

Psychological well-being as a predictor to job performance and job satisfaction

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Abstract

PWB refers to the overall or subjective well-being or happiness of a person. It involves phenomenological well-being when people want to be happy, emotional well-being when people are more prone to positive emotions and less prone to negative emotions, and well-being in totality or for whole life. From Hawthorne (1939) to Wright (1998) it has been proved that happy workers demonstrate higher level of job performance and job satisfaction.

Keywords: Psychology Well-being (PWB), Job satisfaction, Job performance.

Introduction

Modern organizations expect their employees to be proactive, take responsibility and to be highly committed to meet highly established targets and to meet that an employee has to engage not only his body but mind and soul too. But job performance and job satisfaction is not possible without the psychological well-being of an individual. It has been evident that job performance has been consequences of an overall well-being of an individual and his higher level of satisfaction at work place “Happy worker a better performer”. If a person is unhappy at work, it doesn't seem likely that this person will be happy in general.

Rationale

PWB in the workplace plays an important role in determining job satisfaction and has attracted much research attention in recent years. These studies have focused on the effects of PWB on job satisfaction as well as job performance. Some researches had not taken into account the external aspects of one's life in relation with job satisfaction, focusing only on the work environment as the main determinant of job satisfaction. Ultimately, to better understand job satisfaction and job performance it is important to take into account an individual's PWB.

Objectives

- To study PWB, job performance and job satisfaction in general
- To study PWB as a predictor of job satisfaction and job performance

Hypothesis

- There exists a positive relationship between psychological well-being and job performance.
- There exists a positive relationship between psychological well-being and job satisfaction.
- There exists a positive relationship between job performance and job satisfaction

Psychological well-being (PWB)

Psychological well-being (PWB) is defined as “the overall effectiveness of an individual's psychological functioning” as related to primary facets of one's life: work, family, community, etc. or in other words, how people evaluate their lives as a whole. A person is said to be with high positive psychological well-being when he or she is satisfied with his or her life and experiences positive emotions and avoids negative emotions such as anger, negativity and depression. Wright gave the six dimensional model of an individual's PWB.



Job Satisfaction

Job satisfaction is the degree to which individuals feel positively or negatively about their jobs. Locke (1976) [4], who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" Spector (1997) has listed 14 common facets which are the indicators of job satisfaction: Appreciation, Communication, Co-workers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision). A more recent definition of the concept of job satisfaction is from Hulin and Judge (2003), who have noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral

components. Three most important theories of job satisfaction are: Content theory, process theory and situational theory. Content theory is based on Abraham Maslow's "hierarchy of needs". According to him job satisfaction is based on the five tier model of human needs. At the lowest tier, basic life sustaining needs such as water, food, and shelter were identified. • The next level consisted of physical and financial security, while the third tier included needs of social acceptance, belonging, and love. • The fourth tier incorporated self-esteem needs and recognition by one's peers, and at the top of the pyramid was reserved for self-actualization needs such as personal autonomy and self-direction. Process Theories • Process theories attempt to explain job satisfaction by looking at expectancies and values. This theory suggested that people perceive their job as a series of inputs and outcomes. Inputs are factors such as experience, ability, and effort; while outcomes include things like salary, recognition, and opportunity. The theory is based on the premise that job satisfaction is a direct result of individuals' perceptions of how fairly they are treated in comparison to others. Situational Theories • Situational characteristics are things such as pay, supervision, working conditions, promotional opportunities, and company policies that typically are considered by the employee before accepting the job. The situational occurrences are things that occur after taking a job that may be tangible or intangible, positive or negative.

Job Performance

Job performance is assessment of a person's performance at work place. Generally, researchers agree that job performance can be defined on a micro level as actions and behaviors of an employee that contribute to the goals of the organization (Campbell, 1990; ^[2]Murphy, 1989).

Psychological well-being as the Predictor of Job Satisfaction and Job Performance

Carol Ryff was doing pioneering work on the study of psychological well-being. He suggested that employees with high levels of psychological well-being and who are satisfied with their job are "more easily able to 'broaden and build' themselves ... and as a result these satisfied and psychologically well individuals will reap such additional benefits as being more creative, resilient, socially connected, physically healthy and derive more meaning from their work." Such people also have the resources to "initiate, foster, facilitate and sustain high levels of job performance." Findings of his study are:

- Job performance is highest when employees have high levels of psychological well-being and job satisfaction.
- Job satisfaction predicts job performance but only if the employee also has high psychological well-being.
- The relationship between job satisfaction and retention is also stronger when employees have high levels of psychological well-being.

Research Methodology

To test the hypothesis, a study was conducted on 25 members of faculty of Universal Group of institutions. Sample was selected through stratified random sampling.

Psychological well-being was measured by Index of psychological well-being.

Job satisfaction was measured by three-dimensional measure (satisfaction with job, coworkers and supervision). Job performance was assessed by supervisor in four dimensions – work facilitation, goal emphasis, team building, and support.

Hypothesis 1 & 2 are tested by correlation analyses. Hypothesis 3 was tested by regression analyses. To control other variables such as age, gender of job tenure, two hierarchical regressions were performed.

Data Interpretation

N	r1	r2	r3
25	0.24	-0.4	0.5

1. r1 shows a closer association between psychological well-being and job performance. There is positive correlation between psychological well-being and job performance.
2. r2 shows a far association between psychological well-being and job satisfaction. There is negative correlation between psychological well-being and job satisfaction.
3. r3 shows a closer association between job performance and job satisfaction. There is positive correlation between job performance and job satisfaction.
Hence hypothesis 1&3 accepted and hypothesis 02 rejected.

Result Analysis

Both studies produced different results. The connection between psychological well-being and performance (hypothesis 1) was supported, correlation between both variables was 0.24 and co-relation between job performance and job satisfaction was 0.5(hypothesis 3) showing a positive and close association. In regression analysis testing hypothesis 3, both studies showed relative importance of psychological well-being in explaining the job performance variance. This effect did not occurred when including job satisfaction data. The positive well-being however does not have positive impact on job satisfaction as many factors like salary, recognition for the work done, stress level at work place etc influence the level of job satisfaction; hence showing a negative and far association between psychological well-being and job satisfaction with a correlation of -0.4, therefore rejecting hypothesis 2.

Implications

After detailed content analysis and research, a number of recommendations were drawn

That can help to enhance psychological well-being:

- Put people into appropriate work situations which maximize psychological well-being.
- Train people to help improve job fit.
- Adapt the work conditions as best as possible to help employees maximize psychological well-being.
- Put people who are psychologically well, socially responsible, and ethically strong into leadership positions; in turn they contribute to creating healthy organizations.
- Provide stress management training.
- Emphasize social support at work.

- Implement family-friendly policies.
- Provide training and implement policies which emphasize the Broaden and Build theory

Conclusion

It is clear that there exists a close relation between psychological well-being and job performance. The well-being matters. Moreover, this subjective or over-all well-being is more important than job satisfaction because by and large job satisfaction and job performance depend on the Psychological well-being (PWB).

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