

ORGANIZATIONAL WELL- BEING

Carmen Luminita COJOCARU

Associate Professor, "Mircea cel Batran" Naval Academy, Constanta

Abstract: *The study aims at doing an eclectic analysis of the subjective and organizational well-being highlighting the aspects related to quality and content, along with various opinions and scientific approaches at different levels of generality.*

Also, the integrative models are emphasized showing the multitude of personal, group, or organizational factors participating in building, optimizing, and maintaining, of subjective and organizational well-being.

Key words: *subjective well-being, organizational well-being, quality of life, health at workplace.*

INTRODUCTION

Today, more than ever, the central coordinates of personal and organizational development aim at excellence: a well-trained human resource, competitive and adaptable to change, able to produce organizational effectiveness.

The practices and the rules of multinational companies focused on performance, prestige and substantial profits caused changes of strategies, vision and management in national organizations, too, in terms of internationalization and globalization. Concepts such as efficiency, effectiveness, excellence, transnational dynamics, climate and organizational culture, trust in organizations and solidarity, organizational commitment, organizational health and well-being have become key concepts, envisaging performance and success.

Recent research in organizational psychology experienced great growth and diversification of fields of study, adjusted to the requirements of the present day, in their attempt to provide relevant psychological solutions for improvement, optimization, and organizational excellence, as well as of human resource.

As a result, the state of the employees basic motivation related to job stability, the predictability until retirement age, the fixed working hours, the minimum wage are exceeded. More attention is paid to flexibility and transferable skills in career development, as well as to complex motivations, life-long learning, to actual and efficient personality, to professionalization of the organizational environment.

In this context, the issue of organizational health and well-being are increasingly associated with the quality of life; therefore, keen investigation is being conducted on the multitude of factors that contribute to the maintenance, development and optimization of organizational health and well-being.

SUBJECTIVE WELL- BEING

In order to be properly understood and scientifically studied the operationalization of the well-being concept as it appears in psychology has known transitional stages of interpretation and methodology, finding its roots in the ancient Greek philosophy. Philosophical disputes about happiness brought two major schools of thought on the stage of polemics: the socratic school that identified happiness with virtue, reason and pleasure-giving activities, and the sophist school that understood happiness as the feeling perceived through senses.

Putting across the philosophical disputes and science, the difficulties arose with the operationalization of the concept of happiness which was to be measured, quantified, so as to establish research methodologies.

Scientific psychology has chosen to adopt the concept of *well-being* or *subjective well-being*, in order to put back the vague, general, expression, together with the empiricism, characteristic to the common sense psychology.

As a reflex of the old hedonistic or eudaimonic polemics, closer to what we mean by quality of life, two different interpretative – explanatory approaches are taking shape: a hedonistic approach that recalls Skinner's operant/ instrumental conditioning and a more comprehensive approach, with a wider field and a

narrower content, which correlates the state of well-being with the quality of life (eudaimonic approach).

However, researchers have realized that these two positions are not antagonistic, essentially, they just operate at different generality level; the hedonic well-being is contained in the wider field of eudaimonic well-being.

If approached at an elementarist and sensory level, the well-being can be defined as "an activity that searches and potentiates positive affective states, while it avoids, or cancels negative emotional states." (Waterman, 1993).

It is this activity that places man in the sphere of the unconscious, of pulsions, that require to be satisfied by the principle of reality. Today, when modern man is a proactive man who controls his life and career choices, it is hard to accept the psychoanalytic explanation, centered on the force of the Freudian unconscious.

However, thorough experimental studies have undoubtedly demonstrated that psychological well-being is interrelated with the somatic well-being. As far back as 2004, Ryff, Singer and Love demonstrated somatizations of the well-being measured through biological indicators: a better functioning of the cardiovascular system, lower amounts of cortisol, close to the eu-stress, a longer time for REM, related to relaxation and rest..

Going beyond the stage of hedonism and experience without minimizing the quantification of the somatic mode, i.e. positive affective states, research has focused on conscious, integrative components, which are responsible for finding and maintaining such states. Moreover, the psychological paradoxical behaviours related to depletion of nerve cells or sensory capabilities were traced in a wide repertoire of addictions.

Based on these assertions, C.D. Ryff (2006, 2008) extends the research on well - being, addressing the issues in a more holistic way. First, she defines the concepts of "hedonic well - being" corresponding to the affective structures, and "eudaimonic well – being" correlated with the cognitive mental structures. This allows the development of a structural psychological model of well-being, a composite model that includes six factors: autonomy, personal growth, self-acceptance, levels of aspiration, adaptation to environment, positive relationships with others.

Although the model was later criticized as being linear and static, since it didn't catch the psychological mechanisms involved, or the process dynamics, it still served the development of mental health scales.

Applying the psychological self-determination theory to the concept of well-being, Ryan, Huta, Deci (2008) consider four motivational components as essential:

- prevalence of intrinsic motivation of personal development to the detriment of extrinsic material motivation;

- autonomous behavior, directed by one's own will;
- consciousness and attention;
- fulfilling the general human needs, of freedom of the will, and a good psycho-social relationship.

In a study, well-received by the scientific community, Lyubomirsky (2008), following the research on well-being in relation to the quality of life, identifies the following factor - variables:

- genetic factors - 50%;

- life circumstances - 10%;

-psycho - social and cultural factors - 40%, including healthy lifestyle, physical and mental health, group belonging and good interpersonal relationships, marital status, marriage increasing life expectancy, by four years for women, and seven years for men.

The American psychologist M. Seligman (2002), the father of the concept of optimism in psychology, is of the opinion that a high quality life in terms of well-being, summarizes three major components:

- pleasant life as a result of activities undertaken by pleasure;
- good life, especially correlated with a lifestyle consistent with personality traits, which facilitate the personal and professional levels of aspiration;
- meaningful life, with a cardinal role in the consistency and implementation personal axiological system in everyday life, and in the community we live in.

Notable research on well-being, in what the quality of life is concerned, has been done in social psychology, focusing on emotional and cognitive empathy in social relationships with an unknown partner; in wider, unfamiliar contexts, it generated behaviors in agreement with them, evoking emotional-cognitive contagion. (Bruni, 2010).

In a more particular context, namely that of the intergenerational transmission, Huta (2012) admits transmission of parents' styles to their children; the latter take these styles through the social mechanism of imitation; the children's emotional expression is manifested once they have their primary socialization.

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However, the man is not generic, but a living, concrete human, who has socio-relational potential, who develops interpersonal relationships, who belongs to family or work groups. As a result, M. Zlate (2007) defined the relational, group, and organizational man.

These facets of modern man do not exclude, but rather increase the importance and necessity of human well-being of man who lives and works in organizations.

Here's how the dyad personality attributes - interpersonal relationships passes into a triad turns personality- attributes -interpersonal relationships - the organizational environment.

Well-being in organizations brings to the fore the organizational environment which, through its particularities, must be able to potentiate subjective well-being, so as man realize their full personal potential, and produce maximum effectiveness, for himself or for the organization.

CIPD (2007) "defines well-being at the workplace as a way of creating an environment that promotes a state of contentment, enabling the employees to develop and achieve their highest potential to their own benefit and to their organization benefit."

Organizational well-being becomes a multidimensional, bio, psycho, socio-cultural concept that in its turn generates inter-correlated effects regarding physical, mental, and social health of the working man.

Literature in the field of organization shows synthesizing models of the factors that influence the organizational well-being.

The authors also include this model a number of variables called "antecedents" (working conditions, personality traits, occupational stress) and "consequences" (individual and organizational). Of course, the optimum systemic interaction between these modeling components and variable leads to organizational well-being.

Other factors can be enumerated here which can contribute to well-being, with consequences both in the individual and the organizational field.

Of these, personality attributes hold an important place: type of personality, locus of control, self-esteem, emotional intelligence, self-acceptance, which could add emotional support provided by family and emotional support received from the management. (Grawitch, Gottschalk, Munz, 2006). Summarizing the research results, the authors build a model that analyzes the "healthy organizational practices" that enhances organizational well-being.

These refer to: work - private life balance, personal development of employees, health and safety, recognition and employee involvement. They cover two essential component, interconnected and interdependent: "welfare of employees" (physical and mental health, stress, motivation, commitment, job satisfaction, group morale, climate) and "benefits for the organization" :superior competitive advantage, increased performance / productivity, decreased absenteeism, fewer resignations, decrease the frequency of accidents, cost reduction, selectivity in employment, better quality of products / services, customer satisfaction. (apud. Vîrgă, Zaborilă, Sulea, 2008).

Other authors raise the issue of conflict management between work and family, role stressors related especially to workload, job insecurity perceptions, organizational culture, management style, and the list may continue.

CONCLUSIONS

The proactive modern man, aware of his human and professional potential must take control over his own personality which includes the professional development of his career, becoming in its turn a transformational agent in relation to social and organizational environment.

Shaping and imprinting the organizational environment with uniqueness of one's own personality, the organizational man becomes producer and product of subjective and organizational well-being.

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