

Psychological Wellbeing and Organizational Commitment: A Predictive Study in Algeria

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Abstract

Organizational commitment and psychological wellbeing at work are at the grassroots of organizations' success. The importance psychological wellbeing for individual health and organizational success is well established. Previous research work on the relationship of psychological wellbeing at work and organizational commitment emphasized that employees' well-being promotes sustainable engagement and commitment, as employees benefitting from effective workplace well-being strategies are able to invest more in their organizations. The present study aimed at testing the relationship between psychological wellbeing and organizational commitment. In addition, it examines the hypothesis, which stipulates that, psychological wellbeing is a predictor of organization commitment. Semi-structured interviews were conducted on a sample of 227 employees of the customs' services in Oran – Algeria. At the same time, the following tools were used: (1) The Positive and Negative Affect Schedule of Peter Warr (1990) to measure components of psychological wellbeing, (2) A questionnaire to test the level of satisfaction at work, and, (3) To measure components of organizational commitment (Affective Commitment, Normative Commitment, and Continuance Commitment), Meyer and Allen's three-component model was administered. Results of the study revealed that: (1) a positive relationship exists between psychological wellbeing and organizational commitment (2) psychological wellbeing is a predictor of organizational commitment. As a human resources development strategy indicator, the level of psychological wellbeing is a reliable management-predicting factor of employees' organizational commitment level.

Keywords: Psychological wellbeing components, components of organizational commitment, Algerian customs' service

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Introduction

Psychological wellbeing at work (PWW) and organizational commitment (OC) are at the grassroots of organizations' success. The importance psychological wellbeing for individual health and organizational success is well established. (British Psychological Society, 2010; Sandilya and Shahnawaz, 2018).

It is well established that, OC is negatively related to occupational strain (Begley & Czajka, 1993; Leong et al., 1996; Mathieu & Zajac, 1990; Meyer et al., 2002; Teo & Waters, 2002) and it is positively related to well-being (e.g. Wiener et al., 1987) and life satisfaction (Kacmar et al., 1999). Previous research work on the relationship of PWW and OC emphasized that employees' well-being promotes sustainable engagement and commitment, as employees benefitting from effective work-place well-being strategies are able to invest more in their organizations.

Probst (2000) noted that, highly committed employees experience higher levels of distress, because of perceived job insecurity and impaired PWW. High commitment to an organization leads to stronger negative outcomes when employees feel that they have been treated unfairly (i.e. experience a worsening relationship; Brockner et al., 1992). Similarly, research on work-related over-commitment found that health complaints resulting from a lack of balance between efforts put into one's job and rewards received are stronger when commitment is high (Aust et al., 1999; Joksimovic et al., 1999).

Researchers do not always agree on what exactly wellbeing means and how it can be measured (Taneva, S., 2016). Measurement issues of wellbeing are broadly divided into two sets: context-free, and context-specific such as job-related wellbeing. One of these issues is cultural dimensions, as Sandilya and Shahnawaz (2018) have pointed out that "any research in the area of well-being at work necessitates not only a context-specific investigation but also one that is culturally relevant".

To overcome such theoretical and operational issues, we adopted Warr's (1990) model for the measurement of affective well-being (as a context-free measure), beside a job satisfaction questionnaire which was designed for the purposes of this study. We ended by a construct of psychological well-being of three main dimensions, namely: Positive Affect, Negative Affect and Job Satisfaction, as shown in figure 1.

On the other side, organizational commitment is a multidimensional construct, involving an employee's loyalty to the organization, although, some research works deal with both terms as synonymous. According to (Northcraft, 1996), commitment is an attitude reflecting an employee's loyalty to the organization, or as Robbins (2005) puts it, is the degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization.

Organizational commitment is multidimensional in nature (Walker and Boyne 2005). To measure OC as a dependent factor in this study; a three components scale (Affective, Continuance and Normative commitment) of Allen & Mayer (1990) was adopted as shown in figure (1). It has been statistically assessed (Mayer et al., 2006, 2001), and revised (Jaros, 2007).

Objectives

It is well known, that employees whose OC is characterized by strong affective attachment report higher levels of PWW (Maltin, 2011). However, do higher levels of PWW will ultimately lead to OC? Can we predict organizational commitment from the state of psychological wellbeing of employees? The present study aimed at answering these questions by testing the relationship between psychological wellbeing and organizational commitment. In addition, it examines the hypothesis, which stipulates that, psychological wellbeing is a predictor of organization commitment.

Theoretical framework

The independent variable of the study is psychological well-being, comprising three dimensions (job satisfaction, positive affect a negative Affect), which is supposed to affect organizational commitment as a dependent variable, which in turn, is a three dimensional construct (Affective, Normative and Continuance Commitment), as shown in figure (1).

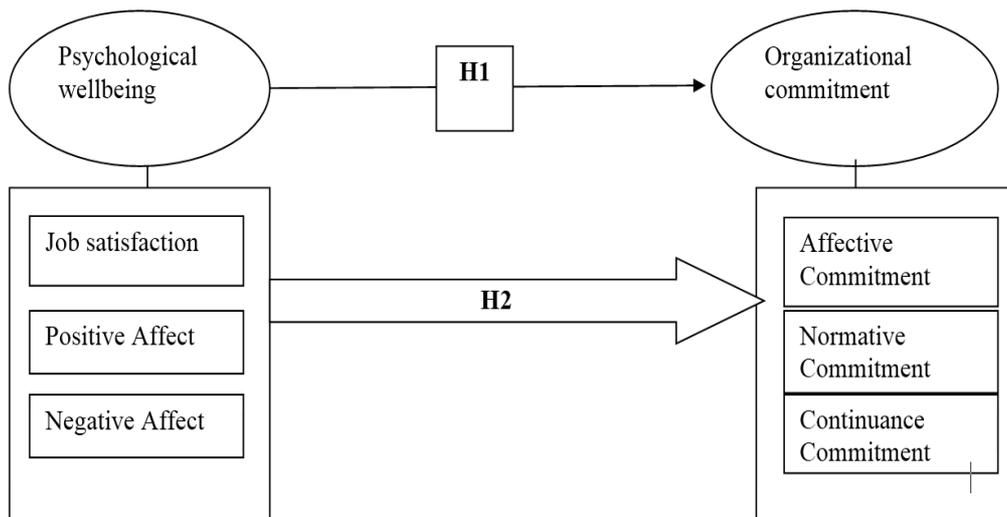


Figure 1: Relationship between psychological well-being and organizational commitment.

Method

Sample

For the current study, we recruited a sample of 300 employees among a total of 1316 employees, from the customs service, in different locations of the regional customs district in Oran, Algeria. Their age ranged from 21 to 62 years, with a mean value of (\bar{x} = 46, SD = 9.65) and their seniority in the job ranged from 1 to 22 years, with a mean value of (\bar{x} = 14, SD = 6,34).

Tools

In order to measure psychological wellbeing components (job satisfaction and Affective well-being), two complimentary measuring tools were used (1) a questionnaire dealt with different aspects of job satisfaction was designed, and (2) The Positive and Negative Affect Schedule (Peter Warr, 1990) for the measurement of affective well-being. Psychometric properties of both tools have been determined through data from samples of employees in the service industry, the internal reliability ranged from $\alpha = .80$ to $\alpha = .92$

Results

To test the hypothesis that PWW affects OC among subjects of the sample, a regression coefficient was calculated ($R = 0.26$), with the coefficient of determination ($R^2 = 0.065$) and the R^2 adjusted = 0.06, which means that there is a correlation between PWW and OC.

The strength of such relationship was tested as shown in table 1. Where F-value = 16.73 (sig. at $P = 0.05$).

Table 1: ANOVA source of variance between PWW and OC.

Dependent variable	Model	Sum of squares	df	Mean Square	F*
Occupational Commitment	Regression	1289,429	1	1286,429	16,732
	Residual	17339,232	225	77,063	
	Total	18628,661	226		

*Sig. $P = 0.05$

Table 2: Shows the coefficient of regression

Occupational Commitment (dependent variable)				
Model	A	β	T	Sig.
(Constant)	28,701		9,769	0.05
PWW (independent variable)	,077	.263	4,090	0.05

To further the analysis of our model, the contribution of PWW as independent variable in the prediction of OC as a dependent variable was $\beta = 0.263$, $\alpha = 0.05$, which means that PWW contributes to the prediction of OC by 0.263 in a positive linear relationship. In other words, OC among employees of customs service is the outcome of their PWW, which is the result of their professional satisfaction and the level of their affective, normative and continuance commitment.

Although, comparisons with other studies might be misleading, for the diverse forms of work cultural and organizational aspects, we try to compare the results of the present study with findings of similar studies.

The results of the present study agree with previous research findings, in the sense that PWW has been found to be correlated to affective OC (Meyer and Maltin, 2010), and had a positive effect on OC beside job satisfaction (Galais. and Moser, 2009), job retention and OC are stronger in employees with high levels of well-being (Wright and Bonett, 2007).

However, PWW is not positioned as a key component of employee engagement (e.g. Harter et al., 2002; Schaufeli et al., 2006). But, as some researchers (Meyer and Maltin, 2010, Robertson and Cooper, 2010) pointed out that a broader conceptualization of employee engagement, that includes psychological well-being might provide a more comprehensive definition of organizational commitment and personnel engagement.

Conclusion

As expected, results of the present study revealed a strong relationship between organizational commitment and psychological wellbeing at work among customs service employees in the regional district of Oran – Algeria, and the level of their psychological wellbeing predicted their organizational commitment.

From a managerial point of view, the level of psychological wellbeing at work, as a human resources development strategy indicator, can be considered as a reliable management-predicting factor of employees' organizational commitment level.

As far as, the limitations of this study are concerned, our results ought to be taken in their specific context. For, organizational and managerial practices in the Algerian service industry in general, and in customs service in particular, might considerably differ from other environmental contexts, for the parameters (organizational commitment and psychological wellbeing at work) in this study are very sensitive to managerial practices and organizational culture of such work environments.

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