

FAVORABLE FACTORS TO WELL-BEING IN DIFFERENT ORGANIZATIONS: AN INTERNATIONAL STUDY

Alberto Amutio

University of the Basque Country (UPV/EHU)

Abstract: Different studies show a series of factors at the individual, psychosocial, and meso-social levels that are associated with psychological well-being. The aim of this article is to examine the relationships among these factors. Method: Well-Being was assessed as a dependent variable, as well as its predictors. The sample was made of education and social intervention workers (N = 1300) from Spain, Chile, and Uruguay.

Results: Individual factors, including job satisfaction and commitment were positively associated with psychological well-being. Also, psychosocial factors such as low psychological demands, work control, as well as a participatory leadership style, while excessive psychological demands at work - or stress - do so negatively. Meso-level factors related to a transformational organizational culture are directly and indirectly associated with well-being through the psychosocial factors favorable to it.

Conclusion: High levels of control at work, a leadership that favors participation and belonging, and low levels of psychological demands predicted psychological well-being and optimal personal development.

Key words: Culture, Demands, Leadership, Organizations, Psychosocial Factors, Well-Being.

Introduction

In this article well-being and its factors in workers from different countries are examined. The International Labour Organization (ILO) states that well-being at the workplace concerns all aspects of professional life. In this sense, the quality and safety of the physical climate, the socioemotional climate and work organization are of great importance. There are studies that report a direct relationship between productivity levels, health and the general well-being of the workforce (Martín, 2011; Kickbusch et al., 2017; Steffens et al., 2016; World Health Organization, 2020).

Different studies and meta-analyses have found that there are factors at different levels (individual, micro, meso and macrosocial) that are associated to individual and collective wellbeing. This study seeks to contrast the postulated associations between individual indicators of well-being (EPWB): behavioral, somatic and cognitive reactions to stress (BSC), quality of life linked to health (QLLH), satisfaction with life, hedonic well-being, eudaimonic well-being, and personal optimal development. We also want to contrast the positive relationship between psychosocial factors: (Eps- excess of psychological demands at work, or work stress, Cwa (control over work, role autonomy), LpB (leadership that reinforces participation and belonging, social support, and quality leadership) and the positive association with an organizational culture that reinforces participation and integration. Finally, in this study we wanted to verify that the above mentioned psychosocial factors (Eps, Cwa, and LpB) mediate between a culture that reinforces participation and integration (CSO) and individual well-being (EPWB). Good mental health in professional terms is related to quality of leadership, predictability, social support and meaning of work.

The SHWB or subjective well-being falls under a hedonic vision of well-being. We can identify both the affective and the cognitive aspects of this focus (Diener, 1996; Diener et al., 2020). AHWB refers to a person's hedonic experience of pleasant and unpleasant feelings (Tov, 2018). SWL has often been called life satisfaction, which is a judgement process, wherein the person assesses quality of life based on their own criteria. EWB or eudaimonic well-being includes accepting and appreciating oneself, or self-esteem, having positive relationships with other people, feeling capable of effectively working and acting, and that one is learning or undergoing personal growth, that includes a purpose in life and



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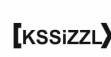
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Department of Applied Sociology
and Human Resource Management

a feeling of personal psychological and social autonomy (Suh & Koo, 2008). Finally, EPWB, or psychological well-being is composed by SHWB, EWB and Social well-being (Hervás & Vázquez, 2013).

The concept of CWa implies influence (or autonomy) and skill development (Chiang et al., 2013). On the one hand, this has to do with the levels of complexity and variety of tasks. On the other, the work has meaning if it helps to positively tackle their demands (Moncada et al., 2014). Autonomy as an organizational resource correlates positively with well-being. EPs are an organizational process that may hinder social integration and well-being and cause stress. Its quantitative aspect refers to the work volume in relation to the time available to complete it. Stress, chronic tension, and events that lead to negative changes have been associated with low well-being and health (Schneiderman et al., 2005).

Regarding LpB, the quality of exchanges between leaders and members has been researched as a facilitator for well-being. High-quality or positive behavior of supervisors includes a willingness to listen and show support, respect, and interest in members' well-being. It also includes a tendency to value and express support for the employees work. Transformational leadership leads collaborators to perform beyond their expectations, going above and beyond their own interests for the good of the organization (Avolio et al., 2009; Hermsilla et al., 2016; Molero et al., 2007).

Emotionally expressive leaders (e.g., charismatic or transformational) induce group members to experiment and express positive emotions of high activation that are easily communicated and lead followers to experience a positive emotional climate and well-being (Barsade & Knight, 2015, da Costa, 2018). On the contrary, a lack of support from superiors has to do with a lack of specific staff management principles and procedures to guide this role to act as an element to support the work conducted by the team or department they manage. It is also related to a lack of clear guidelines and training regarding fulfillment of this role (Moncada et al., 2014).

Taken the aforementioned variables and ideas into account, the following hypotheses were proposed:

H1: Individual-level predictors will be associated with well-being; H2: Stress will be negatively associated to well-being; H3: Transformational leadership will be associated with well-being; H4: Psychosocial factors will mediate between a transformational organizational culture and individual well-being.

Methods

Sample

Participants $N = 1300$ people ($N = 1084$ women, aged between 19 and 69 years, $M = 41,41$, $SD = 11,09$), who belonged to $K = 80$ organizations or educational and social-intervention units in Chile, Spain (Autonomous Community of the Basque Country or CAPV) and Uruguay.

Procedure

The individuals received a booklet with different scales to be answered on paper or online for a period of between 50 and 75 minutes (only some of them are addressed in this article). Data collection was supervised by some of this article's co-authors or staff trained to do so in each one of the three countries.

Instruments

All variables were measured with different self-reported scales with good reliability and validity (see instruments in Da Costa et al., 2020).

Data Analysis

In this study, a correlational or cross-cutting design was used with convenience samples mated by professional characteristics. Correlations, regressions, and mediational analyses were conducted amongst explanatory and explained variables of well-being, using SPSS 24 and process 3.4, Model 4. Scores were standardized and the correlations weighted by the inverse of the variance, with the CMA program (Borenstein et al., 2014).

Results

To test H1 and H2, we examined the relations between the aforementioned variables. EPWB was associated with low BSCs ($r = .46$), IC 95% [0.41; 0.50], with QLLH ($r = .52$) IC 95% [0.48 to 0.56], lower negative AHWB ($r = -.35$), IC 95% [-0.39; -0.30] and higher positive AHWB ($r = .45$), IC 95% [0.40 to 0.49], as well as higher SWL ($r = .58$), IC 95% [0.55; 0.62]. Relations between variables were all $> .70$ (H1a) (see table 1). To test H3 and H4, relations between individual- and microsocial-level predictor variables with well-being were examined (see by country on table 2).

At microsocial level (H5), well-being was associated with CWa ($r = .31$), IC 95% [0.26; 0.36], with low EPs ($r = -.28$), IC 95% [-0,33; -0,23] (H5a) and high-quality LpB ($r = .31$), IC 95% [0.26; 0.36].

Table 1. Association between the studied variables and well-being at the individual level

Variables	N	M	SD	1	2	3	4	5	6
1. BSCs	1298	45.20	8.18	-					
2. QLLH	1268	53.36	9.23	.65**	-				
3. AHWB positive	1361	23.44	7.19	.26**	.40**	-			
4. AHWB negative	1359	8.852	6.39	-.50**	-.49**	-.26**	-		
5. SWL	1334	38.53	6.64	.34**	.47**	.40**	-.33**	.47**	
6. EPWB	1352	81.33	13.74	.42**	.45**	.41**	-.31**	.45**	.55**

Note. BSCs = Behavioral, somatic and cognitive reactions to stress; QLLH = Quality of Life linked to health; AHWB = Affective hedonic view of subjective Well-Being; SWL = Cognitive hedonic view of subjective Well-Being or satisfaction with life; EPWB = Eudaimonic vision or psychological Well-Being and personal optimal development. *** $p < .001$, ** $p < .01$, * $p < .05$

Table 2. Relationship between individual and microsocial level predictor variables with psychological well-being by country

Variables	Chile				Spain				Uruguay			
	n	M	SD	r	N	M	SD	r	N	M	SD	r
CSO	350	2,25	9.10	.10**	273	5.07	5.73	.28**	650	4.18	6.74	.26**
Eps	361	12.8	4.30	.17**	294	12.4	3.24	-.29**	716	13.8	3.50	.30**
CWa	360	26.4	6.79	.23**	294	26.7	5.41	.32**	697	26.4	5.40	.35**
LpB	361	27.1	8.02	.22**	280	28.2	5.70	.36**	700	27.3	6.13	.32**
EPWB	353	77.8	13.7	-	296	79.5	11.5	-	703	83.8	14.1	-

Note;; CSO = Transformational leadership; EPs = Excess of psychological demands at work or work stress; CWa = Control over work, role autonomy; LpB = Leadership that reinforces participation and belonging; EPWB = Eudaimonic vision or psychological Well-Being and personal optimal development. *** $p < .001$, ** $p < .01$, * $p < .05$

Examination of organizational culture showed that association of transformational culture with well-being is positive ($r = .25$), IC 95% [0.20; 0.30] and negative with transactional culture ($r = -.11$), IC 95% [-0.16; -0.05].

To examine the specific contribution of explanatory variables to well-being, we conducted a multiple regression of well-being (Hervás & Vázquez, 2013) on individual variables (EC and MV), on microsocial-level variables (CWA, EPs and LpB) and meso-social or organizational variables (CSO). The multiple regression was significant, $F(8,1121) = 30,38, p = .0001, R^2$ adjusted = .17. The low EPs (β standardized = $-.15, p = .0001$), the high CWA ($\beta = .14, p = .0001$), the LpB ($\beta = .10, p = .006$) and the CSO ($\beta = .09, p = .002$) predicted well-being. Only transactional culture did not obtain a significant coefficient ($\beta = .004, p = .88$).

Using CpO as a predictor for meso level and controlling individual variables (gender, OVC, TVU and EC), a mediational analysis (Hayes, 2018) showed that the indirect effect of the CpO on the GEPS occurred with lower Epe ($\beta = .02$), IC 95% [0.01; 0.04], as well as higher levels of CWA ($\beta = .04$), IC 95% [0.02; 0.07] and LpB ($\beta = .04$), IC 95% [0.008; 0.07]. This effect explains 55% of the total effect (see figure 1). The overall model was significant: $R^2 = .44, F(8, 1101) = 32,82, p < .001$

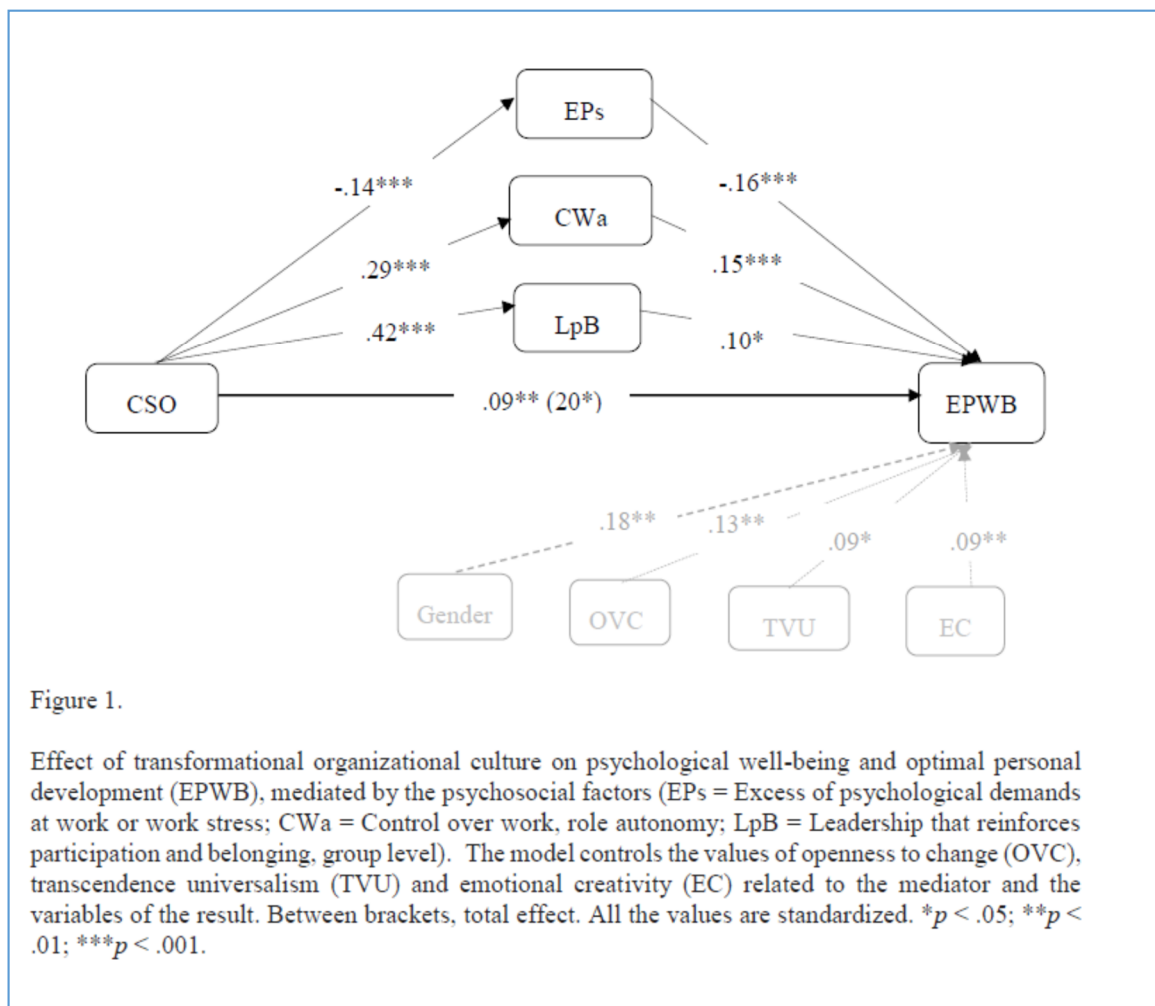


Figure 1.

Effect of transformational organizational culture on psychological well-being and optimal personal development (EPWB), mediated by the psychosocial factors (EPs = Excess of psychological demands at work or work stress; CWA = Control over work, role autonomy; LpB = Leadership that reinforces participation and belonging, group level). The model controls the values of openness to change (OVC), transcendence universalism (TVU) and emotional creativity (EC) related to the mediator and the variables of the result. Between brackets, total effect. All the values are standardized. * $p < .05$; ** $p < .01$; *** $p < .001$.

Figure 1. Effects of transformational organizational culture on psychological well-being mediated by psychosocial factors (psychological demands, control over work, and participatory leadership)

Discussion

In the general sample and by country, indicators of well-being were associated with one another. Specifically, psychological well-being, was associated with having less stress and better quality of life and life satisfaction. The strength of association between variables means that they are interrelated, yet they constitute independent constructs. As stated previously, high levels of control at work, social support and quality leadership, and low levels of psychological demands (Moncada et al., 2014) predicted well-being. Meso-social-level factors were also associated with well-being. In fact, the importance of a leadership (i.e., transformational) that facilitates participation and integration was widely corroborated along with an organizational culture that facilitates social integration (Knight & Eisenkraft, 2015; Turner, 1981). Along these lines, psychosocial factors were associated with a more transformational culture, mediating between a transformational organizational culture and individual well-being. To conclude, it should be stated that this study has limitations, the most noteworthy being that the sample was of convenience and that this is a correlational, which means that the results should be taken with caution.

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