

Impact of Social, Psychological & Emotional Well-being of an Employees' working Capability and Performance

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Abstract

The purpose of this study is to understand various aspects of wellbeing. The different definitions of wellbeing propounded by different researchers in recent years, types of wellbeing, different dimensions, indicators or measures of wellbeing were studied and they are included in this paper. British Psychological Society in the year 2010 has established the importance of psychological well-being of employees & how it impacts organizational success (Sandilya, 2018). This is relevant to this study, because the wellbeing of a person is an indication of emotions and emotions are an outcome of psychological state of mind. Some of the most popular journals and readings were referred for this study, some of them are Oxford Handbook of Well-being, Journal of Psychology, and International Journal of HR. Since this is a conceptual paper, no empirical study was done or no data analysis performed.

To some extent, meta-analysis of wellbeing was covered, which helps in understanding various dimensions of wellbeing, e.g. living standard, health, freedom, personal and community relationships, peace and security, which are considered to be the significant livability factors of wellbeing. The eight dimensions of wellbeing, which are categorized as internal & external,

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Prabhat Mittal and Rajeev Bansal (eds), Social Development and Governance: Innovations in Education, Technology & Management (ISBN: 978-81-966500-9-4)

https://doi.org/10.48001/978-81-966500-9-4_20

were studied and they are briefly explained. Index of Psychological Wellbeing was studied only at the conceptual level, not practically tested. PERMA model of wellbeing, which helps in the study & measurement of five determinants of subjective well-being has been covered in this paper.

Keyword :Wellbeing, Psychology, Emotions, Employees, Subjective wellbeing.

20.1 Introduction

There is much debate between researchers about arriving at one standard definition of wellbeing. One of the simplest definitions of wellbeing suggests that it is a combination of feeling good and experiencing positive emotions that helps an individual in performing well and up to their fullest potential. On the other hand, another definition suggests the opposite of the above definition.

Accordingly wellbeing is defined as the state of having no anxiety, uneasiness, depression, and other psychological disorders in an individual's life. Other views on wellbeing consider it as a positive outcome that is meaningful for people and for many sectors of society. In generic terms, well-being includes the presence of positive emotions and moods (e.g., contentment, happiness), the absence of negative emotions (e.g., depression, anxiety), satisfaction with life, fulfillment as well as positive functioning.

Defining well being has been the subject of research for the past few centuries, and over that period multiple variables have been considered by scholars to arrive at the most precise indicators of people's satisfaction. The two main indicators of wellbeing are satisfaction & happiness (Çankır and Yener, 2017). According to a report, the term subjective well-being is synonymous with positive mental health (Ruggeri, 2020). The scope of this paper does not involve looking into the mental health aspect of wellbeing. Wellbeing is also linked to the success of an individual at a personal, professional and interpersonal level. Thus, it is interpreted that people with high level of wellbeing measures, show greater productivity at the workplace, can do more effective learning, can have increased creativity as well as show more social behaviors and positive relationships (Diener, 2012). This paper will use qualitative means such as meta-analysis to try to argue that emotional wellbeing is integral to organizational

success.

20.2 Objective

- The objective of this study is to understand the impact of psychological and emotional wellbeing of a person on his/her working capabilities and performance.
- Understand what are the various methods & tools to measure the level of wellbeing, which can then be put into different categories as – normal, stressed or depressed.
- How the wellbeing of a person can be improved by adopting different practices, wellness programs or by self-meditation and other activities.
- Establish some theory or derive some conclusion up to what extent the performance of an individual can be improved by applying NLP (Neuro Linguistic Programming) techniques.

20.3 Type of well beings

The two broad categories carved out for types of wellbeing are – subjective & objective. While subjective wellbeing consists of three interrelated components: life satisfaction, pleasant effect, and unpleasant effect. Effect refers to pleasant and unpleasant moods and emotions, whereas life satisfaction refers to a cognitive sense of satisfaction with life. On the other hand, objective wellbeing is determined by gender, age, ethnicity and social acceptance. In this paper, I have focused primarily on subjective wellbeing, thus I provide a brief concept of the types of subjective wellbeing. Subjective wellbeing is comprised of social wellbeing, psychological wellbeing and emotional wellbeing.

20.3.1 Social Wellbeing

A person is considered to have better social wellbeing when they are in a good social relationship, have social stability and are at peace. As the legendary Greek philosopher Aristotle has said “man is by nature a social animal”. People are mutually dependent, relying on others for wellbeing, either within family, friends or society. It also depends, to some extent, on factors like freedom, trust and equal rights.

20.3.2 Psychological Wellbeing

Psychological wellbeing (PWB) is an individual's level of psychological happiness which comprises their life satisfaction and sense of accomplishment. It is usually conceptualized as some combination of positive affective states such as happiness. PWB is a core feature of mental health, and it can be explained as hedonic and eudemonic. Psychological wellbeing measures the happier dimension of individual feelings. Psychological well-being has three defining characteristics. The first of these is the idea that wellbeing is a phenomenological event. This implies that people are happy when they subjectively believe themselves to be so.

Secondly, wellbeing involves some emotional conditions. This means, people who are psychologically well are more likely to experience positive emotions and less prone to experiencing negative emotions. Lastly, wellbeing refers to one's life as a whole. It is a global evaluation.

20.3.3 Emotional well being

Definition of emotional wellbeing as given by the Mental Health Foundation is 'A positive sense of wellbeing which enables an individual to be able to function in society and meet the demands of everyday life'. Emotional wellbeing is conceptualized as a balance of positive and negative feelings experienced in life and the perceived feelings of happiness and satisfaction. It can also be understood as the overall effectiveness of an individual's psychological functioning as related to the major aspects of their life, i.e. work, family, community etc. The World Health Organization describes 'wellbeing' as a “resource for healthy living” and “positive state of health”

that is “more than the absence of an illness” and enables us to function well: psychologically, physically, emotionally and socially.

20.4 Measurement of Wellbeing

There are different models and methods that are applied for measuring the level of wellbeing. Which measures of wellbeing and the method used, are most appropriate depends on what context it is being measured. Various studies have been done to measure wellbeing, and they involve the use of an eight-item Index of Psychological Well-Being developed by. In this model, the respondents were asked how often they felt – (i) very lonely or remote from other people (ii) very unhappy (iii) bored or de-motivated (iv) extreme restless so that they couldn't sit long in a chair (v) vaguely uneasy about something without knowing why (vi) particularly excited or interested in something (vii) pleased about having accomplished something and (viii) on top of the world. Another most widely used measuring index of wellbeing is '5-item World Health Organization Well-Being Index (WHO-5)' which focuses on assessing subjective psychological wellbeing. Author suggested five components of well-being based on his research of many years and he developed a new multi-dimensional model of well-being which is called as PERMA model. This model includes study & measurement of five components of subjective well-being - Positive emotion, Engagement, Relationships, Meaning, and Accomplishment.

20.5 Dimensions of Well Being

There are eight Dimensions of Wellness: occupational, emotional, spiritual, environmental, financial, physical, social, and intellectual. Each dimension is interconnected. Each dimension is equally vital in the pursuit of optimum health. One can reach an optimal level by understanding how to maintain and optimize each of the dimensions.

- **Physical Wellbeing:** It relates to maintaining a healthy body and seeking care when needed. Physical health is attained through exercise, eating well, getting enough sleep and paying attention to the signs of illness and getting help when needed.

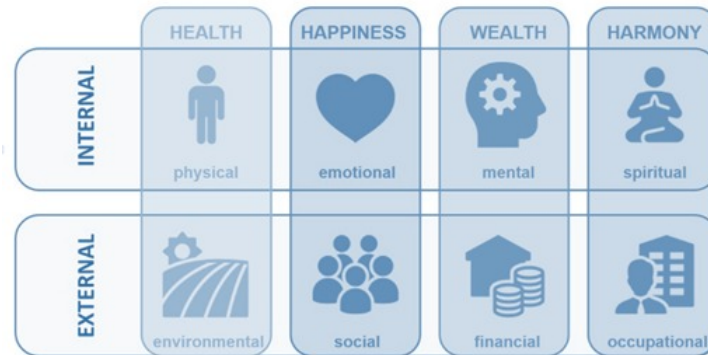


Figure 20.1: Dimensions of Well Being

- **Emotional wellness:** It relates to understanding our feelings and coping effectively with stress. It is important to pay attention to self-care, relaxation, stress reduction and the development of inner resources so we can learn and grow from experiences.
- **Occupational wellness:** It is about enjoying our occupational endeavors and appreciating our contributions. This dimension of wellness encourages personal satisfaction and enrichment in one's life through work.
- **Intellectual wellness:** It involves having an open mind when we encounter new ideas and continuing to expand your knowledge. It encourages active participation in scholastic, cultural and community activities.
- **Environmental wellness:** Inspires us to live a lifestyle that is respectful of our surroundings. This realm encourages us to live in harmony with the Earth by taking action to protect it. Environmental well-being promotes interaction with nature and the personal environment. Everyone can have a strong environmental conscious simply by raising their awareness.
- **Financial Wellness:** Involves the process of learning how to successfully manage financial expenses. Money plays a critical role in our lives and not having enough of it

impacts health as well as academic performance. Financial stress is repeatedly found to be a common source of stress, anxiety and fear for college students.

- **Social wellness:** Helps us in performing social roles effectively and comfortably, and create a support network. This dimension allows not only to develop encouraging relationships with peers, but also intimate relationships with romantic partners.
- **Spiritual wellness:** Allows us to develop a set of values that help one seek meaning and purpose. Spirituality can be represented in many ways, for example, through relaxation or religion. But being spiritually well means knowing which resources to use to cope with issues that come up in everyday life.

20.5.1 Positive Psychology & Wellbeing

Psychology is not just the study of disease, weakness, and damage, it is also the study of strength and virtue. Treatment through psychology, is not just fixing what is wrong but it is also building what is right. Psychology is not just about illness or health; it also is about work, education, insight, love, growth, and play. Positive psychology is a scientific field that studies the optimal functioning of individuals, groups, and institutions (Fisher, 2006)

Positive psychology focuses on aspects of the human condition that lead to happiness, fulfillment, and flourishing. The positive psychology characterizes wellbeing as a positive and sustainable characteristics which enables individuals and organizations to prosper and succeed. The main objective of positive psychology is to facilitate happiness and subjective wellbeing.

20.5.2 Social Psychology of Employee Well Being

According to Social Psychology, there are two aspects to the study of wellbeing. These are subjective or hedonic and psychological or eudemonic. Subjective well-being is the approach focusing on descriptions of well-being concerning avoidance from grief or pain and obtaining satisfaction and happiness. Psychological well-being is the approach defining psychological well-being as felicity in private and work life of individual and the state of optimal efficiency.

Psychological well-being means that life goes on well and person feels good and carries out works impressively (Semiz, 2018) .

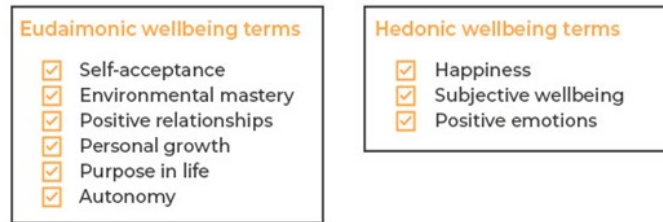


Figure 20.2: Social Psychology of Employee Well Being

20.5.3 Meta-analysis of wellbeing

Wellbeing is defined as a global, subjective evaluation of one's quality of life. There are many studies done in which more than one measures of well-being has been used for meta-analysis. Taking a practical approach, more of global measures were considered over simpler or specific measure. The global measures are –simple measures & composite measures (measures created by composite of scores based on more than one scale). Measures of well-being are summarized broadly into three categories as shown in the table 20.3.

20.5.4 Psychology & Emotions

Philosopher and psychiatrist Dr. Neel Burton examined a variety of human emotions in his book Heaven & Hell: The Psychology of Emotions. In this book, Dr. Neel has said that we humans are always guided by our emotions since primitive age. It is our emotions that determine our choice of profession, partner, social beliefs and our relation to money, sex, and religion. Further, the study of emotional psychology allows researchers to dive into what makes humans react as they do to certain stimuli and how those reactions affect us both physically and mentally. According to many psychologists, our physiological responses are likely how emotion helped us evolve and survive as human beings. Physiological response is the result of the autonomic

Broad category	Description	Well-being measure
Simple	simple measures of elements of well-being	Rosenberg self-esteem (Rosenberg, 1965) Subjective Happiness Scale (Lyubomirsky & Lepper, 1999) Satisfaction with life scale (SWLS) (Diener et al., 2010)
Composite	measures created from composite of scores on more than one scale	Composite created from 2 or more measures, most commonly SWLS combined with positive and negative affect balance. Some include a measure of stress in the composite. Concise measure of subjective well-being (Suh & Koo, 2011)
Optimal functioning	measures of well-being as optimal functioning	Meaning in Life Questionnaire (Steger, Frazier, Oishi, & Kaler, 2006) Psychological well-being (Ryff & Keyes, 1995) Mental Health Inventory - 38 (Veit & Ware, 1983) Warwick Edinburgh Mental Well-Being Scale (Tennant et al., 2007) World Health Organization's Quality of Life scale (short version) (The WHOQOL Group, 1998)

Figure 20.3: Meta-analysis of wellbeing

nervous system's reaction to the emotion we are experiencing. Emotions are made up of three parts: subjective experiences, physiological responses and behavioral responses.

- **Subjective Experiences:** Subjective experiences can range from something as simple as seeing a color to something as major as losing a loved one or getting married. No matter how intense the experience is, it can provoke many emotions in a single individual and the emotions each individual feel may be different.
- **Physiological Response:** Physiological response is the result of the autonomic nervous system's reaction to the emotion we are experiencing. The autonomic nervous system controls our involuntary bodily responses and regulates our response to fight (overcome) or give up (get deeper into emotions).
- **Behavioral Response:** The behavioral response aspect of the emotions is the actual expression of the person. Behavioral response can include a smile, a grim face, a laugh or a sigh, along with many other reactions depending on societal norms and personality. A study in the Journal of Abnormal Psychology found that while watching negative and positive emotional films, suppression of behavioral responses to emotion had physical effects on the participants.

The physiological and behavioral responses associated with emotions illustrate that emotion is much more than a mental state. Emotion affects our entire behavior and our health. In emotional psychology, emotions are split into two groups - basic and complex. Charles Darwin was the first to suggest that emotion-induced facial expressions are universal, which are considered to be basic emotions. Whereas complex emotions are the ones which are an aggregate of two or more basic emotions.

20.5.5 Antecedent Variables

An antecedent variable is a variable that is used before the independent and dependent variables under study can explain the relationship between the two. Now in our study of wellbeing, we can consider antecedent variable, independent variable and variable dependent as

Work Stress → *Emotion/PositivePsychology* → *Wellbeing*.

While studying this antecedent variable, researchers have used different methodology to control or see how this can get related to the independent and dependent variables. Just to give an example here, one approach that was used in which participants were made into groups and different kinds of stress, e.g. work related, finance related, family stress or any other kind of anxiety, was studied for each group. Irrespective of the type of stress and anxiety, positive psychology and emotions of the individuals plays a major role and it is an indicator of wellbeing. Further, researchers include the antecedent variables into a Regression Model to control their effects.

20.6 Conclusion

Employee wellbeing or the lack of it can play a critical role in the life of organizations. It may influence rates of absenteeism, or fluctuation, workplace conflict and cooperation, as well as personal performance. Overall, it has a significant impact on organizational success. Hence it is strongly recommended that wellbeing at workplaces should be assessed from time to time.

There is a positive indication that many large corporations, with guidance from behavioral scientists, are implementing various measures through innovative employee engagement pro-

grams to ensure that employees are empowered to manage stress. The Economic Times published report which says 81% Indian employers sensitized their workforce on mental well-being. In a Times Jobs survey, 59% HR managers said that they had set up a crisis management team to address employees' well-being issues effectively. A majority (35%) of HR managers claimed to have introduced policies such as one-on-one counseling, staff mentoring, virtual mindfulness workshops, etc to help employees cope up with anxiety amid COVID-19. Around 50% of HR managers said that their employees reported facing stress or unease during the COVID-19 lock down. Furthermore, improving employees' well-being at work leads organizations to - (a) strengthen their personal resources (b) flourish and take pride in their roles within the organizational system (c) function to the best of their abilities, both as individuals and in collaboration with their colleagues and (d) have a positive overall experience of work.

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