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INFLUENCE OF WELL BEING ON PRODUCTIVITY AMONG OLDER AND YOUNGER INDIVIDUALS

[1]Ananya Sharma, B.A. (Hons.), Psychology, Amity Institute of Psychology and Allied Sciences, AUUP, Noida, India

i.ananyasharma9123@gmail.com

[2]Dr. Mohammad Imran, Assistant Professor, Amity Institute of Psychology and Allied Sciences, AUUP, Noida, India

mimran@amity.edu

ABSTRACT

The study investigates how well-being affects productivity among both older and younger employees in the workplace. It explores the intricate interplay of age-specific experiences, health, and socio-economic factors in shaping how well-being influences productivity across different age groups. By reviewing existing research and theoretical frameworks, the study aimed to identify key factors influencing both well-being and productivity, offering valuable insights for policymakers, employers, and individuals seeking to enhance well-being and productivity across generations. Using a quantitative survey approach, the research examines the link between well-being and productivity among employees of varying ages in India. The

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results indicate notable differences in task performance and counterproductive work behaviour between older and younger employees, while factors like contextual performance and overall well-being show no significant variation based on age or work experience. The study underscores the interconnectedness of employee behaviour and performance, underscoring the importance of holistic well-being initiatives and age-sensitive organizational practices. The implications of this research extend to organizational policies, future research endeavours, and the creation of inclusive work environments. By acknowledging and accommodating age related differences, organizations can establish supportive and fair workplaces that promote employee well-being and performance at all career stages. Compared to younger employees, elder employees' mean task performance was lower. This implies that in task-related activities, younger employees did better than their older counterparts. In comparison to senior employees, younger employees showed less unproductive work behaviour. This suggests that compared to their younger colleagues, older employees were more prone to participate in counterproductive job behaviours. Ultimately, the findings contribute to advancing organizational practices that prioritize the diverse needs of employees, fostering a more inclusive, supportive, and productive work environment.

Keywords: Well-being, Productivity, Employees, Work Performance

INTRODUCTION

Effect of Well-being on Productivity

Amidst rapid demographic shifts and evolving economic landscapes, the nexus between productivity and personal well-being has emerged as a pivotal area of academic inquiry and practical significance. The notion that well-being, encompassing physical, psychological, and social health dimensions, influences productivity is not only intuitive but also substantiated by

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a growing body of empirical evidence. However, the dynamics of this relationship vary across different age groups, prompting intriguing questions about how the well-being of older and younger individuals distinctly impacts their productivity (Demerouti et al., 2001).

Work constitutes a significant aspect of individuals' lives, and their well-being profoundly influences their ability to fulfil job responsibilities effectively. Numerous studies have established a clear link between well-being and job performance, encompassing various aspects of work tasks.

Despite this consensus, perspectives on the impact of well-being on job performance are not uniform. It is widely recognized that the well-being of younger and older generations diverges significantly, mirroring disparities seen across other domains of life (Cropanzano & Wright, 2000). Extensive research into individual well-being consistently demonstrates a direct correlation between well-being and task performance. Numerous studies indicates that higher levels of happiness lead to increased job productivity, thereby enhancing an individual's overall effectiveness in the workplace. Nevertheless, reactions to these findings tend to vary across different cultural and societal contexts.

This study investigated the correlation between productivity differences among younger and older individuals and variations in individual well-being. The study explored the limitations of these relationships by utilizing various measures and examining potential interactions between age and well-being in predicting productivity outcomes. Additionally, the study considered potential mediating factors such as motivation, work stress, and job satisfaction. The aim was to offer a comprehensive analysis of well-being, considering multiple dimensions such as life satisfaction, positive and negative affect, and psychological well-being separately.

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The study's conceptual framework centred on the concept of "workplace well-being," defined as a positive mental and physical state nurtured by the favourable aspects of a workplace. This was operationalized as an index of hedonic and eudaimonia well-being. Positive attributes like the importance of tasks, support from the organization, social relationships, job autonomy, and opportunities for growth illustrate how jobs and organizations can enhance employees' well-being and contribute to meaningful work lives, consequently bolstering worker productivity.

Background

The impact of well-being on productivity and life satisfaction, as well as the differences between younger and older individuals, have been extensively researched in separate bodies of literature. Many studies have highlighted the significance of life satisfaction and the influence of well-being on productivity. With an increasing focus on age-related differences, researchers have explored potential disparities among individuals of different age groups. However, few studies have specifically examined the relationship between productivity and well-being, particularly in the context of age differences within a cohort.

Previous research has been conducted in various regions such as Africa, Yugoslavia, Uganda, and more recently, the United States. Despite this diversity in geographical focus, studies have not yet explored these dynamics in Asian populations or among individuals of Asian descent. The study seeks to address this gap by investigating how well-being impacts productivity across different age groups.

The global trend of population aging poses unique challenges and opportunities, particularly concerning worker productivity and societal dynamics. Individuals' well-being

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undergoes changes as they transition through different life phases, influenced by factors like health, social connections, financial security, and psychological resilience. To optimize labour participation and enhance social well-being across generations, policymakers, businesses, and individuals need to comprehend the intricate interplay between well-being and productivity.

Conceptualizing Well-being

The term “well-being” encompasses a broad spectrum of attributes that reflect individuals' evaluations of their lives across various domains. psychological well-being as the fundamental elements contributing to overall psychological functioning, including self-acceptance, personal growth, positive relationships, autonomy, mastery over one's environment, and a sense of purpose. subjective well-being from a hedonic perspective, focusing on individuals' emotional experiences such as life satisfaction, positive affect, and absence of negative affect. Keyes (1998) introduced the concept of social well-being, emphasizing the importance of social interactions, integration, contribution, coherence, and acceptance within the broader social context as essential components of overall well-being.

Age-Related Perspectives

Age-related shifts in the significance and perception of productivity and well-being underscore the necessity for approaches that account for age-specific dynamics in understanding their interplay (Carstensen, 1995). The socioemotional selectivity theory suggests that individuals prioritize emotionally significant relationships and goals as they age, directing their cognitive resources towards optimizing social connections and emotional well-being. Consequently, older individuals may exhibit greater emotional stability, wisdom, and

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resilience, potentially enhancing their productivity in domains where emotional regulation, interpersonal skills, and life experience are pivotal.

Well-being and Productivity: General Perspectives

A wealth of empirical evidence demonstrates the positive correlation that exists between productivity and well-being across a variety of age groups and job settings. Based on meta-analytic studies on the relationship between job happiness and job performance, employees with greater job satisfaction levels generally perform better on tasks, engage in more innovative activities, and are more innovative. Furthermore, scholarly investigations concerning the correlation among academic achievements, positive affect, and life satisfaction reveal that individuals with greater positive affect and life satisfaction also typically exhibit superior academic performance, as demonstrated by heightened perseverance, elevated grades, and a reduced dropout rate (Lyubomirsky et al., 2005).

Age-Related Variations

However, a detailed examination that takes into account life transitions, developmental trajectories, and age-specific vulnerabilities is required to comprehend the relationship between productivity and well-being across various age groups. According to longitudinal studies examining the relationship between older people's employment participation and well-being, longer job engagement and postponed retirement are predicted by subjective well-being, especially when it comes to life satisfaction and sense of purpose. Additionally, studies on psychological well-being and stress management have shown improvements in older workers' performance, job satisfaction, and work engagement, suggesting the potential advantages of

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promoting well-being to prolong productive involvement in the workforce (Richardson et al., 2008).

On the other hand, younger people could have different chances and difficulties concerning productivity and well-being, depending on things like work-life balance, level of education, and career goals. Complex relationships are revealed by cross-sectional research looking at the relationship between college students' well-being and academic success. different dimensions of well-being, such as life satisfaction and positive emotions, have varying effects on academic accomplishment depending on the academic discipline and sociodemographic variables. Proactive coping strategies, psychological resilience, and self-efficacy are also critical for navigating transitional phases and optimizing career advancement; these findings are supported by longitudinal studies examining the effects of well-being interventions on young adults' job search behaviour and employment outcomes.

METHODOLOGY

Purpose

To study the Influence of well-being on productivity among older and younger employees.

Research Objectives

The research aims to critically analyse the impact of well-being on productivity across both younger and older populations. By integrating existing theoretical frameworks, empirical data, and research findings, we seek to elucidate the complex connections between productivity and well-being. Employing an interdisciplinary approach drawing from fields such as public health, economics, sociology, and psychology, our objective is to shed light on the key

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moderators, mediators, and contextual factors shaping these relationships within different age groups.

Sample

A total sample of 150 employees, with 75 people less than 15 years of work experience and 75 people with more than 15 years of work experience was collected.

Hypothesis

- Older employees with more than 15 years of work experience will exhibit higher levels of task performance compared to younger employees with less than 15 years of work experience.
- Older employees will demonstrate higher levels of counterproductive work behaviour compared to younger employees.
- Age and work experience will not significantly impact contextual performance and overall well-being among employees.

Measures

Individual Work Performance Questionnaire*:* The Dutch developed the 18-item Individual Work Performance Questionnaire (Koopmans, 2015) to assess the three primary aspects of job performance: task performance, contextual performance, and counterproductive work behaviour. All questions employ a 5-point Likert scale (from "rarely" to "always" for task- and context-related performance, and from "never" to "often" for unproductive work behaviour) as the answer mode, and they all make reference to a 3-month recall span.

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WHO 5 Well Being Index*:* The World Health Organization's Five Well-Being Index, or WHO 5, is a quick self-reported indicator of one's present state of mental health. As part of the DEPCARE initiative on well-being measures in primary health care, the WHO Regional Office in Europe initially introduced the measure in its current form in 1998. It has been determined that the WHO-5 has sufficient validity for measuring clinical trial outcomes and for diagnosing depression.

Procedure

The participants were informed about the purpose of the research and the questionnaires were filled through Google forms; each participant was thanked for their cooperation. Standardized psychological tests were administrated to the participants.

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RESULTS

Table 1

N, Mean and Standard Deviation

	Work Experience	Task Performance	Contextual Performance	Counter Productive Work Behaviour	WHO 5 Well-Being Index
N	150	150	150	150	150
Mean		2.99	2.92	1.63	17.8
Standard Deviation		0.675	0.779	0.893	4.52

The descriptive statistics shown in Table 1 provide important information on the variability and core tendency of important factors related to the effect of employee age and well-being on productivity. The normal level of task performance and the degree of variance in scores around this average are indicated by the average task performance score of 2.99 and the standard deviation of 0.675. Similarly, the average score for contextual performance is 2.92, with a standard deviation of 0.779, showing the range of scores in this area as well as the typical level of performance. The average degree of unproductive work behaviour and the variation in scores among participants are shown by the mean score of 1.63 and the standard deviation of 0.893 for counterproductive work behaviour. Additionally, the participants' average stated level of well-being and the degree of variability in well-being scores around this mean are revealed by the well-being index, which has a mean score of 17.8 and a standard deviation of

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4.52. These statistical measurements provide a thorough summary of the variables under investigation, setting the stage for additional analysis and interpretation of the study's findings.

Table 2

Correlation Matrix

	Task Performance		Contextual Performance		Counter Productive Work Behaviour	WHO 5 Well -Being Index
Task Performance	—					
Contextual Performance	0.670	***	—			
Counter Productive Work Behaviour	-0.013		0.184	*	—	
WHO 5 Well-Being Index	0.584	***	0.497	***	-0.147	—

***Note.* * p < .05, ** p < .01, *** p < .001**

The correlation matrix reveals robust positive associations between task performance and well-being (0.584) and between contextual performance and well-being (0.497). Conversely, there is a weak negative correlation between counterproductive work behaviour and well-being (-0.147). These correlations offer valuable insights into the interconnections among the variables, providing clarity on their potential implications for the study.

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Table 3

Independent Samples T-Test

	Statistic	df	p
Task Performance	-3.043	148	0.003
Contextual Performance	-0.453	148	0.651
Counter Productive Work Behaviour	3.005	148	0.003
WHO 5 Well-Being Index	-1.030	148	0.304

Note. $H_a\ \mu_1 \neq \mu_2$

DISCUSSION

The purpose of the study was to find out how well-being affected employees of different ages, particularly when it came to job experience. To learn more about the connections between counterproductive work behaviour, task performance, contextual performance, and well-being, a comparison analysis between older and younger individuals was carried out. The results are shown and spoken about below.

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In order to investigate the differences between older participants with over 15 years of work experience and younger participants with less than 15 years of work experience, the study used a comparative analysis. Several important conclusions and implications were clarified by the data and the discussion that followed.

A number of significant correlations were found in the correlation matrix. Contextual performance and well-being showed a positive correlation ($r = 0.670$, $p < 0.001$) with task performance ($r = 0.584$, $p < 0.001$). Additionally, there was a positive correlation between contextual performance and well-being ($r = 0.497$, $p < 0.001$). A weaker association was indicated by the poor correlations between counterproductive work behaviour and task performance ($r = -0.013$, $p > 0.05$) and contextual performance ($r = 0.184$, $p < 0.05$). A number of significant correlations between task performance, contextual performance, counterproductive work behaviour, and well-being were highlighted by the correlation matrix. The interconnectedness of task performance, contextual performance, and well-being is highlighted by the positive connections among them. Weak associations between unproductive work behaviours and age groups indicate that more research is necessary to determine the underlying causes of these behaviours.

A statistically significant difference in task performance between younger and older employees was found using the independent samples t-test ($t = -3.043$, $df = 148$, $p = 0.003$). Compared to younger employees ($M = 3.16$, $SD = 0.570$), elder employees' mean task performance ($M = 2.83$, $SD = 0.734$) was lower. This implies that in task-related activities, younger employees did better than their older counterparts. The independent samples t-test results showed a significant difference ($t = 3.005$, $df = 148$, $p = 0.003$) in counterproductive work behaviour between younger and older employees. In comparison to senior employees ($M = 1.84$, $SD = 0.945$), younger employees ($M = 1.41$, $SD = 0.786$) showed less unproductive work behaviour. This suggests that compared to their younger colleagues, older employees were more prone to participate in counterproductive job behaviours.

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CONCLUSION

The study examines the impact of age and work experience on employee performance and well-being. It highlights age-related disparities in task performance and counterproductive behaviour, emphasizing the need for tailored interventions for different age groups. However, age and work experience do not significantly affect contextual performance and overall well-being. The study stresses the importance of holistic well-being initiatives and age-sensitive organizational practices. Despite its insights, limitations such as sample size constraints, geographical focus, and cross-sectional design suggest the need for further longitudinal research to establish causal relationships. Overcoming these limitations could strengthen future studies in this area, contributing to evidence-based strategies for fostering a more inclusive and productive work environment across generations.

Implementing evidence-based policies to promote productivity and well-being across generations requires comprehensive interventions targeting individuals, groups, and societal structures. Individuals can be equipped to effectively manage stress, adapt to changes, and sustain well-being amidst challenges through participation in initiatives aimed at enhancing psychological resilience, emotional intelligence, and coping skills. Establishing organizational cultures that prioritize well-being fosters employee engagement, creativity, and innovation, facilitated by initiatives promoting inclusive leadership, flexible work arrangements, and supportive work environments. At the societal level, creating age-friendly environments conducive to productive and healthy aging, as well as fostering social cohesion, can be achieved through investments in lifelong learning, social safety nets, and intergenerational solidarity initiatives.

Promoting positive work environments that prioritize employee well-being, recognition, and achieving a healthy work-life balance is a practical approach to enhancing

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productivity and well-being across different generations. Additionally, fostering collaboration across generations through mentorship initiatives and knowledge-sharing projects can harness the unique skills and perspectives of both younger and older workers, fostering mutually beneficial partnerships that drive organizational innovation and flexibility. Moreover, integrating well-being metrics into corporate social responsibility (CSR) initiatives, talent management practices, and performance evaluations can signal an organization's commitment to the welfare of its employees and the broader community, promoting sustainable business practices aligned with stakeholder expectations.

There is a positive significant result between task performance and counter productive work behaviour. Compared to younger employees, elder employees' mean task performance was lower. This implies that in task-related activities, younger employees did better than their older counterparts. In comparison to senior employees, younger employees showed less unproductive work behaviour. This suggests that compared to their younger colleagues, older employees were more prone to participate in counterproductive job behaviours.

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