

## INFLUENCE OF EMPLOYEE PSYCHOLOGICAL WELL-BEING ON JOB PERFORMANCE

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### ABSTRACT

Employee well-being is a subjective term. Which is describes employee's happiness, the fulfillment of wishes, abilities, satisfaction, and task accomplishments. The research attempts to understand the influence of employee psychological well-being on job performance. Simple random sampling technique was used for primary data collection. Data was collected from 50 BHEL employees from Trichy. Data analysis was done through path analysis. The analysis found that there is influence of employee well-being such as hedonic well-being and eudaimonic well-being on affective commitment. The research also identified that there is influence of affective commitment on employee job performance. The research concluded that there is a mediating effect affective commitment between employee well-being and job performance. The research recommended that the organization should provide opportunities for their employees to use their full potential. This opportunity will increase the autonomy and overall well-being of the employees.

**Keywords:** Hedonic Well-Being, Eudaimonic Well-Being, Affective Commitment, and Employee Job Performance.

### INTRODUCTION

Employee well-being has important implications for other aspects of employee life and in the workplace. Further research has examined the impact of employee well-being on work outcomes (Turban & Yan, 2016; Karapinar, et al. 2019). Fewer studies have found how employee well-being influences work performance. Studies also show that employee well-being and health are among the most important factors in organizational performance and their success (Turban & Yan, 2016; Bakker, et al. 2019). Various studies have found that employee well-being leads to different personal and organizational performance such as customer satisfaction (Sharma, et al. 2016), increased organizational performance and productivity (Hewett, et al. 2018), organizational citizenship behavior (Mousa, et al. 2020) and employee engagement (Tisu, et al. 2020).

Moreover, there is an important gap in recent work performance research. Previous research has found that happy workers are more productive than less happy or unhappy workers (DiMaria, et al. 2020). Furthermore, there are some studies on the relationship between work performance and psychological well-being in the search for literature (Turban and Yan, 2016; Salgado, et al. 2019). Furthermore, there is very little research on the processes that link

psychological well-being with work performance. To improve understanding of the effects and processes of psychological well-being in the workplace, this study explores the relationship between work performance and psychological well-being in the workplace setting. Such knowledge will not only keep employees happy and satisfied during times of uncertainty, but will also explore how to help managers achieve higher organizational performance (DiMaria, et al. 2020).

### **PSYCHOLOGICAL WELL-BEING AND AFFECTIVE COMMITMENT**

Well-being is a broad thought that refers to the valuable experience of individuals (Bandura, 1986). This concept is very useful in the activities and work of individuals (Huang, et al. 2016). According to Diener (2009), well-being is a subjective term that describes the fulfillment of desires, people's happiness, skills, satisfaction, and work achievement. Ballesteros-Leiva, et al. (2017) classified employee well-being into two types (hedonic well-being and eudaimonic well-being). Diener, et al. (1985) stated that hedonic well-being has a more positive impact and more life satisfaction and focuses on happiness. Also hedonic well-being focuses on happiness, pleasure, and positive emotions (Ryff, 2018; Ryan and Deci, 2000). In contrast, eudaimonic well-being is different from hedonic well-being. Because, eudaimonic said that well-being focuses on real personal and self-development (Waterman, 1993). In the past, eudaimonic well-being and hedonic well-being were relatively interrelated. But, eudaimonic well-being and hedonic well-being have different views (Sheldon, et al. 2018; Ballesteros-Leiva, et al. 2017). Therefore, the present research evaluates the psychological well-being of employees based on two verified measures. That is, eudaimonic well-being (people's sense of personal achievement) and hedonic well-being (people's satisfaction with life in general). Thoresen, et al. (2003) found a positive correlation between indicators of organizational commitment and eudaimonic well-being and hedonic well-being. Yasir Mansoor Kundi, et al. (2021) also found that affective commitment was influenced by psychological well-being such as eudaimonic well-being and hedonic well-being. Hence, the author frames the following hypotheses:

**H1a:** Hedonic well-being predicts employee affective commitment.

**H1b:** Eudaimonic well-being predicts employee affective commitment.

### **AFFECTIVE COMMITMENT AND JOB PERFORMANCE**

The concept of organizational commitment was first introduced by the sit-bed theory in the early 1960s (Becker, 1960). Organizational commitment is defined as the psychological interaction of employees with the organization and their involvement (Cooper-Hakim and Viswesvaran, 2005). Organizational commitment (ethics, impact, and continuity) is classified into interrelated types (Meyer, et al. 1993). Employees are attached to their company in an emotional commitment. In ethical commitment, employees are committed because of their sense of duty to serve their companies. Schoemmel and Jonsson (2014) surveyed Danish employees working in healthcare. They found that employee impact is related to various individual organizational effects. They also found that the employee's emotional commitment to organizational outcomes is strongly related to work performance. Yasir Mansoor Kundi, et al. (2021) also discovered the job performance was influenced by affective commitment. Hence, the author frames the following hypothesis:

**H2:** Affective commitment predicts employee job performance.

### **AFFECTIVE COMMITMENT AS A MEDIATOR**

Employee psychological well-being is considered necessary to employee work performance and the employee's emotional commitment. This is because an employee with a high level of well-being tends to be the best performer at work with the most commitment in his or her organization (Jain and Sullivan, 2019). Staw and Barsade (1993) found that students who were satisfied and happy with their lives were having high grades and better performance. Yasir Mansoor Kundi, et al. (2021) also found that there is a mediating effect of affective commitment between psychological well-being such as hedonic well-being and eudaimonic well-being with employee job performance. Hence, the author frames the following hypotheses:

**H3a:** There is a mediating effect of affective commitment between hedonic well-being and job performance.

**H3b:** There is a mediating effect affective commitment between eudaimonic well-being and job performance.

### **RESEARCH GAP**

Many researchers have studied in the area of influence of employee well-being on job performance. But, the authors stated the outcome of well-being describes the fulfillment of desires, people's happiness, skills, satisfaction, and work achievement. But, the research classified employee well-being into two types such as hedonic well-being and eudaimonic well-being. So there is a research gap identified to study is unique in introducing the dependent variable employee job performance and independent variables employee well-being such as hedonic well-being and eudaimonic well-being and mediating variable affective commitment.

### **RESEARCH METHODOLOGY**

#### **RESEARCH DESIGN**

Descriptive research design has been used this research work. The descriptive research design attempts to explain the activities of the employees in relation to an exacting practice or ethnicity of meaning. Based on the recompense of descriptive research design, the author has used the descriptive research to establish the influence of employee psychological well-being on job performance in BHEL, Trichy.

#### **FRAMEWORK OF THE RESEARCH**

It was used to identify the influence of employee psychological well-being on job performance in BHEL. Employee psychological well-being was considered as independent variable and classified into two groups such as eudaimonic well-being and hedonic well-being. Employee job performance was considered as outcome variable. Affective commitment was considered as mediator variable.

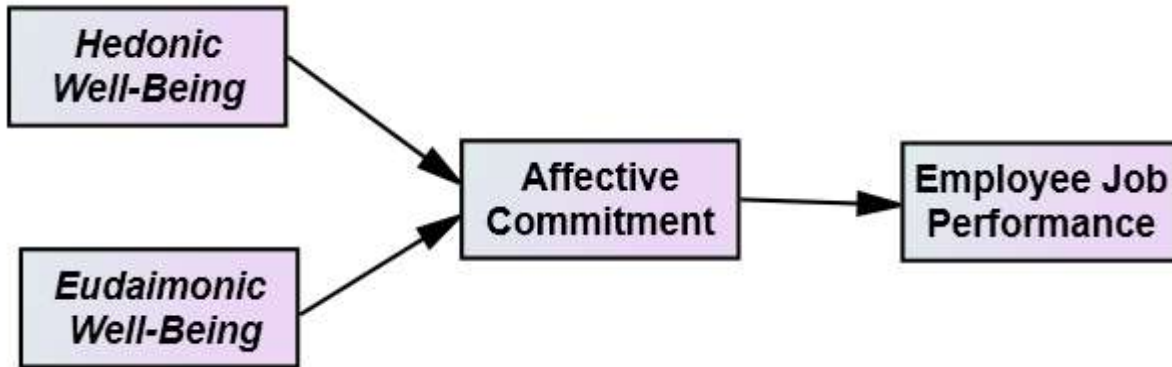


Figure 1: Conceptual framework of the study

**STATEMENT OF THE PROBLEM**

How employee well-being such as hedonic well-being and eudaimonic well-being are influence the affective commitment and employee job performance. How the employee affective commitment is influence the employee job performance in BHEL, Trichy.

**OBJECTIVES OF THE STUDY**

- To study the influence of employee well-being such as hedonic well-being and eudaimonic well-being on affective commitment.
- To know the influence of affective commitment on employee job performance in BHEL, Trichy.

**QUESTIONNAIRE CONSTRUCTION**

Table 1: Reliability of the Research

S.No.	Variable	Reliability	Author
1	Employee Well-Being		
	Hedonic Well-Being	0.92	Diener, et al. (1985)
	Eudaimonic Well-Being	0.83	Waterman, et al. (2010)
2	Affective Commitment	0.86	Allenand Meyer (1990)
3	Employee Job Performance	0.80	Williams and Anderson (1991)

Standard tools were used for primary data collection. For all the statements of the questionnaire construction the alpha was ranged from 0.80 to 92. This reliability value indicates that high reliability of the statements of the questionnaire.

**AREA OF SAMPLE AND JUSTIFICATION**

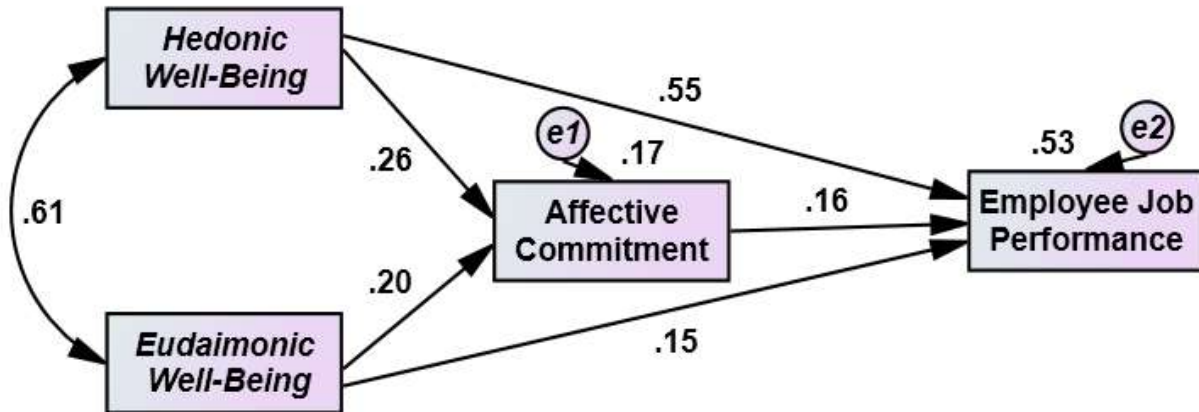
BHEL has been selected for this research as area of sampling. Hence, there is a required to defend and expand the employees as well as the BHEL as a whole. By understanding this, employee well-being, affective commitment, and employee job performance are judged for the research. The sample comprises the employees of BHEL, Trichy. Pilot study sample size of the research was 50 employees from BHEL, Trichy. Sampling technique presents a range of techniques that allow decreasing the amount of data wanted to collect by believing only data from

a subgroup pretty than all probable cases or rudiments. Simple random sampling technique was followed to collect the primary data for the research.

**TOLL FOR DATA ANALYSIS**

Path analysis was used for data analysis. It was used to identify the employee well-being such as Hedonic well-being and eudaimonic well-being on employee job performance: the mediation effect of affective commitment in BHEL, Trichy.

**RESULTS AND DISCUSSION**



**Figure 2: Influence of employee psychological well-being on job performance**

**Table 2: shows Model Fit Indication**

Indicators	Observed Values	Recommended Values (Premapriya, et al. 2016)
Chi-Square	2.302	---
p	0.341	< 0.050
GFI	0.996	< 0.90
AGFI	0.968	
CFI	0.992	
NFI	0.993	
RMS	0.024	> 0.080
RMSEA	0.006	

Source: Primary data

From the model fit table, it is identified that the chi-square value was 2.302. The p value was 0.341, which was greater than 5%. The GFI and AGFI scores were larger than 0.90, which was suggested by Saminathan, et al. (2019). The calculated CFI and NFI scores were larger than 0.90, which was suggested by and Kantiah Alias Deepak and Velaudham (2019); Velaudham and Baskar (2015). It was found that RMSEA and RMS values were less than 0.08. The above pointers

indicate that it was completely fit Velaudham and Baskar (2016); Indra, Balaji and Velaudham (2020).

**H<sub>0</sub>:** There is no influence of hedonic well-being on affective commitment.

Influence of hedonic well-being on affective commitment calculated value of CR is 6.127. The Beta value was 0.261. The beta value indicates that 26.1 percent of influence is through hedonic well-being towards affective commitment. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. The result shows that the hedonic well-being influences affective commitment among the employees in BHEL. Thoresen, et al. (2003) and Yasir Mansoor Kundi, et al. (2021) have found similar result.

**Table 3: Regression Weights**

DV		IV	Estimate	S.E.	C.R.	Beta	p
Affective Commitment	<---	Hedonic Well-Being	0.228	0.037	6.127	0.261	0.001
Affective Commitment	<---	Eudaimonic Well-Being	0.164	0.035	4.645	0.198	0.001
Employee Job Performance	<---	Hedonic Well-Being	6.281	0.378	16.607	0.545	0.001
Employee Job Performance	<---	Eudaimonic Well-Being	1.672	0.355	4.713	0.153	0.001
Employee Job Performance	<---	Affective Commitment	2.092	0.367	5.698	0.159	0.001

Source: Primary data

**H<sub>0</sub>:** There is no influence of eudaimonic well-being on affective commitment.

Influence of eudaimonic well-being on affective commitment calculated value of CR is 4.645. The Beta value was 0.198. The beta value indicates that 19.8 percent of influence is through eudaimonic well-being towards affective commitment. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. The result shows that the eudaimonic well-being influences affective commitment among the employees in BHEL. Thoresen, et al. (2003) and Yasir Mansoor Kundi, et al. (2021) have found similar result.

**H<sub>0</sub>:** There is no influence of hedonic well-being on employee job performance.

Influence of hedonic well-being on employee job performance calculated value of CR is 16.607. The Beta value was 0.545. The beta value indicates that 54.5 percent of influence is through hedonic well-being towards employee job performance. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. The result shows that the hedonic well-being influences employee job performance among the employees in BHEL. Yasir Mansoor Kundi, et al. (2021) has found similar result.

**H<sub>0</sub>:** There is no influence of eudaimonic well-being on employee job performance.

Influence of eudaimonic well-being on employee job performance calculated value of CR is 4.713. The Beta value was 0.153. The beta value indicates that 15.3 percent of influence is

through eudaimonic well-being towards employee job performance. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. The result shows that the eudaimonic well-being influences employee job performance among the employees in BHEL. Yasir Mansoor Kundi, et al. (2021) has found similar result.

**H<sub>0</sub>:** There is no influence of affective commitment on employee job performance.

Influence of affective commitment on employee job performance calculated value of CR is 5.698. The Beta value was 0.159. The beta value indicates that 15.9 percent of influence is through affective commitment towards employee job performance. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. The result shows that the affective commitment influences employee job performance among the employees in BHEL. Staw and Barsade (1993) and Yasir Mansoor Kundi, et al. (2021) have found similar result.

## **FINDINGS**

- The result shows that the hedonic well-being influences affective commitment among the employees in BHEL. Thoresen, et al. (2003) and Yasir Mansoor Kundi, et al. (2021) have found similar result.
- It is found the eudaimonic well-being influences affective commitment among the employees in BHEL. Thoresen, et al. (2003) and Yasir Mansoor Kundi, et al. (2021) have found similar result.
- The analysis discovered the hedonic well-being influences employee job performance among the employees in BHEL. Yasir Mansoor Kundi, et al. (2021) has found similar result.
- The result shows that the eudaimonic well-being influences employee job performance among the employees in BHEL. Yasir Mansoor Kundi, et al. (2021) has found similar result.
- The analysis identified the affective commitment influences employee job performance among the employees in BHEL. Staw and Barsade (1993) and Yasir Mansoor Kundi, et al. (2021) have found similar result.

## **SUGGESTIONS**

- The company should provide opportunities for their employees to use their full potential. This opportunity will increase the autonomy and overall well-being of the employees.
- Improving employee well-being in the workplace can contribute to creating better employees. This will enable companies to create dedicated and better work performance.
- Management should avoid layoffs and other types of structural changes. In addition, we need to find ways to enhance employee awareness of job security. This research will help management to understand the importance of employee psychological well-being for work-related attitudes and behaviors.

## **CONCLUSION**

Employee well-being is a subjective term. Which is describes employee's happiness, the fulfillment of wishes, abilities, satisfaction, and task accomplishments. The research attempts to understand the influence of employee psychological well-being on job performance. Simple

random sampling technique was used for primary data collection. Data was collected from 50 BHEL employees from Trichy. Data analysis was done through path analysis. The analysis found that there is influence of employee well-being such as hedonic well-being and eudaimonic well-being on affective commitment. The research also identified that there is influence of affective commitment on employee job performance. The research concluded that there is a mediating effect affective commitment between employee well-being and job performance.

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