

Psychological Well-being in the Workplace: Documentary Research

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Received: *March 12, 2024*

Revised: *October 17, 2024*

Accepted: *October 21, 2024*

Abstract

The purpose of this documentary research is to review the elements that affect psychological well-being in the workplace, using document analysis and content analysis methods. Data sources and search strategies were used to study relevant research on the topic of psychological well-being and strengthening the psychological well-being in the workplace from electronic databases published between 1992 and 2022, using search keywords: “ psychological well-being” , “ promoting psychological wellbeing in the

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workplace” , “ psychological well- being” , “ strengthening psychological wellbeing in the workplace” . An ancestry approach was also used.

This research explored the reference lists of previously listed studies on mental well-being and improving mental well-being in the workplace by selecting works according to the specified criteria; namely quantitative and qualitative research studies of psychological well-being and strengthening the psychological well- being in the workplace. “ Mental well- being” and “psychological well-being” in each of these studies are considered to be within the same scope, the literature review included 6 volumes of Thai literature and 103 volumes of foreign literature.

The review of literature indicates that there are 6 dimensions affecting the psychological well-being of employees in the workplace. These consist of: (1) self-acceptance, (2) personal growth, (3) purpose in life, (4) environmental mastery, (5) autonomy, and (6) positive relations with others. In short, psychological well-being is a crucial element that affects human everyday life, from studying and working to achieving various life goals. By studying and understanding the elements that promote psychological well-being in the workplace, we can lead to the development of potential in both work and quality of life. The results of this research can be used to develop a research conceptual framework and further research to strengthen the psychological well-being in the workplace.

Keywords: Psychological well-being, Workplace, Documentary Research

Introduction

Work is an inseparable part of human life (McDaid, Curran, & Knapp, 2005). Humans work for a variety of reasons both external factors such as financial reasons to internal factors such as the need for self-improvement (Centers & Bugental, 1996), etc. In today's society, many people spend most of their lives at work for work and social meetings within their own daily environment. That makes the workplace environment influence human life both directly and indirectly.

Working life helps build identity and social status. It gives humans a sense of belonging to the community they live in and can be considered a positive factor in their mental health at the individual level (Harnois, G., Gabriel, P., & World Health Organization, 2000). A good workplace will foster some positive attributes for employees, staff or personnel, such as honesty, loyalty to the organization or self-growth (Day & Randell, 2014). Organizations or workplaces with a structured and positive mental health environment create feelings of comfort, safety, and bonding among employees.

Besides the positive influence, working life can also create problems or negative influences on a person's mental health as well. For instance, work stress, which is an issue that plays an increasing role in a person's life, especially in the current social context in which advances in science and technology impacting the way we work and transforming the way we work and the workplace around the world. (McDaid, et al., 2005) explain that complex organizational structures, job content that require specific skills and expertise, and an influx into the highly skilled labor market become general characteristics

of modern organizations. Employees therefore need to develop new skills and knowledge in order to survive in the increasingly intense labor market situation. For example, many organizations today have identified “Expectations” or the needs of the organization towards the increasing number of employees that most of them therefore need to develop themselves in various areas to meet the needs of the organization. Some people may be successful in self-improvement from such situations to the point of attaining self-acceptance. However, some people may face failure in the field of competition, which leads to work stress. It has a negative impact on mental well-being and may also have an impact on their current job responsibilities. Therefore, it is important for organizations to be aware of the situation and state of psychological well-being of their personnel in the workplace.

Employees who are able to adapt or cope well with changing situations will be able to produce workpieces according to the organization's goals or higher and bring the best results to the organization. A study of middle-management employees in a number of organizations by Zelenski, Murphy, and Jenkins (2008), found that the group of employees who are happy at the high level. will have performance (Units=pieces) is also at a high level. The results show that happiness at work has a significant positive correlation with job performance. Like a sentence in a Chinese proverb that “The complete number of works always equals the number of happy workers.”

Research objectives

This documentary research aims to synthesize the elements that affect a person's workplace psychological well-being.

Research Methodology

This is a study attempting to review literature and research with content analysis method. It tries to synthesize knowledge about psychological well-being and factors that enhance psychological well-being in the workplace as the following steps:

1. Data sources and search strategy

First, study related research on the topic psychological well-being and strengthening the psychological well-being in the workplace from electronic databases. The data sources and search strategies were used to study relevant research on the topic of psychological well-being and strengthening the psychological well-being in the workplace from electronic databases published between 1992 and 2022, using search keywords: “psychological well-being”, “promoting psychological wellbeing in the workplace”, “psychological well-being”, “strengthening psychological wellbeing in the workplace”, and using an ancestry approach. Then, an ancestry approach was employed to explore research listings from the reference list of research on psychological well-being and promoting psychological well-being in the workplace. that have been listed before.

2. Select the works according to the specified criteria as follows:

Quantitative and qualitative research that studies psychological well-being and strengthens the psychological well-being in the workplace. "Mental well-being" and "Psychological Wellbeing" in each of these studies are in the same scope. This research explored the reference lists of previously listed studies on mental well-being and improving mental well-being in the workplace by selecting works according to the specified criteria; namely quantitative and qualitative research studies of psychological well-being and strengthening the psychological well-being in the workplace. "Mental well-being and "psychological well-being" in each of these studies is in the same scope, divided into 1) 6 volumes of Thai literature and 2) 103 volumes of foreign literature.

Research findings

Many organizations today become more aware of the relationship between workplace well-being and employee performance. Many places have changed their policies and/or work structure to facilitate the enhancement of the psychological well-being of the employees. For example, Google is a company that is very famous both in terms of internal policy structure and a management style that emphasizes the employees having fun at work. Google offers an environment and working atmosphere that breaks all the rules of corporate management in the past. The ultimate goal is to be the highest performing organization with the happiest employees in the world (Stewart, 2013). The aforementioned organization's characteristics are consistent with key indicators in the rankings of the best-place-to-work from several business

magazines with the ranking of companies or organizations that people want to work with the most. One of the key indicators of ranking surveys is the psychological well-being of employees in the organization itself. For instance, the US company SAS (ranked as the 4th most livable corporation in the world, second from No. 1 – Google, No. 2 – Boston Consulting Group, and No. 3 – Acuity) offers basic employee benefits and welfare, consisting of general basic legal welfare, a daycare center and pre-school for children of employees, health and fitness centers, pharmacies, and (free) meals, etc. (100 best companies to work for, 2015).

At the macro level, it has been found that both national and international organizations are also focusing on enhancing psychological well-being in the workplace (Workplace Health Promotion: WHP) was established in 2010 (Burton, J., & World Health Organization, 2010) by specifying mental health of personnel as one of the key issues of well-being development at work. In addition, the European Agency for Safety and Health at Work has issued an open letter expressing concerns about the direction of improving workplace well-being by organizations and agencies in Europe. This was to demonstrate the importance and support of the concept of promoting well-being in the workplace (Workplace Health Promotion: WHP) of the World Health Organization (WHO) (European Agency for Safety and Health at Work, 2011).

While many agencies and organizations around the world began to realize and pay more attention to promote psychological well-being in the workplace, but in some areas some companies still can the failures in both improving workplace health and employee well-being. For example, the tragic

plane crash of a German aviation company. (Germanwings) by co-pilot who is the person in charge of the flight and is responsible for the tragedy. He was diagnosed with a psychiatric problem. This incident illustrates the failure of the recruitment process or the employer's indifference to lack of essential qualifications of employees caused by mental health issues (Blanding, 2015). Although there is still no clear evidence linking the co-pilot's mental health and the deliberate tragedy, but at least such events have created awareness among many executives in various organizations to the importance of the psychological well-being of the employees. The Germanwings case study is a severely damaging outcome from the cause of impaired mental health.

In addition, there are also case studies of mental health deficiencies. For example, according to the UK Quarterly Labor Force Survey, workers with mental health problems tend to have a higher rate of absenteeism or sick leave or leave activities more than workers with other health problems (Almond and Healey, 2003). A study on stress at work by Jane-Llopis, et al. (2011) found that stress from work can create economic and social impacts of the organization, that is, if employees have a high level of absenteeism (frequently and continuously) the department or company will also lose production or operating costs.

Enhancing psychological well-being in the workplace to be both efficient and effective, the organizations must value employees at all levels. It should start with a supportive working structure at the operational level. However, each organization has different views and guidelines for the implementation of such policies. From the study, it was found that the promotion of employee

psychological well-being at the policy level. This is often true and successful only in large corporations. While in most medium and small enterprises, there is still uncertainty. This may be relevant for budgetary and organizational reasons (Hughes, et al., 2011). Even when an organization develops a plan to support psychological well-being in the workplace, on many occasions, it is difficult to discern employee mental health support to be tangible part of the plan. It may be because in the past, the indicators or measures of a person's psychological well-being is often more abstract than concrete (Forette, et al., 2014).

As mentioned above, many organizations have action plans that focus on the physical health of employees, such as improving nutrition, providing nutritious food, improving cafeteria hygiene, promotion of exercise activities, etc. In some organizations, a combination of physical and mental health action plans may be established. But it is often a holistic nature of the plan in general (Jane-Llopis, et al., 2011). One of the key points that the researchers noted from this study was when organizations began to support the promotion of psychological well-being in the workplace. What is the indicator that state of psychological well-being of employees (sponsored by the organization) is sufficient/ appropriate?

Considering the gap between the “ideal approach to psychological well-being” and “a realistic state of psychological well-being in the workplace” sums up the need for modern organizations. It is important to understand and develop effective metrics to assess organizational well-being in the workplace for two important reasons: 1) understanding employees' experiences and

perceptions of workplace well-being is essential because every employee is the person who plays the most important role in leading the organization to success, and 2) effective indicators will reflect the results of the assessment to the policy level whether it is suitable for the state of mental well-being in the workplace of that organization or not. and a guideline for policy formulation to support the promotion of psychological well-being in the workplace in the future.

Past Research

An interested in studying and understanding the state of psychological well-being in the workplace. began in the mid-20th century with the introduction of industrial development. One of the most notable studies is Herzberg's Theory of Motivation, which states that job satisfaction is directly related to job performance. Moreover, there are numerous studies, which have attempted to explore and confirm the relationship between employee mental state and working environment. This is a time when the issue of workplace well-being becomes an important factor in education for organizational development and productivity.

Many times, the word "Psychological well-being" is described by using related concepts such as mental health, mental distress, and psychological distress, etc. So, to avoid confusion or misunderstandings in the definition of meaning and scope of words, the researcher would define such terms based on the requirements of the World Health Organization (WHO). That is the word mental health has the broadest definition. The WHO therefore provides a set of

explanations to create a common understanding that mental health refers to "living conditions where individuals realize their potential – to face common problems or stresses in life, to be able to work or pursue a productive and productive job, and to live as part of a residential community." (European Agency for Safety and Health at Work, 2011). The term "psychological health" encompasses several contributing factors, such as the existence of mental well-being, social well-being, and the absence of mental distress or mental illness.

Psychological Well-being) is a self-meaning term (Ryff, 1989). It consists of six psychological stages: 1) self-acceptance; 2) personal growth; 3) purpose in life; 4) environmental mastery; 5) autonomy; and 6) positive relations with others. Research in the field of psychological well-being in the workplace can be classified according to the scope of study into 3 main areas, namely 1) structural development, 2) correlational study between mental well-being and other factors in work, and 3) practical experiments using semi-finished programmes. The popular topic among researchers is largely devoted to correlational studies and program-based experiments. Structural development research has a lower proportion of popularity.

Dagenais-Desmarais and Savoie (2012) is one of the few researchers attempting to study and improve the structure of workplace well-being. The formulation/model is developed in a multi-dimensional way based on a mixture of qualitative and quantitative studies. Another example is the correlational study of psychological well-being and other affecting factors at work by Wright, Cropanzano, and Bonett (2007), which found that psychological well-being is significantly influenced job satisfaction and job performance of employees.

Their concept described the state of mental well-being as a person's "feeling of happiness" that arises without being tied to/or linked to a particular situation. The last example is a semi-finished program of Umanodan, et al., 2014, which was an experimental study with a computer program on employee stress management. It was found that employees had more knowledge of managing their own stress. after using the program and lead to improvements in the state of psychological well-being in the workplace as well.

As the direction of education on psychological well-being in the workplace often lies within the field of work psychology or business administration. However, there are few studies focusing on effective processes or indicators for enhancing psychological well-being and especially in the workplace context. An interesting study is an experimental study to determine the relationship between communication technology in the organization and the state of psychological well-being of employees. Its general assumption is that the communication technology developed today can both positively and negatively affect the state of well-being of employees. It depends on the ability to adapt and utilize technology (O'Driscoll, et al., 2010). Employee well-being plays a role that is connected and is related in one way or another to other aspects of work. It can deliver continuous results to the organization, both positively and negatively. Putting the concept of mental well-being into practice in the organization, many other knowledge gaps need to be bridged both the development of procedures and operational processes. This is until the determination of effective indicators to reflect the state of mind of the

employees as a matter of fact leads to an effective workplace psychological well-being process in the organization.

For this research, there is a theoretical concept of “psychological well-being”, which is based on two fundamental principles. On the one hand, traditional interpretations are used, such as the absence of mental stress, i.e. psychological well-being. Another theory is based on more current and contemporary interpretations, such as positive thinking, which is creating one's own psychological well-being, etc., as well as definitions of other related terms within the framework of psychological well-being and based on Ryff's (1989) concept of "six dimensions of psychological well-being structure".

Regardless of whether it is a study based on traditional concepts or contemporary as mentioned above, one fact that researchers in the two study areas agree on is that "psychological well-being is a multi-dimensional cognitive structure" (Keyes & Magyar-Moe, 2003). Therefore, measuring general well-being requires a variety of tools or measurements may consist of several sub-measures and relying on specialized management tools. Most of the researchers who study around well-being always rely on one or two main theoretical frameworks that guide their study (Keyes & Magyar-Moe, 2003) such as emotional well-being theory or positive thinking theory, etc.

Two theoretical concepts used by the researcher as the basis for this preliminary study. There is some consensus, namely, understanding the concept of mental health compared with psychological well-being, especially structural differences (Ryff, Singer, & Love, 2004). For example, the emotional well-being

theory emphasizes life satisfaction and the absence of psychological stress, and the theory of positive thinking emphasizes human development and the ability to manage life's problems (Keyes, C. L. M., Shmotkin, D., & Ryff, C. D., 2002).

Mental well-being can be divided into two basic concepts: 1) eudaimonic, which is emotional well-being linked to, and 2) hedonic is the mental well-being that arises from a person's "feeling of happiness and satisfaction with one's own life". The overall meaning of "psychological well-being" often describes or refers to both emotional well-being (Hedonic), positive thinking (Eudaimonic), and social well-being, which perceived oneself as a part of the good relations of the community or society living. It also defines the meaning of general subjective well-being. However, the word psychological well-being can be confused with the term mental health with those who are interested in studying it (Keyes, C. L. M., Shmotkin, D., & Ryff, C. D., 2002).

Hedonic well-being is a continuation of the study and research in quality of life (QOL) of human beings. Assessment of life satisfaction (subjective) of a person from both positive and negative events is an important indication that shows the state of mental well-being of that person (Diener, Suh, Lucas, & Smith, 1999). When human beings can balance the psychological impact of both positive and negative events in life. They will find what people of all ages call "happiness" (Bradburn, 1969).

The concept of emotional well-being defines "mental health" as a multi-dimensional structure such as: (1) cognitive dimensions such as general life satisfaction, etc.; and (2) emotional dimensions such as emotional impact from positive and negative life events (Keyes & Magyar-Moe, 2003). There are many

popular tools used to assess mental well-being for example the Centre for Epidemiological Studies of Depression scale (CES-D; Radloff, 1977), Symptom Checklist-90-Revised (SCL-90-R; Derogatis, 1992), Satisfaction with Life Scale (SWLS; Diener, et al., 1985), and the Affect Balance Scale (ABS; Bradburn, 1969), etc.

In addition, the term emotional well-being is fundamentally interpreted to "The state that is opposite to suffering" as well, that is, when there is no mental pressure, any symptoms of depression or anxiety, the person will have a state of emotional well-being that increases spontaneously. The concept of emotional well-being also suggests that human feelings that result from life events, both positive and negative, are generally highly inverse (Keyes & Magyar-Moe, 2003). For example, an event can have a positive emotional impact on a person at one time and negatively affect the same person later or when the positive emotional impact on a person increases negative emotional impact will automatically decrease. A new generation of theorists studying psychological well-being in the later period, therefore, is often focused on the concept of subjective perception of the person and the theory of positive thinking.

Eudemonic well-being is the original knowledge of the concept of psychological well-being that believes condition without mental stress as an important indicator of a person's complete psychological health (Bierman, Fazio, & Milkie, 2006). However, it is this concept that early studies of psychological well-being have not paid much attention to the issue of positive thinking in individuals (Ryff, 1989). As for the eudemonic well-being theory defines psychological well-being as a "multi-dimensional mindset working together"

rather than just the positive and negative states of mind of a person. Academics believe that the positive and negative states of mind are the work of another independent thought set and will show results on a specific person at a certain time, not continuously and cannot confirm that a person who is free from depression or negative (mental) effects on life can develop a state of complete psychological well-being (Keyes, 2005; Rafanelli et al., 2000; Ryff et al., 2006).

The concept of positive thinking defines mental well-being as it reflects a person's perception of their own potential to confront and deal with common problems in life and/or challenges in other dimensions that can be combined according to the structure of mental well-being. The well-being structure of Ryff's model consists of six main dimensions of life: self-acceptance, personal growth, purpose in life, environmental mastery, autonomy, and positive relations with others (Ryff, 1989). It can be seen that the definition of the concept of mental well-being in the early days was lacking the structure clarity and the validity of the empirical toolkit. Until Ryff presented a more concrete and theoretically rational model of the structure of well-being by bringing some elements of the theory of positive thinking. to be integrated with the structural model of psychological well-being (Ryff, 1989). In addition, there have been studies of surrounding content on the conceptual framework of psychological well-being from several famous scholars in the past as well, such as Hierarchy of Needs of Abraham Maslow in 1968, Theory of Personality of Carl Jung in 1933, as well as Gordon Allport's in 1961 and conceptual developmental theory of human life stages of Erik Erikson in 1959 (Ryff, C. D., Singer, B. H., & Love, G. D., 2004). Those studies provide an approach to develop the

conceptual framework of Ryff's (1989) on psychological well-being theory. By combining these principles, a more accurate and structural form of mental well-being is created.

Theoretical Framework

Early approaches to the study of mental well-being often focus on the definition including the creation of a conceptual framework to establish the validity / completeness of the definition or explanation proposed earlier. Among the many theoretical concepts, it has given rise to three important theories that have influenced major well-being theorists of the era: 1) the dynamic equilibrium model, 2) discrepancy theories, and 3) telic theories, each briefly considered in reverse.

This bottom-up approach is used in the study of well-being under the idea that when one can achieve and fulfill basic universal human needs, one will be happy. This study focuses on giving meaning to factors, specifically the situations, external events, and demographics that can affect a person's psychological well-being (Diener, Suh, Lucas, & Smith, 1999). However, this study is not very popular and cannot be used to fully describe the factors that create psychological well-being in various aspects. As a result, later researchers turned to a top-down approach, which describes the concept of psychological well-being as a person's well-being cannot be determined by external circumstances or events. It is something that happens from within the person himself (Suh, E., & Diener, E., 1996). Additionally, personality has also been described as a clear reflection of a person's state of well-being (Diener, Suh, Lucas, & Smith, 1999),

especially the dynamic equilibrium model, which asserts that the level of psychological well-being in an individual has a different standard and depends mainly on the personality of the individual (Headey & Wearing, 1992). For example, extroverted personalities tend to experience more events than people with introverted personalities. These experiences, in turn, affect a person's basic thoughts on various levels of psychological well-being. At the same time, the dynamic equilibrium model reveals that when abnormal events occur, they may have either a positive or negative effect on a person's normal life. Normally, a person will become resistant to the event and return to the initial state or the baseline state of the event (Baseline level) according to their normal way of life (Gloria & Ho, 2003).

Another theoretical concept that plays a role in the study of comparative social science is the multiple discrepancy theory of satisfaction (Michalos, 1985), which aims to allow individuals to compare themselves against various social standards under their own aspirations, such as levels of self-satisfaction and social standards, own goals, own needs and social standards, past and present life situations, and other people around, etc. It was found that the level of happiness or satisfaction of a person depends on the gap or discrepancy between the actual situation that occurred at that time and the personal standard set by the person themselves (Diener, Suh, Lucas, & Smith, 1999). While the early comparative social science theories were based on the idea that a person becomes happier when others around him deteriorate. Conversely, individuals are less happy when they feel that others around them are happier. Modern theories, on the other hand, are more open to what they believe are

diverse and different situations. It considers the type of information or social context being compared as well as differences in how data is used (Diener, Suh, Lucas, & Smith, 1999).

Finally, a theoretical concept is the Telic theories of well-being, which believes that happiness arises from the achievement of one's goals or the attainment of one's desires (Diener, 1984). Diener et al. indicated that the structure and types of goals are individualized by success in achieving a person's goals and scores of achievements that individuals give to themselves has a direct effect on the level of life satisfaction of the individual (Diener, Suh, Lucas, & Smith, 1999). In addition, the Telic theory mentioned some factors that can interfere with a person's well-being, which consists of lack of goals in life, lack of desire for things, and contradictions in goals, etc. It also found that sometimes certain goals in life can create happiness for a person suddenly and many times, certain goals in life can diminish a person's long-term happiness. The Telic theory also states that sometimes a person may not be able to achieve the desired goal. This may be due to setting goals that are not aligned with what is realistic in life or goals that are out of balance with one's own costs or skills (Diener, 1984). These theoretical frameworks represent only one aspect of the vast array of aspects of the concept of well-being. This is for the researchers to understand the definition of well-being. The form of the theory is a broad description and analysis of approaches to the study of individual well-being. Each researcher also needs to define a specific meaning for each aspect of their study.

By studying and analyzing pre-existing theoretical frameworks, Ryff (1989) found the conceptual link between the theory of positive thinking and well-being, which can be compiled into dimensions of life that are related. This leads to a structured form of mental well-being that consists of the six dimensions aforementioned. Each dimension produces one of the six subscales in each instrument of the Scales of Psychological Well-being (SPWB) (Ryff, 1989), which defined all six dimensions in Ryff's (1989) constructive form of psychological well-being are as follows:

Self-acceptance means having a positive attitude toward oneself, such as acknowledgment, acceptance and understanding of one's potential/qualities in both good and negative aspects, positive feelings about one's past, etc. (Ryff, 1989, p. 1072).

Personal growth refers to a person's feelings towards continuous self-improvement, such as seeing the growth in one's life as an opportunity, looking for new experiences, realizing one's potential and abilities, striving to change oneself towards a better way, always choose a way of life that will develop knowledge/enhancement in yourself, etc. (Ryff, 1989, p.1072).

Purpose in life refers to a person who has a clear goal in life and strives to achieve that goal, for example, feels the “meaning of life” both in the present and in the past, has beliefs/faith in things. That is a strong goal in life, and has a goal as a driving force in living life, etc. (Ryff, 1989, p.1072).

Environmental mastery refers to the ability of a person to control and manage the environment around them, such as controlling complex and complex activities, making effective use of the opportunities around them, being

able to choose or create different contexts around them in accordance with their own needs or those around them, etc. (Ryff, 1989, p.1072).

Autonomy refers to a person who is self-determined and independent, such as able to resist social pressures by thinking and acting in their own way, having their own way of life, evaluating themselves according to their own standards, etc. (Ryff, 1989, p.1072)

Positive relations with others mean a person who has a warm, likable, and sincere relationship with other people, such as being concerned for the welfare and interests of others, caring, deeply interested in close people, understanding the meaning of “Give and take” in human relations, for example (Ryff, 1989, p.1072).

Ryff's concept of well-being (1989) poses a broad theoretical challenge. with a structural form that consists of multiple dimensions and defines the creation of happiness in life as “A person's success in creating his own well-being It depends on the ability to see and accept the potential that exists in each dimension of life.” In this research, the aforementioned concepts and theories were used as guidelines for defining the main issues in studying the phenomenon and developing indicators of psychological well-being in the workplace as shown in Figure 1.

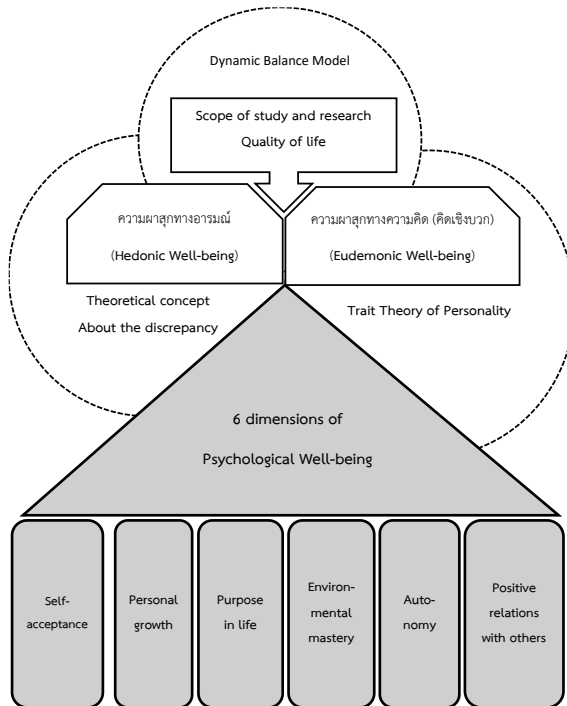


Figure 1: Theoretical Framework “Psychological well-being”

Source: Adapted from Ryff (Ryff, C. D., & Keyes, C. L. M., 1995)

Conclusion

Work has always been a part of human life. Most humans establish their identity through the society or organization in which they work. Many people show their stance or base of thinking towards society through their work responsibilities. However, life at work really cannot create happiness or fun for people every day. Every working person has experienced a bad day at work. A person with a high passion for work is a good thing. But in every work, there is

always a need for "rest time", so that both the body and mind of the worker can periodically rehabilitate because a normal working life is not just fun.

Humans need time to pause to be truly with themselves. Sometimes we look at ourselves in the mirror to explore whether there are any changes or abnormalities in the body or to allow the mind to stop to think, reflect, or deal with certain attitudes, to give self-encouragement, or to reinforce positive energy. This helps to create more happy thoughts at work each day (Robertson I. & Cooper, 2011). But if a person has never been happy or enjoyed working even one day, it may be that he has not found the right job yet.

Being human is complicated. Sometimes minor incidents can easily affect a person's professional life. Sometimes even one person can make a big difference in the working environment. The work atmosphere can sometimes be positive. For example, social greetings, expressing gratitude both by word and action can create positive effects but at the same time, they can also create negative influences. Therefore, co-workers have a great influence on a person's professional well-being.

Good feedback from the surrounding environment will strengthen the positive energy in working for a person or even produce positive results for a person. Giving advice in the workplace should be in a creative way with proper means and goodwill and do not make those receiving advice feel blamed or embarrassed (Wright, Cropanzano, and Bonett, 2007). The right working atmosphere always creates a positive attitude in a person's professional life.

When it comes to well-being in the workplace, it can be seen that both the physiological well-being and psychological well-being are equally

important. Health, happiness, and relationships with colleagues are three key indicators of the level/or condition of workforce well-being (Grant, Christianson, and Price, 2007). Positive emotions in the workplace can be triggered by several factors, such as mutual respect, career success, caring, fun and sense of humor (HRM Employee Well-being and Organizational Performance, 2009). According to Deckop's study, workplace well-being is more important to a person in choosing or not choosing to work with an organization than income or compensation (Deckop, 2006).

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