

## The Effect of Psychological Wellbeing on Employee Job Performance and the Role of Gender

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### ABSTRACT

The goal of this study is to examine the effects of the level of psychological wellbeing (mental health) and how it relates to the employee work performance. It further explores the understanding of psychological wellbeing and job performance among the male and female employees in educational organizations. This study is followed by an empirical design where the “Wellbeing” is independent variable and “employee job performance” is the dependent variable. In this study, we have taken gender as demographic variable. The samples were chosen by using the random sampling technique and data were gathered from 92 (N =92) subjects of various educational organizations in Odisha using a standardized tool. Descriptive and inferential statistics were used to analyze the data. The authors observed that the psychological wellbeing of employees affect their work performance in organizations. The result revealed that improved psychological well-being is beneficial to improve employee work performance in organizations. The authors recommended that the authorities of organizations should give more emphasis on employee well-being to improve their job performance.

**Keywords:** Job Performance, Employee, Psychological Well-Being, Organization, Mental health. *JEL classification:* I31, E24, J30, I12

Positive mental strength is widely regarded to play a significant part in today's workplaces. ‘Psychological wellbeing’ is the current technical term used for mental health. Psychological well-being is a key component of total happiness and has been related to physical health, longer lives, and happier employees. The commercial case for investing psychological well-being of organizations is compelling with the evidence of improved outcomes such as fewer illness and higher job performance. The worker who feels psychologically well is expected to be more engaged at work and have better job performance.

Many researchers have looked at this topic and explored how important it is for organizational outcomes including creativity, innovation, work engagement, and a sense of success. The current research will add to the review of literature by giving empirical

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evidence regarding the association between psychological well-being and work performance. Our research aims to look at the relationship between mental health and job performance, as well as comparing the male and female employees.

### LITERATURE REVIEW

According to the literature review, there have been two primary approaches used to study the connection between psychological health and job performance. Examining the direct impact of psychological wellness, which includes the perception of both good and bad consequences, job satisfaction, an employee's performance at work is one strategy. The second technique involved evaluating the performance the working environment, lack of autonomy, stress at work, role conflict, job ambiguity, support from coworkers, and lack of social connection.

#### *Psychological well-being*

The condition of having no worry, uneasiness, sadness, or other psychological problems in one's life is characterized as 'well-being' (Ryff, 1995). Jahoda was the first person who recognized psychological wellbeing and he essentially offered these thoughts as clinical viewpoints that represent a condition of mental health. He expanded Jahoda's work on 'psychological well-being' by providing metrics and dimensions. He proposed six qualities of psychological wellness: self-acceptance, purposes in life, ecological mastery, pleasant connections with others, autonomy, and personal advancement. Generally, the efficiency of psychological functioning of an individual is called psychological well-being (Gechman and Wiener, 1975; Jamal and Mitchell, 1980; Martin, 1984; Sekaran, 1985; Wright and Cropanzano, 2000).

#### *Job performance*

Individual behaviors that help the organization to accomplish its goals are referred to as 'job performance' (Van Scotter and Motowidlo, 1996). The act of doing a job is referred to as job performance. Another definition states that it is the set of behaviors that employees exhibit in order to donate openly or ultimately to the organization's goals (Rich, Lepine and Crawford, 2010). Job performance is a concept that includes the activities which are under the control of employees and contribute to the organization's goals. Furthermore, high job performance is important for employees since it leads to good outcomes such as higher salary, a better job, and a better social reputation (Sonnetag and Freese, 2002).

#### *Psychological wellbeing and job performance*

Çankı, et al (2018) studied on to determine the mediating role of work engagement in the relationship between psychological well-being and job performance. They were collected the data to test the research's model from textile workers. Their finding discovered that textile employees' levels of psychological well-being, work engagement, and job performance were poor and below average. It was concluded as a consequence that work engagement moderated the association between psychological well-being and job performance considering to some extent. Johari, et al (2018) examines the structural relationships between the jobs itself (i.e., job characteristics), employee well-being and job performance in light of the new administrative reform called the Government Transformation Program in Malaysia that stresses on measurable. Their finding revealed that the association between positive feedback and work performance was shown to be significantly mediated by the authors'. The author observed that positive feedback had a beneficial impact on employee well-being.

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### Research Framework

In this paper, the following components were synthesized based on many theories of psychological health, employee performance, the role of gender etc. In this paper, the impact of psychological well-being on employee job performance was evaluated using gender as the controlled variable.

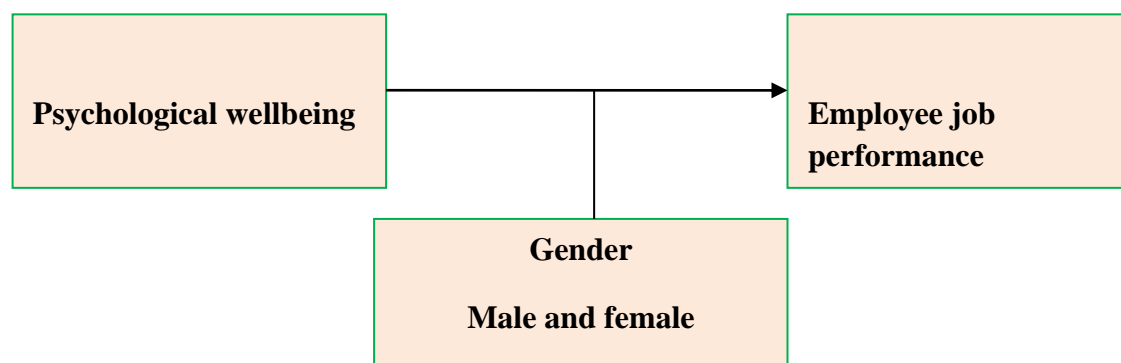


Figure 1: Represent the research framework.

## OBJECTIVES AND RESEARCH HYPOTHESES

### Objectives

The objective of this study is to examine the effects of the level of psychological wellbeing (mental health) and how it relates to the employee job performance. It further explores the understanding of psychological wellbeing and job performance among the male and female employees in educational organizations.

### Hypotheses

Individual behaviors that contribute to the achievement of organizational goals are classified as job performance (Van Scotter and Motowidlo, 1996). According to another definition, it is a collection of actions performed by the employees in order to contribute directly or indirectly to the organization's goals (Rich, Lepine and Crawford, 2010). In all organizations, job performance is very important. Furthermore, strong job performance is vital for employees since it gives positive rewards such as increased earnings, a better job, and a better social reputation (Sonnetag and Freese, 2002). There are many researches that show the association between psychological well-being and job performance. In a study on 347 employees of service industry, the finding of the study shows that there was a strong and favorable relationship between psychological well-being and employee's performance (Holman, Chissick, and Totterdell, 2002). The effect of psychological well-being on employee's performance was investigated in a survey of 109 managers, and it was shown that psychological well-being had a strong and positive effect on employee's performance (Wright, Cropanzano, and Bonett, 2007). Starting with this, the study's first hypothesis is as follows:

**H1:** There is no significant difference between male and female employees in relation to psychological well-being and employees' job performance.

There have been no consistent results from studies comparing the well-being of men and women (Ferguson, et al, 2016). Although women reported having experienced good and negative emotions with greater frequency and intensity than males, the findings revealed negligible gender differences in psychological well-being and employee job performance (Diener et al, 2014). Although research has found differences between men and women in various aspects of psychological well-being, these differences are often dependent on other

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factors such as age, culture, or the roles played (Karasawa et al, 2011). Based on the above view, we formulated second and third hypotheses.

**H2:** Psychological wellbeing of male employees is higher than the psychological well-being of female employees.

**H3:** Job performance of male employees is higher than the job performance of female employees.

### **METHODOLOGY**

#### *Participants and Procedure*

Research methodology is the systematic way of dealing with the research problems successfully and finding out the scientific ways of conducting research. Descriptive research design was used in this study. As the name implies, the objective of this study is to provide a comprehensive and detailed explanation of the phenomenon under study. In this study, we tried to find out whether the male and female employees differ or not differ about psychological wellbeing and employee performance.

The target population for this study is made up of the employees of Degree College in Mayurbhanj district of Odisha. In this research, the data was drawn from 92 employees of the selected organizations (degree college employees) in the District of Mayurbhanj through the administration of questionnaire. Random sampling technique was adopted for data collection from Degree Colleges. The study is based on both primary and secondary sources of data. Primary data were collected from the employees of Degree Colleges in the Mayurbhanj district of Odisha by means of administering the questionnaire. The secondary data were collected from various sources like journals, magazines, websites, and so forth.

In this study, the 'Wellbeing' is independent variable and 'employee job performance' is the dependent variable. In this study, we have taken 'gender' as demographic variable.

#### *Tools/Instruments*

In this study, we used three questionnaires. The research instruments were used for collecting data as a structure and the questionnaires are mentioned below:

- **Personal Information Sheet**

The personal information sheet was developed by the investigator to collect data on demographic variables. It contains information covering the participants' name, sex, education, service tenure etc. The researcher herself developed this questionnaire.

- **Psychological Well-Being (PWB)**

Psychological well-being (PWB) was developed by Ryff, et.al in (2012). It was a combination of different factors. This questionnaire consists of 18 items which were answered ranged from "strongly agree" to "strongly disagree" on a seven-point Likert Rating Scale. The strongly agree (SA) was considered as 1 and the strongly disagree (SD) was considered as 7. Higher scores mean higher levels of psychological well-being. The "Autonomy" subscale items are Q15, Q17, and Q18. The 'Environmental Mastery' subscale items are Q4, Q8, and Q9. The 'Personal Growth' subscale items are Q11, Q12, and Q14. The 'Positive Relations with Others' subscale items are Q6, Q13, and Q16. The 'Purpose in Life' subscale items are Q3, Q7, and Q10. The 'Self-Acceptance' subscale items are Q1, Q2, and Q5.

- **Employee Job Performance**

The employee job performance questionnaire (Koopmans, 2015) is an 18-items scale developed in Netherland to measure the three main dimensions of "job

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performance”: task performance, contextual performance, and counterproductive work behavior. All items have a recall period of three months and a 5-point rating scale (1 = rarely, 5 = always)

### Data Collection

Data were collected from 92(N=92) lecturers of degree colleges situated at Mayurbhanj district of Odisha. Standardized tools on ‘psychological wellbeing’ and ‘employee performance’ as mentioned in the methodology were administered to 92(N=92) participants. For the reach of this study, we categorized the participants in to two segments such as male and female. Both these groups had 46 number of participants reprinting the study. The participants were briefed about the test before they start responding to the test items. All the respondents were contacted during their office hours and requested to genuinely provide their responses. They were informed that the data would be kept confidential and be used for research purposes only. They were also ensured that their identification will not be disclosed to outside world.

### Statistical Techniques used

The research data were statistically analyzed by means of the Statistical techniques. The data analysis involved both descriptive and inferential statistics. The descriptive statistics (Mean, percentage) and the inferential statistics (t-test) were used to analyze the data.

## DATA ANALYSIS AND DISCUSSION

### Data Analysis

The data were analyzed by the help of descriptive statistics (percentage, mean) and inferential statistics (t-test). The dependent variable in this study is ‘psychological wellbeing’ and independent variable is ‘employee performance’. The analyses were carried out based on the of hypotheses of this study.

**Table 1: Demographic Profile**

Category	Characteristics	No. of respondents(N=92)	Percentage (100%)
Gender	Male	46	50%
	Female	46	50%
Stream	Arts	50	54.37%
	Science	42	45.65%

Source: Authors' own tabulation

Table no.1 is showing the demographic characteristics of the respondents. These characteristics were collected from the respondents based on of the administration of the personal information sheet. This personal information sheet was developed by the researcher to collect such information. It can be inferred from the table no.1, that 50% of respondents are male and 50% are female. There are 54.37% Arts and 45.65% science.

**Table No. 2 (Descriptive statistics for the sample under study)**

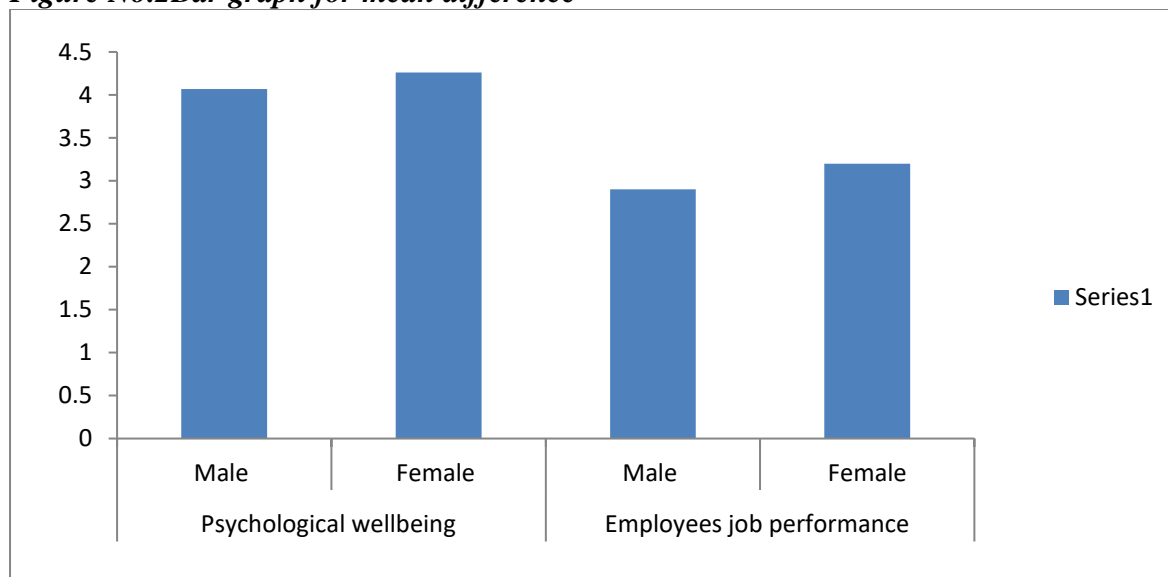
Variable	Characteristics	Mean
Psychological well being	Male	4.07
	Female	4.26
Employee job performance	Male	2.9
	Female	3.2

Source: Authors' own tabulation

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The table no.2 depicts the descriptive statistics for the sample under study. These data were collected from the employees of Degree Colleges in Mayurbhanj district of Odisha. The mean value for the psychological wellbeing of male and female employees was 4.07 and 4.26, for 'employee job performance' was 2.9 and 3.2.

**Figure No.2 Bar graph for mean difference**



Source: Developed from Table No.2

The bar graph shown in the figure no.2 exhibits the difference between mean among the psychological wellbeing and employees' job performance. The OX axis of the graph is representing the gender wise psychological wellbeing and employees' job performance and OY axis is representing the mean values.

**Table-3 Correlation coefficient**

Variable	N	Psychological wellbeing	Employee job performance
Psychological wellbeing	92	1	0.969*
Employee job performance	92	0.969*	1

Source: Authors' own compilation

The above table measures the correlation of psychological wellbeing and employees job performance. It was found that a positive significant correlation is there between 'psychological well-being' and 'employee job performance'.

**Table No. 4't' statistics**

Psychological wellbeing	N	Mean	SD	t-value	df	Sig. (p-.05)
Male	46	4.07	1.1	0.92	90	0.36
Female	46	4.26	1.04			

Source: Authors' own compilation

Note: \* 0.05 level of significance, N= Number of the respondents, SD= Standard Deviation, df = Degrees of Freedom, sig. = significance value.

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### *Hypothesis testing*

The hypothesis is stating that psychological wellbeing of the male employees is higher than the psychological well-being of female employees. From the above table, it was found that the calculated p value is 0.36 which was greater than the 5% level of significance. Therefore, it can be interpreted that the  $H_0$  was maintained and  $H_1$  was rejected. As a result, it may be stated that; there is no significant difference in psychological well-being between male and female employees.

**Table No.5 t- statistics**

Gender wise Employee job performance	N	Mean	SD	t- value	df	Sig. (p-.05)
Male	46	2.9	1.1			
Female	46	3.2	0.42	-2.3	90	.022

*Source: Authors' own compilation*

Note: \*.05 level of significance, N= Number of respondents, SD= Standard Deviation, df = Degrees of Freedom, sig. = significance value.

### *Hypothesis Testing*

The second hypothesis is that; there is a significant difference in the job performance between male and female employees. The calculated p - value, as shown in the table no.4 is .022 which is less than 0.05. Therefore, it can be interpreted that the  $H_0$  was rejected hence  $H_1$  was maintained. From this, the conclusion can be drawn that there is a significant difference between the male and female employees in 'job performance'.

## **DISCUSSION**

The main objectives of the present study were to find out the significant difference between male and female employees in relation to psychological well-being and employee job performance. The influence of independent variable on dependent variable was studied by the descriptive procedure. The data were collected through random sampling method by administration of standardized questionnaire. The data was treated by descriptive and inferential statistics to test the research hypotheses to establish the conclusion whether it was maintained or not. Table no.3 represents the correlation value as .969 for psychological wellbeing and employees' job performance. Hypothesis one reveals that there is a strong positive association between psychological well-being and job performance. The table no.4 represents that the t- value is 0.92 for male and female employees in relation to psychological wellbeing. The test of hypothesis for second hypothesis reveals that;  $H_0$  was maintained. Hence, there is no significant difference between male and female employees in respect to psychological wellbeing. From table no.5 we can get a clear idea that the t- value was -2.3 for the male and female employees on 'job performance' (EJP) and the test of hypothesis for third hypothesis reveals that;  $H_1$  was accepted. Hence, there is significant difference between male and female employees in respect to the employee job performance.

The significance of mean difference between the gender wise psychological wellbeing and employee job performance was clearly exhibited on the figure no.2. The mean difference between psychological wellbeing and employee job performance was plotted on the figure no.2 for signifying the mean difference.



## CONCLUSION

According to the findings of this study, there is a strong positive correlation between psychological well-being and job performance. If the psychological well-being will increase, simultaneously the employees' job performance will also increase. In case of male and female employees; there is no significant difference between the psychological well-being but in case of employees' job performance, there is some difference that exist between male and female employees. Because the women learn more proactively and are better at organizing since they comprehend the activities at hand more quickly. In a team, women are also better at organizational development and employee instruction than males. The relationship between psychological well-being and job performance is strong but; there is not much variation in the intensity of this relationship between male and female workers. Therefore, we conclude that the strength of the correlations between psychological well-being and work performance is unaffected by gender.

### *Implications*

This research may be used by managers, human resource professionals, and academics working in management and behavioral sciences particularly, in the context of mental health as a significant element influencing organizational success. Several researches may be done to improve employees' mental capacities so that they might improve their own and their employer's outcomes. Psychological well-being has a substantial association with work performance, regardless of gender as the study demonstrates. Employees with superior psychological wellness have reduced the absenteeism, attrition, and physical sickness, all of which have a direct influence on employee performance according to previous studies. It's also critical for academics to focus on the issues and practitioners to think about the factors and implement the programmers that will improve the mental health of both male and female employees.

### *Further Recommendation*

To expand the findings of this study, we propose to compare male and female employees to further validate the findings. Another intriguing comparison may be made between male and female employees on psychological well-being and job performance. The findings of the study provide further scope for future researchers to investigate the impact of psychological well-being on job performance with regard to marital status, age, and types of organization.

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### **Conflict of Interest**

The author declared no conflict of interest.

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