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**Does Positive Behavior Matter? A Path Analysis of Psychological Well-being,
Employee Satisfaction and Employee Commitment**

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Abstract:

This research aims to assess psychological well-being which refers to a positive state of mind which makes the employee happy at workplace. To achieve this core object the Primary data was collected from the employees of district local government of Sukkur. The path analysis was used to assess the effect of psychological well-being, employee satisfaction, and employee commitment. The results revealed that psychological well-being has positive significant effect on employee satisfaction among employees of local government of Sukkur. Simultaneously, it was found that employees with higher level of satisfaction tend to be more committed at workplace. The results confirm that psychological well-being is important factor at workplace which enhances the level of commitment after providing maximum satisfaction to employees. The results are important for policy maker, especially for district local government of Sukkur.

Keywords: Employee Commitment, Employee Satisfaction, Psychological well-being, Path Analysis

1. Introduction

Due to the prominence of local governments in delivering services to citizens, they are different and unique entities in what they do and how they view the world. In this regard, an organization must ensure that its personnel have everything they need to achieve success in its work. According to Ryff & Singer (2008) such well-being, is a way in which people's behavior may be understood and interpreted in companies. As individuals are able to see that an organization genuinely maintains well-being and happiness, and seeks to meet their social and psychological needs as well as to treat them well, they will return the favor by appreciating the organization's dealings and also express their positive attitude. For this research, the conceptual gap may be summed up with a discussion on how to improve the level of satisfaction and commitment in the future among employees of local government of Sukkur city. In this connection, it was seen that employee job satisfaction and commitment are also crucial factors that contribute to a healthy and productive workplace. To be satisfied with one's job, one must enjoy the work and show a willingness to do it at par. Job satisfaction is an employee's feeling of like what he or she does. When looking for job satisfaction, you should first find out how satisfied employees are with their work and working environment. How many employees like his or her work? (Price, 1997). There are various job satisfaction definitions. According to Hoppock (1935), job satisfaction is a mix of any three of the following psychological, social, and environmental elements. It is very true and accurate for someone to declare that they are committed with their job. This view holds that while job satisfaction is greatly influenced by outside factors. However, it is an internal matter of feeling. Job satisfaction can be conceptualized as a group of factors that are responsible for producing a feeling of satisfaction. In his job satisfaction definition, Vroom (1964) examines the roles that employees have in the workplace. For this reason, the concept classifies job satisfaction as affective orientations towards work responsibilities that the individual now occupies. Davis et al. (1985) notes that Workers' level of job satisfaction is determined by the many good and negative feelings they have regarding their work. A job's level of satisfaction is affected by expectations and reality associated with it. Behavior in the workplace is inextricably tied to job satisfaction. A recent review (George et al., 2008) People may have thoughts and opinions regarding their current jobs, and these may all contribute to job satisfaction. It is possible for job satisfaction to be either very high or very low. Aside from having attitudes about their profession as a whole, people may also have attitudes about specific aspects of their jobs. For people, their opinions towards their work and their coworkers can affect other parts of their jobs, including the kind of work they do, their bosses, and their subordinates. Workers who feel satisfied in their work have a greater commitment to their jobs, while workers who are unsatisfied are less committed to their jobs.

2. Study Significance

Research has a significant role in developing theoretical and field framework for the study of district local administration in Sukkur. Therefore, this research is extremely important since it emphasizes on the essential psychology factor (Psy-wellbeing), and this state of mind itself was founded on the idea of social interaction (Seligman, 1998). Moreover, researchers in science of organizational behavior and psychology shifted their focus from the positive elements to the negative aspects (Nelson & Cooper, 2007).

Seligman (1998) agreed with the theories that put strong emphasis on the positive characteristics of an individual and noted that there is a vacuum in academics connected to placing strong emphasis on those aspects.

3. Objectives

- This research intends to identify the employee level of commitment in the district local of government of Sukkur.
- This research determines the relationship between psychological wellbeing and Employee satisfaction.
- This research examines the path outcomes that is caused by psychological wellbeing and effects the satisfaction which brings up the emphasizing effect on the employee level of commitment.

4. Literature Review & Hypotheses

Psychological Well-being: The concept of psychological well-being is considered to be rigorous in context of positive psychology. It is a special behavioral phenomenon in the history of human thought, and the need for psychological well-being has motivated people in different cultures to pursue it as the goal of life, as it is linked to quality of life, satisfaction with life, and positive mood. The immense purpose of Psychology is to help individuals experiencing psychological well-being. Furthermore, some negative behaviors or emotions like pessimism, psychological stress, and anxiety were been long overlooked by psychologists, whereas some positive emotions like excitement and pleasure were far more commonly researched and studied (Al-Kanani, 2018, 39). For many years, the treatment approach followed in psychology has focused on illnesses and disorders such as anomalous behavior, anxiety, and depression as well as ignoring or neglecting people's capacity for being happy, being optimistic, and having mental toughness in an unacceptably high level. Furthermore, when clinical psychologists became aware of the necessity to pay attention to issues dealing with the characteristics and positive characteristics of human conduct, and to help individuals build their own strengths and virtue so that society may improve, and positive psychology developed at the same time. The acquired knowledge in a methodical manner for the purpose of raising the overall standard of living and using this information to implement effective measures to improve people's well-being (Abd Ahmad and Farhan, 2018)

Hypothesis 1 (H1): Psychological well-being has significant positive effect on Job Satisfaction.

Employee Satisfaction and Commitment

An employee's perception of the organization includes job satisfaction and organizational commitment. Past academics have shown that there could be a beneficial relationship between commitment to the business and an employee's perception of job satisfaction. This could lead to a drop in the turnover ratio within the company (Price & Mueller, 1986; Williams & Hazer, 1986). Workforce commitment comprises all the components that employees want from their workplace, as well as elements that may assist them in remaining at their firm, according to the researchers Meyer and Allen (1991). Affective, continuance, and normative commitment are vital in building organizational commitment (Allen & Meyer, 1990; Meyer & Allen, 1991; Turner & Chelladurai, 2005). According to Affective, how much employees trust in their organization is proportional to the strength

of their affective bond (Clugston, 2000). Continuing on with the example, one can see how eager employees are to continue working and how individuals grow as well as the growth of the firm (Yang, 2008). Normative reveals the information about what fees an employee paid for the organization. When people devote time to an organization, they obtain a positive return (Meyer et al., 1993). In order for job satisfaction to be included in the mix, organizational growth has to be a part of the equation. Getting to know about what employees' desire from the organization is the key goal of job satisfaction and organizational commitment (Price, 1977, 1997). Previous researchers found that organization commitment only shows how the employee feels about their organization (Blautt and Boal, 1987), but job satisfaction additionally evaluates how much the employee enjoys working for their employees if they are happy, they are satisfied, and if they are unhappy, they are not (Source: Blautt and Boal, 1987) (Davis et al., 1985). The motive for expansion of the organization is the same, but how to preserve that is different (e.g. Brooke, Russell, & Price, 1988). Employees must like their job and desire to work on that organization if job satisfaction is to be ensured. If an organization is fulfilling all the needs and wants of employees, turnover will be low.

Hypothesis 2 (H2): Job satisfaction has a significant positive effect on employee commitment.

Figure 1: Conceptual Path Model



5. Method

This Research is explanatory in research design and cross-sectional in terms of data collection. The research has used adopted and modified questionnaires for study variables and collected primary data from 102 respondents (N=102). The simple random sampling technique was used in detrainning sample size. The response rate was 84%. Initially, the data was collected and coded into the SPSS v22 and then it was moved and linked to the AMOS v25 software to assess the hypotheses and model fit. The psychological well-being was estimated with 6 measured items, employee satisfaction has 5 measured items, and employee commitment was estimated with 4 measured items. It should be noted that only 5 point scale was used from strongly disagree to strongly agree.

6. Results

Reliability Analysis: The reliability analysis was performed for variable scales. According to Saunders et al. (2009) the reliability estimate shows the internal consistency of scale which means how each of the items has ability to explain the variable. Therefore, the alpha score was assessed by using SPSS software.

Table 1: Alpha Score

Variables	Items	Alpha
Psychological Well-being	6	.79
Employee Satisfaction	5	.77
Employee Commitment	4	.83

Table 1 revealed that each of the variables' scale have sufficient internal consistency. Therefore, the variables can be assessed further.

Figure 2: Path Analysis

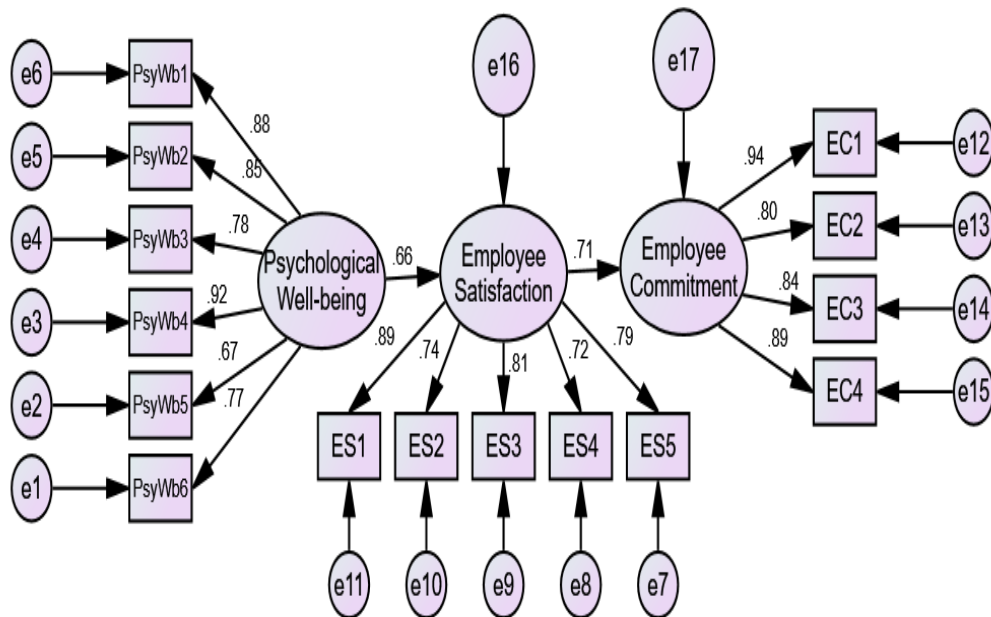


Table 2: Path Outcomes

Path	Coefficient	P-value
Psychological Well-being → Employee Satisfaction (H1)	.66	***
Employee Satisfaction → Employee Commitment (H2)	.71	***
Psychological Well-being → PsyWb1	.88	***
Psychological Well-being → PsyWb2	.85	***
Psychological Well-being → PsyWb3	.78	***
Psychological Well-being → PsyWb4	.92	***
Psychological Well-being → PsyWb5	.67	***
Psychological Well-being → PsyWb6	.77	***
Employee Satisfaction → ES1	.89	***
Employee Satisfaction → ES2	.74	***
Employee Satisfaction → ES3	.81	***
Employee Satisfaction → ES4	.72	***
Employee Satisfaction → ES5	.79	***
Employee Commitment → EC1	.94	***
Employee Commitment → EC2	.80	***
Employee Commitment → EC3	.84	***
Employee Commitment → EC4	.89	***
Model Fit Indices		
CMIN/DF=2.67, CFI, .99, AGFI .97, TLI .92, RMSEA .08		

Figure 2 reports the outcomes for conceptual model of this study. The model outcomes revealed that factor loading of each of the variable is suitable enough as it the coefficient values are above from the minimum threshold. Furthermore, path coefficient shows that psychological capital has .66 positive effect on employee satisfaction, which means that having psychological well-being in the local government of sukkur could .66 ($p < .001$) or 66% enhance or positively effects the employee satisfaction. Hence, the proposed H1 has been retained based on the result. Moreover, coefficient between satisfaction and employee commitment reported as .71 ($p < .001$) which revealed 71% positive effect of employee satisfaction on employee commitment. Following the result H2 was has also been retained. The overall model outcomes explain that having psychological well-being among employees results more level of satisfaction, and when they get satisfied from their workplace the level of commitment will simultaneously increase with a suitable ratio. Lastly, the goodness of fit of the model was assessed by model fit indices and found suitable enough in explaining power of the model.

7. Discussion

Psychological well-being is among burning issues in the public and private organizations. It is a kind of positive state of mind which includes self-acceptance, personal growth, positive relationship with others, environmental mystery, autonomy etc. Today, it is necessary to identify such positive psychological factors among the employees of

organization. The immensity of such factors can be observed by looking from the individual to the group level. It is a step by step approach which maximizes the performance of employees and makes the working environment better. Therefore, this research identified such important psychological aspect among employees working under local government of sukkur and observed psychological well-being is an important factor which enhances the level of satisfaction and commitment.

8. **Conclusion**

In the recent time mostly organizations are placing more emphasis on the relationship aspects of the job rather than physical elements. Thus, positive qualities of life are important for the development of an organization. According to the findings, Psychological well-being came first, followed by social ties, which resulted in a more positive outlook in terms of satisfaction and commitment. It was shown that psychological well-being has a significant role in increasing employee satisfaction. The greater the degree to which someone is satisfied with his or her work situation and the greater the sense of social support, the better they perform in their roles and become more committed.

9. **Recommendations**

This statement highlights how government agencies must revamp their concept of employee interactions, in particular the work sample, because work-based relationships must rely on sound exchange frameworks that allow for the development of a robust social identity, which in turn motivates and encourages an employee to complete their work and tasks sincerely. We must compensate employees who improve their communities by giving them employment opportunities that boost their well-being based on data from psychological and sociological theories. In order to have a happier workforce, municipalities must attempt to quell workplace problems as well as find measures to promote a work environment free of conflict. It is vital to ensure a steady and relaxing work atmosphere in which the employee may look after his financial and personal concerns while working. This enables an improvement in administrative productivity and the creative use of ideas, which produces long-term results.

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