

2.1 Introduction

In this chapter, the investigator tries to locate some of the studies which are related to the present study variables. Basically, working with the literature is an essential part of any research process as it helps in generating the ideas, developing the significant question and is regarded as instrumental in the process of research design. In empirical researches, review of related literature provides a strong foundation and generates insights in the mind of researcher. Reviewed theories and conducted studies are essential for a researcher to set the objectives, research questions and formulate the hypotheses as well as design the entire research. Hence in the present study also an exhaustive effort is made to review the studies of related variables involved in the present investigations. This attempt was made by referring to the sources such as Psychological Abstracts, Indian Psychological Abstracts, Journal of Community Guidance and Research, Psychological Review, Journal of Social Psychology and Personality, etc., and the internet research through various search engines such as psychonet.com, apa.org/journals, inflibnet, Google search etc., In addition to this, the researchers from various parts of the India were also contacted to collect the related literature.

2.2 Studies related to Job attitudes

Job attitudes are, without doubt, one of the most heavily studied topics in organizational psychology. It was started approximately 30 years ago. According to Munn, “Attitude is a learned predisposition towards aspects of our environment. They are positively or negatively directed towards certain people, service or institutions”. Though an individual has numerous attitudes, but organizational behavior focuses on only job related attitudes. Job involvement, organizational commitment and job satisfaction are considered to be important job related attitudes.
Lawler et al. (1998) examined the relationship of job characteristic to job involvement, satisfaction and intrinsic motivation. The results showed that job involvement, higher order need satisfaction and intrinsic motivations are thought to be as a separate and distinct kind of attitudes towards a job.

Bhargava and Kelker (2000) tried to predict job involvement, job satisfaction and empowerment from organizational structure and corporate culture. They found out that job satisfaction and empowerment were positively related but job involvement is not related to structure and culture.

Bidlan (2005) examined semi skilled workers from small and large scale industrial units of Haryana, on measures of job involvement job frustration and occupational stress. Results showed that small scale industrial workers had significantly greater degree of job involvement and job frustration the large scale industrial counter parts.

Cortis and cassar (2005) studied perception of and about women as managers: investing job involvement, self esteem and attitudes. The finding of the study was no difference between job involvement and work based self esteem of male and female managers. On other hand both male employees and students seem to hold more stereotypical attitude towards women in management than their female counter parts.

Mishra & Shyam (2005) made an to find out the relationship of social support and job involvement in prison officers. Job Involvement Scale developed by Kapoor and Singh and Social Support Scale developed by Cohen et al., were administered on a sample of 200 prison officers. The result shows that social support (overall) and its dimensions, namely, appraisal support, tangible support and belonging support have significant positive relationship with job involvement. Stepwise Multiple Regression
Analysis suggests that overall social support is a significant predictor of job involvement in prison officers.

Jain and Prathiba (2006) studied the demographic antecedents of organizational commitment and job satisfaction and the result was that the type of organization and status of employees do not affect organizational commitment and overall job satisfaction. Engineers from the public organizations were found more satisfied on job concrete and job abstract factors and community and health factors as compared to employees of the private organizations. Junior engineers were found to be more satisfied on overall job satisfaction.

Jerrald (2006) investigated the characteristics and relationship between organizational structure and job satisfaction in public health nursing. A significant relationship was found between organizational structure variables and job satisfaction for public health nurses employed in down state Illinois local health departments. The findings of this study suggest that work environments where in supervisors and subordinates consult together concerning job tasks and decisions, and in which individuals are involved with peers in decision making and task definition, are positively related to job satisfaction.

Samuels et al. (2006) examined factors affecting the job satisfaction of registered nurses (RNs). A 27-question self-administered survey was sent to 17,500 RNs in South Carolina with postage-paid envelopes for their responses. One-way and multivariable Analysis of Variance was used to determine which variables contributed the most to job satisfaction. Results showed that for about two thirds of the RNs job satisfaction remained the same or had lessened over the past two years. In addition to this, statistically significant differences were found between job satisfaction and years of service, job position, hospital retirement plan, and geographic area.
Jalonen, et al. (2006) examined socio-demographic, work-related factors and psychological health as predictors of sustained organizational commitment among temporary hospital employees. The participants were 412 nurses who had a temporary job contract and reported being committed to their organization at baseline. The results of logistic regression analysis showed that age over 35 years, high job control, high participative safety, high perceived justice in decision making, and low psychological distress predicted sustained organizational commitment at follow-up. The change from temporary employment to a permanent job and high job control predicted sustained organizational commitment even after the effect of all the other predictors was taken into account.

Giri & Pavankumar (2007) examined the impact of organizational climate on job satisfaction and job performance among 380 employees at three managerial levels from different organization in India. The result shows that organizational climate had a significant effect on job satisfaction and job performance and also found both were differed significantly across the three levels.

Wegge et al. (2007) studied job satisfaction and job involvement as interactive predictors of absenteeism in a sample of 436 employees working in a large civil service organization. Moderate regression analysis was used to analyse the data. Result shows that the hypothesized interaction was significant for both indicators of absence behavior.

Labatmediene (2007) conducted a study to test the three-component model (emotional, continuance and normative components) of organizational commitment in the Lithuanian population, analyze the relationships among individual factors (age, gender, personality traits) and organizational commitment and test the hypothesis if there was a relationship between organizational commitment and intention to leave.
the organization. The results of the investigation revealed that the three-component measure of organizational commitment is valid in Lithuanian sample. Contrary to expectations, it was found that there was no significant relationship between personality traits and organizational commitment, but there was a significant relationship between organizational commitment and intention to leave the organization. It was also found that there was a significant relationship among organizational commitment, age, and the level of education

Vuuren (2007) investigated both direct and indirect relationships between supervisor communication and employees' affective organizational commitment. From the study it was found that both person-organization fit and organizational efficacy partly mediate the main effects of communication and affective commitment

Chen (2008) studied the relationship between achievement motivation and job satisfaction among IS personnel. Results reveal that (1) the dimensions of the achievement motivation of IS personnel are perseverance, competition and difficulty control. (2) The job characteristics of IS personnel are task identity, professionalism, feedback and autonomy. (3) The dimensions of job satisfaction of IS personnel are social, job related and self actualization satisfaction. (4) Job characteristics affect the job satisfaction of IS personnel and job characteristics and job satisfaction are positively related.

Chiva & Alegra (2008) investigated the relationship between emotional intelligence and job satisfaction by taking into consideration organizational learning capability among Spanish ceramic tiles manufactures. Confirmatory factor analysis was used to test this study. This study proposed that organizational learning capability plays a significant role in determining the effects of emotional intelligence on job satisfaction.
David & Ding (2008) examined the relationship between job satisfaction, OCB, and team commitment among 242 employees who were involved in self directed teams at 3 geographically diverse manufacturing facilities. Hierarchical multiple regressions was used to analyze the data. The findings indicate that the relationship between job satisfaction and OCB was moderated by team commitment, such that the relationship was stronger when team commitment was high.

Nawas, et al. (2008) attempted to find the association among three important job related behavior of employees i.e. motivation, commitment and job involvement. Present study was conducted in banking sector of Pakistan. 400 banking personnel were randomly selected and responses were sought out from them by means of questionnaire. Out of total 400 distributed questionnaires, 305 were received back and 285 were considered as valid and then analyzed using SPSS 16. A significant but somewhat weak positive relationship of motivation, commitment and job involvement was found with each other.

Chew & Chan (2008) examined the impacts of key human resource (HR) practices on permanent employees' organizational commitment and intention to stay. The study found that organizational commitment was positively affected by P-O fit, remuneration, recognition, and an opportunity to undertake challenging employment assignments. Intention to stay was significantly related to P-O fit, remuneration, recognition, training and career development. Surprisingly, training and career development were not significantly related to organizational commitment and challenging assignment was not significantly related to intention to stay.

Knippenberg et al. (2008) examined the interactive effects of work group organizational identification on job satisfaction and extra- role behaviour among bank employees (n=358) and travel agency employees (n=308). Results showed that
positive overlap identifications (i.e., high work group and organizational identification) are more strongly associated with employee’s job satisfaction and extra- role behavior then when only one of the identification is high.

Miller (2008) investigated the relationship between Job Satisfaction and intention to leave of hospice nurses in a for-profit corporation. The study found that the hospice nurses' intention-to-leave score had significant negative correlations with all three types of job satisfaction. The study also determined that there were no significant differences in the relationship between job satisfaction and intention to leave by any of the hospice nurse demographic variables of age, level of education, ethnicity, tenure in nursing, and/or job tenure.

Acquavita, et al. (2009) examined the relationship among minority, status, workplace racial composition, perceived inclusion, organization diversity and job satisfaction for 119 social workers. Results indicate that organizational diversity supervisory support and perception of inclusion or exclusion were significant in predicting social workers’ job satisfaction.

Andrews (2009) investigated the relationship between job satisfaction, occupational stress and emotional intelligence. The study revealed that IT professionals and medical professionals differ in their job satisfaction. IT professionals experience more stress and less job satisfaction when compared to medical professionals. Group with higher emotional intelligence have less occupational stress and more job satisfaction. Emotional intelligence is directly related to job satisfaction and inversely related to occupational stress. Occupational stress is inversely related to job satisfaction.
Bharatiar & Gayatridevi (2009) made an attempt to assess the relationship among perceived over quantification, job satisfaction and job stress of MNC executives. The sample consisted of 52 executives. Stress scale developed by Martin company and American institute of stress were the tools used for the stress assessment. The study suggested that perceived quantification was negatively related to job satisfaction and found that perceived over quantification does not have any relationship either with health status or job stresses of executives.

Cole et al. (2010) conducted a study to determine whether nurse managers and staff nurses in rural public health offices were satisfied with their jobs, whether managers were more satisfied than staff nurses, and whether their achieved educational level impacted their job satisfaction. The sample was consisted of 88 PHNs employed as either managers or staff nurses in county public health office settings during April 2006. Results showed that, in general both nurse managers and staff nurses reported high job satisfaction. No significant differences existed between the composite job satisfaction scores of the managers and staff nurses. Significant differences existed between managers' and staff nurses' job satisfaction in the categories of "influence" and "interpersonal relationships" with managers less satisfied than staff nurses.

Todd & Kent (2009) conducted a study on a social identity perspective on the job attitudes of the employees in sports. The study reported that ones employment in sports may play an active role in particular job attitudes by enhancing the employees self esteem and contributing to overall self evaluation. It further explains how social identity in the work place may influence individual outcomes such as organizational citizenship, satisfaction and job involvement depending on the strength of the attitude.
Jain, et al. (2009) investigated the role of work locus of control (WLOC) as a moderator of the relationship between employee wellbeing and organizational commitment. The results of the study suggested that wellbeing is negatively related to conditional continuance commitment, whereby employees consider the advantages associated with continued participation and costs associated with leaving, and normative commitment, whereby employees feel they have moral obligations to remain with the organization. The presence of an external WLOC has a positive impact on the relationship. Wellbeing, as represented by a hassle-free existence, predicts positive affective commitment with a particular organization, and internal WLOC as represented by effort influences the relationship negatively.

Laschinger, et al. (2009) investigated the impact of unit Leadership and empowerment on nurses' organizational commitment. Collected data from 3,156 nurses in 217 hospitals. The study found that there are significant individual and contextual effects on nurses' organizational commitment. Both unit-level leader-member exchange quality and structural empowerment had significant direct effects on individual-level psychological empowerment and organizational commitment. Psychological empowerment mediated the relationship between core self-evaluations and organizational commitment at the individual level of analysis.

Uygu & Kilic (2009) studied the level of organizational commitment and the job involvement of the personnel at Central Organization of Ministry of Health in Turkey. 210 subjects, selected randomly, were distributed the questionnaire forms. Of the questionnaires, 180 of them (86%) returned and 168 of them were regarded valid and acceptable and analyzed. A moderate positive correlation was found out between organizational commitment and job involvement (r=0.44). In the light of this, there is a significant correlation between organizational commitment and job involvement, though not very strong.
Ouyang (2009) conducted a study to explore the causal relationship among the job uncertainty, job involvement, job stress, and job performance of banking service personnel under the economic depression. Three hundred and sixty-three effective surveys were received from banking service personnel. The empirical results found that job instability of banking service personnel has negative influences on job performance and job involvement. However, job instability has a significant positive influence on job stress. Job stress has a positive influence on job involvement and job performance. Job involvement has a positive influence on job performance. The mediating effects of job stress and job involvement can positively influence job performance. Out of these, the most important factor on job performance is job involvement and the second factor is job stress.

Michael, et al. (2009) conducted a study to examine the impact of job stress on the organizational commitment of a random, representative sample of coordinators in the Israeli educational mentoring organization PMP. The findings revealed that stress hinders the coordinators' sense of emotional commitment. As the stress level rises, the coordinators' sense of belonging decreases. Another finding was that the stress in the coordinators' job does not influence their overall continuance commitment. Strong continuance commitment was found in two categories: role expectations that were not compatible with the role requirements, and the second, unwillingness to leave the job in the middle of the year. In addition, the research indicated that job stress is not related to the PMP coordinators' normative commitment. They felt loyalty to the organization based on the faith that this work is the right thing to do.

Eby, et al. (2010) studied motivational bases of affective organizational commitment. Results suggested that intrinsic motivation is a partial mediator of the
relationship between several exogenous variables (job characteristics and work context variables) and work attitudes (affective organizational commitment and general job satisfaction). In addition, affective commitment and general job satisfaction are related to turnover behavior, whereas only affective commitment is related to absenteeism

Ipek (2010) conducted a study to describe organizational culture and commitment and to predict organizational commitment from organizational culture in Turkish primary schools. The data were collected from 415 primary teachers. The relationships between organizational culture and commitment perceptions were investigated through the regression analysis to predict the organizational commitment perceptions of primary teachers from their organizational culture perceptions. The study results revealed that primary school teachers perceived all four organizational culture dimensions at moderate levels, but they particularly perceived organizational commitment at internalization and identification levels.

Stites & Michael (2011) investigated the relationship between employee perceptions of CSP and organizational commitment in a manufacturing industry setting. Survey data were collected from 136 production employees at three kitchen cabinet manufacturers in the United States. The results of the study show that both community-related and environmentally-related CSP are positively related to organizational commitment.

Razak et al.(2011) examined the relationship between work overload and job involvement with the two dimensions of work-family conflict [work interference with family (WIF) and family interference with work (FIW)]. The sample comprised of 391 local doctors working full-time in nineteen public hospitals in Peninsular Malaysia. Statistical results using regression analysis indicated that work overload
was positively related to both work interference with family (WIF) and family interference with work (FIW). On the other hand, job involvement was found to have no significant impact on the two forms of work-family conflict.

Tatlah, et al. (2011) investigated the relationship between leadership behaviors and organizational commitment (OC). Data were obtained from 150 individuals. Results indicated that over all leadership behavior and organizational commitment of educational professionals have a strong positive correlation. A significant effect of leadership behavior on organizational commitment was also found through regression analysis. Moreover, it was found that initiation structure pattern of leadership behavior is negatively related to Affiliation commitment while positively with exchange commitment; however, this has no relationship with Identification commitment. While consideration pattern of the leadership behavior is strongly correlated with Identification commitment, a dimension of OC, further it was concluded that this has not any relationship with affiliation and exchange commitment dimensions of OC.

Khan et al. (2011) conducted a study which highlights the effect of job involvement on three types of commitments i.e. affective commitment, Continuance commitment and normative commitment. Data was collected from 211 employees of 11 different organizations and analysis revealed that job involvement has positive impact on three types of commitments. Overall study proved the significance of job involvement with employee commitment. This clearly indicates that those organizations that have job involvement culture, their employees are more committed with organization than those organizations who do not involve their employees.

Newman & Sheikh (2012) assessed how the cultural value orientations of individual employees moderate their attitudinal responses to different categories of
organizational rewards. Data were obtained from a sample of 290 employees of a major Chinese airline company. Employees high in traditionality were found to exhibit higher levels of affective commitment when autonomy and satisfaction with supervision was low. When autonomy and satisfaction with supervision were high, employees low in traditionality exhibited higher levels of emotional attachment to the organization.

Omoniyi & Adedapo, (2012) investigated the relationship among job involvement, organizational commitment and job performance of the educational resource centre personnel in Oyo state, Nigeria. Seventy-eight educational resource centre personnel were purposively sampled in all the thirty-three local government areas of Oyo state made up of 25 males and 53 females. Results showed that job involvement and age were correlated with job performance. The implications of these findings for educational managers, head teachers and ministries of education were discussed. It was suggested that to develop a more job involving, and organizationally committed employees systems, educational resource centre should be more stimulating and challenging to the personnel by providing required facilities for efficient performance.

Gilkar & Darzi (2012) made an effort to study the influence of job involvement and sense of participation on employees’ job satisfaction. The objective for this study is to explore the possible influence of the aforesaid parameters on job satisfaction. This study found that job involvement, sense of participation and job satisfaction are positively correlated. Job satisfaction of high involved and high participating subjects is significantly higher than low involved and low participating subjects on all dimensions of job satisfaction.
Shaarbafchizadeh (2013) investigated the relation between spiritual leadership and job involvement of employees in the selected hospitals located in Isfahan. This study was descriptive–analytical and was conducted in 7 hospitals of Isfahan in 2010. The instrument used was a valid and reliable questionnaire consisting of three parts of demographic data, spiritual leadership questionnaire, and job involvement. Data was analyzed by SPSS .18 and analytical and descriptive statistics (t-test, ANOVA and Pearson correlation) were performed. Results showed that the average score of spiritual leadership and job involvement in entire hospital cases were more than 3. There was a direct correlation between spiritual leadership and job involvement. Also there was a significant relation between the staff work experience and the two studied components. According to the results, it is recommended that organizations authorities involved in health issue provide conditions in addition to focusing on various aspects of spiritual leadership so that the health community rights and especially the staff of this sector be respected and have a sense of job security so that more improvement of job commitment and job involvement be provided for people by enjoying social supports.

Dhanesha (2013) conducted a psychological study of Job involvement among B.S.N.L. employees." The sample was consisted of 480 employees of Rajkot district. Two variables were taken, namely, Education and Types of Job. The Job Involvement Scale was used to measure involvement of the employees. The study found that there is a significant mean difference between educations of employees with reference to their job involvement and there is no significant mean difference between types of job of employees with reference to their job involvement.

Tharmalingam & Bhatti (2014) investigated the relationship between job involvement, role ambiguity, job demand, social support and work-family conflict.
among the administrative staff in University Utara Malaysia (UUM), Kedah, Malaysia. Two hundred (200) questionnaires were administered to administrative staff in the University. The regression analysis was used to analyze the data and the results show that Work-Family Conflict is negative and significantly influence Job involvement and Social Support, while positively related with Job demand. However, moderating effect of social support was found to be significant among Job involvement, Role ambiguity and Job demand.

Khalid et al. (2014) studied the effects of job involvement and workers commitment on organizational performance in Middle East countries. Findings of the study reveal significant positive relationship between job involvements, employee’s commitment and organizational productivity. The study concludes clearly indicate that organizations with high job involvement and employees’ commitment are performing well than organizations with little job involvement and low employees’ commitment

Ravangard (2014) conducted a study to determine the level of nurses’ job involvement and its association with their personality traits in teaching hospitals affiliated to Shiraz University of Medical Sciences. This was an applied, cross-sectional and analytical-descriptive study. A sample of 110 nurses was determined using a multi-stage sampling method including cluster sampling, stratified sampling proportional to size, and simple random sampling methods. The results showed that the studied nurses' personality traits and job involvement were moderate. Moreover, the results of the multiple linear regression indicated that the studied nurses' job involvement had significant and positive associations only with achievement orientation (P < 0.001) and being formal and official nurses (P = 0.034).According to the results of the present study and to increase employees' job involvement, hospital
administrators should establish an equitable employee performance system and provide appropriate rewards and incentives, adequate career advancement and job promotion opportunities, opportunities for making mistakes and learning from those mistakes for employees and providing a greater job security for contract employees.

Poongavanam (2014) analyzed the impact of job involvement on personal variables and job related factors on bank employees. From the study he job involvement is found to be at similar level between male and female employees in private sector banks. On the other hand, the job involvement of unmarried employee group is more than that of married employees. “there is no significant influence of personal variables on job involvement” is accepted except age. the job involvement tends to decline with increase in the level of monthly income. In private sector banks, the job involvement of the employees with more years of experience (11-15 years and above 15 years) in present position as well as in banks is found to be less compared to the job involvement of the employee group with lesser experience.. The low and high job involvement of public sector bank employees is significantly associated with job oriented factors such as designation, income, experience in present position and bank experience. In respect of the other factors, there is no any association with job involvement. It is concluded that the job involvement among public sector bank employees is independent of their designation, monthly income, experience in present position, experience in bank and nature of work.

2.3 Psychological well-being

Bradburn (1969) classic work on the structure of psychological well-being provided the initial distinction between positive and negative affect. The study found that certain macro level social changes (e.g., changes in education levels, employment
patterns, urbanization, or political tensions) affected the life situations of individual citizens and, in turn, their sense of psychological well-being.

Ryff (1989) developed a multidimensional model of well-being called psychological well-being, which includes 6 dimensions: positive relations with others, environmental mastery, self-acceptance, autonomy, personal growth, and purpose in life. These six dimensions define Ryff’s conceptualization of psychological well-being both theoretically and operationally, and they identify what promotes effective mastery of life and emotional and physical health.

Ryff (1989) examined the exploration on the meaning of psychological well-being. Three hundred and twenty-one men and women, divided among young, middle-aged, and older adults, rated themselves on these measures along with six instruments prominent in earlier studies (i.e., affect balance, life satisfaction, self-esteem, morale, locus of control, depression). Results revealed that positive relations with others, autonomy, purpose in life, and personal growth were not strongly tied to prior assessment indexes, thereby supporting the claim that key aspects of positive functioning have not been represented in the empirical arena. Furthermore, age profiles revealed a more differentiated pattern of well-being than is evident in prior research.

In a very intensive research done by (Diener, et al., 1993) and his colleagues, people who score high in psychological well-being later earn high income and perform better at work than people who score low in well-being. It is also found to be related to physical health. In addition, it is often noticed that what a society measures will in turn influence the things that it seeks. If a society takes great effort to measure productivity, people in the society are likely to focus more on it and sometimes even to the detriment of other values. If a society regularly assesses well-being, people will
provide their attention on it and learn more about its causes. Psychological well-being is therefore valuable not only because it assesses well-being more directly but it has beneficial consequences.

Judge & Watanabe (1993) found in his study that job satisfaction and employees psychological well-being (PWB) effect mutually. Happiness became the most popular index to measure job satisfaction in the early research of organization management (Wright et al., 2007). Some scholars think happiness is equal to PWB (Diener, 1984); however, Wright & Cropanzano (2000) stated that the content of PWB is broader than happiness. Wright et al., (2007) defined psychological well-being “has significant cognitive and affective components, PWB is primarily an effective or emotional experience”. Job-satisfaction could forecast job performance effectively (Judge et al., 2001). Employees’ psychological well-being as a factor affect job-satisfaction becomes an important and essential research aspect to how to improve job-performance.

Riipinen (1997) conducted a study, in this study; a differentiation was made between job involvement based on need congruence and the resulting need fulfillment in one's job and job involvement not based on this concept. Participants were 383 women and 50 men. Job involvement based on need congruence was related to a high level of well-being. Job involvement not based on need congruence was independent from well-being or was negatively related to it. The mean levels of the two kinds of involvement were equal. Results suggest that job involvement is related to well-being only if the constructs are based on equal processes, that is, on need congruence in one's job.

Wright & Russel (2000) conducted study about psychological well-being and job satisfaction as predictors of job performance. The happy–productive worker
hypothesis has most often been examined in organizational research by correlating job satisfaction to performance. This research has expanded this to include measures of psychological well-being. However, to date, no field research has provided a comparative test of the relative contribution of job satisfaction and psychological well-being as predictors of employee performance. The study found that psychological well-being, but not job satisfaction, was predictive of job performance for 47 human services workers. And further the study sated that Psychological well being leads to better job satisfaction. Hence this study proved that happy workers are more productive in nature.

Zangmo (2000) conducted a survey in Bhutan to find the indicators of well being. From the study it’s found that financial security was reported to be the most frequently stated factor of happiness. Further it’s revealed that the respondents seem to be highly satisfied with family relationships. Good family relationship is a determinant of happiness, and such relations are sustained not necessarily when we have more money, but when we have better values and intentions. Stress is highly associated with ill-being. The 5% of the population who is reported to be very stressful requires attention. They comprise of farmers and housewives with long working hours. In the present study almost all the respondents stated to be spiritual and findings also suggest that spirituality is related to higher level of psychological well-being. However, prayer recitation, consideration of karmic effects and aspects such as discussion of spiritual issues was observed to be low. There are some general tendencies amongst respondents who are female and single parents to have a lower psychological well-being.

Grebner et al., (2003) did a comparison of 234 call centre agents with 572 workers in traditional jobs with long lasting training revealed lower job control and
task complexity/variety and higher uncertainty among call agents. However, time pressure, concentration demands, and work interruptions were lower in call agents. Within the call agent sample, controlling for negative affectivity and other working conditions, job control predicted intention to quit, and job complexity/variety predicted job satisfaction and affective commitment. Social stressors and task-related stressors predicted uniquely indicators of well-being and job-related attitudes. Results indicate that strong division of labor may be a rather general phenomenon in call centers. Therefore, working conditions of call agents require a redesign by means of job enrichment or—better organization development. Moreover, measures of social stressors and emotional dissonance should be integrated routinely into stress related job analyses in service jobs. In sum, the study shows, once again, the tendency for a strong division of labor in call agent jobs, and it documents again the relationship of these work characteristics with lower levels of well-being and impaired job-related attitudes. This calls for efforts to redesign such jobs, yielding more autonomy, variety, and complexity for instance by job enrichment. At the same time, our data show comparatively low levels in terms of task-related stressors, indicating that job design in the organization we investigated acts more strongly on stressors, and this is, in our sample, in a positive direction. Furthermore, our study shows relationships between complexity and variety, control, and task-related stressors on well-being and intention to quit. It replicates findings that emotional dissonance is a stress factor in its own right. Moreover, it suggests that social stressors should be measured on a regular basis in addition to task-related stressors.

Grant et al., (2007) summarized three dimensions to explain well-being through reviewing various research results from psychologists and sociologists; the three dimensions are psychological, physical and social. The psychological dimension
contains satisfaction, self-respect, personal growth, purpose in life, environmental mastery and autonomy (Keyes et al., 2000; Grant et al., 2007). The physical dimensions contain nourishment, shelter, health care, clothing, and mobility (Grant et al., 2007). The social dimensions comprise participating in the community, being accepted in public, social actualization, social contribution, social coherence and social integration (Keyes et al., 2000; Grant et al., 2007).

Garcia & Siddiqui (2009) found that environmental mastery was higher among self-fulfilling individuals as compared to all other profiles. An important observation is also that high and low affective groups differed from each other in psychological well-being dimensions associated to agentic values (e.g., high affectives reported higher personal growth than low affectives) not to those dimensions associated to communal values (i.e., positive relations with others). Purpose in life and personal growth are, indeed, distinctive to the other psychological well-being dimensions that is, the pursuit of one's true potential or one's great life questions may at times not bring positive emotions and might distort the balance or status quo in one's life. In most of the dimensions, however, the high and low affective individuals showed higher levels than the self-destructive.

Srimati & Kiran (2010) examined the level of psychological well being among working women in different professions. A total of 325 women working in different organizations – industries, hospitals, banks, educational institutions and in call centers/BPOs were randomly selected. They were administered Carol Ryff’s Medium Form of Psychological Well Being Scale. Results revealed that women employees working in industries had least psychological well being in all the sub factors and total psychological well being scores, followed by women working in health organizations. Women employees working in banks had medium level of psychological well being
scores. Women teachers had highest total Psychological Well Being scores and also in the entire sub factors of Psychological Well Being. Each subscale of PWB is correlated significantly and positively with rest of the sub scales.

Joshi (2010) conducted a study of subjective well-being among male and female employees in IT industry. This study was descriptive in nature whereby an attempt is made to compare the level of subjective well-being among male and female employees in IT industry with the help of two questionnaires (Satisfaction with Life Scale and Positive Affectivity and Negative Affectivity Scale) and utilizing the survey technique. Subjective well-being is statistically analyzed by means, standard deviations, and t-ratio. The study shows that gender is not a determinant of subjective well-being, and both males and females perceive subjective well-being or evaluate their lives in a similar way. The level of life satisfaction among male and female IT employees is not comparable and there existed significant gender difference in the level of life satisfaction. The level of positive affectivity and negative affectivity among male and female IT employees was comparable and there exists no significant gender difference in the level of positive affectivity.

Bravo & Figueroa (2011) conducted a study to identify the relationship between Job Satisfaction, Psychological Well-being and Perceived Organizational Support amongst prison officials. 190 employees working in state facilities and privately-run prisons were evaluated. Main results depict a positive and significant connection between job satisfaction, psychological well-being and perceived organizational support, in such a way that those employees satisfied with their jobs tend to feel better psychologically and perceive support from their organizations. Furthermore, there were no significant differences found between officials in different facilities, concerning the study variables. Regarding socio-demographic figures, the
study showed certain differences between genders as far as job satisfaction and psychological well-being are concerned, whereas there were no differences found between employees in different units. A close connection between job satisfaction and psychological well-being has been detected, by means of which individuals who feel satisfied with their job tend to feel good psychologically. This behavior can be clearly noticed in the research results, due to the fact that whenever differences were found in the sample regarding job satisfaction, they were also found concerning psychological well-being.

Mansoor et al., (2011) conducted a study to assess subjective and psychological wellbeing correlates of teacher burnout. To achieve this, a cross-sectional randomized survey that targeted teachers in public schools in the Eastern Cape, South Africa was used. The main outcome variable was teacher burnout as indexed in measures of depersonalization and emotional exhaustion. Correlation and hierarchical regression analyses were conducted to identify significant predictors of teacher depersonalization and emotional exhaustion. Results reveal measures of subjective and psychological wellbeing added significantly to the explained variance in teachers’ feelings of depersonalization and emotional exhaustion. The current study suggests that indicators of subjective and psychological wellbeing can be evaluated for inclusion in burnout prevention interventions in teachers.

Akintayo (2012) investigated the impact of occupational stress on psychological well-being and workers’ behavior in manufacturing industries in South-West Nigeria. This was for the purpose of ascertaining the relationship among occupational stress, psychological well-being and workers’ behavior. A total number of 435 respondents were selected for the study using proportionate purposive sampling technique. The four hypotheses generated for the study were tested using
Person Product Moment Correlation and t test statistical methods. The finding of the study revealed that there was a significant influence of occupational stress on psychological wellbeing of the respondents. Also there was a significant influence of occupational stress on workers` behavior (job satisfaction, job commitment and compliance to organizational control). A significant difference was not found in the perception of male and female respondents on the influence of occupational stress on their psychological well-being.

Garcia & Archer (2012) found that among Swedish adolescents, psychological well-being, and especially the self-acceptance and environmental mastery dimensions, strongly relate to high levels of positive affect and life satisfaction.

Dirzyte (2013) conducted a study on well being at work. This study analysis the current research trends on psychological constructs related to well being at work. It aimed to identify psychological factors that were found to be related to well being at work: job satisfaction, organizational commitment, psychological capital, personality traits, constructive thinking. This study confirmed that job satisfaction, organizational commitment and positive psychological capital are related constructs.

2.4 Resilience

As prior studies indicate, the majority of resilience research has been conducted with children and adolescents, with the focus more recently shifting to the elderly, due to the increased aging population. However, the study of resilience in middle adulthood remains seriously lacking (Bonanno, 2004; Ryff et al., 1998; Staudinger et al., 1995).
According to Mc Grath et al., (2003) the nature of nurses job dealing with death and dying, lack of employees support, work overload, relationships with other professionals, inadequate resources, and work-home conflict leads to stressful work environment. Hence, public hospital nurses who are high in resilience are likely to be adaptive to change, creative, and persistent in dealing with workplace adversity, resulting in engaging in a favorable attitude in the work.

According to Riley (2004) resilience has strong and significant relationships with a pattern of traits that support high functioning in a demanding and stressful profession with a high risk of burn-out.

Luthans et al., (2006) state that people can learn ways to become more resilient, for example, by practising techniques that help them stay in the present, work on the problem at hand, and keep things in perspective. Newman (1975) suggests that building resilience is a personalized process and that one individual’s strategy for building resilience may be different from another’s. Bonnano (2004) also suggests that there are multiple pathways to resilience. Furthermore, Luthar et al. (2000) argue that resilience is not a static state, but can fluctuate as changes during the lifespan see the emergence of new vulnerabilities and strengths, and that resilience can be achieved at any point in the life cycle.

Connor & Zhang (2006) state that resilience varies with context, time, age, gender, and cultural origin, and is modifiable. In addition, individuals may display resilience in some areas of functioning (such as work), but not others (e.g. relationships) (Connor & Davidson, 2003). Recent research on resilience in the elderly by Hardy et al. (2004) found older men to be more resilient than older women.

Block & Block (1996) had investigated the relationship between resilience and work engagement. This study conducted among female school principals and found
that principals with high personal resources which include resilience, self-efficacy and optimism scored highest in work engagement.

Youssef (2007) examined the impact that the selected positive psychological resource capacities of hope, optimism, and resilience have on desired work-related employee outcomes. These outcomes include performance, job satisfaction, work happiness, and organizational commitment. The findings generally support that employees’ positive psychological resource capacities relate to, and contribute unique variance to, the outcomes. However, hope, and, to a lesser extent, optimism and resilience, do differentially contribute to the various outcomes. Utility analysis supports the practical implications of the study results.

Smitha et al., (2010) examined resilience, as the ability to bounce back from stress, in predicting health-related measures when controlling for other positive characteristics and resources. The study assessed resilience, optimism, social support, mood clarity, spirituality, purpose in life, and health-related measures in two large undergraduate samples. Results shows that resilience was related to both health-related measures (less negative affect and more positive affect) when controlling for demographics and other positive characteristics. Further, resilience was related to all four health-related measures (less negative affect, more positive affect, less physical symptoms, and less perceived stress) when controlling for the other variables. None of the other positive characteristics were related to more than three of the six possible health-related measures when controlling for the other variables.

Stevenson et al., (2011) conducted a study to describe attitudes to work and job satisfaction among Australian primary care practitioners who have worked for more than 5 years in areas of social disadvantage. Semi-structured interviews were conducted with 15 primary health care practitioners working in Aboriginal health,
prisons, drug and alcohol medicine, or youth and refugee health. The interviews explored attitudes towards work and professional satisfaction, and strategies to promote resilience. Result shows that all doctors were motivated by the belief that helping a disadvantaged population is the ‘right thing’ to do. They were sustained by a deep appreciation and respect for the population they served, an intellectual engagement with the work itself, and the ability to control their own working hours (often by working part-time in the field of interest). In their clinical work, they recognized and celebrated small gains and were not overwhelmed by the larger context of social disadvantage. Hence this study revealed that if organizations want to increase the numbers of medical staff or increase the work commitment of staff in areas of social disadvantage, they should consider supporting doctors to work part-time, allowing experienced doctors to mentor them to model these patient-appreciative approaches, and reinforcing, for novice doctors, the personal and intellectual pleasures of working in these fields.

Cloninger & Zohar (2011) stated that maturity and experience is relevant to individuals who choose to undertake challenging work. People such as doctors who are holding their work experiences as meaningful and purposeful are better resilient and able to cope and make the most of any life circumstance.

Souri & Hasanirad (2011) discovered that resilience was predictor of PWB and optimism played a mediating role in the relationship between resilience and PWB. As reported by Fredrickson (2001), the main assumption is that resilience was effective in improving individuals’ psychological well-being.

McCannet et al. (2013) did a review of recent literature regarding the resilience in the health professions. From this review of literature it’s found that all health professions face numerous stressors within their clinical practice, including
time pressures, workload, multiple roles and emotional issues. Frequent workplace stress can impact on the physical and mental wellbeing of health professionals and result in burnout and, in some cases, traumatic stress-like symptoms. These outcomes can impact not only on the wellbeing of health professionals but also on their ability to practice effectively. It is therefore imperative that a preventive approach is adopted. Developing resilience-promoting environments within the health professions can be explored as a means to reduce negative, and increase positive, outcomes of stress in health professionals. This literature review seeks to elucidate the processes and characteristics (both individual and contextual) that enhance resilience in the health professions. It explores relevant literature from five health professions (nursing, social work, psychology, counselling and medicine) to identify the individual and contextual resilience-enhancing qualities of each profession. Commonalities and differences between the disciplines are identified in order to arrive at a definitive explanation of resilience across health professions.

Cooke et al. (2013) conducted a survey of resilience, burnout, and tolerance of uncertainty in Australian general practitioners. The objective of this study was to measure resilience, burnout, compassion satisfaction, personal meaning in patient care and intolerance of uncertainty in Australian general practice (GP) registrars. Fourteen percent of registrars were found to be at risk of burnout. Secondary traumatic stress, general intolerance of uncertainty, anxiety due to clinical uncertainty and reluctance to disclose uncertainty to patients were associated with being at higher risk of burnout, but sex, age, practice location, training duration, years since graduation, and reluctance to disclose uncertainty to physicians were not. Only ten percent of registrars had high resilience scores. Resilience was positively associated with compassion satisfaction and personal meaning in patient care. Resilience was
negatively associated with burnout, secondary traumatic stress, inhibitory anxiety, general intolerance to uncertainty, concern about bad outcomes and reluctance to disclose uncertainty to patients.

Othman & Ghazali (2013) examined the relationship between resilience and work engagement. The sample comprised of 305 staff nurses working in two public hospitals in Peninsular Malaysia. Statistical results using regression analysis indicated that resilience was positively related to work engagement. Findings revealed that resilience was a significant predictor of work engagement.

Diann et al., (2013) examined the relationship of resilience to personality traits and resilience in doctors in order to identify the key traits that promote or impair resilience. Methods. A cross sectional cohort of 479 family practitioners in practice across Australia was studied. Results shows a strong to medium positive correlations were found between Resilience and Self-directedness, Persistence, and Cooperativeness and negative with Harm Avoidance. Individual differences in personality explained 39% of the variance in resilience. The three traits which contributed significantly to this variance were Self-directedness, Persistence and Harm Avoidance. Resilience was associated with a personality trait pattern that is mature, responsible, optimistic, persevering, and cooperative. Findings support the inclusion of resilience as a component of optimal functioning and well being in doctors. Strategies for enhancing resilience should consider the key traits that drive or impair it.

Yi Lian, & Lian Tam (2014) studied about the work stress, copying strategies, and resilience among working females. The present study has been conducted in Malaysian working female population. The study found that resilience enhancing effective coping strategies to assist the working females to thrive and sustain
satisfying careers in their work environment. Those who have high resilience, copying stress with more constructive copying strategies.

The literature is clear about the importance of having high levels of resilience in stressful, harsh or uncertain environments all of which are common in medical practice. The strong significant associations between resilience and certain personality traits are in agreement with literature on their association with well being (Schmutte & Ryff, 1997; Ryan & Deci, 2000) which is primarily related to high Self directedness, Cooperativeness and Persistence. Only Harm Avoidance is not as strongly associated with well being and is congruent with our finding of its negative correlation with resilience and every other trait.