

Research Paper

Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

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ABSTRACT

This study investigates the psychosocial correlates of employee well-being (WB) by examining the roles of employee flourishing (FS) in Self-Owned Enterprises (SOEs) across India and Vietnam. While the importance of FS in fostering a healthy workforce is well-established, empirical research remains scarce, especially within the informal structures of SOEs and in cross-national comparisons between these two culturally distinct, rapidly developing economies. A sample of 348 employees (181 from Vietnam, 167 from India) was analyzed using descriptive, correlational, and multiple linear regression analyses. The results confirmed that FS is significant positive predictors of WB. Importantly, the predictive relationship is strongly moderated by nationality, with the correlations and predictive power being significantly stronger for Vietnamese employees ($R^2=0.424$) than for their Indian counterparts ($R^2=0.186$). These findings support the propositions in organizational psychology research that are more interested in cultural patterns, especially in non-Western, culturally mature countries such as Vietnam and India.

Keywords: *Employee Flourishing, Employee Wellbeing, Cross-cultural Wellbeing, Self-Owned enterprise*

Employee well-being (WB) is a complex, multifaceted construct that is a central element of modern organizational psychology (Kalwani, 2023). Research on employee well-being has undergone a long and significant transformation, from an initial focus on optimizing worker adaptation to machines and physical working conditions to a comprehensive, human-centered understanding of psychosocial factors. Early studies, such as the Hawthorne studies (1920s), marked a shift from the notion that only physical adaptations contributed to job performance to demonstrations that psychological factors, including workers' beliefs, perceptions, motivations, and social attitudes, significantly influenced job performance, emphasizing the importance of human factors (Wickström & Bendix, 2000).

This development continued with more complex psychological theories that have had a profound influence on the field of organizational psychology, including Maslow's Hierarchy of Needs (1943), which identified self-actualization as the highest level of human motivation

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Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

(Maslow, 1943), and the Theory of Work Adjustment (TWA) (Dawis & Lofquist, 1976), which reshaped this understanding by defining well-being as related to a dynamic correspondence or “fit” between an individual's abilities/needs and the demands/rewards of the job.

From these foundations, many researchers have proposed concepts that define well-being as a complex, multifaceted construct, viewed through two main lenses: hedonic (focusing on joy, happiness, and satisfaction) and eudaimonic (focusing on meaning, purpose, and self-awareness), typically Ryff's Psychological Well-Being (PWB) model (Carol D. Ryff et al., 1989). Define WB as a multi-dimensional construct encompassing six core psychological components: autonomy, environmental mastery, personal growth, positive relationships with others, purpose in life, and self-acceptance. This framework moves beyond simple happiness to capture a state of complete, positive human functioning, making it an ideal criterion variable for complex organizational research all six aspects.

In the workplace, many studies have shown that employees' WB has a strong influence on individual well-being and is the foundation for effective organizational performance (Kalwani, 2023). Employee WB is closely associated with improved job performance, increased organizational commitment, and reduced absenteeism and turnover (Mäkikangas et al., 2016). Employees' WB is closely related not only to psychological factors (e.g., personal attitudes, opportunities for personal development) but also to social factors (e.g., interpersonal relationships, communication) (Bordado et al., 2019; Shek & Liang, 2018).

Concurrently, the rise of Positive Psychology (Seligman & Csikszentmihalyi, 2002) has given rise to a deeper concept of employee well-being: employee flourishing (FS) – a state of optimal mental health that goes beyond the absence of disease and includes positive emotions, work performance, and a strong sense of purpose (Keyes, 2002). In organizational contexts, FS is recognized as an important area for development, identity formation, and contribution to overall well-being (Hinchliffe, 2004). Some Research demonstrates that the relationship of WB- FS with employee engagement (Bakker & Schaufeli, 2008), job resources (Xanthopoulou et al., 2012), and positive relationships at work (Colbert et al., 2016) play a key role in stimulating this optimal state.

Despite this progress, critical gaps persist which form the main theoretical basis for this study:

Limited focus in SOEs: Studies on the relationship between FS and employee WB often focus on large enterprises (*Ahmed et al., 2015; A'yuninnisa et al., 2024*), while with an important role in the economy, especially in developing countries. In India, SOEs contribute nearly 40% to the national GDP and provide employment for about 110 million individuals (dsir.gov.in, 2023). Similarly, in Vietnam, SOEs contribute around 30% of the GDP and have created jobs for 8 million workers (*General Statistics Office of Vietnam., 2022*). They are recognized as key drivers of private sector development and demonstrate resilience and flexibility.

Despite their critical contributions, SOEs face unique challenges, particularly concerning human resources, often struggling with salary constraints, lack of human resource management methods, and a lack of interest in building a positive corporate culture. Workers in these environments often report issues such as high stress, poor work-life balance (*Irvine & Suter, 2023*), and disengagement (*Rastogi et al., 2018*). Therefore,

Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

focusing on **people-centered strategies** is essential for the long-term sustainability and success of SOEs. Therefore, research on psychosocial factors affecting employee well-being in SOEs is both of practical significance and provides deeper insights into WB in the workplace. However, these studies are still limited.

Lack of Cross-National Comparative Studies in India and Vietnam: Culture plays a very important role in the study of organizational behavior (*Hofstede, 1983*), especially in countries with long cultures and histories, beyond the Western context, so it is necessary to conduct comparative empirical studies examining the interaction between psychological factors and employee well-being in developing economies such as India and Vietnam (*Sinha, 2002*). With the characteristics of high collectivism, long history of social change, strong influence of religion and in the context of self-owned enterprises accounting for a large proportion of the economy (*General Statistics Office of Vietnam., 2022; Shelly et al., 2020; Valsecchi et al., 2023*). Research in these two countries will provide more insight into building well-being in organizations in cross-national contexts.

Theoretical Framework

Employee well-being (WB) is a multifaceted concept, evolving from an early focus on physical work conditions to a holistic, person-centered approach encompassing psychological and social (psychosocial) factors. This study adopts a comprehensive view of WB, defined by (*Ryff, 1989*) as a multi-dimensional construct comprising six key aspects: autonomy, environmental mastery, personal growth, positive relationships with others, purpose in life, and self-acceptance.

Employee Flourishing (FS): Flourishing represents an internal psychological state, signifying a state of higher psychological well-being. It is the optimal development of an individual's psychological health, where employees experience positive emotions, function optimally, and realize their potential (*Huppert & So, 2013*)

Self-Owned enterprise (SOEs): In Vietnam, SOEs are specifically defined as having an employee count fewer than 200 and an annual revenue not exceeding 50 billion VND (*Vietnam Enterprise Law - 59/2020/QH14, 2020*), also known as sole proprietorships, are characterized by their structure: they are wholly owned and managed by an individual who possesses full decision-making authority, bears full responsibility, and receives all profits. This classification is compatible across various regions, including the sole proprietorship definition in India and the European Commission's SME definition.

METHODOLOGY

Therefore, this study aims to explore the psychosocial correlates of employee well-being, with a particular focus on employee flourishing in Self-Owned Enterprises in both India and Vietnam. By doing so, the study will provide comparative, culturally grounded insights, complementing existing theories and contributing to a more comprehensive understanding of employee well-being in diverse global contexts.

The Main Research Question is: " *To what extent does employee flourishing predict employee well-being in Indian and Vietnamese self-owned enterprises, and does this relationship vary by nationality?*

Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

And the **Objectives** of this paper:

- O1. To describe and compare the levels of employee flourishing and employee well-being between Indian and Vietnamese self-owned enterprises.
- O2. To examine the correlation between employee flourishing and employee well-being in the total sample and within each national context (India and Vietnam).
- O3. To determine the predictive power of employee flourishing on employee well-being in the total sample.
- O4. To test the moderating effect of nationality on the relationship between employee flourishing and employee well-being.

Hypotheses

From the research questions and research objectives, through referring to existing documents, along with evidence on the relationship between FS and WB (A'yunnisa et al., 2024), at the same time, studies also point out the role of culture on psychological and social factors in the workplace (Eckhardt, 2002; Mikael Søndergaard, 2001; Tran, 2020), especially in two countries with long histories and cultural diversity such as Vietnam and India, and in the specific context of autonomous enterprises. These factors are likely to impact the relationship between FS and WB. Therefore, in this study, two hypotheses are put forward to affirm that FS has the ability to positively predict WB in the context of autonomous enterprises and the influence of cultural factors on this relationship:

- **Hypothesis 1 (H1):** Employee flourishing (FS) will positively and significantly predict employee well-being (WB) in the total sample.
- **Hypothesis 2 (H2):** Nationality (India vs. Vietnam) will significantly moderate the positive predictive relationship between employee flourishing (FS) and employee well-being (WB).

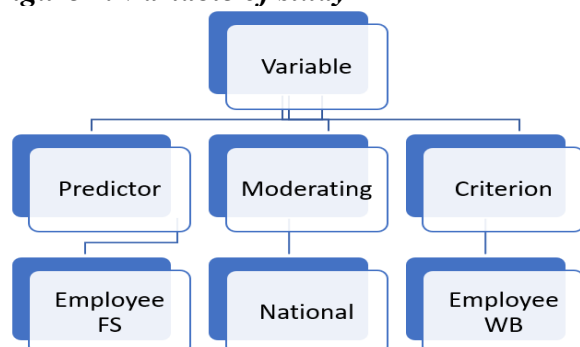
Methods

The study employed a quantitative, cross-sectional design in SOEs across India and Vietnam.

Research Design and Study Context

This study uses a cross-national quantitative survey design to explore the correlation between a psychosocial factor and employee WB. Specifically, it explores the correlation between employee FS on employee WB. Furthermore, the study also analyzes the moderation by demographic variables (nationality) on this correlation. The theoretical framework positions FS as a predictor variable and employee WB as a criterion variable. The study focuses specifically on SOEs in India and Vietnam.

Figure 1. Variable of study



Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

Participants and Procedure

Sample Selection and Criteria

The target population consisted of employees working in self-owned enterprises in India and Vietnam. The sampling criteria were established to maintain consistency, focusing on small-scale organizations:

- **Enterprise Type:** The organization must be a Self-Owned Enterprise (single owner with full decision-making power).
- **Company Size:** Fewer than 100 employees.
- **Company Revenue (Vietnam equivalent):** Annual revenue less than 50 billion VND (or its equivalent in Indian Rupees).
- **Nationality:** Participants must be citizens of either India or Vietnam.

Sample Size and Statistical Power

The study utilized random sampling with an initial target sample size of 400 employees (200 from Vietnam and 200 from India). Data were collected through both online and face-to-face surveys.

The final analysis sample included 348 valid and completed questionnaires, consisting of 181 respondents from Vietnam and 167 from India. Geographically, data were collected from two southern cities in Vietnam (Ho Chi Minh City and Rach Gia City) and two locations in India (Lucknow and Varanasi, Uttar Pradesh).

To ensure the sample size was statistically adequate, a post-hoc power analysis was performed on the final sample (N=348). Assuming a medium effect size ($d=0.5$) and an alpha level of 0.05, the analysis yielded a power of 99.6%, confirming that the sample was sufficient to detect significant effects if they existed, exceeding the recommended 80% threshold for social science research (Bujang et al., 2018).

Measures

The study utilized a comprehensive set of validated scales translated into English for data collection.

Criterion Variable: Employee Well-being (WB)

Employee Well-being was measured using the Psychological Well-Being Scale-Short (PWBS-S), an 18-item condensed version of the original scale developed by (*Carol D. Ryff et al., 1989*)

- **Definition:** PWBS-S measures WB as a multi-dimensional construct encompassing six key psychological aspects
- **Dimensions:** autonomy, environmental mastery, personal growth, positive relationships with others, purpose in life, and self-acceptance.
- **Scoring:** Responses were structured on a 7-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree".

Predictor Variable: Employee Flourishing (FS)

Employee Flourishing was assessed using the Flourishing Scale (FS), an 8-item instrument developed by (*Diener et al., 2010*).

- **Definition:** FS evaluates an individual's state of optimal human functioning beyond mere happiness, encompassing aspects like resilience, positive relationships, personal growth, and contributing meaningfully to the organization.

Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

- **Dimensions:** The scale is divided into four dimensions: Relationships and Social Engagement, Purpose and Optimism, Self-Esteem and Competence, and Engagement and Interest.
- **Scoring:** A 7-point Likert-type scale, ranging from "Strongly Disagree" to "Strongly Agree" was utilized.

The main data were collected using both face-to-face interaction (where a researcher was present) and an online approach via digital chat rooms (WhatsApp and Zalo). The final instrument combined demographic questions and the two main scales into a single Google Form, with all questions and instructions presented in English.

Data Analysis

All statistical analyses were conducted using SPSS software and followed four distinct stages corresponding to the study objectives.

1. **Descriptive and Comparative Statistics:** Initial analyses summarized the variables (FS and WB) using descriptive statistics (mean and standard deviation). Comparative analyses across demographic variable (nationality) were performed using independent samples t-tests and one-way Analysis of Variance (ANOVA).
2. **Correlation Analysis:** Pearson's correlation analysis assessed the strength and direction of the linear relationships among FS and WB for the total sample and within each demographic subgroup.
3. **Multiple Linear Regression Analysis:** Multiple linear regression determined the predictive influence of the independent variables (FS) on the criterion variable (WB) on the total sample.
4. **Subgroup Analysis:** To explore the moderating role of Nationality, separate regression models were run for each level of these demographic variables. The unstandardized (β), standardized (B) coefficients and R-squared values were compared across these models to understand how predictive power varied across groups.

RESULTS

Preliminary Analysis and Reliability

The study was conducted with 400 questionnaires distributed. The final valid sample included 348 employees (181 Vietnamese, 167 Indians). Reliability analysis confirmed the high internal consistency of the scales with the overall Cronbach's Alpha coefficient of FS scale being $\alpha = 0.852$ and that of PWBS-s being $\alpha = 0.887$, exceeding the acceptable threshold of 0.70. The sample distribution and Cronbach's Alpha coefficient of the study are summarized in the following tables.

Table 1. sample distribution by country

National		Total
Vietnam	181	348
India	167	

Table 2. Cronbach's alpha coefficient of the scale

Scale	No. of Items	Cronbach's Alpha In main study m(N=348)
PWBS-S	18	0.675
FS scale	8	0.852

Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

Table 3. Independent Samples T-Test Results for Composite Flourishing (FS) and Well-being (PWBS-s) Scores by Nationality

Scale	Score for total sample	Vietnamese Score	Indian score	t-value (Equal variances assumed)	t-value (Equal variances not assumed)	p-value
FS	4.67	4.75	4.58	1.224	1.220	0.222
PWBS-s	4.81	4.95	4.65	3.962	3.983	0.039

*p-value < 0.05

Correlation Analysis

Correlation between Employee FS and Employee WB on total sample

Pearson's correlation analysis was conducted to assess the linear relationships among the key variables (FS and WB) for the total sample and within the two national subgroups.

Table 4. Correlation between Employee FS and Employee WB on total sample

		WB_TOTAL
FS_TOTAL	Pearson Correlation	.543**
	Sig. (2-tailed)	.000
	N	348

** Correlation is significant at the 0.01 level (2-tailed).

Table 5. Correlation between FS dimensions and WB dimensions on total sample

FS dimensions\ WBS-s dimensions		Autonomy	Environmental Mastery	Positive relationship with Others	The purpose in life	The self-acceptance	The personal growth
Relationships and Social Engagement	Pearson Correlation	.427**	.361**	.144**	.122*	.360**	.531**
Self-Esteem and Competence	Pearson Correlation	.340**	.221**	.150**	.024	.260**	.531**
Engagement and Interest	Pearson Correlation	.235**	.155**	.128*	.088	.365**	.358**
Purpose and Optimism	Pearson Correlation	.356**	.159**	.181**	.220**	.332**	.407**

** Correlation is significant at the level 0.01 (2-tailed)

* Correlation is significant at the level 0.05 (2-tailed)

Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

Correlation between Employee FS and Employee WB across nationalities

Table 6. Correlation between Employee Flourishing and Employee WB across nationalities

FS			WB
IN	Pearson Correlation		.376**
	Sig. (2-tailed)		.000
VN	Pearson Correlation		.695**
	Sig. (2-tailed)		.000

** Correlation is significant at the level 0.01 (2-tailed)

IN=India, VN=Viet Nam

Table 7. Correlation between Employee FS dimension and Employee WB dimensions across nationalities

FS dimensions	National		PWBS-s dimensions					
			Autonomy	Environmental Mastery	Positive relationship with Others	The purpose in life	The self-acceptance	The personal growth
Relationships and Social Engagement	IN	Pearson Correlation	.229**				.364**	.368**
	VN	Pearson Correlation	.598**	.538**		.194*	.336**	.683**
Self-Esteem and Competence	IN	Pearson Correlation	.286**				.285**	.376**
	VN	Pearson Correlation	.401**	.385**	.307**		.248**	.717**
Engagement and Interest	IN	Pearson Correlation	.247**				.293**	.329**
	VN	Pearson Correlation	.203**	.196**	.195**		.389**	.366**
Purpose and Optimism	IN	Pearson Correlation	.292**				.320**	.392**
	VN	Pearson Correlation	.416**	.243**	.341**	.431*	.344**	.426**

IN = India

VN= Viet Nam

** Correlation is significant at the level 0.01 (2-tailed)

* Correlation is significant at the level 0.05 (2-tailed)

Multiple Linear Regression and Subgroup Analysis

Multiple linear regression analysis was performed using Employee WB as the dependent variable and Employee FS as the independent predictor variable to test the hypotheses on the extent to which FS predicts WB.

Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

Multiple Linear Regression Analysis Showing Predictors (Employee FS) of Employee Wellbeing on total sample

Table 8. Multiple Linear Regression Analysis Showing Predictors (Employee FS) of Employee Wellbeing on total sample

Predictor Variable	B (Unstandardized Coeff.)	Beta (Standardized Coeff.)	t-value	p-value	R-squared	F ratio	Sig. F	Durbin Watson
Employee Flourishing (FS)	0.306	0.543	12.043	0.000	0.295	145.042	0.000	1.803

Dependent Variable= Employee WB

Table 9. Multiple Linear Regression Analysis Showing Predictors (Employee FS) dimensions of Employee Wellbeing dimensions on total sample

WB Dimension	Total R SQUARE	FS Dimension	Standardized Beta (β)	p-value
Autonomy	0.203	Relationships and Social Engagement	0.303	0.000
		Purpose and Optimism	0.148	0.022
Environmental Mastery	0.366	Relationships and Social Engagement	0.394	0.000
Positive Relationships with Others	<i>None of dimensions shows statistically significant</i>			
The Purpose in Life	0.076	Self-Esteem and Competence	-0.243	0.001
		Purpose and Optimism	0.308	0.000
The Self-Acceptance	0.205	Relationships and Social Engagement	0.213	0.002
		Engagement and interest	0.249	0.000
The Personal Growth	0.355	Relationships and Social Engagement	0.275	0.000
		Self-Esteem and Competence	0.283	0.000

Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

Multiple Linear Regression Analysis Showing Predictors (Employee FS) of Employee Wellbeing across Nationalities

Table 10. Multiple Linear Regression Analysis Showing Predictors (Employee FS) of Employee Wellbeing across Nationalities

Country	Predictor Variable	B (Unstandardized Coeff.)	Beta (Standardized Coeff.)	t-value	p-value	R-squared	F ratio	Sig. F	Durbin Watson
India	Employee	0.186	0.376	5.211	0.000	0.141	27.158	0.000	1.932
Vietnam	Flourishing (FS)	0.424	0.695	12.922	0.000	0.483	166.975	0.000	1.962

Dependent Variable= Employee WB

Table 11. Multiple Linear Regression Analysis Showing Predictors (Employee FS) dimension of Employee Wellbeing dimension across national

WB Dimension	National	Total R SQUARE	FS Predictors	Standardized Beta (β)	p-value
Autonomy	India	<i>None of dimensions shows statistically significant</i>			
	Vietnam	0.376	Relationships and Social Engagement	0.530	0.000
			Purpose and Optimism	0.156	0.030
Environmental Mastery	India	<i>None of dimensions shows statistically significant</i>			
	Vietnam	0.295	Relationships and Social Engagement	0.512	0.000
Positive Relationships with others	India	<i>None of dimensions shows statistically significant</i>			
	Vietnam	0.177	Self-Esteem and Competence	0.259	0.005
			Purpose and optimism	0.293	0.000
The Purpose in Life	India	<i>None of dimensions shows statistically significant</i>			
	Vietnam	0.231	Self-Esteem and Competence	-0.259	0.004
			Purpose and optimism	0.507	0.000
The Self-Acceptance	India	0.160	Relationships and Social Engagement	0.276	0.009
	Vietnam	0.238	Engagement and interest	0.312	0.000
			Purpose and optimism	0.244	0.002

Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

The Personal Growth	India	<i>None of dimensions shows statistically significant</i>			
	Vietnam	0.616	Relationships and Social Engagement	0.334	0.000
			Self-Esteem and Competence	0.470	0.000
			Engagement and interest	0.129	0.011

DISCUSSION

Descriptive and Comparative Statistics

An analysis of WB and FS scores from employees in Vietnam and India in *Table 3* revealed that, on average, workers in both countries rated themselves positively, as their mean scores exceeded the median. Vietnamese employees reported higher average levels of both WB and FS than their Indian counterparts and the overall sample. However, the t-test for FS scores was not statistically significant ($p > 0.05$), meaning this particular difference could be due to chance. This implies that while culture strongly influences perceptions of well-being, flourishing may be affected by factors beyond nationality. This finding aligns with *Schotanus-Dijkstra et al. (2016)*, who noted that cross-cultural differences in FS can be difficult to interpret because it is a complex construct and measurement tools have inherent limitations.

Correlation Analysis

Correlation between Employee FS and Employee WB on total sample

Table 4 shows a moderate positive correlation between the FS Scale dimensions and WB across the entire sample ($r = 0.543$, $p < .001$). This statistically significant relationship indicates that higher FS scores are associated with higher WB scores. Consequently, FS appears to be a key contributor to employee WB, positioning FS as a meaningful predictor for overall WB. This suggests that fostering the FS dimensions may improve overall well-being.

An analysis of the correlation between the FS Scale and PWBS-S Scale dimensions of *Table 5* reveals a multifaceted relationship, where most aspects of FS show strong, significant connections to WB. Specifically, the FS dimension of Relationships and Social Engagement is closely linked to multiple PWBS-s dimensions, including Autonomy and Environmental Mastery, underscoring its substantial impact on employee WB—a finding consistent *with Irvine & Suter (2023)*, who identified workplace communication as a critical factor to enhance the WB. Similarly, the FS dimension Purpose and Optimism correlates positively with all WB dimensions, reinforcing its foundational role; this aligns with *Gadhavi et al. (2021)*, who found that viewing one's life as purposeful and secure is a crucial determinant of workplace satisfaction and happiness. However, the analysis also identifies a noted exception: the PWBS-s dimension Positive Relationship with Others demonstrated non-significant correlations with the FS dimensions of Self-Esteem and Competence and Purpose and Optimism, suggesting that certain psychosocial aspects of wellbeing may operate independently of these specific flourishing factors.

Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

Correlation analysis in *Table 6* revealed that nationality acted as a significant moderator in the relationship between employees' FS and WB, with stronger correlations observed in the Vietnamese sample than in the Indian sample. Drilling down and analyzing specific dimensions in *Table 7* indicated that the association between Self-Esteem and Competence (FS) and Personal Growth (WB) was significantly stronger for Vietnamese employees ($r = 0.717$) than their Indian counterparts ($r = 0.376$), and a more direct association between Purpose and Optimism (FS) and Purpose in Life (WB) was seen in Vietnamese ($r = 0.431$). Furthermore, Vietnamese employees exhibited stronger correlations in the dimensions belong to Social & Relationship group (FS) and between Engagement and Autonomy (WB), suggesting a more holistic and connected psychological experience. These can be explained by the collective "family culture" prevalent in the Vietnamese business environment (Tran, 2020), where different aspects of self and society are more closely linked. In contrast, the selective and weaker correlations in the Indian sample suggest that there are also many external factors affecting employee WB. This emphasizes the importance of a cross-cultural perspective in assessing the psychosocial factors affecting employee WB.

Multiple Linear Regression Analysis Showing Predictors (Employee FS) of Employee Wellbeing on total sample

With the result in *Table 8 and Table 9* has strongly supports the acceptance of **Hypothesis 1 (H1)**, as employee FS is a strong and significant predictor of overall WB well-being across the entire sample. This conclusion is clearly demonstrated by the significant positive correlation coefficient ($r = 0.543$, $p < 0.001$) and confirmed by the multiple linear regression, which shows that FS is a highly significant predictor ($\beta = 0.543$, $p < 0.001$), accounting for nearly 30% of the variance in WB ($R^2 = 0.295$, $F = 145.04$, $p < 0.001$). Examining how the four FS dimensions predict the six PWBS-s dimensions reveals a complex structure. Key findings include: Relationships and Social engagement was a dominant predictor, significantly influencing Autonomy ($\beta = 0.303$), Environmental Mastery ($\beta = 0.394$), Self-Acceptance ($\beta = 0.213$), and Personal Growth ($\beta = 0.275$); Self-Esteem and Competence also strongly predicted Personal Growth ($\beta = 0.283$) but exhibited an unexpected negative relationship with Purpose in Life ($\beta = -0.243$), suggesting that while a sense of purpose and optimism are direct predictors of this dimension of well-being, high levels of self-esteem may, in this context, inhibit or reduce one's sense of purpose. Furthermore, the model did not find a significant predictive relationship for the WB dimension Positive Relationships with Others, suggesting that it is influenced by external factors not captured by the FS scale. Overall, these results not only confirm the overarching association between FS and WB but also shed light on the interaction that specific FS dimensions contribute to employees' WB.

Multiple Linear Regression Analysis Showing Predictors (Employee FS) of Employee Wellbeing across Nationalities

In **Table 10**, The results of the regression analysis support the acceptance of **hypothesis H2**, indicating that nationality significantly moderated the relationship between employee FS and employee WB. While a significant positive predictive relationship was found in both countries, its strength varied considerably. For Indian employees, FS demonstrated a moderate predictive power ($\beta = 0.376$, $B = 0.186$, $p < 0.001$). In contrast, for Vietnamese employees, the relationship was strong ($\beta = 0.695$, $B = 0.424$, $p < 0.001$). The notable difference in both the unstandardized (B) and standardized (Beta) coefficients underscores that the positive impact of flourishing on well-being is more than twice as potent in Vietnam, solidifying the moderating role of national context.

Employee Flourishing and Well-being: A Cross-Cultural Comparison of Indian and Vietnamese Self-Owned Enterprises

Overall, Employee Flourishing is a significant predictor of Employee Wellbeing in both countries. Therefore, the hypothesis “**H2: Nationality (India vs. Vietnam) will significantly moderate the positive predictive relationship between employee flourishing (FS) and employee well-being (WB)**” is accepted.

Regression analysis of the dimensions of the two scales in *Table 11* revealed a clear moderating effect of nationality, demonstrating that the predictive power of FS dimensions on WB dimensions was consistent and significantly stronger in Vietnam than in India. For the Vietnamese sample, FS dimensions were strong, significant predictors of almost all aspects of WB, a pattern consistent with the country’s collectivist culture. This is illustrated by Social Engagement and Relationships, a strong predictor of Autonomy ($\beta = 0.530$, $p < 0.001$), Environmental Mastery ($\beta = 0.512$, $p < 0.001$), and Personal Growth ($\beta = 0.334$, $p < 0.001$). In contrast, the same FS dimensions had virtually no predictive power for the Indian sample, with one notable exception: Relationships and Social Engagement significantly predicted Self-Acceptance ($\beta = 0.276$, $p = 0.009$), suggesting that social cohesion remains key to Self-Acceptance even when other FS factors have no influence. This isolated finding may reflect the complex mix of collectivist and individualist values in Indian work culture. This overall disparity clearly suggests that for Indian employees, well-being may be driven by a set of other factors that this model does not capture, whereas for Vietnamese employees, FS provides a comprehensive and well-connected framework for understanding WB.

Therefore, Through the results obtained, the study demonstrates that employee FS is a positive and significant predictor of employee WB (H1). It also confirms the moderation of nationality (H2), showing that the magnitude of this predictive relationship is deeply influenced by country differences observed in Vietnam compared to India.

The stronger correlations and predictive coefficients found in Vietnam suggest a more holistic and cohesive psychological experience. This may stem from Vietnam’s stronger collective “family culture” where organizational support and fairness are deeply integrated with employees’ sense of self, community, and loyalty (Tran, 2020). For Vietnamese employees, relationship development is a core driver of autonomy, mastery, and growth.

In contrast, findings from the Indian sample showed weaker correlations and lower predictive power, as evidenced by the lack of significant prediction from most FS dimensions, suggesting that other factors may have a greater influence in predicting WB, possibly implying that personal development is related to multiple psychosocial dimensions beyond the confines of a single scale. This confirms the value of typical “*desh-kal-patra*” (adaptation to specific situations, times and individuals) culture (Mitra, 2024), especially in the SEOs’ environment.

Practical Implications

These findings contribute significantly to the theory by demonstrating that FS, defined as a high level of WB development, has shown its diverse impact on many psychosocial aspects of WB, beyond the framework of a single scale, especially under the influence of different cultures, as well as in specific organizations. This emphasizes the need to pay attention to the cultural context, the characteristics of the organization to build Wellbeing in businesses, especially SEOs.

CONCLUSION

This study confirms that FS is an important socio-psychological predictor of WB, but its effectiveness is deeply influenced by national culture. These findings make a compelling argument for moving beyond the Western-centric organizational psychology framework to implement culture strategies. To build WB in SEOs, organizations in Vietnam need to focus on selectively promoting existing “family culture” and strengthening relationship dynamics. In India, measures to build and strengthen WB need to pay attention to multiple relevant socio-cultural components.

The main limitation of this study is its cross-sectional design, which prevents the establishment of causal relationships. Future studies should use a longitudinal design to track the evolution of the FS → WB relationship over time. Furthermore, future studies should incorporate other components such as Perceived Organizational Support (POS) or Organizational Justice, to test whether these factors mediate or moderate the relationship, thereby accounting for the currently unexplained variance in well-being.

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Conflict of Interest

The authors declare no competing interests. Streamline the Introduction: Create a tighter, more focused narrative that builds a clearer case for your study and hypotheses.

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