



## PSYCHOLOGICAL WELL-BEING AND ORGANISATIONAL COMMITMENT: A RELATIONSHIP AMONG SOCIO- DEMOGRAPHIC VARIABLES

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### Abstract

The current study investigates psychological well-being and organisational Commitment among service sector employees. Psychological well-being means living life in such a satisfying way that it leads to the development and self-realisation of an individual (Ryff & Keyes, 1995). Organisational Commitment means the employee's attachment to their organisation. Using a standard questionnaire, the variables of psychological well-being and organisational well-being were both measured. There is evidence from earlier studies that psychological well-being impacts organisational commitment among employees. The results of the study were found using SPSS software. The present study deals with the employee's psychological well-being and organisational commitment in relation to their gender, age, marital status, and academic qualification.

**Keywords:** Psychological Well-being, Organisational Commitment, Service Sector, Employees, North-India.

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**DOI:** 10.48047/ecb/2023.12.si10.00308

## Introduction

In India, the Gross Domestic Product (GDP) is not only the prevailing service sector but has also significantly contributed to large-scale employment. The service sector covers various activities such as financing, real estate, retail, education, insurance, government, tourism, banking, storage, communication, and social services. India's excursion on the path of economic reforms has made it one of the world's fastest-developing economies. The service sector in India today represents fifty percent (50%) of India's Gross Domestic Product. According to statistics for the fiscal year 2006–2007, the proportion of services in India's GDP is 55.1 percent, 26.4 percent of the industry, and 18.5 percent of agriculture. The fact that the service sector currently represents a very large portion of the GDP denotes a watershed in the advancement of the Indian economy and takes it closer to the essentials of a created economy. The services sector is an essential part of the Indian economy. The world, which accounts for around sixty percent of the country's GDP, has emerged as one of the most important and fastest-growing sectors not just within the country but globally; subsequently, its contribution towards global output and employment has been substantial (India Brand Equity Foundation Report, <https://www.ibef.org/industry/services>).

For organisational growth, Psychological Well-being and organisational Commitment act as the grassroots of the organisation. In an individual's life, good psychological well-being is known as an indicator of organisational growth (Sandilya & Shahnawaz, 2018). Psychological Well-being and organisational commitment are both important parts of an employee's life as well as for the growth of an organisation in the present world. To achieve individual and organisational goals, the psychological well-being of employees is as important as their physical health. It also leads to positive well-being among employees when an organisation takes care of their psychological well-being, which enhances organisational commitment. Organisations have started some strategies to enhance the well-being of their employees. Currently, in organisational behavior, very few studies have been initiated that delineate the psychological well-being of employees from the perspective of happiness (Bohem & Lyubomirsky, 2008). Earlier, most studies conducted on Psychological Well-being and organisational Commitment in educational sectors focused on teachers, students, and healthcare

sector workers, but somewhat neglected service sector employees. Earlier, it was supposed to be greater well-being in an organisation and greater productivity, performance, and commitment of employees. In recent studies, the term 'well-being' has been defined from various perspectives, and now it is widely accepted that to measure the success of an organisation, the well-being of employees must be considered in terms of 'happiness' (Aristotle, 1947; Deci & Ryan, 2008). Along with these demographic variables, viz., age, gender, marital status, and academic qualification, are important parts of human life and social determinants of health that are relevant to psychological well-being and organisational Commitment.

## Review of Literature

### Psychological Well-being

The psychological well-being of an individual is depicted as one who sees himself as separately dynamic and socially endorsed. Psychological well-being means living life in such a satisfying way that it leads to the development and self-realization of an individual (Ryff & Keyes, 1995). Further, the term psychological well-being means a sense of happiness or a lack of psychological distress (Grossi *et al.*, 2006). Psychological well-being is as important to a person as great physical well-being. The psychological well-being model of Carol Ryff's model differs from other existing models. It describes that well-being is multidimensional and not simply about happiness or positive feelings. Ryff's roots in this standard are Aristotle's Nichomachean morals, where the objective of life is not feeling good, but rather living virtuously. Carol Ryff has given six types of well-being, which are as follows: acceptance, Positive relations with others, Environmental Mastery, Personal Growth, Purpose in life, and Autonomy. It was tested with information from a sample of adults across the nation and located the positive and negative effects of life satisfaction (Ryff & Keyes, 1995). Self-Acceptance shows the two major perspectives of life: the first is a positive attitude towards oneself, feeling positive about your past life and acknowledging and accepting several features of oneself, considering both good and bad qualities, which is recognized as high self-acceptance. The second is being disappointed with what has occurred in your past life and having trouble with certain personal qualities, which is known as low self-acceptance. Personal Growth means that people see you as growing and learning new things. Personal growth also has two perspectives on things in life: the first

is strong personal growth, which depicts continuous development and growth, enhancement of self-knowledge, being open to new things, and readiness for growth and expansion. Second is weak personal growth, which shows the person is related to a lack of a sense of improvement, is not interested in life, feels bored, and is unable to develop a new attitude. Purpose in life indicates that one has a goal in life and a specific purpose in life for living. When you have a positive sense of directedness in life, meaning to their past as well as present lives, and aims and objectives for a living, then it is considered a strong purpose in life. When a person feels a lack of direction, lack of sense, and no belief that gives meaning to their life, they are considered to have a weak purpose in life. Positive Relations with Others mean a psychological well-being perspective about trusting relationships with others and empathy. Positive relations with others show warm, satisfying, and trusting relationships with others. Empathy and understanding about the give and take of relationships matter. Environmental Mastery means managing the environment and external activities. Environmental mastery is of two kinds: high environmental mastery has a sense of mastery, makes effective use of external activities, and is suitable to personal needs and values. When a person has difficulty managing everyday affairs, ignorance of surrounding opportunities, and a lack of sense of control over the external world, autonomy means that a person is psychologically self-determined and able to resist social pressure. When a person can regulate behavior from within and evaluate themselves by personal standards, this is known as high autonomy. Low Autonomy means a person is concerned about the expectations and evaluations of others, and relies on others for judgements to make important decisions.

In 1997, Csikszentmihalyi proposed that elements in the individual or situation that facilitate autonomy, competence, and relatedness are predicted to beautify well-being, whereas elements that detract from the fulfillment of those desires could undermine well-being. This delineates the vital requirement of the facilitation of the most desirable functioning of natural propensities for growth and integration, in addition to optimistic social development, which triggers 'upward spirals' towards well-being. The well-being of employees can result in the inducement of positive emotions, which can broaden the scope of attention, cognition, and

action, leading to the success of an organisation. Thus, the experience of well-being in terms of happiness can have an upward spiral through a broadened momentary thought-action repertoire (Fredrickson, 2000). The study examined whether leader-member exchange mediated a positive relationship between psychological well-being and proactive performance. The impact of psychological well-being on proactive performance via leader-member exchange increases when job complexity increases (Boudrias *et al.*, 2021). Previous Research studies focused on the psychological well-being of employees with various indicators like thriving at work (Bakker *et al.*, 2019), social support (Cai *et al.*, 2020), job performance (Hewett *et al.*, 2018), and job satisfaction (Wright *et al.*, 2000). There are limited studies on hedonic or eudaimonic well-being, so the present study focused on employee's psychological well-being with measures of hedonic well-being.

### **Organisational Commitment**

Organisational Commitment refers to the nature of an employee's attachment to their organisation (Shahnawaz & Jafri, 2009) and the employee's identification with and involvement in a particular organisation (Mowday *et al.*, 1982). According to Allen and Meyer (1990), organisational commitment is comprised of three components: affective, normative, and continuance commitment. Affective commitment relates to how much employees wish to remain at their organisation. If an associate degree employee is affectively committed to their organisation, it means they require remaining at their organisation. Continuance commitment relates to the proportion of workers who feel the necessity to remain at their organisation. In workers who are continuously committed, the underlying reason for their commitment lies in their ability to stick with the organisation. Normative commitment relates to the proportion of employees who feel they must reside in their organisation. Employees that are normatively committed usually feel that they must reside in their organisation. A study shows that positive emotions influence various variables of organisational success, such as positive beliefs, teamwork, satisfaction, and performance (Diener *et al.*, 2020). The previous studies focused on the other sectors, but the service sector was neglected somewhere. Thus, the present study focused on finding the relationship between Psychological Well-being and organisational commitment, along with the demographic variables of service sector employees. Secondly, most of the studies focused

on the affective component of organisational commitment (Field & Buitendach, 2011). The affective component has the strongest and most consistent relationship with desirable workplace outcomes. The present study is focused on all three components of organisational commitment.

### Hypothesis Development of the Study

This study is conducted to measure the relationship among Demographic Variables, Psychological well-being, and organisational Commitment. Hypotheses drawn on the basis of previous studies conducted on psychological well-being and organisational commitment are as follows:

A study examined whether there was a significant gender difference in satisfaction with life and self-efficacy. Moreover, a study proposed that men scored more than women on well-being (but American women tend to score more than men on personal growth) (Roothman *et al.*, 2003). Furthermore, no significant relationship was found between gender and personal growth or purpose in life (Ingrid E. Wells, 2010). The available literature shows the mixed outcomes associated with age and psychological well-being. Some researchers examined the study on the relation between age and autonomy, which found no significant difference between age and autonomy (Ryff 1989, 2014). Furthermore, a study found no difference in age groups or psychological well-being (Creed & Watson, 2003).

Different studies revealed some evidence of variation across negative and positive well-being. A study examined the fact that the married tended to have higher well-being, but not on all measures or compared with all groups of the unmarried according to the panel data from the National Survey of Families and Households (NSFH) (Marks & Lambert, 1998). Moreover, a study revealed that there is no significant difference between psychological well-being and marital status (Alipoor, 2011). Research has effectively examined how the promotion of wellbeing and resilience can uplift satisfaction with life and support creative thinking along with better learning (Seligman, Gillham, Reivich, & Linkins, 2009). But still, there is a lack of studies on academic qualifications and psychological well-being. So, the proposed first hypothesis is:

**H1:** *There exists no significant relationship between Demographic Variables vis-à-vis gender,*

*Age, Marital Status, Academic Qualification, and Psychological Well-being.*

A study examined the fact that there is no significant relationship between gender and organisational Commitment (Gaertner & Nollen, 1989). Furthermore, a study found significant differences between the male and female populations of the study. Female employees were found to have somewhat higher organisational commitment as compared to male employees (Mathieu & Zajac, 1990; Giedre *et al.*, 2014). The present literature proposes a significant relationship between age and organisational commitment (Allen & Meyer, 1993; Finegold, Mohrman, & Spreitzer, 2002). However, it is unclear how to predict this kind of relationship, as some studies, such as Cohen's (1993), propose a U-shaped relationship between age and organisational commitment. Marital status has emerged as a consistent predictor of organisational commitment. Present studies examined the fact that married people were more committed to their organisation than unmarried people. Married people have more family responsibilities, and they need more stability and security in their jobs. Thus, married employees are likely to be more committed to their current organisation than unmarried employees (Hrebiniak & Alutto, 1972; John & Taylor, 1999). According to a study (Mathieu & Zajac, 1990), there is a positive relationship between academic qualification and organisational commitment. It's probably that employees with high educational qualifications possess higher positions and so have additional responsibilities that perpetually need more organisational commitment (Salami, 2008), and that educational level may raise the level of commitment (Amangala, 2013). Previous studies also found that educational level is negatively associated with organisational commitment, and more educated people may have high expectations from an organisation that it may be unable to fulfill (Al-Kahtani, 2012; Igbal, 2011). Furthermore, a study found that highly educated people could have less commitment since they will generate other employment opportunities (Igbal, 2011). So, the proposed second hypothesis is:

**H2:** *There exists no significant relationship between Demographic Variables vis-à-vis gender, Age, Marital Status, Academic Qualification, and organisational Commitment.*

A study examined the validation of indexing psychological well-being among the Indian

organisational Population and the formation of psychological well-being as a higher-order construct. This study also focused on the research in the area of psychological well-being at work that needs to be not only context-oriented but also culturally relevant (Sandilya & Shahnawas, 2018). In addition, research also found that there is a relationship between affective commitment and psychological well-being. Affective commitment is a significant predictor of organisational citizenship behaviors and employee burnout. The result shows that negative psychological well-being predicts poor organisational citizenship behaviors (Balesh, 2020). Two-way relations were established among psychological well-being, organisational commitment, and job burnout. The study is done based on an empirical test among Maslach's three dimensions of burnout: psychological well-being, organisational commitment, and job performance (Wright *et al.*, 2004). Furthermore, research also showed that satisfied employees will in general feel obliged to remain individuals from the organisation and (Cooper-Hakim & Viswesvaran, 2005; Harrison, Newman, & Roth, 2006) want to reimburse the administration of the organisation. This clearly increases the employee's normative commitment. Further, a study emphasized that affective commitment was found to be the most positive component of organisational commitment for an organisation (Giedre *et al.*, 2014). So, the proposed third hypothesis is:

**H3:** *There exists a significant relationship between Psychological Well-being and Organisational Commitment.*

## Methods

### Subject and Procedure

This study is exploratory as well as descriptive in nature. In this study, two variables are widely used: psychological well-being and organisational commitment. The independent variable is psychological well-being, and the dependent variable is organisational commitment. A total of 234 questionnaires were distributed, of which 23 were found incomplete and were not considered for analysis, and 11 were not returned. The study was conducted on 200 respondents working in service sectors. The data is analyzed using SPSS software.

### Instruments

The questionnaire basically used here is the well-structured questionnaire, which consists of three parts:

### Demographic profile

The first part (Part A) of the questionnaire consists of demographic profile measures, which contain the name, name of the organisation, gender, age, marital status, and academic qualification.

### Psychological well-being

The second part (Part B) consists of the first variable, psychological well-being. This variable was measured using the Ryff (1995) scale of Psychological Well-being with six constructs (Positive relations with others, Self-Acceptance, purpose in life, Environmental Mastery, Personal Growth, and Autonomy) and an 18-item questionnaire with a 6-point Likert rating scale ranging from strongly disagree (1) to strongly agree (6).

### Organisational Commitment

The third part (Part C) consists of a second variable named organisational commitment. Organisational commitment was measured using Allen and Meyer's (1990) three-component model (normative commitment, affective commitment, and continuance commitment) and an 18-item questionnaire with a 5-point Likert rating scale ranging from strongly agreeing (1) to strongly disagreeing (5). All respondents were assured about the privacy of their personal details filled in the questionnaire and were also briefed about the aim of the study. All questions were well explained to the participants so that they could easily fill out the valid responses in the questionnaire. Data was collected from primary sources, for example, employees of the selected banks, information technology companies, Educational institutions, etc. The questionnaire was distributed among respondents one by one with a proper hard copy, and some of the responses were collected through Google Form links with a proper description of the topic and questionnaire. The Convenient Sampling method is used here due to time and budget constraints.

## Data Analysis and Results

### Psychological Well-Being

To check the normality of the data of the variable Psychological Well-being (MNPW), the Kolmogorov-Smirnov test is performed. "Table 1" indicates that in the Kolmogorov-Smirnov test, the significance p-value is.001, and in the Shapiro-Wilk test, the significance p-value is.000. Both values in the given table are less than the significance value (p-value < 0.05). Therefore, the null hypothesis is not accepted. Thus, the given data is not normal.

**Table 1** Normality Test of Psychological Well-being

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
MNPW	.085	200	.001	.971	200	.000

**Impact of Gender on Psychological Well-being**

To study the impact of Gender on psychological well-being (MNPW), the Kruskal-Wallis test is performed. From "Table 2", the mean rank score shows that male employees have higher psychological well-being as compared to female

employees. The significance p-value found here is .490, which is more than the significance value (p-value < 0.05). It depicts that there is no significant relationship between Gender and Psychological Well-being among service sector employees. Therefore, the H1 is accepted.

**Table 2** Impact of Gender on Psychological Well-being

	GENDER	N	Mean Rank
MNPW	MALE	127	102.64
	FEMALE	73	96.78
	Total	200	
Test Statistics <sup>a,b</sup>			
		MNPW	
Chi-Square		.477	
Df		1	
Asymp. Sig.		.490	

Note: a. Kruskal Wallis Test

b. Grouping Variable: GENDER

**Impact of Age on Psychological Well-being**

To study the impact of Age on Psychological Well-being (MNPW) Kruskal Wallis test is performed. From "Table 3", the mean rank score

shows that among service sector employees, with age group 36-40 years have higher Psychological Well-being as compared to the employees having age group 51-above years.

**Table 3** Impact of Age on Psychological Well-being

	AGE	N	Mean Rank
MNPW	25-30	139	100.30
	31-35	37	105.16
	36-40	8	114.81
	41-50	10	69.80
	51-ABOVE	6	108.42
	Total	200	
Test Statistics <sup>a,b</sup>			
		MNPW	
Chi-Square		3.671	
Df		4	
Asymp. Sig.		.452	

Note: a. Kruskal Wallis Test

b. Grouping Variable: AGE

The significance p-value found here is .452, which is more than the significance value (p-value < 0.05). It indicates that there is no significant relationship between Age and Psychological Well-being among service sector employees. Therefore, the H1 is accepted.

**Impact of Marital Status on Psychological Well-being**

To study the impact of Marital Status on Psychological Well-being (MNPW), the Kruskal-Wallis test is performed. "Table 4" depicts unmarried employees having a little bit higher Psychological Well-being as compared to married employees. The p-value found here is .983, which is more than the significance value (p-value < 0.05). Thus, there is no significant relationship

between Marital Status and Psychological Well-being among service sector employees. Hence, the

H1 is accepted.

**Table 4** Impact of Marital Status on Psychological Well-being

	MARITAL STATUS	N	Mean Rank
MNPW	MARRIED	90	100.41
	UNMARRIED	110	100.58
	Total	200	
Test Statistics <sup>a,b</sup>			
		MNPW	
Chi-Square		.000	
Df		1	
Asymp. Sig.		.983	

Note: a. Kruskal Wallis Test

b. Grouping Variable: MARITAL STATUS

### Impact of Academic Qualification on Psychological Well-being

To study the impact of Academic Qualification on Psychological Well-being (MNPW), the Kruskal-Wallis test is performed. "Table 5", shows that employees with Academic qualifications postgraduate are having higher Psychological Well-being, and undergraduate employees have

lower Psychological Well-being. The p-value of academic qualification and psychological well-being found here is .583, which is more than a 0.05 significance p-value. Thus, there is no significant relationship between Academic qualifications and Psychological Well-being among service sector employees. Hence, the H1 is accepted.

**Table 5** Impact of Academic Qualification on Psychological Well-being

	ACADEMIC QUALIFICATION	N	Mean Rank
MNPW	UNDER GRADUATE	6	68.25
	GRADUATE	57	100.62
	POST GRADUATE	12	102.75
	PHD	125	101.78
	Total	200	
Test Statistics <sup>a,b</sup>			
		MNPW	
Chi-Square		1.950	
Df		3	
Asymp. Sig.		.583	

Note: a. Kruskal Wallis Test

b. Grouping Variable: ACADEMIC QUALIFICATION

### Analysis and Interpretation of Results of Organisational Commitment

#### Impact of Gender on Organisational Commitment

To study the impact of Gender on organisational Commitment (MNOC), the Kruskal-Wallis Test is performed. The mean rank score from "Table 6" shows that female employees have a little bit

higher organisational commitment as compared to male employees. The p-value found here is .987, which is more than the significance value ( $p < 0.05$ ). The result indicates that there is no significant relationship between Gender and organisational Commitment among service sector employees. So, H2 is accepted.

**Table 6** Impact of Gender on Organisational Commitment

	GENDER	N	Mean Rank
MNOC	MALE	127	100.45
	FEMALE	73	100.59
	Total	200	
Test Statistics <sup>a,b</sup>			
		MNOC	

MNOC

Chi-Square	.000
Df	1
Asymp. Sig.	.987

Note: a. Kruskal Wallis Test  
b. Grouping Variable: GENDER

### Impact of Age on Organisational commitment

To study the impact of Age on organisational Commitment (MNOc), the Kruskal-Wallis Test is performed. From the mean rank score given in "Table 7", it is inferred that service sector employees in the age group 36–40 years have higher organisational Commitment as compared to

employees in the age group 25–30 years. The significance p-value found here is .503, which is more than the significance value ( $p < 0.05$ ). It depicts that there is no significant relationship between Age and organisational Commitment. So, H2 is accepted.

**Table 7** Impact of Age on Organisational Commitment

	AGE	N	Mean Rank
MNOc	25-30	139	97.56
	31-35	37	101.86
	36-40	8	131.75
	41-50	10	100.10
	51-ABOVE	6	119.08
	Total	200	
Test Statistics <sup>a,b</sup>			
		MNOc	
Chi-Square		3.341	
Df		4	
Asymp. Sig.		.503	

Note: a. Kruskal Wallis Test  
b. Grouping Variable: AGE

### Impact of Marital Status on Organisational Commitment

The Kruskal-Wallis Test is used to study the impact of Marital Status on organisational

Commitment (MNOc). The mean rank score in "Table 8" depicts that married employees have higher organisational commitment as compared to unmarried employees.

**Table 8**  
Impact of Marital Status on Organisational Commitment

	MARITAL STATUS	N	Mean Rank
MNOc	MARRIED	90	107.99
	UNMARRIED	110	94.37
	Total	200	
Test Statistics <sup>a,b</sup>			
		MNOc	
Chi-Square		2.753	
Df		1	
Asymp. Sig.		.097	

Note: a. Kruskal Wallis Test  
b. Grouping Variable: MARITAL STATUS

The p-value found here is 0.097, which is more than the significance value ( $p < 0.05$ ). The p-value revealed that there is no significant relationship between Marital Status and organisational Commitment among service sector employees. So, H2 is accepted.

### Impact of Academic Qualification on Organisational Commitment

To study the impact of Academic Qualification on organisational Commitment (MNOc), the Kruskal-Wallis test is performed. The mean rank score under "Table 9" shows that employees with Postgraduate Academic qualifications have higher



organisational Commitment, and employees with Undergraduate Academic qualifications have

lower organisational Commitment.

**Table 9** Impact of Academic Qualification on Organisational Commitment

	ACADEMIC QUALIFICATION	N	Mean Rank
MNOC	UNDER GRADUATE	6	56.33
	GRADUATE	57	104.20
	POST GRADUATE	12	112.00
	PHD	125	99.83
	Total	200	
Test Statistics <sup>a,b</sup>			
		MNOC	
Chi-Square		4.232	
Df		3	
Asymp. Sig.		.237	

Note: a. Kruskal Wallis Test

b. Grouping Variable: ACADEMIC QUALIFICATION

The p-value found here is .237, which is more than the significance value ( $p < 0.05$ ). It shows that there is a non-significant relationship between Academic qualifications and organisational Commitment among service sector employees. So, H2 is accepted.

**Relationship between Psychological Well-Being and Organisational Commitment**

Pearson Correlation is used to check whether there is any relationship between Psychological Well-being (MNPW) and organisational Commitment (MNOC) among service sector employees. The correlation value between Psychological Well-being (MNPW) and organisational Commitment (MNOC) is .440, from "Table 10". It depicts that there exists a positive relationship between

Psychological Well-being and organisational Commitment at the level of significance with a p-value of .000. Hence, the H3 is accepted. The R-value is 0.440 (representing a simple correlation), which shows a high degree of correlation between Psychological Well-being and organisational Commitment. The R-square value ( $R^2$ ) represents the total variation in the dependent variable (organisational Commitment), which is explained by the independent variable (Psychological Well-being). Here, the  $R^2$  value is the fitness of the model that shows Psychological Well-being contributes 19.4% of organisational Commitment. Hence, there is a significant relationship between Psychological Well-being and Organisational Commitment among service sector employees.

**Table 10** Impact of Psychological well-being on Organisational commitment (Correlations)

		MNPW	MNOC	
MNPW	Pearson Correlation	1	.440**	
	Sig. (2-tailed)		.000	
	N	200	200	
MNOC	Pearson Correlation	.440**	1	
	Sig. (2-tailed)	.000		
	N	200	200	
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.440 <sup>a</sup>	.194	.190	.34808

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

a. Predictors: (Constant), MNPW

**Correlation between six dimensions of Psychological Well-being and Organisational Commitment**

"Table 11" shows the correlation between six constructs of the Psychological Well-being

(MNPW) and Organisational Commitment. The constructs of Psychological Well-being like Personal Growth (MNPW), Environmental Mastery (MNEM), Positive relations with others (MNPR), and Self-Acceptance (MNSA) are

having a significant relationship with the Organisational Commitment (MNOC) at the level of significance value (p-value < 0.05), except the two constructs. First is Autonomy (MNAT) with a P-value of .984, which is more than the

significance value (p-value > 0.05). Second is the Purpose in life (MNPL) with a P-value of .990, which is more than the significance value (p-value > 0.05).

**Table 11** Correlation between six dimensions of Psychological Well-being and Organisational Commitment

		MNOC
MNAT	Pearson Correlation	-.001
	Sig. (2-tailed)	.984
	N	200
MNEM	Pearson Correlation	.453**
	Sig. (2-tailed)	.000
	N	200
MNPG	Pearson Correlation	.393**
	Sig. (2-tailed)	.000
	N	200
MNPR	Pearson Correlation	.313**
	Sig. (2-tailed)	.000
	N	200
MNPL	Pearson Correlation	.001
	Sig. (2-tailed)	.990
	N	200
MNSA	Pearson Correlation	.232**
	Sig. (2-tailed)	.001
	N	200
MNOC	Pearson Correlation	1
	N	200

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

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

a. Listwise N=200

### Correlation between Psychological Well-being and Organisational Commitment

“Table 12” shows the correlation between Psychological Well-being and Organisational Commitment.

**Table 12** Correlation between Psychological Well-being and Organisational Commitment

		MNPW
MNPW	Pearson Correlation	1
	Sig. (2-tailed)	
	N	200
MNAFF	Pearson Correlation	.405**
	Sig. (2-tailed)	.000
	N	200
MNCON	Pearson Correlation	.385**
	Sig. (2-tailed)	.000
	N	200
MNNOR	Pearson Correlation	.575**
	Sig. (2-tailed)	.000
	N	200

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

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

The different measures of organisational commitment, like affective commitment

(MNAFF), normative commitment (MNNOR), and continuance commitment (MNCON), have a

significant relationship with psychological well-being (MNPW), with a p-value of 0.00 at the level of significance ( $p$ -value < 0.05).

### Discussion

The present study was conducted to examine the relationship between Psychological Well-being and organisational Commitment among service sector employees in North India. This study shows the various perspectives of demographic variables on psychological well-being and organisational Commitment. The findings suggested that male employees scored higher than female employees on psychological well-being. Thus, the results are consistent with the previous literature (Roothman *et al.*, 2003). Similarly, age groups have no significant difference in psychological well-being, which is also consistent with the previous literature (Creed & Watson, 2003). Furthermore, no significant difference was found between psychological well-being and marital status, which is also consistent with the present literature (Alipoor, 2011). The study found that academic qualification has no significant relationship with Psychological Well-being, which is the proposed hypothesis, because of the lack of study in relation to academic qualification. Thus, Hypothesis 1 results are fully supported by the present literature on psychological well-being. Therefore, this study found that there is no significant difference between Demographic Variables (age, gender, marital status, and academic qualification) and Psychological Well-being among service sector employees.

Furthermore, the study found that there is no significant relationship between gender and organisational commitment, which is consistent with the present literature (Gaertner & Nollen, 1989). This Study also revealed that Female employees have somewhat higher organisational commitment as compared to male employees (Mathieu & Zajac, 1990; Giedre *et al.*, 2014). However, in the case of age and organisational commitment, the study shows partial support for the previous literature (Allen & Meyer, 1993; Finegold, Mohrman, & Spreitzer, 2002), but finds it true to the proposed hypothesis. The results of this study revealed that married employees have high organisational Commitment as compared to unmarried employees, which is consistent with previous studies (Hrebiniak & Alutto, 1972; John & Taylor, 1999). The study also found that there is a non-significant relationship between academic qualification and organisational commitment, partially supporting the previous literature, which

proposed some positive results (Mathieu & Zajac, 1990) and some negative results (Al-Kahtani, 2012; Igbal, 2011). Thus, Hypothesis 2 results support the present literature on psychological well-being. Hence, the study found that there is no impact of Demographic Variables (age, gender, marital status, and academic qualification) on organisational Commitment among service sector employees.

The findings of this study stated that Psychological Well-being has a positive relationship with organisational Commitment among service sector employees in North India, which contradicts the study (Cohen & Shamai, 2010), which stated earlier in their study that there is no significant relationship between organisational commitment and psychological well-being. But supporting the various studies (Sandilya & Shahnawas, 2018; Cooper-Hakim & Viswesvaran, 2005; Harrison, Newman, & Roth, 2006; Balesh, 2020). Thus, Hypothesis 3 results support the present literature on psychological well-being. Hence, the study found that there is a significant relationship between Psychological Well-being and organisational Commitment.

### Managerial Implications

The present study will contribute to the previous literature, especially those that are related to service sector employees with Demographic Variables, Psychological Well-being, and organisational Commitment. The results of the study showed evidence of the relationship between Psychological Well-being and organisational Commitment. The services sector is an essential part of the Indian economy because it is one of the fastest-growing sectors not only in India but also globally (India Brand Equity Foundation Report). This study will have beneficial implications for organisations, Human Resource Management, Academicians, and the hiring process of employees as well. The present research paper helps to build strong organisational commitment and positive psychological well-being based on a synthesis of various demographic variables among employees. This study will contribute to healthy relationships among employees and organisations for long-term commitment. This study will increase the contribution of human resource management literature to service sector employees not only in North India but also in other developing nations Worldwide.

### Limitations and Future Implications of the Study

It is recommended that Psychological Well-being and organisational Commitment among service sector employees be explored to achieve better organisational Commitment as well as positive Psychological Well-being. As per the future implications, there is always a need for improvement, and this research study is not an exception. The sample size of this study was used to determine the dimensions of the scale; hence, in the future, the research can be done with a larger sample size, and results can be generalized more accurately and efficiently.

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