

Eudaimonic well-being among bank employees in Puducherry

Dr. T. SUNITHA¹, T. NALINIDEVI²

¹Assistant Professor, Department of Business Administration,
Ponmana Chemmal Puratchi Thalaivar MGR Govt Arts and Science College Puthur, Sirkali
²Research Scholar, Department of Business Administration, Annamalai University
Annamalai Nagar, Chidambaram-608002, Tamil Nadu, India

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ABSTRACT

The notion of eudaimonia is based on Nicomachean Ethics proposed in the fourth century by Aristotle. Eudaimonia refers to living a virtuous life embedded in values. Individuals tend to have untapped potential which they tend to realize when they strive toward perfection. Eudaimonia is derived from the Greek words eu and daimon which refer to good and spirit respectively. The basic idea of Eudaimonia is that by maximising potential and reaching personal excellence through a virtuous route an individual may strive to be oneself and is defined as the action of the soul in accordance with virtue. Eudaimonia has now emerged as the byword in happiness and well-being research. As stated by Johnston (1997), the distinction of the human being is to be associated with development focussed on a final achievement of one's exact and greatest nature. Ryan & Deci (2001) through their consolidative review distilled the field of well-being as one related to life satisfaction (hedonia) and the other focussed on human potentials (Eudaimonia). Waterman (1990; 1993), hinted that the daimon is contained of exceptional and collective potentials which when built through quest of personally expressive actions, encourage a feeling of eudaimonic well-being. As put aptly by Waterman, 1993 eudaimonic well-being emphasises on individual development and the comprehension of capabilities.

Well being is necessary if one is to be successful in the work they do. Henderson et al (2013) found well-being to increase and psychological distress to reduce because of growing hedonic and eudaimonic behaviours. As stated by Clark, Frijters, & Shields (2008) the functional features of well-being were captured by eudaimonia, and hence indicators of subjective well-being need to be complemented with eudaimonic well-being pointers. Hence eudaimonic well being helps personnel to function better as team member in addition to providing them individual satisfaction. Ryff & Singer, (1998) argued that Eudaimonic well-being based on Psychological Well-Being theory comprises of six constructs purpose in life, relatedness, self-acceptance, personal growth, autonomy, and environmental mastery,

Huta (2015) defined eudaimonia and hedonia basically as orientations, where people selected their way of life preferably directly compared to their experiences or functioning, and the consequence of their style of living was well-being. Schueller & Seligman (2010) identified that eudaimonic pursuits emphasize on achieving a better person by leading a life of virtue and in turn reaching important goals Bakker (2011) said that happiness helps personnel to accomplish better in their workplace by improving their fulfilment and commitment. Employees who were happy were found more productive employees of organizations. (Quick 2004; Rego & Cunha, 2008), Norton, (1976) stated that a life lived of scrutiny and virtue, based on the individuals intrinsic nature which means being true to one's daimon can lead to wellbeing. Hemavathi & Justus (2023) found that post COVID-19 pandemic, employees shared a higher preference for flexibility and accentuated the need for eudaimonic well-being and

hence it became pertinent on the organization to provide flexibility as well as perks that could match right people with matching jobs. Justus & Ramesh (2005) identified trust, pride, personal safety and camaraderie as key factors that favoured employee engagement in the different industries. Fatyandri & Zidane (2024) felt that eudaimonic well-being helps foster positive morale, increase productivity, and result in better overall performance. Csikszentmihalyi (1997); McGregor and Little (1998) found that the effort to overcome hurdles was associated with eudaimonic well-being in a positive manner. Tiberius (2013) stated that eudaimonic well-being is meant to echo essentials of a moral life that extends yonder pleasing affect and satisfaction in life. Bartels et al. (2019) described the employee eudaimonic workplace well-being as the subjective assessment of an employee in the workplace and it is particularly relevant to the development and ability of the employee to perform effectively. Justus, Ramesh & Sunitha (2010) found that organizations should ensure that employees should have an own house mentality about their work place, found that retention was easier when employees were satisfied and content elements of the job needed to be strengthened to improve job satisfaction.

Need for the study

Bartels et al., (2019) found that there is inadequate research on the aspects affecting eudaimonic well-being in the workplace scenario. The study on eudaimonic well-being has not been conducted in India and it was found appropriate that such a study can add value to the existing database on eudaimonic well-being.

Methodology

A comprehensive questionnaire was designed to collect data from the sample respondents. Based on the variables selected, a well-structured questionnaire was designed to measure the influence of eudaimonic well-being of bank employees towards extra-role performance. A total of 100 bank employees were chosen based on convenience sampling technique.

Variable Name	Dimensions	No. of items	Author
Eudaimonic well-being workplace	Intrapersonal well-being	4	Bartels, et al. 2019
	Positive Relation with Co-workers	14	
	autonomy	4	Czrew, 2017
	Personal growth	12	
	Purpose in life	8	
	Development	9	

The researcher designed a eudaimonic work place well-being tool with 55 statements which are subjected to factor analysis. The results of this factor analysis are presented in table below

KMO	0.901
Chi-Square	54905.395
df	1485
p-Value	0.001

Table 3: Dimensions of Eudaimonic Work Place Well-Being Extraction Method: Principal Component Analysis. Rotation Method: Varimax

Factor analysis is carried out with 55 statements of eudaimonic work place well-being tool. From the table it can be seen that the KMO value is 0.901. Also, it is statistically significant at a percentage level. It can be seen from the above table that all

the 55 statements are normally distributed. These 55 statements based on can be seen from the above table that the 55 statements related to eudaimonic work place well-being have a variation of 31.264 to 2.543 percent. It can be seen from the table that the 55 statements related to Eudaimonic well-being have a cumulative variance of 31.264 to 88.280 percent. Finally, the 55 statements related to eudaimonic work place well-being were reduced to six factors. These six factors are given in table 3.2 along with their factor loadings. The six factors are named as ‘personal growth’, ‘positive relation with co-workers’, ‘development’, ‘purpose in life’, ‘autonomy’ and ‘intrapersonal well- being’.

	Components of Eudaimonic Well-Being	Dimensions	Loadings
EWB 13	My bank is a positive workplace	Personal growth	0.978
EWB 17	I am proud of my bank		0.975
EWB 14	I agree with the operating manner of the bank I work for		0.975
EWB 23	I feel a sense of respect in the society		0.969
EWB 21	I am strongly connected with the bank that I work for		0.966
EWB 18	The bank that I work for has been raked as top notch in ratings		0.965
EWB 16	my work makes sense because of balanced work load		0.965
EWB 15	The transparency of rules in my bank is really making my work easier		0.961
EWB 19	My superior is ready to help me if I need it		0.956
EWB 24	I get a good salary compared to other jobs that I could have got in		0.953
EWB 20	I have a feeling that in my bank every employee is important		0.953
EWB 21	I am strongly connected with the bank that I work for		0.944
EWB 22	My superiors appreciate my work		0.943
EWB 26	I see my bank as a community, which I am a part of		0.937
EWB 36	I feel that others want to work with me	Positive Relation with Co-workers	0.985
EWB 37	In my work, I generally meet people similar to me, with whom I get along well		0.984
EWB 38	In case of problems at work, I can count on the support of the people with whom I work		0.969

EWB 28	I can rely on co-workers		0.963
EWB 29	I feel that with the other employees of my bank we create a coherent team		0.962
EWB 32	The atmosphere at my work is welcoming and friendly		0.961
EWB 33	I trust my co-workers		0.956
EWB 34	Me and my colleagues have similar goals		0.950
EWB 31	I believe I am liked and accepted at work		0.947
EWB 27	I get along well with co-workers		0.947
EWB 30	I have a good relationship with co-workers		0.940
EWB 35	I think that my colleagues and I are guided by similar values		0.913
EWB 51	My job allows me to have a clear career path	Development	0.930
EWB 52	My job matches with my innate skills		0.926
EWB 47	I feel that the work I do is important		0.913
EWB 48	I think that the work I am doing is interesting		0.913
EWB 54	I have the ability to continuously improve my competence		0.904
EWB 55	I feel a sense of virtue in the way I do my work		0.900
EWB 50	I believe that the position on which I work is adequate to my skills		0.897
EWB 53	I think I get regular promotions		0.884
EWB 49	Through my work I learned many valuable things		0.867
EWB 43	I feel my work in the bank should be useful to the community as a whole		Purpose in life
EWB 44	I believe that my bank needs my competence to operate	0.949	
EWB 45	I am an important part of my bank	0.932	
EWB 39	I wish to be part of the CSR initiatives of the bank	0.931	
EWB 40	I know that my work is an important element in the operation of my bank	0.931	
EWB 42	Thanks to my work, my bank has achieved measurable benefits	0.928	

EWB 46	I think that what I do for the bank is important		0.927
EWB 41	I feel that through my work the bank can pursue their goals		0.927
EWB 3	I am responsible for the decisions made by me	Autonomy	0.813
EWB 4	I feel that my work is appreciated		0.810
EWB1	I am being given the liberty to take decisions		0.782
EWB 2	I do not find others interrupting my flow of work		0.774
EWB 11	My work is very important to me		0.824
EWB 12	I feel I am able to continually develop as a person in my job	Intrapersonal well being	0.758
EWB 11	My work provides me an identity		0.734
EWB 12	I feel I am relaxed when I am in my job		0.675

Eigen values	17.195	11.990	9.735	4.989	3.246	1.399
% of Variance	31.264	21.800	17.700	9.071	5.902	2.543
Cumulative %	31.264	53.064	70.764	79.835	85.737	88.280

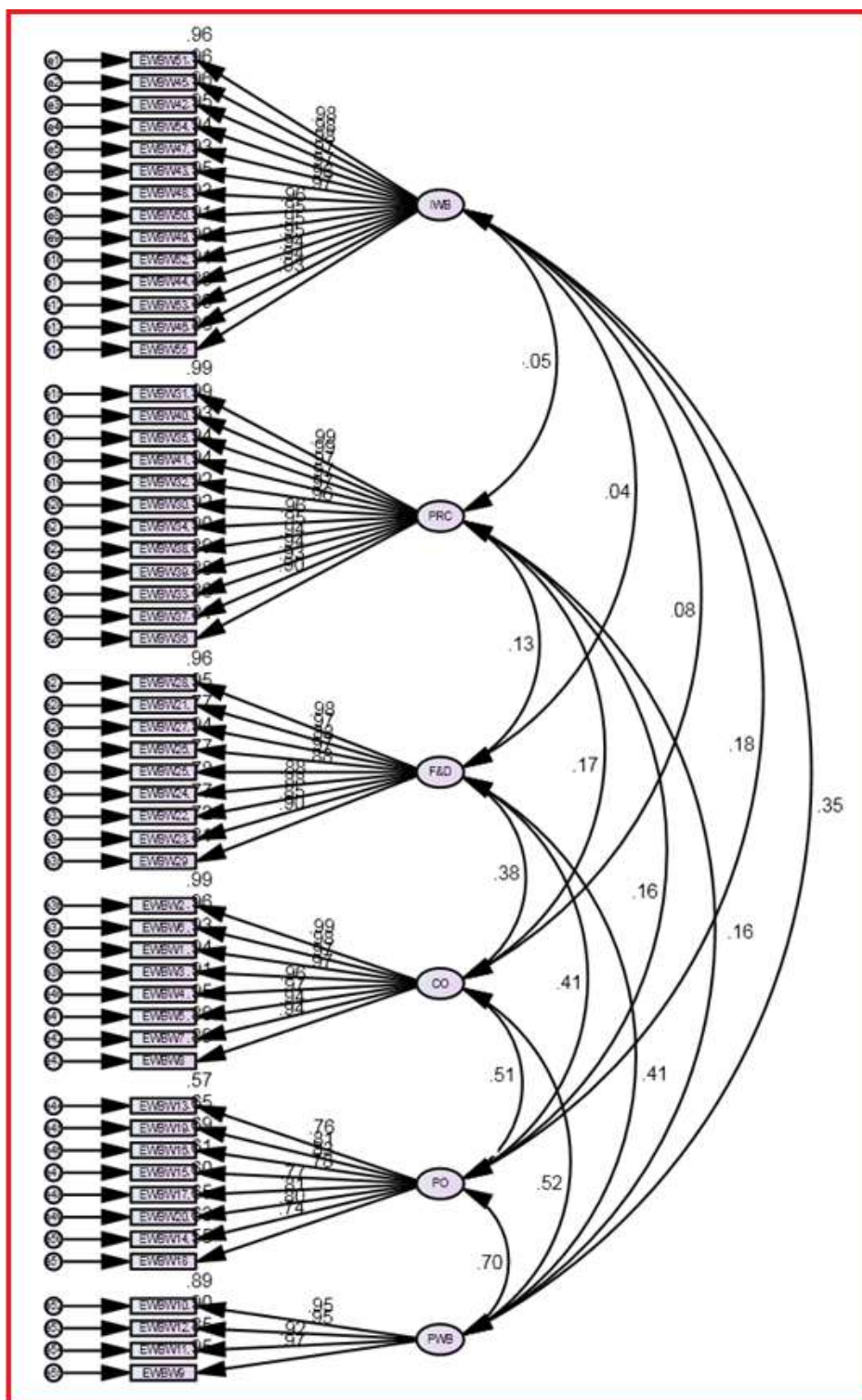
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.896
Bartlett's Test of Sphericity	Approx. Chi-Square	53249.661
	df	1275
	p value	0.001

The Kaiser-Meyer-Olkin test and Bartlett's test of sphericity were done to evaluate the factorability before applying EFA. The KMO measure of sampling adequacy was 0.896 for eudaimonic well-being and the significance of Bartlett's test of sphericity was less than 0.001, denoting that EFA can be applied.

Confirmatory Factor Analysis with the six dimensions of eudaimonic well-being

The first dimension sorted was identified as personal growth that included factors such



The second dimension that emerged was positive relationship with others and encompassed statements such as counting the support of co-workers, getting help in case of problems, the preference of others to work with me, my reliance on workers, being a coherent team, friendly atmosphere and similar value system Gable et al., (2004) identified that developing healthy associations with others develops a resource for instance friendship that upsurges the quality of life of people. This dimension accounted for 21.18 percent of variance.

The third dimension that emerged was identified as development and included statements such as having a clear career path job matching with innate skills, Fisher (2010) & Warr (2007) felt that the eudaimonic viewpoint is focused on individual growth and self-accomplishment This factor accounted for 17.70 percent of variance

The fourth dimension that separated was Purpose in life and included statements on need for competence, being a part of the organization, contribution to organization, sharing the growth, being an important member in organization, achieving measurable benefits, being important to bank and helping organization achieve their goals. Peterson et al (2005) brought out the eudaimonic emphases is the principle that enable people to cultivate the best within themselves and use the developed skills in the service of the welfare of other individuals or at large entire humankind This factor accounted for 9.07 percent of variance

The fifth factor that divulged was labelled autonomy and included statements such as being responsible for decisions, work being appreciated, given liberty to take decisions, others not interrupting work, special interest in handling complicated problems, taking responsibility, spending extra time and taking additional efforts to satisfy customers. Grant (2008) found that personnel who have a feeling that their work aids others wield extra effort and puts effort to involve in additional extra-role behaviours. Parker et al., (2010) stated that establishments gradually expect from employees to work beyond minimal requirements stated by their job descriptions so as to deal with the challenges happening due to increasing business competition. This dimension accounted for 5.902 percent of variance.

The last factor that emerged was labelled intrapersonal well-being and included statements such as work as important, continuous development, source of identity and relaxation. Galabova and Mckie, (2013) found that happy people develop on their own and bring positive influence to co-workers, families, and the community around them. This dimension accounted for 2.543 percentage of variance.

The confirmatory factor analysis with six dimensions of eudaimonic well-being among bank employees in Puducherry is presented above. When the six factors were allowed to correlate, a good model fit was obtained. The output of the model is shown below

Table 1: Model Fit Indication

S.No.	Model Fit Indicators	Calculated Values in the Analysis	Recommended Values
1	Chi-Square	10907.879	---
2	p	0.001	> 0.050
3	GFI	0.810	> 0.90
4	AGFI	0.764	
5	CFI	0.830	
6	NFI	0.822	
7	RMR	0.044	< 0.080
8	RMSEA	0.072	

Source: Primary data

Table 3 displays the model summary of CFA of eudaimonic work place well-being. The research has used CFA to check the model fit. The Chi-Square value is 10907.879.

Further, the model fit indication also exhibits the selected sample fit statistics like AGFI, GFI, CFI, NFI, RMSEA, and RMR values show a moderate fit. Hu and Bentler (1999) identified a good model fit where a CFI value was above a cut-off of 0.95. The Tucker Lewis index as also the NFI value above 0.95 presented a good fit (Bentler, 1990)

Table 4: Reliability Analysis

Variables	Dimension	Items	Cronbach Alpha Value
Eudaimonic Work Place Well-Being	Intrapersonal well-being	4	0.79
	Personal growth	14	0.95
	Purpose in life	8	0.86
	Positive Relation with Co-workers	12	0.92
	Autonomy	8	0.95
	Development	9	0.97

Cronbach's coefficient α was used to calculate the internal consistency coefficients of the items included in the questionnaire. The reliability of the six dimensions as indicated in table 3 was considered adequate as Nunnally (1978) recommended a minimum level of .7.

Managerial Inferences and Limitations

An improvement in the work space that can increase the satisfaction of employees will have a far reaching impact on the productivity of the organization. An eudaimonic environment ensures that the employee works in a happy environment without recompensing his value system. Ultimately the eudaimonic work environment ensures that the employee tends to give his very best. The study should be useful to bank management in developing motivational tools that can ensure the banks organizational objectives are reached. The study is focussed on bank employees and can in future be focussed on employees across different sectors such as those working in retail, transport and hospital sectors.

Conclusion

The list of the final set of components that measure the dimensions of eudaimonic well being should give an idea to bank management to work on motivational tools that can improve the productivity of their employees. The scale developed will help banks to assess the eudaimonic well that is existing with their employees at present. This paper clearly focuses on factors that can be improved if the employees are to experience eudaimonic well being in their work place. The paper brings out that eudaimonic well being brings happiness to the work and improves comradery among employees which is very much essential in a bank setting.

Annexure 1 Dimensions of eudaimonic well-being

S.No.	Items	M	SD
I	Personal growth	3.5718	1.2660
1	My bank is a positive workplace	3.7403	1.33075
2	I am proud of my bank	3.4857	1.21853
3	I agree with the operating manner of the bank I work for	3.6234	1.25249
4	I feel a sense of respect in the society	3.7195	1.35180
5	I am strongly connected with the bank that I work for	3.4649	1.05546

6	The bank that I work for has been ranked as top notch in ratings	3.7844	1.35315
7	my work makes sense because of balanced work load	3.6052	1.27882
8	The transparency of rules in my bank is really making my work easier	3.4805	1.27894
9	My superior is ready to help me if I need it	3.7429	1.30857
10	I get a good salary compared to other jobs that I could have got in	3.5325	1.01274
11	I have a feeling that in my bank every employee is important	3.1558	1.46188
12	I am strongly connected with the bank that I work for	3.5688	1.25044
13	My superiors appreciate my work	3.6727	1.34509
14	I see my bank as a community, which I am a part of	3.4286	1.22505
II	Positive Relation with Co-Workers	3.4987	1.3077
15	I feel that others want to work with me	3.4338	1.28347
16	In my work, I generally meet people similar to me, with whom I get along well	3.4026	1.51949
17	In case of problems at work, I can count on the support of the people with whom I work	3.5974	1.28351
18	I can rely on co-workers	3.7792	1.22499
19	I feel that with the other employees of my bank we create a coherent team	3.3974	1.28107
20	The atmosphere at my work is welcoming and friendly	3.6000	1.25872
21	I trust my co-workers	3.7169	1.32891
22	Me and my colleagues have similar goals	3.1584	1.38004
23	I believe I am liked and accepted at work	3.1221	1.39125
24	I get along well with co-workers	3.5273	1.20758
25	I have a good relationship with co-workers	3.5325	1.27664
26	I think that my colleagues and I are guided by similar values	3.7169	1.25638
III	Development	3.5544	1.3030
27	My job allows me to have a clear career path	3.6260	1.16160
28	My job matches with my innate skills	3.4857	1.26673
29	I feel that the work I do is important	3.6078	1.53922
30	I think that the work I am doing is interesting	3.5221	1.28904
31	I have the ability to continuously improve my competence	3.7740	1.10083
32	I feel a sense of virtue in the way I do my work	3.7870	1.37551
33	I believe that the position on which I work is adequate to my skills	3.3662	1.47139
34	I think I get regular promotions	3.4857	1.10888
35	Through my work I learned many valuable things	3.3351	1.41401
IV	Contribution to the Bank	3.5776	1.3913
36	I feel my work in the bank should be useful to the community as a whole	3.3455	1.27787
37	I believe that my bank needs my competence to operate	3.7558	1.36459
38	I am an important part of my bank	3.4000	1.17969
39	I wish to be part of the CSR initiatives of the bank	3.4052	1.28573
40	I know that my work is an important element in the operation of my bank	3.5792	1.49638
41	Thanks to my work, my bank has achieved measurable benefits	3.6779	1.33665
42	I think that what I do for the bank is important	3.5740	1.25431
43	I feel that through my work the bank can pursue their goals	3.8831	1.35952

V	Autonomy	3.4172	1.3281
44	I am responsible for the decisions made by me	3.0312	1.32840
45	I feel that my work is appreciated	3.4234	1.31892
46	I am being given the liberty to take decisions	3.4790	1.28898
47	I do not find others interrupting my flow of work	3.7351	1.37592
VI	Intrapersonal Well-Being	3.6448	1.1492
48	My work is very important to me	3.5558	1.26558
49	I feel I am able to continually develop as a person in my job	3.4987	1.28518
50	My work provides me an identity	3.8494	1.12415
51	I feel I am relaxed when I am in my job	3.6753	0.92198

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