

# Is the Eudaimonic or Hedonic Approach Contribute to Psychological Well-Being? An Empirical Study Amongst the UAE Talents as a Strategic Move in Firms

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## Abstract

Nowadays, both businesses and researchers are overwhelmed with workers' ideal health and safety to psychological well-being. Negative psychological health at work results in adverse effects at different levels: high medical insurance costs, loss of employee productivity, absenteeism from work, occupational safety and health issues, and related issues. The current study examines the roles of eudaimonic and hedonic motivation in the conceptualization of psychological well-being. Both psychological aspects in one's life significantly play in achieving personal growth, reaching full potential, and realizing self-actualization. Accordingly, the study was conducted in the education sectors in the UAE randomly. Various models assisted in preparing a questionnaire and distributed it to 300 respondents. The samples were selected by stratified proportional sampling for diverse demographic responses. A descriptive analysis using SPSS 24.0 maintained the significance level of the latent variables such as eudaimonic motivation and hedonic motivation to the dependent variable, psychological well-being. The findings confirmed the alignment of models, extracted from the theories to the variables discussed in the questionnaire. Moreover, the hypotheses crafted for the study were accepted. Consequently, the study proved that both hedonic and eudaimonic factors in an individual's life influence psychological well-being at work. Hence, individuals must ensure the significance of job characteristics at their workplace to psychological well-being. Furthermore, it clarifies that the HR systems with an effective resource-based paradigm can contribute to a sustained competitive advantage. Finally, it proposes directions for future research in addressing issues in employee turnover in a resource-based approach.

**Keywords:** eudaimonic motivation, hedonic motivation, psychological well-being, resource-based paradigm

## 1. Introduction

In general, psychological wellbeing (PWB) refers to a positive mental state, such as happiness or satisfaction. It is used to describe a person's emotional health and overall functioning. Moreover, PWB combines a feeling of good (by contentment, engagement, confidence, level of interest, and so on) and functioning effectively (progress of individual capabilities, managing one's capabilities, feeling of commitment, and experiencing good relationships). Achieving sustainable well-being relates to the extent to which individuals cope with the negative or painful emotions in their life (Huppert, 2009). Psychological wellbeing has two important facets: experiencing positive emotions and feelings of happiness. Therefore, it is otherwise termed subjective wellbeing (Diener, 2000). This type of well-being is crucial to PWB but, on its own, not adequate. Generally, PWB revolves around two aspects: eudaimonic and hedonic wellbeing. According to Ryff (2004), the model created for PWB clarifies the two facets namely, eudaimonic and hedonic wellbeing. The former relates to self-recognition, environmentally genius encouraging connections, individual progress, commitment, and independence. While the latter is concerned with happiness, subjective wellbeing, and positive emotions.

Globally, 970 million people suffer from psychological well-being or substance misuse disorders, and anxiety is the most prevalent illness, affecting 284 million people (Our World in data, 2018). To be specific, in the western world, statistics on psychological health problems among workers are alarming. In the United States, workplace stressors are scaling up (APA, 2016) and more than 75% of short and long-term disabilities at employment are one

of the main concerns for executives and business leaders (Watson and Wyatt, 2005). The unprecedented economic situation has put human well-being at risk. The psychological well-being of employees plays a critical role in their physical health, their longer lives, and their happiness. Employee psychological well-being is regarded as important for enhancing employee performance at work and organizational commitment because a well-being employee is more dedicated to their work and performs better in their workplace. Based on this fact, this study attempts to relate the eudaimonic and hedonic feelings of employees at work to their competitive advantage in an organization. It also discusses the significance of Resource-Based View (RBV) towards the PWB of employees.

### *1.1 Background to the Study*

Numerous research reveal that both practitioners and researchers encourage the importance of promoting workers' optimal well-being, beyond attempts to cure mental illness. Though little attention has been given to worker's psychological well-being in comparison with their psychological distress, several studies explored the benefits of enhanced psychological health, and superior individual performance (Carver & Scheier, 2008; Judge et al., 2001; Wright et al., 2002), greater creativity (Bakker & Xanthopoulou, 2013), more dynamism and positive functioning in different areas of life (Keyes & Annas, 2009), improved organizational productivity (Harter, et al., 2002), increased client satisfaction (Schneider et al., 2003), and better prosocial behaviors (Lee & Allen, 2002).

This study tries to explore the feelings of employees on their psychological well-being through eudaimonic and hedonic approaches. For this, Human Resources (HR) in organizations has a crucial role in considering such aspects in firms. Numerous paradigms in the literature illustrate the contribution of HR to company performance (Grobler et al., 2017). The resource-based approach indicates that a competitive advantage can create through effective HR systems that are company-specific. In this background, three objectives have been crafted for the study.

### *1.2 Objectives for the Study*

- To collect information on eudaimonic and hedonic approaches to psychological well-being,
- To identify the relationship between eudaimonic and hedonic approaches to psychological well-being,
- To explore the resource-based paradigm in psychological well-being,
- To maintain a sustainable competitive advantage in organizations through a resource-based paradigm for psychological well-being,
- To analyze the future scope of psychological well-being in the workplace.

## **2. Literature Review**

From a historical perspective, the notion of psychological well-being developed from the work of ancient Greek philosophers. According to Aristotle, those individuals who perform actions to reach their goals are happier than others (McMahon, 2006). Studies have shown that the feeling of self-actualization not only brings well-being to individuals but also experiences a state of eudaimonia (Kraut, 1979; Waterman, 1993; Ryff & Singer, 2008). Hence, all individuals strive hard to achieve their daimon or true self. On the other hand, hedonism refers to individual achievement and the related pleasure related to it (White, 2006). In connection to this, the theories of emotions in the 1980s (Watson, et al., 1988), humanistic psychology (Rogers, 1961) occupational health psychology (Adkins, 1999) influenced a lot in the study of psychological well-being. From 2000 onwards psychology-related studies concentrated on the beneficial facets of subjective knowledge and human functioning (Seligman & Csikszentmihalyi, 2000). In this method, the study of ideal and comprehensive health is encouraged, with psychological well-being and happiness (Seligman, 2008). The World Health Organization (WHO) defined health as a comprehensive condition (social, physical, and mental) and is not merely an absence of illness. In 2001, WHO redefined the term, positive mental health as "a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community" (WHO, 2001). Thus, PWB relies on mental health or psychiatric perspective and is a multidimensional concept with a lack of undesirable indications as well as the occurrence of constructive expressions (Achille, 2003; Keyes, 2005; Mendonca et al., 2012). Even though research on PWB was prevalent in the past forty years, still the conceptualization of psychological wellbeing at work is unclear (Diener, 1994; Danna & Griffin, 1999; Harris & Cameron, 2005; Diehl et al, 2011; Fredrickson, 2013; Illies, Aw, & Pluut, 2015). However, the two independent but related research perspectives that contributed to PWB are eudaimonic and hedonic approaches (Ryan & Deci, 2001). In line with these theoretical roots, it is imperative to detail the significance of both approaches to the employees' PWB at work. Many cross-sectional studies highlighted that those individuals who are happy are likely to be more productive, socially engaged, and tend to have more income (Diener, 2000; Judge et al., 2001). However, studies show that experiential studies can

establish the causative way of the relationship between constructive and adverse emotions. In interpersonal situations, people who are undergoing positive emotions make more humane evaluations, are more assertive and optimistic and behave differently than those who are experiencing negative emotions (Sedikides, 1995; Forgas, 2006). Therefore, the current study conducts empirical research through quantitative and qualitative analyses.

### 2.1 How Hedonic Approaches Are Aligned to PWB

According to the hedonic perspective, PWB is considered simultaneously a cognitive and affective construct and its study is intended to maximize individual happiness. The research on the hedonic perspective emerged in the the1950s with a great emphasis on the personal facets to measure the quality of life. The hedonic perspective, put forth by Kahneman et al. (1999), specifies well-being as the accomplishment of enjoyment and evasion of discomfort, which consists of a mental component of assessing life fulfillment (SWB). The occurrence of positive emotions rather than negative ones is an important component of the hedonic approach, which consists of a cognitive component for evaluating life satisfaction and an effective component for assessing emotional well-being (Keyes et al, 2002). Based on this aspect the first hypothesis crafted for the study is:

H1: The hedonic approaches play a significant role in employees' PSW.

### 2.2 How Eudaimonic Approaches Associated with PWB

The eudaimonic approach to PWB was developed in the 1980s and originates from adult development, existential psychology, and utilitarian philosophers (Keyes et al., 2002; Ryff & Singer, 2008). This is more inclined to developing one's potential and self-determination. In support of Ryff's argument, other research also supported that PWB is conceptualized in terms of self-acceptance, positive relations with others, autonomy, purpose in life, competence, and personal growth (Ryan & Deci, 2000; Fisher, 2014). Aristotle's objective in his work was not to deduce what human well-being is; rather, he sought to create a moral principle that would pose standards for human behavior. Then the question comes "What is the most valuable thing that human actions can achieve?" Even his opening answer, given more than 2,000 years ago, is extremely relevant for present-day studies of the welfare of society.

"Both the general run of men and people of superior says that it [the highest of all goods achievable by action] is happiness and identify living well with being happy, but regarding what happiness is they differ, and the many do not give the same account as the wise. For the former think it is some plain and obvious thing, like pleasure, wealth, or honor" (Aristotle/Ross, 1925,). In Norton's work related to eudaimonism, he provides an insightful distillation of Hellenic eudaimonic scholarship for the 21<sup>st</sup> century. Moreover, Russel, 1930/1958 emphasized that happiness can be achieved through hardships, active interests, and engagement in life. From an organizational perspective, the organizational systems, flexible work arrangements, High-Involvement Work Performance (HIWP), and so on enhance the psychological well-being of employees (Parameswaran, 2021). The challenge in this approach is how to integrate different perspectives into a whole concept. This can be illustrated as the six dimensions of PWB and its conceptual underpinnings. Based on these perspectives in the eudaimonic approach, the next hypothesis created is:

H2: The eudaimonic approach performs a crucial role in PWB.



Figure 1. Core dimensions of PWB and their theoretical foundations

Source. Ryff C.D. & Singer, B. (2008). Know Thyself and Become What You Are: A Eudaimonic Approach to Psychological Well-Being. *Journal of Happiness Studies* 9(1):13-39.

### 2.3 Can a Resource-Based Paradigm Contribute to PWB?

Various empirical studies have demonstrated that human resources can perform a crucial part in facilitating an organization to gain a competitive advantage. The literature describes several paradigms defining the role of HR in company performance. One of the paradigms that contributed to this research is the Resource-based paradigm or RB View (RBV) where the stock of human intellectual capital of a company is valued as a measure of performance contributions. This value can be created by a heterogeneous demand for labor and a heterogeneous supply of labor. Moreover, by enabling the growth of competencies that are firm-specific, these systems could help to create sustained competitive advantage. Numerous studies have shown that the challenge of implementing RBV is the possibility of staff turnover. The main cause for turnover is the lack of 'level of interest alignment,' i.e., the extent of alignment of individual interest with organizational goals. According to Gottschalg and Zollo (2007), high levels of interest can be realized by three motivation levels as individuals' behavior assists a lot in achieving their goals. In addition to authority and respect, the extrinsic motivation level is related to the reward system for a given behavior. Secondly, the hedonic intrinsic motivation level (job redesign) is the extent to which a person feels satisfaction by fulfilling the task and can be inclined by the variation in the individual task and the task content. The normative intrinsic motivation experiences the standards and beliefs of the organization and can be inspired by the socialization process within the organization (socialization regime). To support this view, the empirical work by Das and Teng (2000), Afuah (2000), Stuart (2000), Lee and Pennings (2001) emphasize the significance of alliance partners in strategic opportunities, behavior, and values through networking. In this background, it is crucial to test the third hypothesis:

H3: The RBV in organizations has a positive role in PWB.

### 3. Methodology for the Study

A comprehensive literature on psychological wellbeing sheds light on the significance of eudaimonic and hedonic approaches, along with resource-based paradigms in organizations. The objective of the study is to recognize the insights of the respondents related to a single, 'latent' variable (the phenomenon of interest). This 'latent' variable is expressed by various 'manifested' items in the questionnaire. These constructed items address a specific dimension of a phenomenon for investigation in a mutually exclusive manner and measure the whole phenomenon (Likert, 1932). Hence this study utilized the Likert scale for the survey. Based on this context, a closed-ended questionnaire, with 28 indicators, by a five-point Likert scale had developed. The study utilized a stratified proportional sampling method with a sample size of 200 employees (varied age, educational qualifications, and experiences) from educational sectors in the UAE. The random sample technique has been used in selecting the organizations. The applied questionnaire, designed for a quantitative survey, included demographic variables, the variables mentioned earlier (8 indicators for each variable), and indicators for PWB (4 indicators). Supportive reviews had identified in the literature section, and the questionnaire had exhibited in the data analysis section. Moreover, all identified variables are carefully chosen, observed, recorded, and analyzed for generalizing the responses.

### 4. Analysis of Data

Confirmatory factor analysis (CFA) aims to examine the hypothesized relations among ordinal variables (e.g., Likert-type items) (Flora and Curran, 2004). As a continuation of the previous part, based on the survey responses, a Confirmatory Factor Analysis had performed on the 63 observed ordinal items related to hedonic, and eudaimonic approaches, RBV, PWB. This was executed using the R (Version 3.66 Bit) Programming package "Lavaan" (Version 0.6-5) and followed by the Diagonally Weighted Least Squares (DWLS) estimation method. Three estimations methods commonly used for strong corrections are Maximum likelihood (ML) using the sample covariance matrix, b. Unweighted least squares (ULS) using consistent estimates, and c. Diagonally weighted least squares (DWLS) using a polychoric correlation matrix. These estimates are superior to the normal theory-based maximum likelihood when observed variables in latent variable models are ordinal.

#### 4.1 CFA Model Fit

Chi-square statistics were used to examine the fit of the CFA model; the  $\chi^2/df$  ratio with chi-square was adjusted for sample size (using DWLS of polychoric correlation). Model fit is primarily determined by the comparative fit (CFI) and the Tucker-Lewis index (TLI), with values adjacent to 0.95 being desired; Standardized Root Mean Square Residual (SRMRs) below 0.10 and the Root Mean Square Error of Approximation (RMSEA) below 0.08 are indicators of good model fit.

Table 1. CFA model fit of PWB

lavaan (0.6-5) converged normally after 286 iterations	
Number of Observations	59
Estimator	DWLS
Minimum Function Test Statistic	1010.263
Degrees of freedom	286
P-value (Chi-square)	0.000
Model test baseline model:	
Minimum Function Test Statistic	4321.632
Degrees of freedom	372
P-value	0.000
<b>User model versus baseline model:</b>	
Comparative Fit Index (CFI)	0.988
Tucker-Lewis Index (TLI)	0.976
<b>Root Mean Square Error of Approximation:</b>	
RMSEA	0.076
90 Percent Confidence Interval	0.168 0.194
P-value RMSEA <= 0.05	0.000
<b>Standardized Root Mean Square Residual:</b>	
SRMR	0.106

The chi-square model above provides a good fit for the observed and expected values and offers a significant role in measuring the data for the study. This Normed Chi-square demonstrates how the model suits the data most accurately, i.e., there is the least deviation between observed and normal values. The independent variable, PWB (Q25-Q28) is hypothesized to be three dependent variables such as, hedonic (Q1-Q8), eudaimonic approaches (Q9-Q16), and RBV (Q17-24). A CFI of 0.98, a TLI of 0.97, and an RMSEA of 0.076 with a 90% confidence interval (0.173, 0.191) indicate a good fit. The  $\chi^2$  (minimum function test statistic) is significant with  $p < .05$  ( $\chi^2(3) = 1010.263$ ,  $p < .05$ ). Except for Q1, Q12, and Q20, standardized coefficients above 0.3 were observed, and there were no negative factor loadings. (Table 2). In addition, all three latent factors showed significant connections between them (Table 3).

Table 2. CFA factor loadings

Factor Loadings: Confirmatory Factor Analysis							
Factor Loadings (* $p < .05$   ** $p < .01$   *** $p < .001$ )							
Factors	Indicators	B	SE	Z	Beta	p-value	sig
HA	Q1. Do you feel recognized, and rewarded for your individual contribution?	0.068	0.031	2.192	0.096	0.06	
	Q2. Do you have career advancement opportunities?	-0.443	0.04	-11.01	-0.5	0.0001	***
	Q3. Do you have a long-term commitment?	-0.5	0.037	-13.51	-0.6	0.03	*
	Q4. Do you build skills to boost your career?	-0.675	0.045	-15.13	-0.68	0.02	*
	Q5. Does a high performer promote in your organization?	-0.435	0.041	-15.25	-0.67	0.03	*
	Q6. Does your firm encourage inclusiveness in decision-making?	-0.516	0.031	-16.52	-0.75	.04	*
	Q7. Does your unit have a shared interest?	-0.365	0.027	-13.36	-0.59	0.001	**
	Q8. Do you feel your tasks as interesting and challenging?	0.337	0.034	9.953	0.499	0.001	**
EA	Q9. Do you have a strong urge for learning by observing others?	0.09	0.019	4.813	0.144	0.001	**
	Q10. Does your organization's structure motivate you?	0.55	0.036	15.108	0.736	0.04	**
	Q11. How what extent you are socialized (informally) with your team?	0.375	0.031	12.04	0.583	0.04	**
	Q12. Does your organization give a clear objective to do?	0.078	0.021	2.092	0.086	0.06	
	Q13. Does your organization flexible in tasks?	0.436	0.039	11.27	0.525	0	***
	Q14. Do you realize your personal growth?	0.674	0.038	17.879	0.866	0	***
	Q15. Do you have supportive and shared leadership in your work?	0.595	0.035	16.908	0.797	0	***
RBV	Q16. Do you feel that you have autonomy in your tasks?	0.604	0.037	16.42	0.772	0	***
	Q17. Do you feel that your company has happy stakeholders?	0.652	0.041	14.243	0.79	0	***

	Q18. Do you feel that your organization has more staff turnover?	-0.29	0.036	-8.009	-0.42	0	***
	Q19. Do you feel your organization has a competitive advantage?	0.391	0.042	6.876	0.356	0	***
	Q20. Do you feel enjoyment from your organization?	0.057	0.021	2.092	0.094	0.026	
	Q21. Do you feel your organization is adaptable to changes?	0.538	0.033	15.213	0.780	0	***
	Q22. Do you feel equal treatment in your firm?	0.595	0.041	14.439	0.798	0	***
	Q23. Are you motivated by the reward system?	0.678	0.041	16.505	0.814	0	***
	Q24. Does your organization have specific deadlines to finish work?	0.534	0.036	10.949	0.847	0	***
PWB	Q25. Do you have freedom for structural changes?	0.423	0.172	0.718	0.681	0.473	
	Q26. Do you feel you are satisfied with your job to a great extent?	0.528	0.025	0.719	0.684	0	***
	Q27. Do you feel quality work-life?	0.644	0.201	0.718	0.776	0.00	***
	Q28. Do you feel you are emotionally fit?	0.478	0.248	0.719	0.846	0.02	**

HA: Hedonic approach, EA: Eudaimonic approach, RBV: Resource-based view, PWB: Psychological wellbeing

Note. A p-value regarding each indicator provides information regarding its significance to latent variables. The next step would be to verify the model estimators are not significant or that the data fit with the least difference between expected and observed values. Std. all is a list of model matrices, the values signify the standardized parameters of the model, and the variances of the latent and observed variables are set to unity.

Table 3. The variance of observed variables

Factor	Item	Estimate	Std.Err	z-value	P(> z )	Std.lv	Std.all
HA	Q1	0.482	0.089	5.219	0	0.631	0.881
	Q2	0.524	0.152	3.999	0	0.599	0.699
	Q3	0.564	0.116	4.019	0	0.544	0.702
	Q4	0.246	0.211	4.565	0	0.499	0.529
	Q5	0.324	0.136	2.999	0.003	0.238	0.586
	Q6	0.354	0.065	3.101	0.001	0.282	0.522
	Q7	0.481	0.760	4.326	00	0.269	0.598
	Q8	0.452	0.128	3.195	0.008	0.325	0.725
EA	Q9	0.445	0.202	3.793	00	0.392	0.896
	Q10	0.366	0.065	3.324	0.001	0.266	0.462
	Q11	0.325	0.156	4.103	00	0.287	0.670
	Q12	0.323	0.065	4.439	00	0.355	0.563
	Q13	0.467	0.225	3.745	00	0.501	0.732
	Q14	0.235	0.077	1.855	0.052	0.152	0.261
	Q15	0.293	0.082	2.629	0.101	0.203	0.362
	Q16	0.233	0.812	3.15	0.012	0.248	0.410
RBV	Q17	0.362	0.097	3.98	0.212	0.216	0.413
	Q18	0.397	0.089	3.632	0	0.386	0.832
	Q19	0.387	0.118	3.639	0	0.399	0.865
	Q20	0.402	0.087	4.936	0	0.368	0.655
	Q21	0.236	0.075	2.526	0.021	0.179	0.501
	Q22	0.211	0.089	2.132	0.005	0.201	0.336
	Q23	0.225	0.077	2.787	0.027	0.234	0.368
	Q24	0.523	0.068	7.612	0	0.518	0.995
PWB	Q25	0.237	0.086	2.892	0.002	0.227	0.528
	Q26	0.185	0.090	2.632	0.021	0.174	0.302
	Q27	0.187	0.075	2.662	0.036	0.177	0.342
	Q28	0.259	0.093	2.125	0.426	0.162	0.306

Note. Each value represents the consistency between latent variables.

Table 4. Regression - PWB

Factors	Estimate	Std.Err	z-value	P(> z )	Std.lv	Std.all
HA	3.892	5.978	0.936	0.502	1.325	1.325
EA	0.796	0.598	1.321	0.230	0.212	0.212
RBV	0.769	0.610	1.237	0.220	0.233	0.233

This table clarifies that EA and RBV have significant values (standard all) because the standard error is slightly higher than normal for the factor, hedonic approach. The covariances were also calculated based on this inference, as illustrated below.

Table 5. Covariances

Factors	Estimate	Std.Err	z-value	P(> z )	Std.lv	Std.all
EA	0.856	0.065	14.369	0.000	0.852	0.852
RBV	0.863	0.069	11.018	0.000	0.876	0.876

Note. A 0.001 p-value proves its significance for PWB, proving that the data is significant.

Table 6. Descriptive analysis

Factors	Mean	Standard Deviation	Mean % score	CV	Z	P-value
HA	38.667	4.2	64.44	10.92	21.04	<0.001
EA	17.45	2.91	54.54	16.68	7.16	<0.001
RBV	28.64	3.98	59.68	13.92	6.82	<0.001

Note. Tabled value: 1.645.

The results were found to be significant as all the Z values were greater than 1.645. This explains the significance of factors to be considered in the selected firms.

## 5. Findings and Recommendations

The DWLS was used to create a model of fit, which confirmed the validity of the data. Model fit indices (Table 1) confirm that all factors weighed appropriately with the dependent factors. The Chi-Square test was used to evaluate the fit measures and confirm their goodness of fit (degrees of freedom is 345). CFA measures reconcile the relationships between the factors and latent variables, maintaining a CFI and TLI of 0.99 and 0.97 respectively and RMSEA of 0.076% with a 90% confidence interval (0.168, 0.189). The  $\chi^2$  (minimum function test statistic) is significant with  $p < .05$  ( $\chi^2(3) = 1009.340, p < .05$ ). The indicators except for Q1, Q12, Q20, and Q25 all showed significant positive factor loadings, with standardized coefficients above 0.3 (Table 2). Also, Z-value refers to the Wald statistic and the distribution score, and it is calculated by dividing the parameter value by its standard error,  $P(z)$ . A positive Z-value suggests that the variables and factors have a constructive correlation. The beta value is the correlation coefficient range and denotes the relationship between variables. A consistent beta coefficient evaluates the cause of each individual variable to the dependent variable. A stronger effect can be visible with the higher

absolute value of the beta coefficient. The results clarify this significance. It was also identified that all three observed variables have positive correlations (Table 3). The regression analysis indicates a slight difference amongst the respondents owing to the standard deviation for HA being 5.98 and a p-value of 0.50 (Table 4). The next test for covariances proves the significance as 0.06 for EA and 0.07 for RBV along with a p-value <0.001 (Table 5). Thus, it shows a greater correlation between the estimate measures and std. matrices are closer to zero. Therefore, H<sub>1</sub>, H<sub>2</sub>, and H<sub>3</sub> have been accepted. The significance levels for the variables prove that subjective perspectives from an organization have a crucial role in the psychological well-being of individuals (Kahneman et al, 1999; Keyes et al, 2002). The individuals have a strong urge for career development, intrinsic and extrinsic rewards, skill development by knowledge sharing, and inclusiveness in their work environment. Therefore, individuals acquire a feeling of happiness and hedonic approaches can be considered concurrently cognitive and

emotional constructs. However, personality changes can affect the subjectiveness factor of individuals, i.e., feeling of happiness vary from person to person according to their perspective towards work life. The values from latent variables confirmed the importance of self-actualization to PWB. It emphasizes the development of one's potential and self-determination to achieve their personal goals. For this, the adult learning theory stresses the importance of various learning patterns in one's life, feeling of social well-being, autonomy, purpose in life, and so on. The eudaimonic perspective contributes to PWB by a feeling of honor, fully functional in one's life, and a sense of individuation. Further, it highlights that life is an occasion of personal growth, as everyone strives hard to reach their *daimon* or true self. Therefore, through self-actualization individual can experience a sense of eudaimonia or happiness or well-being (Ryan & Deci, 2000; Ryff & Singer, 2008; Fisher, 2014).

Table 6 highlights the significance of variables in the selected firm as the values are greater than the tabled value of 1.64. The result proves the importance of retention practices in the organization from an organizational perspective and PWB from an individual perspective. A high level of staff turnover or shifting of experts hinders the competitiveness of the firm. On the other hand, if the employees feel the 'level of interest alignment' it can create a positive behavior amongst employees. This is especially related to the reward system which leads to power and recognition. Moreover, the values confirm the positive feeling of employees when they complete the tasks in the work environment (hedonic intrinsic motivation). Hence, the selected firms can make changes in the strategy for the employee responsibilities and job framework. Additionally, employees can feel subjective well-being by complying with the norms and values of the organization. Therefore, the interest alignment can be achieved by three parameters: the total rewards, the socialization construct, and the framework for job responsibilities (Gottschalg & Zollo, 2007).

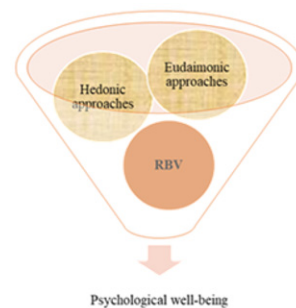


Figure 2. Is the eudaimonic or hedonic approach contribute to psychological well-being?

Source. Present study.

## 6. Conclusion

The study on psychological well-being at work could shed light on the organizations to have a research agenda on health and well-being at work, beyond context-free psychology. The empirical study would give insight into the organizations' goals for their research agenda. The study is devoted to organizations looking to keep their finger on the pulse of health promotion. The hedonic and eudaimonic approaches with RBV will bring the benefits of PWB at work and it is very essential that managers, HR professionals, and consultants, should encourage these parameters for the development of healthy organizations and employees. A conducive work environment can enhance productivity and operational efficiency, socialization, informal recognition, degree of autonomy, personal development, and work-life balance. Moreover, the identified variables can be incorporated as organizational values. Additionally, these can be beneficial to employees in finding a line of alignment between their personal goals and organizational goals.

Therefore, this study investigated the PWB at work for employee retention, subjective well-being, and self-actualization amongst individuals. This strategic move in organizations can be an eye-opener for corporates, government leaders, and entrepreneurs to a competitive edge. It is unquestionable that this research can boost the economy internationally and increase capital across the globe.

### 5.1 Shortcomings of the study

Due to the cross-sectional nature of the research, only limited information could be collected. Attitudes and beliefs depend on demographic factors and work effectiveness. Further, because the dialogue was limited and mainly through survey, it may be prone to bias. The Big five personalities can have a greater impact on the hedonic and



eudaimonic indicators and hence it was difficult to classify these groups of people from the samples.

### 5.2 Future Scope

The development of measures of PWB at work that is aligned with the two-dimension model of psychological health will require experts to analyze both the strength and direction of the relationships between psychological well-being at work and distress symptoms. As there is a move from employment to employability, these types of studies are needed of the hour. The results, it identifies that the 'psychological contract' is paramount in an organizational culture which in turn creates an organizational climate. This enhances the intrinsic, hedonic, and normative motivational levels of employees. Without a doubt, factors to psychological well-being continue to evolve as talents are the future of the economy. Therefore, a 'level of interest is an integral part of the sustainable growth of the organizations. Likewise, the RBV with multifactorial approaches can unlock all creativities of the workforce.

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