness is considered as a measure of individual and social progress in the recent world happiness report (Helliwell et al. 2013), which indicates how people rate both their emotions and their lives as a whole. It is a feeling of well-being one experiences with emotions in immediate situations, and also sense of life satisfaction based on the recent past (Lyubomorsky 2013; Meyers and Diener 1995). In happy moods, behaviour changes significantly, affects positive psychological capital and produce high-performance levels on the jobs. Researchers emphasized that happiness is something for which we strive and work hard (Argyle 1999; Freedman 1978). Happiness is determined not by an individual's material condition like financial richness, poverty, health and illness, but by individual's prosperity in various forms of wealth including character strength and virtues as well as moral character. Happiness with spiritual understanding is extremely valuable in one's life, and gives enormous positive outcomes at the individual and social level. A strong cyclic relationship exists amongst happiness, WB and socially desirable outcomes. These approaches provide complementary insights to enrich one's ability to assess whether life is getting better (Tella and MacCulloch 2006; Pavot and Diener 1993). True happiness depends on the fulfilment of the purpose of life, work life balance and personal and organizational culture. Temporary happiness based on substance abuse and other compulsive problems destroy lives of millions of individuals and their families, while occupational satisfaction and warm family and social relations count more towards continued happiness. Happy people tend to function better in life and are more productive and satisfied (Diener 2000; Ryan and Deci 2001). Positive illusions have also been observed to be related to happiness. People who have high self-esteem and self-confidence are more likely to be happier than people who lack these perceptions (Freedman 1978). Happy people have higher opinions of themselves as compared to those who are relatively distressed (Taylor and Brown 1988), show self serving causal attributions (Kuiper 1978); extended beliefs in environmental mastery (Abramson and Alloy 1981); and are more likely to be unrealistically optimistic (Alloy and Ahrens 1987), which improve their overall WB.

Belle et al. (2000) pointed out that the experience of happiness is not limited to the wealthy, nor do riches ensure happiness. Yet wealth, poverty and economic inequality have profound implications for the well-being of the individuals. For the relatively poor, money can buy happiness, but for the relatively well off, more money does not typically mean more happiness, although it is established in the literature that unemployed individuals show significantly low score on SWB (Clark 2001; Shamir 1986), and this affects their PWB. Happiness, however, in general is more important than money (Diener and Seligman 2004). Happy people show better physical and mental health outcomes and behaviour (Lyubomirsky et al. 2005). Studies have shown the linkage between happiness (Graham et al. 2004),

welfare and prosperity (Sen 2008), life satisfaction (Aspinwall and Taylor 1993) and PWB (Mroczek and Spiro 2005).

Prosperity is another indicator of employee PWB. The state of being prosperous indicates all-round prosperity not only for monetary and materialistic gains, but also the development of individual personality and qualities, character strength, family relations, social relationships by making more friends, promotions, developed in spiritual strength and fulfilment of life's purpose. Prosperity is the state of flourishing, acquiring good fortune and successful social status and the development in the emotional and spiritual field. Workplace spirituality is noted as the recognition that employees have an inner life, which is nourished by meaningful work in the organization and the society (Ashmos and Duchon 2000). It is also found by Mishra (2001) that effort orientation rather than concern for outcome leads to greater intrinsic satisfaction and prosperity.

The economic notions of prosperity often compete or interact negatively with health, happiness or spiritual notions of prosperity. In Buddhism, prosperity is viewed with an emphasis on spirituality. This perspective can be at odds with capitalistic notions of prosperity, due to their association with greed. The data from social surveys show that an increase in income does not result in a lasting increase in happiness. PWB is observed to be associated with prosperity, through the development of health, happiness, openness, love and freedom. The condition of being prosperous is judged by success, good fortune and fulfilment of the purpose of life, which are also leading indicators of PWB. Researchers argue that part of adult life satisfaction can be accounted for by satisfaction with work (Spector 1997), and accordingly prosperity is estimated by the satisfaction level. Employee survey shows that the majority of employees desire greater meaning and personal development of their work and feel prospering when they realize their work as fulfilling individual and organizational objectives and socially meaningful.

5.3.2 Psychological Well-Being

Psychological well-being (PWB) is generally stated as one's evaluative reaction to life, either in terms of life satisfaction or emotional reaction. While traditionally PWB has been defined by negative outcomes like depression, anxiety, mental disorders; over time, the term has taken a positive side (Keyes and Megyar-Moe 2003). Major dimensions of PWB include empowerment, self-initiation, purpose in life, self-acceptance, autonomy, environmental mastery. These skills can be learnt to promote PWB by cultivating supporting relationships, learning different coping strategies and develop meaning and purpose in the recovery process (Jacobson and Greenley 2001). Diminished PWB has been associated with difficulties in coping with major transitions in life (Ryff 1995; Edwards 1992; Diener et al. 2003); an increase in distress symptoms (Rafanelli et al. 2000); negative self-evaluations and impaired productivity (Lindfors and Lundberg 2002). Enhanced PWB has shown to predict successful identity formation (Vleioras and Bosma 2005) and improve

coping with trauma (Ryff and Singer 1998). It also predicts improvement in physical health (Lindfors and Lundberg 2002; Ryff et al. 2004) and enhancing one's ability to bounce back after hardships (Ryff et al. 1998). It is a vital factor guiding employee behaviour, which in turn is closely related to employee satisfaction, engagement and performance standard. This study proposes to examine the impact of PWB on certain employee behaviour, which considerably accounts for productivity, organizational growth and development of social capital. The PWB includes emotional aspects like happiness (Diener and Seligman 2002) as well as purposeful aspects (Ryff and Keyes 1995). Accordingly, the core dimensions of PWB include self-acceptance which accounts for positive attitude towards self and evaluation of one's past life; positive relations with others showing trusting relationship and concern for welfare of others; autonomy with the sense of self determination and regulation of behaviour from within; environmental mastery, i.e. capacity to manage effectively one's life and the surrounding environment making use of available opportunities; and purpose in life, which emphasizes the belief that one's life is purposeful and meaningful and a sense of continued personal growth being open to new experiences having the feeling of self-development (Ryff and Singer 1996). Ryff (1989) describes these factors as contributing to people's experience of WB, over the PWB structure proposed by Bradburn (1969). Psychological well-being is the affective and purposive psychological state that people experience in the workplace, Robertson and Cooper (2010) integrates it with the individual, organizational and social outcomes. Individual outcomes through satisfaction and increased presence and productivity, organizational outcomes through high employee engagement and customer satisfaction and social outcomes are envisaged through more social involvement, better relationships and coping behaviours.

Employee PWB is argued to be associated with good health, happiness, peace and prosperity (HHPP). Hedonic approach focuses on happiness and explains well-being in terms of pleasure attainment. Eudaimonic approach focuses on self-realization and illustrates well-being in terms of the degree to which a person is fully functioning (Ryan and Deci 2001) and focuses on prosperity. Most of the earlier researches on well-being were concerned with the hedonic view of well-being (Diener 1984). Diener et al. (2010) identified life satisfaction as one of the aspects of PWB. Hedonic view states that WB is a function of attaining valued, expected outcomes (Ryan and Deci 2001). Based on the eudaimonic perspective, contemporary researchers have argued that PWB is a multidimensional construct (Abbey and Andrews 1985; Bradburn 1969; Carmeli et al. 2009; Huppert 2009; Marks et al. 2002; Ryff 2014; Ryff and Singer 2006; Strauser and Lustig 2008; Wissing and Temane 2008; Wright and Cropanzano 2000). Social science researchers have also assessed PWB on the basis of three important measures such as self-esteem, self-acceptance and life satisfaction. But very few literature are available on important predictors of psychological well-being from different perspectives. Ryff (1989) asserts that PWB is the state at which an individual can function psychologically well realizing their true potential. Psychologically healthy individuals have warm and trusting relationships, feel they are growing as a person,

have a purpose in life, feel they can shape the environment around them to suit their needs and feel enabled to direct their actions to attain the objectives (Ryff and Keyes 1995). Since PWB is more than the absence of illness and connected to fulfilment of purpose, it needs to be further explored in its own right. Avey et al. (2010) concluded in their research that future research is required to understand the predictors of PWB, which, including Psycap, may be the most appropriate technique to enhance employee PWB to meet specific personal and organizational challenges. This study aims cater to such needs of clarifying predictors of PWB and accordingly hypothesis H₂ is formulated to test how individual factors positively affect PWB.

PWB is a subjective term that appears differently to different people, based on their perceptions. It generally means contentment, satisfaction with all elements in life, self-actualization, peace, prosperity and happiness. It is very difficult to provide a definitive list of traits, which mirrors PWB. It takes care of employee health, emotions, happiness and life satisfaction on past performance, present engagement and future opportunities. Factors that affect PWB are feeling of accomplishment, using one's abilities to the fullest extent, adequate recognition of works by superiors and peers, promotional opportunities and good remuneration. Indicators of PWB are job satisfaction, life satisfaction, career satisfaction and life stress. Researchers have found meaningful relationship between PWB and performance in the workplace (Cropanzano and Wright 1999; Wright and Cropanzano 2000; Wright and Staw 1999). It is illustrated by Seligman and Csikszentmihalyi (2000) that psychology is not just the study of weakness and damage; it is also the study of personality strength and virtue. Many personal attributes, organizational systems and social situations are intricately related to PWB, which affects individual health, organizational engagement and social capital base. It is a challenge for the organizations to improve employee PWB, which in turn will benefit them increasingly in the long run. Organizations are constantly searching an integral approach that benefits organizations while employees and societies also remain benefitted, and it would be interesting to find out how PWB manifests in developing economies like India. This has incited interest for the formulation of hypothesis H₅ and to test the same.

In this flat world (Friedman 2005), competition is a part of life, for existence and survival, and requires higher than average performance (Luthans et al. 2006). Organizations not only require to develop the human resource and to keep them constantly engaged for the benefit of themselves, but also take care of their PWB to keep them happy, healthy and prosperous. Donald et al. (2005) found that employee productivity can be predicted by PWB. PWB comes up from the experience of the individual. Some researchers have pointed out the role of personality and social support in PWB (Nahawat and Rathore 1996). Based on the effect of personality characteristics on PWB, this study is focussed on finding out the specific relationship of two factors, viz. Agreeableness and conscientiousness on PWB and accordingly hypothesis H₂ is formulated.

There are multiple aspects of PWB (Eudaimonic and Hedonic), and higher levels of purposeful life engagement (Eudaimonic Well-Being) are associated with PWB,

leading to work and personal life outcomes. There is considerable research on the positive relationship between PWB and performance at work (Diener and Seligman 2002), mental health (Warr 1990) and physical health (Roysamb et al. 2003), which are found at times to co-vary with happiness and positivity levels. Employees feel a higher level of PWB, if they have a high degree of satisfaction with themselves, the organization and the society involved; if their mood is good (positive effect), and if only occasionally they feel unpleasant emotions (Fierro 2006). The perception of PWB can be considered as the cognitive component of life satisfaction as it involves an assessment of how people lead their life (Diener and Suh 2001). Basically, PWB refers to well-being of the individual that takes care of creativeness (like emotions and intelligence); coping capability (stress management and beliefs); social relationship (friendship, love); physical necessities (nutrition, exercise) and essential requirements (spirituality, culture). Higher PWB does not require an employee to feel good all the time but being able to manage painful situations for long-term gains and continual flourishing (Huppert 2009). Effect of social status, income, ageing and marital tensions on WB are studied by researchers (Deaton 2008). Age and gender differences in perception of PWB are also studied by researchers (Ryff and Keyes 1995). But such research on the effect of demographic variables on employee PWB in Indian context is much less observed. Keeping in view such gap in information, hypothesis H₁ is formulated for study in-depth and it is tested.

A substantial body of research is available on the effect of workplace factors and how they interact with personal factors (Abbey and Andrews 1985) to affect employee psychological health, and shows a clear association between workplace conditions and well-being. PWB appears to be concerned with psychological functioning and experiences and entails the perception of engagement with the existential challenges of life, e.g. pursuing meaningful goals, growing as a person and establishing quality ties with others (Keyes 2007). PWB is more than the achievement of happiness, an appropriate balance of positive and negative effect and overall life satisfaction and develops from a person's striving for perfection and the realization of their true potential (Ryff 1995). PWB is the by-product of a life that is well-lived (Ryff and Singer 1998). The components of PWB may be highlighted as effective component, that is the frequency of experiencing pleasurable feelings and the extent to which the positive effects outweighs the negative effects; social component, which represents meaningful interpersonal relationship (Ryff and Singer 1998); cognitive component, which encompasses self-acceptance, optimism, resilience, motivation (Wissing and Temane 2008); spiritual component, which seek deeper quests in life and carefully conceived life's purpose, which is also conceived as connectedness to a higher being.

The concept of PWB has thus come up with both pleasure and purpose and a workable view of PWB, therefore, needs to encompass both the degree to which employee's positive experience at work, and the extent to which they experience meaning and purpose in roles and responsibilities. Integration of the six core dimensions of PWB broadens the view of PWB beyond the hedonic constructs of happiness and satisfaction. It is a multidimensional human process that involves an

individual setting and pursuing personal goals, maximizing one's potential, helping organizations to fulfil objectives, developing meaningful social relationships, successfully managing environmental demands and opportunities, exercising self-direction and developing positive self-regard (Ryff and Singer 1996). It was found by Wright and Staw (1999) that employees can have the opportunity to learn ways to enhance their PWB through training based interventions, which organizations must take care.

5.3.3 Determinants of Psychological Well-Being

The determinants of PWB are categorised here at two different levels, which incorporates very relevant and important factors related to the individual (conscientiousness, optimism and resilience) and organizational (organizational culture). A brief description of these factors is given below.

5.3.3.1 Individual Factors

Major determinants of PWB at the individual level were identified as personality traits like conscientiousness, and optimism and resilience. Personality appears to be related to most of the psychological contract dimensions and it affects mind set, behaviour and work performance (Bozionelos 2004). Nahawat and Rathore (1996) have pointed out the role of personality and social support for PWB. The important characteristics of personality factor which concerns PWB include self-image, social, personality, leadership, competency and mastery, intelligence, high aspiration level, optimism, being worry free, religious and more realistic than idealistic. Optimism and resilience, the two important aspects of positive psychological capital (PPC) are the significant contributors to performance, which can considerably change the status of employee's PWB. Positive Psychology traits act as buffers against mental illness and depression and directly affect PWB.

Conscientiousness

Conscientiousness is a trait of being careful, the quality of acting according to one's conscience. It includes elements such as self-discipline, personal confidence and the need for achievement. Conscientious people are generally hard working and reliable. They value duty, competence and achievement (Costa and McCrae 1990). Conscientiousness focuses on how people approach their work, show a sense of obligation to their work, have high intention for better job performance, career success, motivation and higher job satisfaction (Barrick and Mount 1996; Jawahar and Carr 2007). Researchers have shown that conscientiousness contributes to the

sense of purpose. Those high in conscientiousness are generally more motivated and strenuous, efficient and reliable in task performance, while those low in conscientiousness tend to be disorganized, careless, inefficient and unreliable (Costa and McCrae 1992). Conscientiousness is believed to alter mood due to its direct effect on dedication to duty, performance and achievement (Costa and McCrae 1990). Empirical evidence suggests that conscientiousness is an indicator of actual performance tendencies, since a person low in conscientiousness tend to have poorer personal health habits, lower perceptions of ability, worse job performance and proficiency (Barrick and Mount 1996), poorer academic performance (Digman 1990), less restraint from dishonest activities, poorer leadership abilities, and are less compliant with home work assignment during treatment (Miller 1986).

The sense of duty and consequent obligation impacts degree of well-being felt by individuals (Marzuki 2013). Positive emotions and sense of purpose are normally measured to check the degree of PWB felt by an individual. Individual low on conscientiousness is not motivated to perform a task, less organized and more disorganized at home and office. Conscientiousness improves performance at the work place and appears to be the specific personality trait that correlates with performance across all ranks and files. In contemporary psychology, the five factor model (FFM) (Costa and McCrae 1992), and global Factors of personality, conscientiousness is exemplified by being disciplined, organized and achievement oriented; a tendency to show self-discipline, act dutifully, be efficient, focussed and organized, aim for achievement, planned rather than showing spontaneous behaviour. It is also linked to job performance (Luthans 2002) and job satisfaction (Schimmack et al. 2004). Conscientiousness is expected to enhance the possibility of constructive encounters at work resulting in better performance and high PWB among employees. Thoughtfulness and goal-oriented behaviour make them more careful for details. It increases positive experiences at the organizational and social levels, which help people to improve their PWB. Thus, the literature review indicates its positive link with employee PWB and it is taken for study and hypothesis is formulated to test it with empirical data.

Optimism

Optimism is defined as the attributions one makes and the explanatory style one uses in response to events (Seligman 1998). It indicates the conviction that the future holds desirable outcomes irrespective of present position and one's personal ability to control those outcomes. The sense of optimism may be derived from multiple external and internal sources and assistance of others as well as personal strength (Marshall and Lang 1990) and benefits of situations that offer limited opportunity for perceived personal control. Optimism may be a more powerful determinant of psychological and behavioural adjustment. Scheier and Carver (1992) argued that optimism is associated with and leads to securing positive outcomes, whereas pessimism is associated with, and leads to negative outcomes. Optimistic people possess long-term vision being more realistic in nature, and are

not demoralized by temporary petty failures, rather willing to see the big picture, and persevere at a task longer to fulfil their goals (Bandura 1986) to enjoy the fulfilment of purpose.

Researchers have found that optimism is an important causal determinant of both psychological (Scheier and Carver 1985) and physical adjustments (Chang 1998). Optimism, the inclination to expect favourable outcomes, is linked to both psychological (Carver and Gaines 1987; Scheier and Carver 1985) and physical well-being (Carver and Scheier 2001).

The findings suggest that dispositional optimism and anxiety have unique, albeit relatively similar effects on psychological and physical well-being. Similarly, optimism is associated with mood, coping and immune change in respect of stress (Scheier and Carver 1985; Forgeard and Seligman 2012; Nikolaou et al. 2007). Optimism and hope cause better resistance to depression when bad events strike in challenging jobs. Optimism is theoretically and empirically supported to be state like (Schneider et al. 2001; Seligman 2002). It is future focussed and provides buffering between the negative impact of unfavourable events and positive expectation for the future outcome and enhances the positive impact of favourable events (Peterson 2000; Forgeard and Seligman 2012).

Thus, optimism is a significant predictor of changes in perceived stress, depression and social support over time. It appears to be a mental attitude that interprets situations and events and helps to look forward to the future. It inculcates an attitude of hope and strength for future conditions. It appears to be very much future focused whereby optimist is more likely to anticipate that future event positively in nature. Together, the elements of optimism combine to impact upon performance (Judge et al. 1998). Nikolaou et al. (2007) stated that participants with an optimistic explanatory style improved in performance on a test after a failure feedback, while those with a pessimistic style did not. Evidence suggests that optimism can be developed within individuals (Seligman 1998). Several studies have found its relationship with performance and satisfaction (Luthans et al. 2006), job satisfaction and organizational commitment (Kluemper et al. 2009), and WB (Avey et al. 2010), PWB (Singh and Mansi 2009). Optimists expect better outcomes in all situations, and show higher commitments because of their positive thoughts and consequent feelings (Olason and Roger 2001). Researchers also found that optimism has considerable impact on job satisfaction, life satisfaction and PWB (Peterson et al. 1982).

Resilience

Resilience appears to be a class of phenomena resulting good outcomes in spite of serious threats to adaptation or development and results from the operation of basic human adaptive systems (Masten 2001). It is the capacity to bounce back from adversity, uncertainty and failure or even with positive and wonderful changes such as increased interest and responsibilities (Luthans and Youssef 2004). At the heart of resilience is the concept of adaptability, particularly when faced with adversity.

It is a positive way of coping with dangers or distress, ability to recuperate from stress, conflict, failure and change. Contu (2002) identified three characteristics of resilient people (and organizations) as a staunch acceptance of reality, a deep belief, often buttressed by strongly held values that life is meaningful, and an uncanny ability to improve. Lyubomorsky (2008) concluded happier and positive people are more resilient in the face of hardships.

The literature review suggests that it is past to present focused, and provides recovery from unfavourable events and maintains or extends the status quo. It can be developed through training based interventions. Resilient people can go through setbacks and burn-out situations reasonably well (Akgemci et al. 2013). They may even bounce back to higher levels of performance, finding new meaning of life and values (Luthans and Youssef 2004). It is chosen as an important determinant of PWB as psychological status and health of a person strongly depends on such an attribute.

The building of resilience call for the development of the adaptive systems (including cognitive and learning processes). Resilience has a clear impact on performance, and can be measured (Schwarzer and Knoll 2003), and developed at the individual level (Luthans and Youssef 2004). People with good emotional health possess the ability to bounce back from adversity, trauma and stress. One of the key factors in resilience is the ability to balance stress and emotions. The capacity to recognize one's emotions and express them appropriately helps them to avoid getting stuck in depression, anxiety and have persistence even to face the failures (McFarlin 1985). Contu (2002) indicated that resilience allows building bridges between present hardships to a better future. Researchers in occupational health and health psychology have demonstrated that PWB is influenced by resilience on challenged thriving and decent living (Keyes 2007; Ryff and Singer 2003).

5.3.3.2 Organizational Factors

PWB is determined not only by individual factors, but also by organizational factor. Some of the important and meaningful factors which were derived from the literature as having influence on PWB include organizational culture. A brief description of these variables is given below.

Organizational Culture

Organizational Culture (OC) is generally perceived as the people's behaviour in an organization and the meaning attached to it. It is stated as a summation of shared values, beliefs, assumptions and behavioural norms (Chang and Lu 2007; O'Reilly et al. 1991). Researchers indicated that OC may be useful in depicting the combined features of an organization's management practices, especially those, related to managing its human resources for individual and organizational prosperity

(Burke et al. 2006; Patterson 2001). OC reflects the shared behaviours, beliefs and values regarding goals and activities specially characterising an organization (Hofstede 1994; Wallace et al. 1999). OC shows the degree to which people are team oriented and encouraged to take risks, to be innovative, to exhibit the precision with attention to details, aggressive and competitive, rather than only being co-operative (Amar 2004; Anderson et al. 2002; Parish et al. 2008; Robins 1994). Denison (1984) organizational culture model identified the important factors involved in culture, which are important to employees and employers, wherein at the centre of the model were organization's basic beliefs and assumptions with four traits like involvement, consistency, mission and adaptability, each comprising three dimensions, e.g. involvement indicated developing employee capability, their empowerment and team orientation where value is given on working cooperatively (Bond et al. 2005; Ciulla 2000). The effect of OC is felt to have profound implications on employee psychological understanding and behaviour.

Cultures may support creativity, virtue and the highest qualities in life only when they are steady, prosperous and development oriented (Amar 2004; Denison 1984; Denison and Mishra 1995). Human strengths and virtues like courage, future mindedness, optimism, interpersonal skill, faith, work ethics, hope, honesty and perseverance help to prevent major emotional disorders, making people stronger, engaged and more productive (Bews and Rossouw 2002; Gonzalez et al. 2006; Michalos 1990). Organizations are supposed to develop such human strengths by adjoining global values to their local values (Sinha 2008).

Parasuraman et al. (1996) indicated that organizational culture on work family variables deserves greater attention along with structural reviews for effective leadership, administration and managerial effectiveness. Organizations should maintain a safe and healthy work environment and supporting climate that contributes to the well-being, satisfaction and motivation of employees (Bennett 2002; Clarke 1999; ILO 2005; McGuire and McLaren 2009). Dimensions of organizational culture indicate the constraints and the positive factors concerning the organization, how managers focus on outcomes rather than on how these outcomes are achieved, and work is organized around teams rather than individuals (Deery and Iversen 2005; Loscocco and Spitze 1990; Miyashiro 1996; Ilardi et al. 1993; Daus and Joplin 1999; Felfe and Schyns 2006). Management decisions should take into account the effects on people in the organization to have a consistent culture (Rice et al. 1985). The organization culture depicts what a group learns over time or the shared experiences (Schein 1990). It inspires loyalty in employees and motivates them to trust and to do the right things and the employee—organization fit leads to individual and organizational satisfaction and high performance (Singh and Srivastava 2009; O'Reilly et al. 1991; Clark 2001). Out of the total cultural constituents, work family culture of the organization plays a crucial role in placing an effective impression in the minds of the employees which predominantly effect the mental health of employees and their behaviour on- the- job and off- the- job.

5.3.3.3 Impact of Psychological Well-Being on Mental Health and Employee Behaviour

In order to examine the impact of PWB and employee behaviour on some important work-related outcomes, this study has considered mental health in individual context which helps to improve behaviour and engagement level ensuring all round growth. Concerned details of these variables are described below.

Mental Health

Mental Health (MH) refers to the condition of psychological perception of one's health or emotional well-being. From the perspective of positive psychology, mental health may include an individual's ability to enjoy life amidst challenges and make a balance between life activities and efforts to gain psychological resilience. It includes not just the absence of mental health problems and other psychological issues, but the presence and nurturing of positive characteristics, showing the way people feel about themselves, the quality of their relationships, their ability to manage emotions, and deal with difficulties and showing enthusiasm for further personal development and welfare of others (Avison et al. 2007; Fredrickson 2004). So, it is the good effect of well-being and specially PWB.

PWB and MH are two stand alone individual concepts but are strongly related to each other. Higher PWB affect mental health condition and helps in exhibiting higher levels of happiness in employees, which may include their feeling about themselves and management, and their feelings and dealing with challenging situations, their quality of relationships and positive feeling about past life and present life. These are surfaced through their good physical health condition, less anger and anxiety level, degree of involvement in social functions and activities, level of prosperity and happiness. The shift in emphasis from disorder to WB and then to positive mental health is prominent in research studies (Ryff and Singer 1998; Seligman 2002).

The ability to be happy or relatively contented had been important criteria for mental health (MH) and WB is supported by many studies (Diener 1984). Jourard and Landsman (1980) identified few criteria for better MH like self-confidence, ability to care for others, openness to new ideas and people, creativity and the ability to do productive works. It can be explained by qualities like self-realization, self-reliance and self-actualization, honest and brave personality, autonomous thought and action, accurate perception of the world, environmental and social effectiveness, and absence of negative symptoms. Traditional views of mental health emphasized upon mastery of the environment, good family relationship, meaningful social relationships, positive self-image, satisfactory job and role adjustment. It can be improved by personal intervention by practicing self-discipline, limiting unhealthy habits like worrying, doing things that positively impact others, getting engaged in meaningful creative works and activities like enjoying the beauty of nature or art, exercising regularly to uplift the body and mind.

Mental health can be conceptualized as a state of PWB in which individual employee understands personal abilities and can cope with the normal stresses of life, can work productively while facing challenges, and is able to make valuable contribution to their physical and social well-being (Brief and Atieh 1987; Bromet et al. 1988; Faravelli and Pallanti 1989). MH promotion covers a variety of strategies aimed to have a positive influence on MH such as creating positive living conditions and environments to support it, and allow people to adopt and maintain healthy life styles, properly understanding the mind body relationship. This includes a range of actions that support chances of the betterment of health of individuals from different angles.

Socio-economic factors may also influence MH conditions. Greater vulnerability to MH disorders may be due to feeling of insecurity and hopelessness, rapid social change and inability to cope with the change, risk of violence and physical ill health. Organizational and social cultures that protect basic civil, political and socio-economic rights are important for mental health. This burning topic is given importance and taken up through National Mental Health Programme for India (Government of India, Ministry of Health and Family Welfare 1982).

Organizations, society and the government need to streamline the health promotion policy and programmes for a better environment, education, justice and welfare of employees. The efficacy of industry and business sector and the government should be judged by improvements in corporate social initiatives and activities, improvement in the quality of life (QoL). Measurement through proper survey and estimation of MH effects need to be done to properly understand the gravity of the situations to take up appropriate remedial actions. Cost effective interventions are required to promote MH by providing support for children's education, employing women, old age people and utilizing their experience for social development and stress control programme, properly realizing the causes and consequences of stress (Baker 1985).

Consequences of MH problems at work usually surface through absenteeism, work performance, staff behaviour and interpersonal relationships. Poor MH can cause low self-esteem, job satisfaction and job-related tension. Prolonged work stress can result in anxiety and depression (Blazer et al. 1991; Faravelli and Pallanti 1989; Kate et al. 2001; Kushnir and Melamed 1991), and thus contribute to relationship problems (Blazer and Hybels 2005; Daus and Joplin 1999). The risk of social exclusion due to poor MH greatly increases chances of loss of employment. There can be no health without mental health. The societal cost of poor MH is enormous. Even then, only about few employers express in writing useful MH policy. People who are mentally and emotionally healthy have a sense of contentment; a zest for living and the ability to laugh and have fun; the ability to deal with stress and bounce back from adversity (Goleman 1998; Slatten 2008). They possess a sense meaning and purpose, in both their activities and their relationships; the flexibility to learn new things and adapt to change; a balance between work and play, rest and activity; ability to build and maintain fulfilling relationships; self-confidence and high self-esteem. One needs to respect one's intelligence and pattern of positive thoughts and start feeling better with self-esteem and

self-reliance, learning from failures and finding the recipes of success from the failures, to reach the destiny, instead of getting stressed and depressed on the failures. A healthy, happy and peaceful mind can transform nervousness into intelligence and help one to be strong with a positive belief system that one can win and remain satisfied even amidst challenges. Employee health is the best asset not only to the individual but also to organizations as well as to enhance social capital. So, employee mental health is taken as outcome variable to study effect of PWB on it for necessary improvement and hypothesis is formulated to test the relationship with the empirical data.

5.3.4 Gap Areas

- (1) Benefits of PWB in individual, organizational and social level have drawn attention of researchers in India. The need for thorough and definite understanding of its broader impact, varied effects on emerging behavioural issues and its interaction with physical, social and organizational contexts deserves further exploration in Indian social cultural context, which is different from western/developed societies/cultures. The conceptualization of well-being is embedded in the social culture, including spiritual and religious thinking, and this calls for an examination of the concept of PWB and its antecedents and outcomes. The joint family system, religious attachment of people, enormous faith on the supreme power, following traditional rituals over generations, affect employee PWB and their performance in individual, organizational and social contexts.
- (2) Earlier studies on PWB have provided limited explanations on the interactions of the determinants of PWB within themselves with overlapping of ideas arising out of all such variables. PWB has not been related to specific personality traits like agreeableness and conscientiousness, and important factors of positive psychological capital like optimism and resiliency.
- (3) This study attempted to capture the dynamics and interplay of PWB in a more comprehensive approach including its determinants at the organizational and individual level, and their impact on employee behaviour.
- (4) The literature also suggests that there is a need to examine the role of gender and job level in the organization, education and age of employees on PWB in Indian organizations. Studies are limited and inconclusive in their findings related to the impact of demographic and background variables like gender, age, education and job level on PWB.

5.3.5 Conceptual Framework

This study, while trying to address this gap, has been carried out in an exploratory framework using survey research and examined the relationship between the

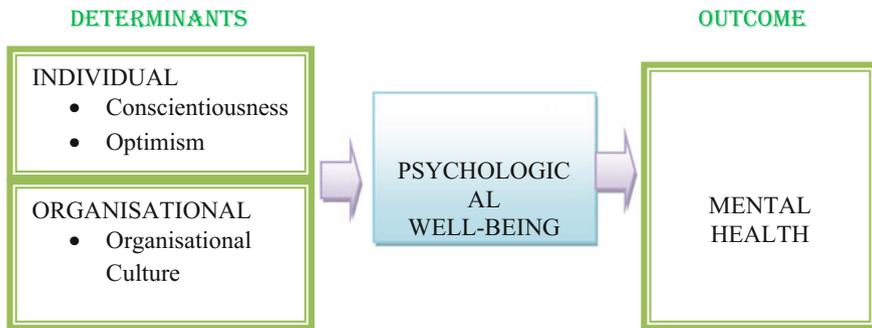


Fig. 5.1 Conceptual framework at the individual level study

antecedents of PWB and also the relationship of PWB with the outcome variables. In order to conceptualize this study, a framework for this study has been developed which shows the relationship amongst different variables and provides a basis for investigation (see Fig. 5.1).

5.3.6 Objectives

In order to address the gap in the literature, this study has proposed the following objectives.

- (I) To examine the difference in the perceptions of PWB among employees with regard to demographic factors like gender, education, age and job level.
- (II) To examine the relationship of individual and organizational with PWB.
- (III) To explore the impact of PWB on mental health, and so to employee engagement.

5.3.7 Hypotheses

Based on the conceptual framework, a number of hypotheses have been formed to examine the relationships amongst the variables. The major objective of the study was to examine the strength of association of individual and organizational factors with PWB, and the effect of PWB on mental health. Accordingly, following hypotheses were formed.

H₁ The perception of PWB among employees would significantly differ across gender, job level, education and age.

Literature review, as stated under Section 1.1, supports such relationship and accordingly this hypothesis is formulated.

H₂ Individual factors, namely conscientiousness, optimism and resilience would be positively associated with PWB.

The details of individuals factors and their association with PWB are explained in the literature review, vide section 1.2.1, which leads to the formulation of this hypothesis.

H₃ Organizational factor, namely organizational culture would be positively associated with PWB.

This hypothesis is drawn based on the discussion in literature review under Section 1.2.2.

H₄ PWB would be positively associated with mental health.

This hypothesis is drawn in view of the detailed discussions in Section 1.3.1.

The literature review indicated the possibility of such relationships. The gaps found also prompted to draw the hypothesis accordingly to test this relationship with the empirical data.

5.4 Methods

This chapter deals with the description of sample, measures used, data collection procedures and data analysis techniques.

5.4.1 Sample

The data were collected from 350 respondents belonging to manufacturing and service sector. However, data pertaining to only 332 respondents were taken into consideration, rejecting some incomplete data using the criteria of having missing data >10%. All other missing values were replaced with appropriate mean values. This is done at the editing stage of the data processing step. The selection of the organization was based on convenience, while the selection of respondents was based on a random selection. Employees were selected on their own will, so that they remain enthusiastic and confident to provide right answers.

A glance at the respondents' profiles indicates that there were a lot of variations in terms of a number of demographic factors. Out of the total respondents, approximately 35% respondents were female, while 65% were male. 56% respondents were in junior management level. 44% of total respondents were from 26 to 35 years age group. Participants were from different organizations, working at different levels. 49% respondents were professional degree holders. Thus, the sample represented a very heterogeneous group, where employees vary on a number of criteria. Responses of qualified supervisory and managerial level

Table 5.1 A summary of sample characteristics

Profile		Govt.	Pvt.	Total
Age	<=25	0	128	128
	26–35	12	134	146
	36–45	7	38	45
	46–55	2	6	8
	>55	3	2	5
Gender	Male	15	201	216
	Female	9	107	116
Education	Below graduate	0	18	18
	General graduate	11	70	81
	Professional degree	7	157	164
	M.Tech, MBBS, MBA	4	62	66
	Ph.D., D.Sc.	2	1	3
Job level	Junior management	1	184	185
	Middle management	13	93	106
	Senior management	10	31	41

Source Primary data from Indian Industries

personnel were taken into account to get a considered view of the respondents. A summary of sample characteristics is given in Table 5.1

Out of 332 samples, 24 were from government and 308 were from private organizations. The self-selective sampling procedure is encouraged, which is now generally suggested by contemporary researchers. Employees were interviewed in their work places because of ease of availability. Based on the nature of the research, non-probability sampling design was chosen. Large scale manufacturing and service sector units were approached in government and private organizations across India for convenience sampling, as was proposed in sample design.

5.4.2 Measures

In this section, the scales measuring variables are described. In order to maintain uniformity five point, Likert scales were used for all the variables. Coding instructions were accordingly given from 1 to 5. The details of variables, source, number of items, reliability coefficient are given in Table 5.2, for ease of study at a glance.

The questions were structured and closed types, offering respondents a number of defined response choices. They were asked to mark their response using a tick or circle, making it more user-friendly. They were encouraged to answer all questions, preferably spontaneously at their own will and not by consulting others. Negatively worded items were included to reduce response bias. Response taking was not

Table 5.2 Characteristics of the scales

Variable	Source	No. of items	Reliability
Conscientiousness	Hofstee et al. (1992)	6	0.82
Optimism	Peterson and Seligman (2004)	5	0.79
Resilience	Wagnild and Young (1993)	14	0.75
Organizational culture	Patterson et al. (2005) OCM; Langford (2009) VCS	13	0.88
Psychological WELL-BEING	Ryff and Keyes (1995)	18	0.81
Mental health	Long (2004)	18	0.88

Source Literature review and reliability testing

outsourced. Questionnaire was not translated into many languages. Same response category was not used. A copy of the questionnaire is given in Appendix A.

Thus, planning for the study, selection of appropriate scales and questionnaire design were taken care. Few questions were changed to suit Indian requirements, proper understanding and correct response. Each variable was defined and marked. Each response was assigned a particular number and all this information is kept in a computer file for easy retrieval. Face validity was done by subjective judgement of expert. The reliability of data was tested using Cronbach's Coefficient Alpha (Cronbach 1951). The reliability of factors ranged from 0.75 to 0.88, indicating adequate internal consistency.

5.4.3 Data Collection Procedure

The initial design of the study and questionnaire construction was finalized with a lot of care, checking many alternatives, keeping in view the survey research design. First, it was checked with a pilot—test on some respondents randomly to ensure that they clearly understand the instructions, question and scale items. Accordingly, some modifications were made, and then it was administered. The self-report questionnaires were administered with instructions, describing the purpose of the study, emphasizing voluntariness and confidentiality. The organizations were approached first. After getting their consent the participants were selected randomly. Thus, organization selection was based on the convenience of the researcher as well as the organization and the participant's selection was based on their willingness to support the research keeping in view their spareable time. The participants were given full liberty to freely ask questions and were encouraged to respond to the items honestly and without taking any help from others. No separate record was kept for backtracking which was mostly uncommon.

5.4.4 Data Analysis Techniques

The data were analyzed using descriptive and inferential techniques to examine the difference amongst groups as well as the effects of independent variables on the dependent variable as and when required. The data were analyzed using the Statistical Package for Social Science version 15.0 (SPSS 15). The statistical analysis that was conducted included descriptive statistics, correlation, *t*-tests and Analysis of Variance (ANOVA) as well as Multiple Regression stepwise Analysis (MRA).

5.5 Results and Discussion

In this chapter, the results emerging from the analysis of the empirical data obtained have been discussed. For the purpose of data analysis, both differential and correlation analysis were used. The differential analysis was used to find out the differences across gender, job level, age and education. The correlation analysis was used to study the relationship between independent and dependent variable. The chapter begins with a description of correlation results, including independent and dependent variable. This is followed by regression analysis results to test the proposed hypotheses. It was proposed to undertake the results and discussion simultaneously for each of the hypotheses. All the variables in the analysis were treated as unidimensional in nature, as it is a composite measure of a specific concept and presents a better account for the pattern of relationship.

5.5.1 Results of Correlation Analyses

Preliminary analysis was performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity was made. The results showed mostly significant and positive correlation amongst all the variables except in few cases where it was negative, vide Table 5.3. Mental health had a significant and positive relationship with conscientiousness ($r = 0.39, p < 0.01$), optimism ($r = 0.35, p < 0.01$) and resilience ($r = 0.16, p < 0.01$). Conscientiousness did not have a significant relationship with PWB ($r = 0.09, p > 0.05$). Optimism was positively and significantly related to PWB ($r = 0.28, p < 0.05$). Resilience was also positive and significantly related to PWB ($r = 0.21, p < 0.01$). Organizational culture ($r = 0.26, p < 0.01$) was positively and significantly related to PWB. All these information provides a good base to the conceptual model and hypothesis testing.

Table 5.3 Correlation amongst the variables

Sl	Variables	Mean (SD)	1	2	3	4	5	6
1	Conscientiousness	26.40 (3.256)	1					
2	Optimism	20.77 (6.605)	0.446**	1				
3	Resilience	56.57 (3.909)	0.428**	0.605**	1			
4	Organizational culture	55.66 (3.377)	0.422**	0.382**	0.282**	1		
5	Psychological well-being	61.97 (6.406)	0.098	0.283 *	0.209**	0.262**	1	
6	Mental health	82.61 (4.130)	0.396**	0.350**	0.159**	0.191**	0.231**	1

Note * $P < 0.05$, ** $p < 0.01$

While examining the relationship amongst outcome variables and organizational factors, it was found that mental health was positively and significantly related to organizational culture ($r = 0.19$, $p < 0.01$).

Organizational culture was also positively and significantly related to all individual factors, namely, agreeableness ($r = 0.33$, $p < 0.01$), conscientiousness ($r = 0.42$, $p < 0.01$), optimism ($r = 0.38$, $p < 0.01$) and resilience ($r = 0.28$, $p < 0.01$).

Descriptive analysis was conducted to get an idea about the extent to which the variables were related to each other apart from the mean and standard deviations for all the variables. The overall results suggest that most of the variables had a significant relationship as expected. Multicollinearity amongst the variables was also not present, as none of the variables were highly correlated. This suggests that all the independent variables were related to PWB, and PWB was also related with most of the variables. The results also provided support to further examine the strength of association amongst the variables.

5.5.2 The Analysis of Difference

One of the objectives of the study was to examine the differences in the perceptions of PWB amongst employees with regard to demographic factors like gender, job level, education and age. Accordingly, the data were analyzed to test the differences in perception on PWB across all the demographic and background related factors. This was done to examine whether respondent's perception of PWB was affected by these variables. Independent samples t-tests were conducted and the results are presented in Table 5.3.

H1a: There would be difference in employee's perception of PWB across gender

In order to test this hypothesis, *t*-test was conducted for the following demographic and background variable. The *t*-test results regarding gender showed ($t = 2.19, p < 0.05$) significant differences in the perception of male and female as indicated in the mean score. A higher mean score from female suggests that female employees experienced higher levels of psychological well-being. Women scored significantly higher than that of men on positive relations with others and subsequent studies replicated the difference in male and female (Ryff 1995; Ghosh and Roy 1997). Females appear to be more committed to work and can maintain good work life balance. It is argued they show a positive attitude towards others and possess relatively more positive and trusting relationships compared to men in the workplace. They can better manage them, and exploit opportunities, are happier and more productive. Previous research work on family dynamics also indicated that females were more concerned related to time commitment to work and family (Frone et al. 1992; Gutek et al. 1991; Meyer and Daniel 1981), and that affects their PWB. Researchers have demonstrated factors influencing women's PWB within a positive functioning framework (Fujita et al. 1991). The results of *t*-tests are shown in Table 5.4.

H1b: There would be differences in employee's perception of PWB across education, age and job level.

In order to test the hypothesis, Analysis of Variance (ANOVA) was conducted and the results are stated in Table 5.5.

The results regarding education show that there is a significant difference on PWB level, ($F = 5.57, p < 0.01$). This suggests that education helps to fare better on PWB making them more optimistic and resilient compared to others due to better education, understanding and balanced work family life. They had greater control over their lives and better psychological health as they were not easily disturbed by petty failures, rather looked at the big picture. They were happier and engaged in their job and social activities and progressed well to fulfil the purpose of life. Thus, it appeared that higher education had a positive effect on life satisfaction and PWB.

The results across different age groups showed that there is a significant difference in their perception of a PWB ($F = 2.38, p < 0.01$). This indicates that employees between 46 and 55 years age group experienced higher PWB and better engaged compared to other age groups as reflected in their mean score. The reason behind it may be that people at a higher age group better enjoy the fulfilment of the

Table 5.4 A summary of the results of *t*-tests in differential analyses

Variables		Mean	SD	<i>t</i> -value	Significance level
Gender	Female	53.50	7.47	2.19	0.05
	Male	51.70	6.98		

Table 5.5 Summary of the results of differential analyses based on ANOVA

Variables		Mean	SD	F-value	Significance level
Education	Below graduate	57.17	7.98	5.57	0.01
	General graduate	51.83	5.54		
	Professional degree	51.30	7.26		
	M.Tech., MBA	53.67	7.69		
	Ph.D.	63.33	6.66		
Age (years)	<=25	50.96	6.97	2.38	0.05
	26–35	53.15	7.43		
	36–45	53.29	6.65		
	46–55	55.38	7.67		
	> 55	49.80	5.89		
Job level	Junior management	51.45	7.37	3.44	0.05
	Middle management	53.71	7.01		
	Senior management	52.73	6.39		

purpose of life, and remain more contended, having better environmental mastery. It might be that organizations have groomed them over the years, providing facilitative environment for long-term benefits.

The ANOVA results related to examining the difference in employee perception regarding PWB across different job levels showed that middle-level executives fared better on PWB and there was a statistically significant difference ($F = 3.44$, $p < 0.05$). The reason may be that middle-level executives might have contributed more towards business development, and in turn have enriched themselves and turned out to be more successful, happy and satisfied. Higher level of PWB in middle-level executives could be due to a positive adaptation to the service conditions in mid-career as compared to the junior level managers, who are new to the service and always look for better opportunities. Being in the growing learning curve middle level executives is more engaged and satisfied than the senior executives who normally lack role requirements at seniority level.

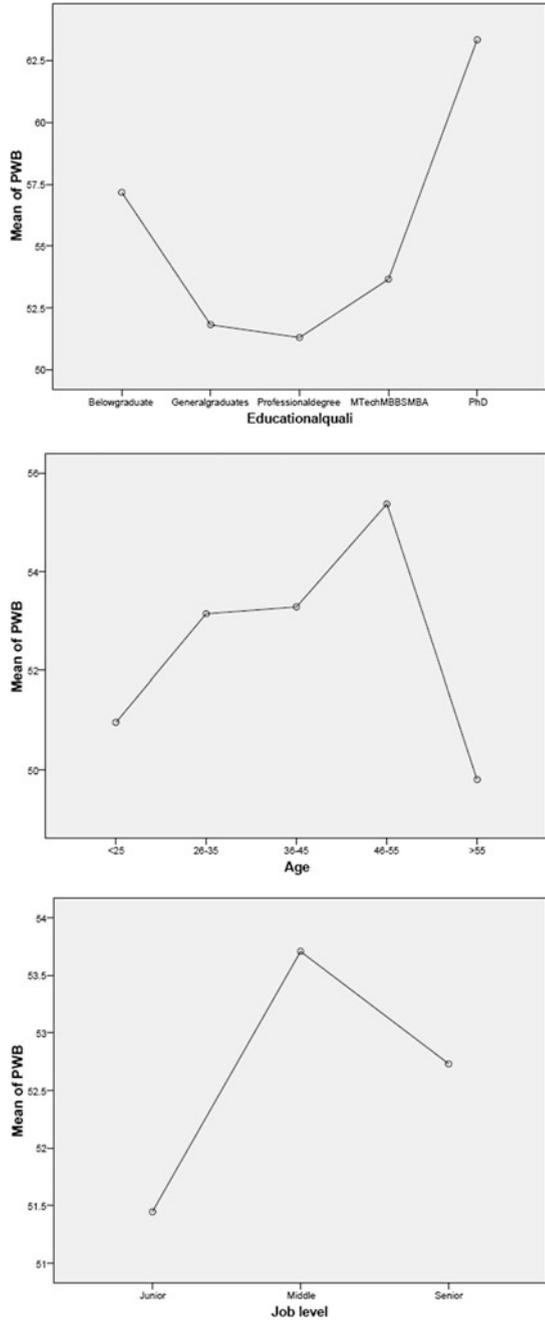
Means of Plots pertaining to education, age and job level which demonstrate the significant difference of PWB level are shown in Fig. 5.2.

Graphs above on mean of PWB are self-explanatory, outlining clearly the type of change, based on the empirical data and showing changes at different levels.

5.5.3 Results of Regression Analysis

Multiple Regression Analysis (MRA) was performed considering the independent variables as predictors and the dependent variable as the criterion variable. MRA was used to find out the strength of association between independent factors and PWB and then to observe the strength of association between PWB and outcome variable.

Fig. 5.2 Means of plots of education, age and job level with PWB



H2: Individual factors, namely, conscientiousness, optimism and resilience would be positively related to PWB.

In order to examine the strength and association between individual factors, namely, conscientiousness, optimism and resilience, and PWB, MRA was conducted. The results of regression analyses showing the strength of these three individual factors with PWB are given in Table 5.6.

The results of multiple regression analysis showed that all the three factors namely, Conscientiousness, optimism and resilience significantly and positively contributed to PWB, explaining 37% variation for the criterion measure ($R^2 = 0.37$, $F(8, 323) = 25.08$, $p < 0.05$).

The results regarding the conscientiousness showed that it was positively related to PWB ($\beta = 0.19$, $p < 0.01$). The results suggested that if we enhance the possibility of constructive encounters at the work place, then it would lead to enhanced PWB. It is argued that the high level of thoughtfulness and impulse control and goal-oriented behaviour of conscientious employees tend to make them more organized and mindful, conscious on return on time investment (ROTI), which altogether positively influence PWB. The above findings are supported by studies done by DeNeve and Cooper (1998) and Judge et al. (1998), in terms of the significant relationship between personality and PWB. The studies by Schmutte and Ryff (1997) and Jawahar and Carr (2007) also found PWB to be positively linked with conscientiousness. The positive effects with conscientiousness and job performance and satisfaction are also found.

The results regarding optimism showed that it is positively related to PWB ($\beta = 0.14$, $p < 0.05$). It may be argued that this type of positive psychological capital is very important in today's workplace, which allows rekindling of determination and willpower resulting in increased motivation to look for alternatives and new realities of the situation. It means people are optimistic and look at the future with a positive outlook, and long-term vision. This perspective makes such people optimistic and satisfied. Earlier studies also link optimism positively with various aspects of psychological well-being among adults (Li 1995). Magaletta and Oliver (1999) also found a positive and significant relationship of well-being with optimism. It was observed by Leung et al. (2005) that optimism predicted life satisfaction through self-esteem and positive relationship with others. Researchers have observed that optimism was positively related to life satisfaction and well-being (Hayes and Weathington 2007; Olason and Roger 2001). Optimism is

Table 5.6 A summary of regression analysis showing the strength of association of individual factors with PWB

Variables	Unstandardized coefficients	Standardized coefficients	t	Sig.	Adj- R^2	F
Conscientiousness	0.41	0.19	3.14	0.01	0.37	25.08
Optimism	0.33	0.14	2.04	0.05		
Resilience	0.15	0.14	2.30	0.02		

shown to have a significant relationship with performance, job satisfaction, happiness and organizational commitment (Luthans et al. 2007; Youssef and Luthans 2007).

Earlier research has also shown that optimism effects self-regulation of behaviour (Carver and Scheier 2001, 2002; Scheier and Carver 1992). Optimists seem to cope in ways that are generally beneficial to their health and they manage and reduce stressors and problems they face. Avey et al. (2010, 2011) also observed a positive effect of PPC on WB. The capacity of resilience helps individuals to take a balanced approach in the case of both positive and negative events; and when coupled with optimism, it helps them to recognize and acknowledge the impact of such events and allow people to recover rebound and return to a balanced state leading to higher levels of PWB.

The results related to resilience showed a positive and significant relationship with PWB ($\beta = 0.14$, $p < 0.05$). The results suggested that people high on resilience fared better on PWB. Resilient people have the capacity to better cope up with anxiety and conflict; and have better capabilities to change. Thus, such people do not lose their focus on the future and try to find out new meaning in life, which makes them happy and satisfied. Researchers (Luthans et al. 2007) also viewed it as a positive psychological capital construct affecting performance and life satisfaction. Resilience helps an individual to bounce back from adversity, failure and even positively, but seemingly overwhelming changes such as increased responsibility (Luthans and Youssef 2004; Masten 2001). Thus, it influences performance and increases psychological well-being (Luthans and Youssef 2004; Singh and Mansi 2009). Resilient people can maintain a pattern of low distress and adequate functioning while following stressful experiences. They possess a number of specific personal attributes that contribute to their ability to approach difficult situations in a way that also adds to their resilient nature and serves to continually expand their personal and psychological strength (Akgemci et al. 2013). They possess enough capacity to learn from the setbacks in life and to utilize that knowledge as a means of coping more effectively in future. Thus, the overall results showed that personality factors like conscientiousness, optimism and resilience were positively related, while agreeableness was negatively related and the hypothesis was partially accepted.

It can be argued that these individual factors significantly contribute to individual's PWB and management should consider as how to improve these factors to make employees more optimistic and resilient even in a fast changing environment, where organizations are uncertain about their system, structure and process, and are making constant efforts to bring home necessary changes to make them more profitable and growth oriented. This has significant implication for the people as organizations undergoing changes have significant influence on the people, as they are affected by these changes and people's qualities like optimism, conscientiousness and resilience can help them to better adapt to the changes taking place in the work life. The return on human capital investment needs to be checked to ascertain the higher returns and accordingly management must invest in people to develop such qualities through HRD intervention.

H3: Organizational factor, namely, organizational culture would be positively associated to PWB.

In order to examine the strength of association between the organizational level factor and PWB, MRA was conducted. A summary of MRA showing strength of association between organizational factor as independent variable and PWB as a criterion variable is stated in Table 5.7.

The results regarding organizational culture suggest that it has significantly contributed to PWB. It means that the culture of the organization has facilitated a better working environment for the employees, and imbibed norms and values in tune with the organizational goals and objectives. Organizational practices have also contributed to the development of a strong culture, which has helped employees to better adapt to the system and practices of the organization. A strong culture can help organizations to be more productive, and employees working in such organization feel more happy and satisfied, resulting in higher levels of well-being. This supports the long held view of previous researchers that employee satisfaction and well-being depends on a supportive culture. Researchers have also observed that organizational culture may be useful in developing organization's management practices concerning human resources to keep them fit for purpose and contended (Burke et al. 2006; Ouchi and Johnson 1978).

Thus, the overall result suggested that organizational factor, namely organizational culture is very important for employee well-being. The culture of an organization is very crucial to determine not only whether people use the family support, benefits that an organization provides, but also their general attitude towards the organization (Thompson et al. 1999) which ultimately affects their PWB. Culture inspires employees and motivates them to do the right things. Employee-organization fit leads to individual and organizational high performance (O'Reilly et al. 1991), and improves employee satisfaction and their mental well-being. The results of this research are conforming to this concept.

Organizations should provide benefits and facilities to employees and their family like scheduling work responsibilities, crèche facilities, medical and schooling facilities and other benefits to enable people not to bother too much about their family and focus on work to become productive. A better work-family integration can help a lot in this direction as it would result in balanced work-family life and would substantially increase the quality of life (QoL) including quality of work life (QWL). A supportive work-family culture is negatively related to work-family conflict (Anderson et al. 2002; Thompson et al. 1999), and positively related to employee PWB. The higher the supportive work-family culture, the higher will

Table 5.7 A summary of regression analysis results showing the strength and association of organizational factors with PWB

Variables	Unstandardized coefficients	Standardized coefficients	<i>t</i>	Sig.	Adj- <i>R</i> ²	<i>F</i>
Organizational culture	0.39	0.32	4.95	0.01	0.37	25.08

be the PWB score of employees. Employees in organizations that provide more work–family benefits reports less work–family conflict and more organizational engagement than those in organizations with fewer work family benefits (Thompson et al. 1999).

H4: PWB would be positively associated with mental health.

In order to examine the strength of association between PWB as a predictor and mental health and employee engagement, simple regression analysis was conducted. The results are given below.

The result of regression analysis showed that PWB significantly contributed to mental health ($\beta = 0.23, p < 0.01$) and explained five percent of the variance for the criterion variable ($R^2 = 0.05, F = 18.63, p < 0.01$). The results are presented in Table 5.8.

The results showed that people with better PWB would have better mental health. It means they would be worry free and happy in their life to go ahead to fulfil their purpose of life. People with better mental health seem to have balanced life, emotionally matured and manage their relationship very well. They would be having less anxiety, physically healthy and happy, go for better self-evaluation, take care of others, remain creative and productive. Mentally healthy individuals develop good family and societal relationship, which ultimately help to develop higher levels of PWB. A number of studies support this finding. There was a positive relationship between well-being and mental health (Diener 1984). There is clear evidence that people with higher levels of PWB are mentally and physically healthier and have happier lives, and live longer (Cartwright and Cooper 2009). Mentally healthy individuals have warm and trusting relationships, feel they are growing as a person, have a purpose in life, feel they can shape the world around them to fit their needs, and enable and direct their actions from internal standards (Ryff and Keyes 1995). Thus, PWB is positively associated with better mental health (Grzywacz and Bass 2003) and increasingly help to enhance mental capital. Work is a gateway to a civil and economic life of a community. Maintaining work can be critical for those who experience poor mental health (Fine-Davis et al. 2005).

5.6 Summary and Conclusion

This chapter provides a summary and conclusion based on the results. It also presents implications and contributions of the study. Limitations of the study are discussed, and finally future research scope is highlighted.

Table 5.8 A summary of regression analysis results showing the strength of association between PWB and mental health

Variables	Unstandardized coefficients	Standardized coefficients	<i>t</i>	Sig.	Adj- R^2	<i>F</i>
PWB	0.13	0.23	4.32	0.01	0.05	18.63

The major objective of this study was to explore the determinants of PWB in Indian social cultural context more specifically, to examine the relationship of independent variables with PWB and the impact of PWB on outcome variables. In addition to this, another objective was to explore the difference in employee perception of PWB with respect to demographic and background variables. In order to examine these objectives, extensive literature survey was carried out to identify the gap areas and hypotheses were formulated. The research hypothesis was subsequently tested by analyzing the data, applying various statistical tools and techniques. The summary of findings, their implications and contributions are discussed here.

5.6.1 Summary of Results

This study was conducted primarily to find out the employees' perception of PWB and the individual and organizational determinants and then the strength of association between PWB and outcome variable namely, mental health. The correlation analysis indicated both positive and negative correlations existing amongst the variables. Positive correlations were found between PWB and outcome variable.

The regression analyses also supported the hypotheses. It was found that employee perception on PWB differed across gender, age, education and job level. We need to further explore the life expectancies of the people, their social, cultural differences and how it contributes to PWB.

Next, the results regarding individual factor indicated that these factors significantly contributed. It is argued that in the light of changing global business scenario and VUCA (volatile, uncertain, complex and ambiguous) environment, it is required to develop these individual factors in the right direction to enhance PWB of employees. Organizations should now create favourable working conditions and conducive work environments that encourage developing employee personality traits/characteristics such as conscientiousness, and positive psychological capital (PPC) like optimism and resilience, through desired training interventions.

The hypothesis regarding organizational factors suggested that organizational culture was significantly related to PWB. Thus, if employee well-being is important to make them productive, organizations should facilitate a supportive work culture. Work family culture which includes managerial support for work–family balance, supportive work–family benefits like desirable time scheduling, not interfering with family responsibilities are well perceived by the employees. It can be concluded that organizations who provide a supportive work–family culture contribute to enhanced PWB of employees.

PWB was also positively related to outcome variable, namely mental health. Changes in employee behaviour due to improved eudaimonic well-being are demonstrated through possible mental health benefits of living a life rich in purpose, meaning and continual growth. Higher order PWB makes employees inspired, excited, enthusiastic, determined, alert, happy and engaged in work roles.

While it develops an engagement level at the organizational level and helps business to grow, it also ensures their prosperity and improves their stake in family life and social inclusion and involvement in social development and the whole gamut of individual, organizations and societies are altogether benefitted.

5.6.2 Implications

The study has certain implications for employers, employees and the academic fraternity. The information can be used by the organizational leaders to check and improve employee's PWB to ensure better engagement and growth with stability. Managers should provide a family supportive work culture so that they get enormous return on employee support and maintain a congenial and healthy work environment. Personality development, soft- skills development programmes may be initiated taking care of each employee, so that they can shoulder more responsibility and add to organizational growth while taking care to fulfil their purpose of life. The organizations need to be proactive and innovative in their business strategies and accordingly set the organizational culture so that employees are inspired to be involved with the organization and have a win situation. Improving employee engagement is a key factor for business development and a challenging activity and most of the industries are now severely lacking in this field. It is estimated approx. 20% of employees only are highly engaged in their works and 20% are actively disengaged (Attridge 2009), which indicates there is huge potential and need to develop in this field. Improved PWB and better MH care can considerably improve employee engagement level.

1. This study provides knowledge and incites interest amongst various stakeholders on measurement of PWB, leader behaviour, effect of supervisors on employees, employee personality traits, duty of care to employee quality of life, gender-role orientation, promotion of employee mental health and social capital.
2. Employee's social involvement due to their high-level PWB not only helps society to flourish, but also the employee, in turn, gets extremely benefitted. This study on PWB may show pathways not only to the individuals by strengthening their mental health but also to the organizations by creating a family supportive culture to ensure better employee engagement and productivity, which can help the society to enhance social capital getting benefits from the enriched organizations and inspired employees besides helping the researchers and opinion leaders for future planning.

5.6.3 Contributions

The study has contributed to the positive organizational behaviour literature through an examination of individual, organizational and social factors and their

impact on PWB. It is a step towards better understanding how PWB helps in the pursuit of employee health and happiness and so to improve mental health and better organizational engagement. This will significantly contribute to the existing body of knowledge in this field.

This study gives a deeper insight in the domain of personality traits at the individual level. The controversy over the relationship and impact of personality traits on PWB has been supported. This study has made an effort to develop the CORE group (Conscientiousness, Optimism and Resilience), highlighting how these specific individual personality trait positively interfere with employee PWB.

This study explored a variety of practices in organizations in work and family domain across various strategic locations in India. It is an eye opener to organizations to realize how family supportive organizational culture can improve individual employee and their engagement level which is most coveted and a challenging task now even for the most upcoming organizations.

Mental health is increasingly being felt as a deep concern area all over the world, although it is much noted and seriously felt in developed countries, as the societal cost of opportunity loss due to poor mental health is enormous. It is also coming up as a great challenge in growing economies like India, where millions of people are engaged in manufacturing and services sectors and diagnosis and treatment of MH issues are typical concerns. This study offers useful information how developing PWB, employee's mental health can be taken care, which can be very useful not only for the employees and their families but also for the organizations and the society. Thus improvement in MH can be a win situation for the individual, organizations and societies.

Another contribution was showing the role of certain social-demographic variables which were not much focused on earlier studies. The study finds gender differences in PWB (females scored better) which is an important contribution in our cultural context. Again the level of education is important for higher PWB, which can instil a sense of self-esteem and competence among employees.

5.6.4 Limitations

Although the findings of this study provide some support regarding the linkages amongst independent variables, PWB and their consequences on employee behaviour, there are some acknowledged limitations of the present study that need to be addressed in future research.

1. The conclusion drawn using a convenient sampling process cannot be generalized as a diverse sample would have been better from a cross section of the industries. The convenient sample population was educated and better placed and their aggregate consent cannot be like that of all categories of less educated employees in other cultural settings. In absence of data for large number of workers of different trades and grades, it is difficult to establish any set pattern of their PWB.

2. All measures were self-report measures and it is difficult to avoid social desirability bias to improve the reliability of the data. It is advised to use mix methods of research to assess SWB to strengthen research in this area. Use of multiple measures can substantially improve the validity of conclusions and may lead to more insights. In-depth group interviews can be organized to have a variety of opinions on diversified topics.
3. The data were collected from only a few places in India and it cannot be representative of the population. Besides Indian social culture and work family enrichment varies due to diversity in racial cultural settings. The organizational culture is likely to vary and it becomes difficult to reach a consensus on the direct and mediation effect of PWB on the ultimate outcome variables. Future researchers may use multiple measures, multiple sources and methods, involving data collection in various states on varied geographical areas to have variety in information.
4. There is a need to use data as how perception changes over time and the relationships amongst variables may be difficult, keeping in view the dynamics of PWB.
5. The hypothesized model could have incorporated social and environmental factor as determinants of PWB. Change of governmental rules and regulations, globalization effect, VUCA effect and far reaching effects of natural and unnatural calamities, arson, safety and security threats through violence and terrorist activities also create considerable impact on employee PWB.
6. A major limitation of this research on PWB and employee behaviour is that it has focused almost exclusively on the experiences of individuals employed in large manufacturing and service sectors. No attention has been devoted to examining PWB and behaviour of men and women who are self-employed and in small scale sectors.
7. The data were analyzed using co-relational techniques which pose certain limitations. Structural Equation Modelling could have been used to examine the hypothesized relationships and the model fit.

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