

Print ISSN: 2233-4165 / Online ISSN: 2233-5382  
doi:<http://dx.doi.org/10.13106/ijidb.2017.vol8.no5.35>.

# The Effect of Psychological Well-Being on Life Satisfaction for Employees

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Received: September 15, 2017. Revised: October 8, 2017. Accepted: October 15, 2017.

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## Abstract

**Purpose** - This study investigated small business members' cognition of happiness in accordance with changes of employment environment at the nation's industrialization. The study verified effects of labor workers' psychological wellbeing conditions upon life satisfaction as well as the effects of job burden and family burden of employment instability.

**Research design, data, and methodology** - The subjects were small business workers in Seoul and Metropolitan areas. The author collected 150 copies of effective questionnaires. Regression analysis, hierarchical analysis and 3-stage mediation regression analysis were done.

**Results** - The findings of this research was that psychological wellbeing factors alleviated job burden and family burden to increase satisfaction with life. Employment instability moderated between job burden and satisfaction with life, job burden between environmental control and satisfaction with life, and family burden between goal and satisfaction of life. Members needed sub factors of psychological wellbeing, especially reflection for self-acceptance.

**Conclusions** - This study inspected effects of small business workers' psychological wellbeing upon life satisfaction at changes of management environment as well as labor environment to verify effects of job burden, family burden and employment instability and to find out conditions of human resources management from point of view of small business and workers.

**Keywords:** Psychological Well-being, Life Satisfaction, Job Burden, Family Burden, Employment Instability.

**JEL Classifications:** H75, I31, J15, R13.

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## 1. Introduction

These days, the labor market in Korea increased its competition between enterprises, shortened labor time, produced part time workers, and introduced a new service system at the age of industrialization. Management strategy was made for flexibility in layoff for labor market, voluntary retirement, restructuring, expansion of part time laborers, employment flexibility, and wage peak systems (Bae, 2015).

Such measures were viewed from the perspective of enterprises to have negative influences upon life satisfaction, psychological wellbeing and happiness related factors of small business workers. For 3 years after 2012, ratio of temporary workers decreased (Yang et al., 2015) applying to part time worker and/or un-typical worker status and to differ from employment instability that labor workers thought. Enterprises at home and abroad made effort to lower cost and increased effectiveness at keen competition (Hirsch &

De Sourcey, 2006; Sora et al., 2010), and decreased labor workers and made use of part time worker and/or temporary workers (Silla et al., 2010; Staufenbiel & Konig, 2010; Yang et al., 2015; Hwang & Lee, 2013).

Environment of the laborers at work and at home have a complementary relationship, where changes of management environment and employment environment are much more likely to make conflict of roles. The conflict of roles becomes difficult at the point of adaptation for ones pressure to not adapt to another pressure when two or more pressures of roles exist (Kahn et al., 1964; Kim, 2015; Yang & Cho, 2016). Job and home burden are likely to increase mutual burden as well. Laborers not only have job burden at the workplace but also burden at home relating to economic situations which worsens the life satisfaction statuses and thus impresses adverse influences upon enterprises.

This study examined perceived happiness that positive psychologists have mentioned. Happiness is an individual's subjective and internal experience (Diener, 1984; Choi et al., 2016) to create individual's potential for the feeling (Yang &

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Cho, 2016). Small business workers' affirmative internal experience and voluntary creation of potential emotions may have affirmative influences upon the strategy of enterprises survival.

This study was an extension further study of Yang(2015) who investigated the effect of small business worker's psychological factor upon life satisfaction in connection with study of Yang and Cho(2016). The research investigated effects of job burden, family burden and employment instability upon life satisfaction of small business workers by structured model.

The study verified the effects of life satisfaction of small business workers to suggest the conditions of support of small business workers and enterprise management strategies. The study gave small business workers information on high happiness to suggest how to live better quality life.

## 2. Theoretical Background

### 2.1. Psychological wellbeing

Psychological wellbeing consists of a complicated structure of two concepts (Ryan & Deci, 2001). Wellbeing can be defined according to the actual condition and ecology to include psychological and ecological diseases (Danna & Griffin, 1999).

Wellbeing can be divided into two further sections: eudaimonic wellbeing and hedonic wellbeing (Liu & Shi, 2010). Eudaimonism is related to men's potential realization, and eudaimonic theory has kept the viewpoint that desire of men can produce wellbeing by desire of individual value. The desire producing pleasure cannot be always good for the health. Subjective happiness can not be always be wellbeing from the point of view of self-realization (Waterman, 1993).

Self realization asks men to live lives according to true ego important from the point of view of truth, and eudaimonia is when men's activity meets deep value, causing it to coincide (Waterman, 1993).

Satisfaction with life in terms of subjective wellbeing was given rather small attention. Satisfaction of life can be differentiated by another factor to have relations with forecast variables and need to be researched separately. Individuals judge life quality by their own standards, and satisfaction with life has deep relations with judgment processes (Shin & Johnson, 1978). Individuals compare life environment perceived with their own standards to decide upon life satisfaction depending upon that standard. Satisfaction with life can be an individual's cognitive judgment that relies upon individuals (Waterman, 1993). Individuals' lives shall be evaluated commonly not to evaluate satisfaction with individual's specific area, but only those from developers of Satisfaction With Life Scale: SWLS

(Diener et al., 1985) selected. Job satisfaction accounted for 20 to 25% of life satisfaction of the adult (Harter, Schmidt, & Keyes, 2002). Social and psychological job environment is thought to have great influence upon men's health and wellbeing considering adult's item was most spent at the workplace.

### 2.2. Job burden and satisfaction with life

Employees that are satisfied with the job at the organization are thought to be satisfied in general. (Megginson & Chung, 1981). Job satisfaction is said to be an employee's emotion of various kinds of aspects of his or her job (Spector, 1997). Job satisfaction is the like and/or dislike of one's job. Job satisfaction differs from traditional concepts (Herzberg, 1964). A conclusion was made with question of "What do they want from their job?": Interviewee's answer at pleasant times had significant differences from those at unpleasant times. Some of the characteristics had consistent relationships with job satisfaction, and other characteristics had relationships with job dissatisfaction. The concept of job satisfaction differed from traditional one, and not only job satisfaction but also job dissatisfaction was independent as well. Opposite of the satisfaction was not dissatisfaction but zero satisfaction, and opposite of dissatisfaction was not satisfaction but zero dissatisfaction (Baek, 2001; Stephen, 1992).

Removal of job dissatisfaction factors does not connect job satisfaction to have zero job satisfaction. In precedent studies, job satisfaction had features such as: ① appreciation, ② communication, ③ co-workers, ④ fringe benefits, ⑤ job conditions, ⑥ nature of the work itself, ⑦ organization itself, ⑧ organization's policies and procedures, ⑨ pay, ⑩ personal growth, ⑪ promotion opportunities, ⑫ recognition, ⑬ security, ⑭ supervision (Spector, 1997).

In precedent studies, job satisfaction is said to be an individual's attitude toward jobs and employee's experience of his or her job in the workplace.

### 2.3. Family burden

Carrying burden mediates either distress or stress to include burden, effect and/or outcome of caring, hassles of temporary caring and business performance, and strain. Supporters may experience various kinds of negative stresses:

First, social activity can be limited. Role fatigue phenomenon makes supporters have no psychological room under burden of supporting the elderly not to do personal affairs nor to participate in social activity. Role fatigue phenomenon is defined by giving up social contact to lose social roles and to let young women supporters lose ego (Kwon et al., 2002).

Second, supporters may have psychological burden. Supporters may blame other people because of a minor

thing such as being nervous and unkind to another, making them be upset and losing that person as well. They lose the desire to work and become uninterested in living their lives, making them depressed and think to themselves of being useless people (Kwon et al., 2002).

Third, supporters may have financial and economic burden. Supporters doing economic activity who support their family and attempt to satisfy demands of the families economically inevitably experience role tensions. They are forced to shorten economic activity time to lose opportunities and to be out of work frequently and worry about supporting when working and end up giving damage to fellow workers. Additionally, economic activities might be suspended and they might lose promotional activities and decreased productivity (Kwon et al., 2002).

Fourth, supporters have health burden issues. After taking care of family members, more than half of the supporters suffered from physical and/or mental disease. Family supporters may experience physical fatigue when taking care of family and doing domestic work and rearing of children as well (Kwon et al., 2002).

Fifth, relation of main support may make change in negative and one sided ways. Supporters may have an uneasy mind when meeting family and it might be difficult to control emotions. When taking care of the family, supporters do not express inconvenience and/or difficulty or be upset, nervous, depressed, or show resentment (Kwon et al., 2002).

Sixth, family relations make change in negative ways. Family can promote friendliness before being sick to strengthen unity, and increase negative change at conflict between family members (Kwon et al., 2002).

### 2.4. Employment instability

Terminology of employment instability has been naturally made and employment instability can be subjective and its psychological state difficult to be defined (Nam, 2007). Employment instability is thought to mean a suspension of jobs at a change of time and by under the full influence of

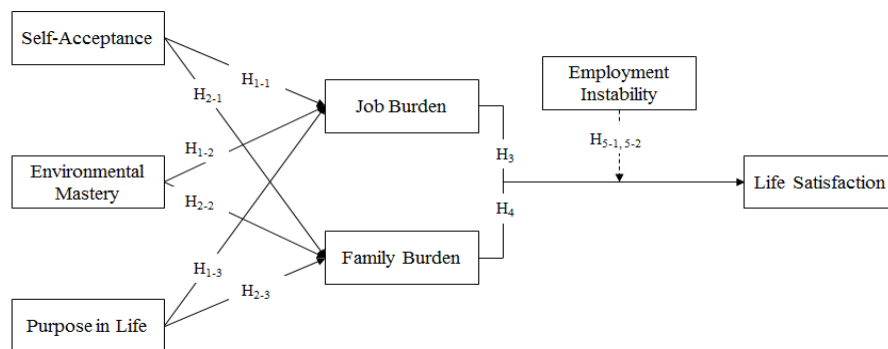
the employer (Nam, 2007). Employment instability may maintain work and suspend job by employer, and both types of employment can have difference at the answer of "Do you feel uneasy at the employment?" Temporary workers are given low wage, allowance, employment stability, social insurance and welfare benefit than full time workers: Temporary workers may have more employment instability than full time workers (Nollen, 1996; Feldman & Doeringhaus, 1994; Park et al., 2015).

Employment instability may have negative relations with job satisfaction. Employment instability had a close relationship with job satisfaction, and laborers having low cognition on employment stability were less satisfied with their jobs than another reference group (Bhaght, 1983).

Job satisfaction is said to be a pleasant and affirmative state at rating of individual's job and experience: Laborers show emotional response of their job by cognition on the job, and laborer's emotional recognition has negative influence upon emotional response (Hackman & Oldman, 1975; Kim & Shin, 2016; Cho, 2015.). Employment instability may produce turnover intention, organizational commitment, labor union commitment, job satisfaction effort and job performance stress. Laborers with long service time may have emotional attachment to the organization with high reliability (Mowday, Steers, & Porter, 1979). In precedent studies, employment instability had a close relationship with laborers' emotional job attitudes. Laborers can overcome employment instability by job satisfaction and organizational commitment (Baek, 2006) against multi-cultural aspects by Internet cafe activity.

### 3. Research Model & Hypothesis

A conceptual model of this research was created. It is the model of the psychological wellbeing factor, job burden, and family burden, and effect of job burden and family burden upon life satisfaction, and effect of employment instability:



Note) Hypothesis of job burden (<H6-1>~<H6-3>) and family burden (<H7-1>~<H7-3>)'s mediating effect are not included.

<Figure 1> Research Model & Hypotheses

**<Hypothesis 1>** Small business workers' psychological wellbeing alleviates job burden.

<Hypothesis 1-1> Self acceptance has negative influence upon job burden.

<Hypothesis 1-2> Environmental mastery has negative influence upon job burden.

<Hypothesis 1-3> Purpose in life has negative influence upon job burden.

**<Hypothesis 2>** Small business worker's psychological wellbeing alleviates family burden.

<Hypothesis 2-1> Self-acceptance has negative influence upon family burden.

<Hypothesis 2-2> Environmental mastery has negative influence upon family burden.

<Hypothesis 2-3> Purpose in life has negative influence upon family burden.

**<Hypothesis 3>** Job burden has negative influence upon small business worker's life satisfaction.

**<Hypothesis 4>** Family burden has negative influence upon small business worker's life satisfaction.

**<Hypothesis 5>** Small business workers' employment instability mediates with job burden, family burden and life satisfaction:

<Hypothesis 5-1> Small business worker's employment instability has negative influence upon life satisfaction.

<Hypothesis 5-2> Small business worker's employment instability has negative influence upon life satisfaction.

**<Hypothesis 6>** Job burden mediates between small business worker's psychological wellbeing and life satisfaction.

<Hypothesis 6-1> Job burden mediates between self acceptance and life satisfaction.

<Hypothesis 6-2> Job burden mediates between environmental mastery and life satisfaction.

<Hypothesis 6-3> Job burden mediates between purpose in life and life satisfaction.

**<Hypothesis 7>** Family burden mediates between small business worker's psychological wellbeing and life satisfaction.

<Hypothesis 7-1> Family burden mediates between self acceptance and life satisfaction.

<Hypothesis 7-2> Family burden mediates between environmental mastery and life satisfaction.

<Hypothesis 7-3> Family burden mediates between purpose in life and life satisfaction.

## 4. Empirical Analysis

### 4.1. Methods and Data Collection

To further the depth of the previous study (Yang & Cho, 2016), this research investigated small business laborers at Seoul and Metropolitan area to collect 150 copies of effective questionnaires. Demographic characteristics are as shown in <Table 1>.

**<Table 1>** Demographic Characteristics

		Frequency	Valid Percent
Gender	Male	89	59.3
	Female	61	40.7
Age	under 30 year old	26	17.3
	30~39	34	22.7
	40~49	54	36.0
	Over 50 year old	36	24.0
Marital Status	Married	112	74.7
	Unmarried	38	25.3
Average Monthly Income	Under 1.5 Million Won	16	10.7
	1.5~2.0 Million	17	11.3
	2.0~3.0 Million	31	20.7
	3.0~4.0 Million	27	18.0
	4.0~5.0 Million	25	16.7
	Over 5.0 Million Won	34	22.7

The Likert 5-point scale was used. The study investigated self-acceptance (6 questions), environmental mastery (5 questions) and purpose in life (5 questions) based on a previous study on psychological wellbeing (Ryff, 1989).

The study investigated job burden (5 questions) and family burden (4 questions) by the Likert 5-point scale based on precedent studies (Anderson et al., 2002; Kandel et al., 1985). The study investigated employment instability (5 questions) (Brockener et al., 1992) and life satisfaction (5 questions) (Diener et al., 1985): Likert 7-point scale was used. Variables were converted into z-score to get rid of difference of scale.

### 4.2. Reliability & Validity

Cronbach's  $\alpha$  coefficient was 0.633~0.902 at the reliability test to be good. At the confirmatory factor test, self acceptance (AVE=0.441), environmental mastery (AVE=0.457), job burden (AVE=0.492) and life satisfaction (AVE=0.464) were less than 0.5: The study verified validity by comparing it with square of correlation coefficient.

<Table 2> Reliability & Validity

Variables		Item	Cronbach's α	Construct Reliability	AVE
Psychological Well-being	Self-Acceptance	6	0.792	0.823	0.441
	Environmental Mastery	5(3)	0.633	0.715	0.457
	Purpose in Life	5(3)	0.715	0.763	0.518
Job Burden		5	0.849	0.828	0.492
Family Burden		4(2)	0.893	0.863	0.756
Employment Instability		5	0.885	0.866	0.564
Life Satisfaction		5	0.902	0.810	0.464

Note) Final item marked in ( )

<Table 3> Results of Correlation analysis(n=150)

	1	2	3	4	5	6	7
1. Self-Acceptance	(.441)						
2. Environmental Mastery	.596**	(.457)					
3. Purpose in Life	.478**	.579**	(.518)				
4. Job Burden	-.475**	-.388**	-.352**	(.492)			
5. Family Burden	-.481**	-.318**	-.180*	.250**	(.756)		
6. Employment Instability	-.477**	-.424**	-.399**	.569**	.351**	(.564)	
7. Life Satisfaction	.596**	.474**	.362**	-.362**	-.217**	-.361**	(.464)
Mean	3.61	3.68	3.74	2.60	2.28	2.94	4.27
Standard Deviation	0.65	0.63	0.71	0.85	1.10	1.13	1.25

Note) \* p<.05, \*\* P,01, AVE marked in ( )

4.3. Correlation Analysis

The study verified the relation and direction of the variables to compare coefficient of determination with AVE and to conduct correlation analysis (<Table 3>):

4.4. Hypotheses Testing

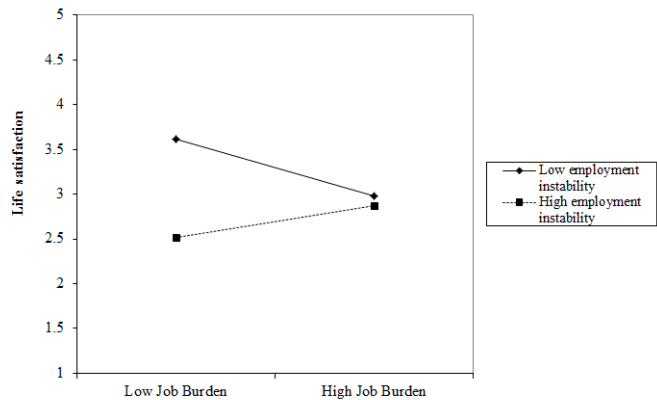
Regression analysis was done with the control of gender, age, marital status and average monthly income: Self acceptance (β=-.464, p<.01), environmental mastery(β= -.381, p<.01) and purpose in life(β=-.329, p<.01) alleviated job burden. Psychological wellbeing factors could alleviate job burden considerably: <Hypothesis 1-1>, <Hypothesis 1-2> and <Hypothesis 1-3> were adopted. Multiple regression analysis was done to verify alleviation of job burden by psychological wellbeing factor: Self-acceptance (β=-.343, p<.01) only have significantly negative influence. Employees shall make effort to admit of independent entity as well as existence of man.

Self acceptance (β=-.535, p<.01), environmental mastery(β =-.349, p<.01) and purpose in life(β=-.195, p<.05) alleviated family burden significantly: <Hypothesis 2-1>, <Hypothesis 2-2> and <Hypothesis 2-3> were adopted. At regression, self-acceptance (β=-.512, p<.01) only had significantly negative influence upon alleviation of family burden.

Not only job burden (β=-.303, p<.01) but also family burden (β=-.245, p<.01) had negative influence upon life satisfaction: <Hypothesis 3> and <Hypothesis 4> were

adopted. At regression, job burden (β=-.248, p<.01) and family burden (β=-.169, p<.05) in order had influence upon life satisfaction. Job burden and family burden worsened individual's life satisfaction.

At hierarchical regression, employment instability had influence upon job burden, family burden and life satisfaction. Employment instability (β=.248, p<.01) significantly mediated with job burden and life satisfaction, and insignificantly did with family burden and life satisfaction (β=-.002, p=n.s): <Hypothesis 5-1> was adopted, and <Hypothesis 5-2> was rejected.



<Figure 2> Moderating effect of employment instability between job burden and life satisfaction

**<Table 3>** Results of mediation effect

Independent variable	Dependent variable	Step	Result ( $\beta$ )	R <sup>2</sup>	F
Self-Acceptance	Job Burden	1( $\beta$ 1)	-.464**	.419	17.218***
		2( $\beta$ 2)	.534**		
		3( $\beta$ 3,IV)	.500**		
		3( $\beta$ 4,MV)	-.072n.s		
	Family Burden	1( $\beta$ 1)	-.535**	.416	17.002***
		2( $\beta$ 2)	.534**		
		3( $\beta$ 3,IV)	.551**		
		3( $\beta$ 4,MV)	.032n.s		
Environmental Mastery	Job Burden	1( $\beta$ 1)	-.381**	.338	12.192***
		2( $\beta$ 2)	.418**		
		3( $\beta$ 3,IV)	.354**		
		3( $\beta$ 4,MV)	-.169*		
	Family Burden	1( $\beta$ 1)	-.349**	.329	11.673***
		2( $\beta$ 2)	.418**		
		3( $\beta$ 3,IV)	.376**		
		3( $\beta$ 4,MV)	-.122n.s		
Purpose in Life	Job Burden	1( $\beta$ 1)	-.329**	.282	9.351***
		2( $\beta$ 2)	.296**		
		3( $\beta$ 3,IV)	.221**		
		3( $\beta$ 4,MV)	-.228**		
	Family Burden	1( $\beta$ 1)	-.195**	.275	9.055***
		2( $\beta$ 2)	.296**		
		3( $\beta$ 3,IV)	.258**		
		3( $\beta$ 4,MV)	-.196**		

Note) \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ . IV: Independent Variable, MV: Mediating Variable.

At 3-stage mediation analysis (Baron & Kenny, 1986), not only job burden but also family burden mediated with psychological wellbeing and life satisfaction (<Table 3>):

Job burden mediated with environmental mastery, life satisfaction and purpose in life, and family burden partially mediated between purpose in life and life satisfaction: <Hypothesis 6-2>, <Hypothesis 6-3> and <Hypothesis 7-3> were adopted.

## 5. Discussion

This study inspected effects of small business workers' psychological wellbeing upon life satisfaction at changes of management environment as well as labor environment to verify effects of job burden, family burden and employment instability. The conditions of human resources management from the point of view of small business and workers was also investigated.

Self acceptance, environmental mastery and purpose in life alleviated job burden and family burden. Laborers shall admit of their activities, motives and emotion exactly to think of members of enterprises not to be passive. Transfer of rights and other active policies shall be made to cognize control of the environment in organizations. Employees shall be physically and spiritually healthy to live happy lives, and enterprises shall give vision to let employees make change and grow up and to give support. Not only employees but also enterprises shall think of self acceptance that can alleviate job burden and family burden.

Second, job burden and family burden hurt life satisfaction and make it negative. Employees shall have affirmative thoughts and attitudes not to accept responsibility of job and family in a negative way. Employees shall communicate in an affirmative way at home and at work to alleviate conflict of roles.

Third, employment instability is mediated with job burden and life satisfaction (see <Figure 2>). The employee who cognized employment instability was satisfied with life when having high job burden: Employee may have job burden to be likely to lessen employment instability. The employee who cognized low employment instability might lower life satisfaction. Not only job burden but also employment instability has negative influence upon life satisfaction to lower doubt on employment instability by job burden. Job burden of group having employment instability can solve employment instability. These days, enterprises do not give temporary worker and/or part time worker important work: Employee having possibility of change of social position can maximize effectiveness by job burden. Further studies shall inspect the affirmative effect.

Fourth, job burden mediated with employee's environmental mastery and life satisfaction, and family burden mediated with purpose in life and life satisfaction. Self acceptance, affirmative factor of the life, is the most important, and not only environmental mastery but also purpose in life can lessen life satisfaction by burden factors. The employees shall retrospect by themselves to have affirmative attitude toward them. Enterprises shall help employee have affirmative attitude to lessen job burden.

## 6. Conclusion

Overall, this study aimed to define the aspects of the psychological well being of the employees and their cognition of happiness based on many factors. It could be concluded that among the many aspects of psychological well being, the important and affecting traits for this state was based on job and family burden, and employment stability. Thus, it could be confirmed from this research that psychological well being played a positive role in the alleviation of the job and family burden to increase the

satisfaction levels of life. The results of this study has an impact on the future of all organizations and businesses, as the wellbeing of the employees will always continue to be an important part of businesses that cannot be ignored. In the long term, appropriate attention to these factors will play a pivotal role in the success of the company as well.

Limitations of this research includes looking at only several core aspects of the factors included in life satisfaction. In reality, there are many more factors that

should be investigated at length, and more deeply as well. It would also be meaningful to conduct research on different areas of business and employment, and observe how the factors of life satisfaction are similar or different compared to others. Thus, future research can be conducted in the expansion of the factors for life satisfaction in employees, as well as an extension of the aspects of life satisfaction that is crucial for employee happiness.

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