



Faculty of Business Economics Master of Management

Master's thesis

Trang Thuy Nguyen International Marketing Strategy

SUPERVISOR :

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The impact of employees psychological well-being on employees job performance: A case in FMCG sector of Vietnam

Thesis presented in fulfillment of the requirements for the degree of Master of Management, specialization



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MASTER THESIS

The Impact of Employee's Psychological Well-being on Job Performance: A Case in Vietnamese FMCG industry

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Student:

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Academic Year 2023-2024

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ABSTRACT

This thesis investigates the impact of employee psychological well-being on job performance and affective commitment within Vietnam's FMCG sector, incorporating job insecurity as a moderating factor on the relationship between employee psychological well-being and affective commitment. Additionally, it examines how Vietnamese cultural factors such as power distance and collectivism influence affective commitment. The study finds that eudaimonic well-being significantly enhances job performance and affective commitment, whereas hedonic well-being has no significant impact. The results also indicate that job insecurity does not significantly moderate the relationship between psychological well-being and affective commitment. Moreover, neither power distance nor collectivism significantly influences affective commitment, suggesting that these cultural dimensions do not directly impact the emotional engagement of employees in the organizational context.

Key recommendations based on the findings suggest that managers should foster eudaimonic well-being through developmental programs that resonate with personal and professional growth, especially for the younger demographic. Additionally, aligning employees' roles with their intrinsic values and implementing a right-to-disconnect policy could further enhance job satisfaction and emotional commitment. From a theoretical perspective, this research enriches the existing literature by demonstrating the pivotal role of eudaimonic well-being in non-Western contexts and expands our understanding of how cultural nuances influence workplace dynamics in Vietnam's developing economy. It challenges the prevailing focus on hedonic well-being in employee performance studies and suggests a shift towards more meaningful work engagements. The study, however, faces limitations due to its reliance on self-reported data, which may introduce biases such as social desirability and response fatigue. The predominance of young female respondents from the marketing sector also restricts the generalizability of the findings across different demographics and job functions. Moreover, the cultural constructs used, such as power distance and collectivism, did not capture the full spectrum of cultural impact, indicating a need for more culturally nuanced research tools.

In conclusion, this thesis not only provides valuable managerial insights for enhancing employee wellbeing and performance but also sets a foundational groundwork for future human resources management research in non-Western country, particularly within high-stress industries like FMCG in Vietnam. Future studies should aim to diversify the demographic representation and employ mixedmethod approaches to validate and deepen the understanding of these findings.

LIST OF ABBREVIATION

FMCG	Fast-moving Consumer Goods
EWB_H	Employee's Psychological Well-being in Hedonic
EWB_E	Employee's Psychological Well-being in Eudaimonic
AC	Affective Commitment
JP	Job Performance
II	Job Insecurity
JIEWBH	Job Insecurity*Employee's Psychological Well-being in Hedonic
JIEWBE	Job Insecurity*Employee's Psychological Well-being in Eudaimonic
PD	Power Distance
CL	Collectivism

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Chapter 1. Introduction

1.1. Research Background

A recent study from Gallup discovered that employee stress reached a record level globally, with 44% of employees saying they had substantial stress the previous day (Gallup, 2023). Aligned with this trend, a study by Anphabe, a top human resources company in Vietnam, found that more than 42% of Vietnamese employees say they frequently or very frequently experience chronic stress (Duc, 2022). This rising stress level among Vietnamese employees is even more apparent in the healthcare sector due to the COVID-19 pandemic (Nguyen, et al., 2021).

Previous studies have demonstrated a significant correlation between the psychological well-being of employees and their job performance (Wright & Russell, 2000; Harter, et al., 2003; Krekel, et al., 2019). Most of the findings point out that the better an employee's psychological well-being, the higher their job performance will be (Krekel, Ward, & De Neve, 2019).

As a leading economy in the Asia-Pacific region, Vietnam demonstrated remarkable growth with an 8% increase in its economy in 2022, outpacing the global economy's growth of just 2.9% (The World Bank, 2023). Notably, the consumer goods sector was a major driver of this growth, contributing over 40% to the incremental rise in Vietnam's GDP (General Statistics Office of Vietnam, 2023). Despite the significant economic impact of the consumer goods sector, a report by McKinsey & Company (2021) highlighted a concerning trend, where employees in this sector experience some of the highest levels of stress. This situation underscores a crucial gap in research: the impact of employee psychological wellbeing on job performance within the consumer goods industry in Vietnam. This is in other words a topic of significant importance but notably underexplored in emerging countries in current academic literature. To be more specific, most of the studies on employee psychological well-being were conducted in the Global North. Since it has been recently pointed out by Henrich (2020), the results of those studies conducted in WEIRD countries (Western, educated, industrialized, rich, and democratic) cannot automatically be transferred to non-Western countries.

Hence, the proposed study will fill the research gap with data from an emerging non-Western country, such as Vietnam, and will focus on the fast-moving consumer goods (FMCG) sector. Through quantitative research with Vietnamese workers, the author aims to develop management strategies to improve employee psychological well-being in Vietnam, which in turn may lead to advanced business performance of this sector within Vietnam.

1.2. Research Objectives

This research aims to address the research gap by investigating the relationship between employees' psychological well-being and their job performance in an emerging non-Western country such as Vietnam. Firstly, the research will delve into the influence of psychological well-being on job performance among employees in the FMCG sector in Vietnam. Secondly, the study will explore the impact of psychological well-being on the level of affective commitment among Vietnamese FMCG workers. Thirdly, the analysis will ascertain how affective commitment influences job performance within the Vietnamese FMCG industry. Fourthly, the research will investigate the impact of job insecurity in the relationship between employee's psychological well-being and affective commitment among FMCG workers in Vietnam. Finally, the study will evaluate the influence of Vietnamese national cultural factors on employees' affective commitment within the FMCG sector.

1.3. Research Questions

Research Question 1: To what extent does the psychological well-being of employees affect their job performance within the FMCG industry in Vietnam?

Research Question 2: To what extent does the psychological well-being of Vietnamese FMCG office workers affect their level of affective commitment?

Research Question 3: To what extent does the affective commitment of Vietnamese FMCG office workers affect their job performance?

Research Question 4: How does job insecurity impact the relationship between employee's psychological well-being and employee's affective commitment in the context of Vietnamese FMCG workers?

Research Question 5: How do specific cultural factors within Vietnam influence the level of affective commitment among employees in the FMCG sector?

1.4. Research Process

This research collects primary data from Vietnamese employees working in the FMCG sector concerning employee's psychological well-being, their affective commitment, and their job performance by means of a questionnaire (i.e., quantitative research approach). The intent is to investigate the impact of psychological well-being on affective commitment, which consequently could also influence job performance. Furthermore, the proposed research addresses the possible influence of job insecurity and national culture. This is accomplished by analyzing the collected data using SPSS software to test the hypotheses. There are 5 main chapters in this research as follows:

Chapter 1 - Introduction: This chapter presents an overview of the research gap, including research background, research objectives, research questions, research process.

Chapter 2 – Literature Review: An update of previous literature on the model. It covers employee's psychological well-being literature, theory of how employee's psychological well-being affects job performance, theory of how affective commitment affects job performance, how job insecurity impacts the relationship of employee's psychological well-being and their affective commitment, and how national culture factors impacting employee's affective commitment. This chapter also provides an overall performance of FMCG sector in Vietnam.

Chapter 3 – Research Methodology: This part discusses the summary findings of literature review, the conceptual model, research process of the thesis, explaining in detail how the specific method and measurement were chosen and used to achieve the objectives as well as the hypotheses of the research. The author describes how data were collected, processed, and analyzed to answer research questions.

Chapter 4 – Data Analysis & Results: Data analysis and hypotheses testing are conducted using SPSS software. The analysis results will include factor analysis, reliability test, descriptive analysis, correlation, regression analysis and summary results of hypotheses testing.

Chapter 5 – Discussion & Conclusion: This section aims to provide a recap of research background and discuss the findings of each research question. From then, it also highlights the research's theoretical contributions as well as certain limitations that can be addressed in future research and give managerial recommendations.

Chapter 2. Literature Review

2.1. Employee's Well-being: A General Concept

The idea of well-being, while not a recent concept, has gained significant attention worldwide, especially in the workplace. With a vast array of over 2.5 million scholarly references on Google Scholars, including journal articles, books, and reports, the topic demonstrates its wide-ranging academic interest. In essence, well-being is commonly understood as the personal experience of happiness, fulfillment, or contentment (Cropanzano & Wright, 1999; Shah & Marks, 2014). Notably in professional settings, the concept of well-being has been extensively examined, revealing four primary dimensions: social well-being, physical well-being, spiritual well-being, and psychological well-being (Alagaraja, 2020).

Definition
Social well-being concerns the extent to which
individuals establish and maintain meaningful
interactions and relationships, ranging from
temporary to long-standing, within their
professional circles, familial ties, and community
networks.
Physical well-being can impact an individual's
health by potentially decreasing the risk of
developing conditions such as cardiovascular
disease or elevated blood pressure.
Spiritual well-being is the recognition of an intrinsic
aspect of employees that thrives on and is
sustained by engaging in work that is meaningful
and conducted in a community context.
Psychological well-being is seen as an individual's
self-assessment of their capacity to function at
their optimal in life.

Table 1. Dimensions of Well-being in the Workplace (Alagaraja, 2020)

Among the various dimensions of well-being in the workplace, psychological well-being is the most prominent in terms of its correlation with employee job satisfaction and productivity (Wright et al., 2000; Daniels et al., 2000; Wright et al., 2004). In light of the growing concern about mental health in the workplace and the fact that employee stress reached a record high in 2023 (Gallup, 2023), it is indispensable and timely to delve deeper into employees' psychological well-being and how it affects their organisations in the years of economic uncertainty that follow the COVID-19 pandemic. Thus, this

study will implicitly examine the psychological well-being of employees based on the aforementioned grounds.

2.2. Employee's Psychological Well-being

The definition of well-being has been debated persistently amongst researchers on which constructs determine a person's experience of well-being. Due to the fluid and intricate phenomenon of well-being, which encompasses various components, there is no universally agreed-upon definition for it (J. C. Forgeard et al., 2011; Dodge et al., 2012; Jayawickreme, J. C. Forgeard et al., 2012). Originally, the concept of wellbeing emerged around two philosophies: the hedonic and the eudaimonic view, which subsequently grew to encompass concepts such as life satisfaction and desire fulfillment (Kay Smith & Diekmann , 2017).

The hedonic well-being approach conceptualizes well-being as achieving happiness through experiencing pleasure and enjoyment as much as possible and the avoidance of pain (Kay Smith & Diekmann , 2017; Huta, 2020). Happiness is the totality of one's hedonic moments (Kay Smith & Diekmann , 2017). In this approach, positive psychologists can understand well-being as subjective happiness and the experiences of pleasures (Deci & Ryan, 2001). The hedonic well-being definition allows researchers to examine people's evaluations of their well-being by using relatively straightforward questions, such as to which degree they were satisfied with life in general or in specific domains of life, such as work, health, and family (Lee, Kubzansky, & VanderWeele, 2021). In short, hedonic well-being is one's fulfillment achieved through seeking pleasure and comfort.

The eudaimonic concept of well-being underlines well-being as achieving happiness through one's meaning and life's purpose (Huta, 2020). In contrast with merely seeking one's pleasure experiences in the hedonic approach, the eudaimonia approach suggests that psychological health is reached by pusuing one's highest potential connected to valuable actions, functioning at an optimal level, or realising one's true nature (Cooke et al., 2016; Kay Smith & Diekmann , 2017). In other words, eudaimonic well-being focuses on a person's outcome during the process of self-actualisation, human development, and personal goals (Huta & Ryan, 2009; Rahmani et al., 2018). One crucial difference in the eudamonic view is that the eudamonic effects can also result from discomforting activities at the time, yet having delayed positive effects (Kay Smith & Diekmann , 2017). There are six key components to measure one's eudaimonic well-being, including self-acceptance, positive relations with others, environmental mastery, autonomy, purpose in life, and personal growth (Lee, Kubzansky, & VanderWeele, 2021).

These two components of psychological well-being are also applied in organisational studies. Many organisational studies examining employees' psychological wellbeing are also using henodic and eudaimonic as main indicators (Page et al., 2009; Dagenais-Desmarais et al., 2012; Rook et al., 2021;

Kundi et al., 2021). Therefore, in this study, the measurement of an employee's psychological wellbeing is also examines hedonic well-being and eudaimonic well-being.

2.3. Relationship between Employee's Psychological Well-being and Job Performance

For decades, employee's psychological well-being has been recognised as a predictor for their job performance (Wright et al., 2000; Daniels et al., 2000; Wright et al., 2004; Bryson et al., 2017). Research has consistently demonstrated that employees show superior job performance when their psychological well-being is elevated (Wright et al., 2004; Lin et al., 2014; Usman, 2017; Bryson et al., 2017; Carolan et al., 2017; Kundi et al., 2021). Specifically within organizational psychology, Wright and colleagues have conducted numerous longitudinal studies spanning up to five years, revealing a robust causal relationship between employee psychological well-being and job performance (Wright et al., 1993; Wright & Staw, 1999). Thus, these studies suggest a positive correlation between an employee's psychological well-being and their job performance, wherein higher psychological well-being corresponds to higher job performance.

Numerous studies have delved into the intricate dynamics between employee psychological well-being and job performance. Within this field, affective commitment emerges as critical in bridging the connection between an employee's psychological well-being and their job performance (Yalabika et al., 2013; Kundi et al., 2021; Pacheco et al., 2023). Indeed, affective commitment is not only strongly associated with job performance but also serves as a robust predictor of an employee's performance within an organization (Boshoff & Arnolds, 1995; Somers & Birnbaum, 1998; Budihardjo, 2013). These insights collectively highlight the pivotal role of affective commitment in the organization context, underlining its importance as a key factor in understanding employee performance.

In the aftermath of the COVID-19 pandemic, the escalating concern among employees regarding job insecurity and its ramifications has become increasingly apparent (Khawli, et al., 2022; Bilal, et al., 2022; Kim et al., 2023). The profound and negative impact of job insecurity on both employee wellbeing and affective commitment is well-documented supporting this assertion (Hu & Zuo, 2007; Reisel et al., 2007; De Cuyper et al., 2009; Cuyper & Witte, 2010). Although the immediate crisis of COVID-19 has subsided, its lingering effects on the economy and the labor market continue to perpetuate a climate of uncertainty regarding job security among employees. This ongoing situation is exemplified by the widespread layoff trends with observed in various sectors (Morgan, 2023; Crunchbase, 2023; Statista, 2023). Therefore, in the current landscape, it is imperative to factor in job security as a moderating role when examining the interplay between employee's psychological well-being and their job performance.

2.3.1. The Influence of Affective Commitment on Job Performance

Within the field of organizational behaviour, employee's commitment can classified into three main concepts such as affective commitment, continuance commitment, and normative commitment (Allen & Meyer, 1990; Hadi & Tentama, 2020). According to Allen & Meyer (1990), the *affective commitment* aspect involves the emotional bond, sense of belonging, and active participation of employees in the corganization. Continuance commitment, on the other hand, relates to the commitment stemming from the costs employees perceive in leaving the organization. Lastly, normative commitment refers to the sense of responsibility or obligation that employees feel to remain with the organization. It is suggested that affective commitment is a core essence of organisational commitment since it more strongly influence work behaviours than other components of commitment (Mercurio, 2015). With the approach of this master thesis study, the author does not implement any incentive systems nor require obligations stemming from the employees' commitment to their organizations. Therefore, combined with the significance of affective commitment, affective commitment has been chosen as the primary factor when discussing employee's commitment of this study.

Moreover, many studies have emphasised on the pivotal role of affective commitment emerges as critical in bridging the connection between an employee's psychological well-being and their job performance (Yalabika et al., 2013; Kundi et al., 2021; Pacheco et al., 2023). Indeed, affective commitment has consitently been shown as an important determinant for the job outcomes such as low turn-over rate, job satisfaction and job performance (Boshoff & Arnolds, 1995; Somers & Birnbaum, 1998; Budihardjo, 2013; Kundi et al., 2017; Jain & Sullivan, 2019). The psychological well-being of employees is considered crucial for fostering both affective commitment and enhanced job performance, as employees with higher levels of well-being typically show a deeper commitment to their work and organization, and are often observed to have better performance in their daily tasks (Jain & Sullivan, 2019). Hence, in this study, the aim is to explore employee affective commitment, under the assumption that employees who experiences happiness and satisfaction in their lives tend to develop better performance in their job (Kundi et al., 2021).

2.3.2. The Era of Job Insecurity and Its Impact on the Relationship between Employee's Psychological Well-being and Affective Commitment

In the post-pandemic era, job insecurity has become a prominent concern among employees, as highlighted in recent studies (Khawli et al., 2022; Bilal et al., 2022; Kim et al., 2023). This increase in job uncertainty is acknowledged in academic literature for its negative effects on employee well-being and affective commitment (Hu & Zuo, 2007; Reisel et al., 2007; De Cuyper et al., 2009; Cuyper & Witte, 2010). Although the acute phase of the COVID-19 crisis has passed, its residual impact on the economy and job market continues to fuel a pervasive sense of uncertainty about job stability. This situation is further highlighted by the ongoing trend of widespread layoffs across various sectors (Morgan, 2023; Crunchbase, 2023; Statista, 2023). Given this context, it becomes increasingly critical to incorporate

job security as a moderating variable in examining the dynamics between employee psychological wellbeing and job performance.

Job insecurity refers to an individual's view of stability and continuance of their employment within an organization or the personal perception of being at risk of losing their job or important aspects of it (Probst, 2003; De Witte et al., 2015). As scholar have described, job insecurity is a multifaceted phenomenon that includes an understanding of broad economic trends, company-specific job concerns, individual-level apprehensions about job stability, and the anticipation of potential job loss (Mohr, 2000). In this study, the concentrate on job insecurity is at the individual level, aligning with its broader, global interpretation. This approach recognizes the significant psychological and material benefits that individuals gain from their employment, benefits they are typically reluctant to lose. This conceptualization of job insecurity is akin to that defined by Reisel et al. (2007), which views it as a cognitive evaluation of an individual's uncertainty within their wider work environment. This contrasts with specific, direct feedback about job risks, such as underperformance or lateness, provided by a supervisor. While such feedback may be perceived as threatening, it offers clarity on future requirements. Conversely, job insecurity is characterized by a lack of clarity and certainty, creating ambiguity about the necessary actions to secure one's job (Reisel, Chia, Maloles, & Slocum, 2007).

In the context of the financial downturn that followed the pandemic and the vital needs to maintain business profitability, it is unsurprising that today employees experience job insecurity (Shoss et al., 2022; Semenova, 2023). Organisations often resorted to layoffs as a popular method of reducing variable expenses (Semenova, 2023). A striking illustration of the layoff trend is the substantial number of job cuts in the technology industry. From the first quarter of 2020 through the third quarter of 2023, it is estimated that global technology companies have terminated over 486.482 employees (Statista, 2023). In line with this labor trend, by mid-2023, Vietnamese workers also faced significant job cuts and reduced working hours, impacting nearly 510.000 employees (Huong Dung, 2023).



Figure 1. Number of tech employees laid off worldwide from 2020 to 2023, by quarter (Statista, 2023)

It is alarming that the laid-off trend is not just in the technology sector but is also relatable in the FMCG industry. Many multinational corporations have responded to economic downturns by what companies typically called, restructuring, which includes significant reductions in employee numbers (Unilever, 2022; NL Times, 2023; Bonnell, 2024). For instance, in early 2024, Unilever announced the elimination of 7.500 office-based positions worldwide (Bonnell, 2024). This action marked the second significant job cut within two years for Unilever, a leading corporation in the FMCG sector. In Vietnam, Unilever has recently achieved its first \$1.1 billion dollars of sale revenue, making Vietnam the top 12th countries within their existing markets (Unilever Vietnam, 2023). Therefore, it is worth to notice that Vietnamese FMCG industry might not be resistant to the laid-off phenomenal.

Considering the nature of job insecurity, which brings uncertainty to one's career and financial stability, studies have shown that job insecurity impacts negatively on employee's well-being, job satisfaction, organizational commitment, and self-rated performance (Hu & Zuo, 2007; Riesel et al., 2007; Cuyper & Witte, 2010). This suggests that individuals who suffer increased job insecurity are more likely to have a decline in their well-being and a decrease in their level of affective commitment to their organization.

2.3.3. Job's Performance: Outcomes of Employee's Psychological Well-being and Affective Commitment

As discussed earlier, maintaining good psychological well-being (Wright et al., 2004; Usman, 2017; Kundi et al., 2021) and strong affective commitment in employees (Budihardjo, 2013; Kundi et al., 2017; Jain & Sullivan, 2019) lays the foundation for excellent job performance.

Job performance can be understand as the extent to which an individual's collective behaviors contribute to, or detract from, organizational effectiveness (Motowidlo, 2003). And it can be categorized into two main types: in-role performance and extra-role performance (MacKenzie, Podsakoff, & Ahearne, 1998). In-role performance pertains to the specific behaviours and actions that are strongly associated with an employee's work obligations and needs (Williams & Anderson, 1991; MacKenzie et al., 1998, Chughtai, 2008). It includes actions such as sticking to deadlines, fulfilling assigned duties, and attaining performance objectives. Extra-role performance, also known as organizational citizenship behaviour, encompasses actions performed by employees outside of their prescribed job duties and positively impact the overall effectiveness and achievement of the organization (Williams & Anderson, 1991; MacKenzie et al., 1998). For example, it can be seen as helping colleagues, taking on extra tasks, and actively engaging in internal activities. Given the definition of job performance and the simplicity approach of this study, focusing on in-role job performance offers a more practical and precise method for evaluating an employee's performance.

There are several methods to assess employee's job performance such as self-reported job performance measures (Williams & Anderson, 1991; Ramos-Villagrasa et al., 2019), supervisor evaluations (Kock,

2017), or web-based assessment based on set of criteria (Maryana et al., 2017). Although supervisor evaluations are frequently employed, self-reported assessments have been discovered to be just as, if not better, effective (Kock, 2017). Therefore, self-reported job performance based on in-role performance will be used in this study.

2.4. Vietnamese National Culture: Power Distance & Collectivism in Workplace Context

As shown in previous studies that there is a significant correlation between the psychological well-being of employees and their job performance (Wright & Russell, 2000; Harter et al., 2003; Krekel, 2019). Nevertheless, those studies were mostly conducted in the Global North. Since it has been recently pointed out by Henrich (2020), the results of those studies conducted in WEIRD-countries (Western, educated, industrialized, rich, and democratic) cannot automatically be transferred to non-Western countries. Hence, it is prominent to take into account the working culture in Vietnam context for a better interpretation of how national cultural values impacts on employee's beliefs and attitude towards the workplace.

Culture forms the bedrock of societal structures, molding social institutions along with the underlying values and beliefs, thereby guiding the most fitting behavioral norms for distinct groups of individuals (Ralston et al., 1993; Hofstede, 2001). To encapsulate, Hofstede (2001) characterizes culture as the "collective mental programming that distinguishes the members of one group or category of people from others". There are various models for assessing national cultural values, ranging from singledimensional variables to multi-dimensional variables (Hall, 1976; Hampden-Turner & Trompenaars, 1994; Hofstede, 2001). In the interest of conciseness and to employ a well-established theoretical framework, this investigation will delve into national cultural values guided by the principles of Hofstede's model. Utilising a framework derived from component analysis, it illustrates the influence of a society's culture on the values held by its individuals and the subsequent correlation between these values and behaviour (Hofstede, 2001). There are six dimensions in Hofstede's framework namely Power Distance, Individualism, Masculinity, Uncertainty Avoidance, Long-term Orientation and finally Indulgence. Hofstede suggests that researchers should concentrate primarily on the dimensions that have an obvious relationship to the phenomenon being investigated (Hofstede, 1983). In the case of Vietnamese cultural factors, Power Distance and Collectivism are the most significant dimensions (Hofstede Insights, 2023). Power Distance represents the acceptance of unequal power distribution in organizations and societies, whereas Collectivism denotes the emphasis on group cohesion and collective interests over individual ones (Hofstede Insights, 2023).

Furthermore, there are studies that demonstrate how employee behaviour and attitudes are significantly impacted by deeply rooted cultural values of their respective countries (Hofstede, 1980; Bennett, 1999; Bae & Chung, 1997; Woo, 2009). Notably, the adherence to specific national cultural values has a profound effect on an employee's affective commitment, thereby affecting their job performance, as

demonstrated by some research studies (Fischer & Mansell, 2009; Al-Rasheedi, 2012; Yuniawan et al., 2020). For instance, individualism-collectivism and power distance have been observed to impact affective commitment (Fischer & Mansell, 2009). Zooming in on Southeast Asian working culture, there are two significant national cultural factors that also impact employees' affective commitment and consequently increase employee's performance. They are power distance and collectivism (Yuniawan et al., 2020). Other scholars also agree that organizations that exhibit lower levels of power distance tend to foster greater levels of organizational commitment (Gul et al., 2018; Stammerjohan et al., 2008). And the stronger an employee's collectivism aligns with the organization's values, the higher their loyalty is to that organization (Oo, Jung, & Park, 2018). Thus, in this study, it is hypothesised that Power Distance has a negative effect on employees' affective commitment, while Collectivism has a positive influence on employees' affective commitment.

2.5. Fast-moving Consumer Goods (FMCG) Industry in Vietnam

Reflecting on Vietnam's growing economic potential, Vietnam achieved a remarkable growth rate of 8% in 2022, according to The World Bank (2023), which notably exceeded the global growth average of 2.9%, highlighting its economic skyrocketing in the Asia-Pacific landscape. Even when the COVID-19 pandemic hit in 2020, Vietnam was one of the few countries to witness positive GDP growth (Bertelsmann Stiftung, 2022). Thus, Vietnam's rapid economic expansion heightens the intrigue in examining the influence of employee psychological well-being on job performance, offering a unique perspective in a rapidly evolving economic environment. Plus, with the fact that Vietnam is a developing country in Southeast Asia, it can also be represented as a non-Western countries to explore the geographical contribution in academic of this field.

In the landscape of Vietnam's key business sectors, the consumer goods industry played a pivotal role, accounting for more than 40% of the incremental growth in the nation's GDP (General Statistics Office of Vietnam, 2023). In 2021, Vietnam's retail sales of consumer goods reached a formidable sum of approximately USD 180 billion, with the fast-moving consumer goods (FMCG) sector making a substantial contribution to this figure (Vietnam Credit, 2022). Within this sector, there are around 1,670 manufacturers, a diverse array that spans both local firms and multinational organisations (Smartscrapers, 2023). Notably leading the field in terms of total revenue are the top five FMCG companies in Vietnam: Vinamilk, Unilever Vietnam, Masan Consumer Corporation, Suntory Pepsico Vietnam Beverage, and Nestlé Vietnam (Vietnam Credit, 2022). The market itself is defined by a range of prominent categories, including beer, beverages, cigarettes, impulse foods, baby care products, milk-based items, staple foods, home care, and personal care products, a classification provided by Nielsen IQ (2023).

The FMCG industry has seen a consistent growth of about 10-12% each year over the last decade. During the pandemic, this growth slowed to around 6%. However, the sector bounced back strongly in

the first eight months of 2022, showing a double-digit growth of 19% (Vietnam Credit, 2022). Beginning in 2023, despite a global economic downturn, the FMCG sector in Vietnam still sustained growth. This resilience is evident in the sector's sales volume, which showed incremental increases across the first three quarters of 2023, with growth rates of 8%, 3%, and 1%, respectively (Kantar Worldpanel, 2023). As well as the consumer higher purchase volume also witnessed steady growth from 2021 to 2023, driven by urban key cities (Kantar Worldpanel, 2024)



Figure 2. FMCG overview in spending growth 2020-2023 (Kantar Worldpanel, 2024)

In the rapidly evolving landscape of the consumer goods sector, companies are experiencing notable growth rates. However, this progress comes with a significant challenge: high levels of employee stress. A 2021 study by McKinsey & Company in America highlighted this issue, placing the consumer goods sector among the top industries for employee stress (McKinsey & Company, 2021). This trend is not isolated; a 2023 report by Gallup corroborates these findings on a global scale, indicating that employee stress has escalated to unprecedented levels worldwide. This surge in stress is accompanied by an emerging phenomenon known as 'quiet quitting,' where workers disengage from their roles (Gallup, 2023). Further emphasizing the gravity of this situation, a recent McKinsey study on employee mental health in Asian countries revealed startling insights. Across 15 countries, "toxic workplace behavior" emerged as the predominant predictor of burnout symptoms and the intent to leave a job. Remarkably, this factor accounts for over 60 percent of the variation in these outcomes, underscoring its impact in the Asian work environment (McKinsey & Company, 2022).

This revelation points to a growing concern: the escalating stress levels among employees, with toxic workplace behavior being a key contributor, especially in Asian countries. Given these alarming trends, the urgency to delve into the nuances of employee psychological well-being in emerging economies becomes clear. Understanding how these factors impact job performance is not just relevant but critical. It calls for an immediate and thorough investigation to address these pressing issues, ensuring that the workforce is not only productive but also mentally healthy. This research is not just a matter of organizational efficiency; it is a vital step towards fostering a sustainable and supportive work environment, particularly in the face of such rapid industrial growth and change.

Chapter 3. Research Methodology

This section starts with connecting the insights of the literature review with the hypotheses to be examined. Furthermore, it outlines how the research was constructed, detailing the methods and measurements chosen to meet the objectives and hypotheses. It describes how data were gathered, processed, and analyzed to answer the research questions.

3.1. Literature Findings & Hypotheses

Drawing from the literature reviewed in the previous chapter, the primary variables under exploration in this study include psychological well-being, affective commitment, job performance, job insecurity, power distance, and collectivism.

Psychological well-being emerges as a pivotal factor in employee job satisfaction and productivity (Wright et al., 2000; Daniels et al., 2000; Wright et al., 2004). This construct, rooted in the hedonic and eudaimonic philosophies, extends to concepts such as life satisfaction and desire fulfillment (Kay Smith & Diekmann, 2017), widely adopted in organizational research (Page et al., 2009; Dagenais-Desmarais et al., 2012; Rook et al., 2021; Kundi et al., 2021). Research had underscored the crucial role of affective commitment on job performance (Yalabika et al., 2013; Kundi et al., 2021; Pacheco et al., 2023). Affective commitment is shown to significantly influence various job-related outcomes including turnover rate, job satisfaction, and overall performance (Boshoff & Arnolds, 1995; Somers & Birnbaum, 1998; Budihardjo, 2013; Kundi et al., 2017; Jain & Sullivan, 2019). Consequently, the hypotheses can be formulated as follows:

H1a: Hedonic Employee psychological well-being positively influences affective commitment.

H1b: Eudaimonic Employee psychological well-being positively influences affective commitment.

H2: Higher affective commitment among employees leads to enhanced job performance.

Considering the adverse effects of job insecurity on employee well-being, job satisfaction, and organizational commitment (Hu & Zuo, 2007; Riesel et al., 2007; Cuyper & Witte, 2010), it is anticipated that heightened job insecurity diminishes the positive relationship between employee well-being at a hedonic as well as eudaimonic level and affective commitment.

H3a: Job insecurity negatively influences the relationship between hedonic employee psychological well-being and affective commitment.

H3b: Job insecurity negatively influences the relationship between eudaimonic employee psychological well-being and affective commitment.

Moreover, organizations characterized by lower power distance exhibit greater organizational commitment (Gul et al., 2018; Stammerjohan et al., 2008), while stronger alignment of employee collectivism with organizational values fosters higher loyalty (Oo, Jung, & Park, 2018). Consequently, it is hypothesized that power distance detrimentally affects affective commitment, while collectivism positively influences it.

H4: Higher employee perception of power distance negatively influences their affective commitment

H5: Higher employee perception of collectivism positively influences their affective commitment.

Additionally, longitudinal studies by Wright and colleagues have consistently highlighted the causal relationship between employee's psychological well-being and their job performance, suggesting that higher psychological well-being correlates with enhanced job performance over time (Wright et al., 1993; Wright & Staw, 1999).

H6a: Hedonic Employee psychological well-being positively influences job performance.

H6b: Eudaimonic Employee psychological well-being positively influences job performance.

3.2. Proposed Conceptual Models

Drawing from the comprehensive analysis conducted in the literature review for each variable, as well as mediator and moderating factors, the following is the proposed conceptual model:



Figure 3. Proposed Conceptual Model

3.3. Research Design

3.3.1. Quantitative Research

This study employs a quantitative research approach to examine the relationship between variables, drawing on the theoretical constructs mentioned above. This methodology facilitates the exploration of causal relationships, quantification of data, application of measurements, and statistical analyses to test formulated hypotheses, enabling the acceptance or rejection of hypotheses (Sekaran & Bougie, 2016).

3.3.2. Regression formula

Drawing from the proposed conceptual model (Figure 3), a multi-regression analysis will be employed to scrutinize the causal connections between variables. Multiple regression analysis is a method to evaluate the degree and character of a relationship between multiple variables (Sekaran & Bougie, 2016). For this research, the general regression formular is:

 $Y = \alpha + \beta_1 * X_1 + \beta_2 * X_2 + \dots + \beta_n * X_n + \varepsilon$

(Y: dependent variable, α : constant, X_{1,2,..n} = independent variables, $\beta_{1,2,..n}$: coefficient parameter, n: number of variables, ε = error)

The analysis of this study comprises two key components focusing on the impact of employee's psychological well-being. Two regression models will be constructed to explore the effects of employee's psychological well-being on affective commitment and the subsequent impact of affective commitment on job performance. These models will also take into account job insecurity as a moderator in the relationship between employee's psychological well-being and affective commitment, along with power distance and collectivism influence on affective commitment.

Affective Commitment = α + β_1 * (Hedonic Employee's Psychological Well-being) + β_2 * (Eudaimonic Employee's Psychological Well-being) + β_3 (Hedonic Employee's Psychological Well-being × Job Insecurity) + β_4 (Eudaimonic Employee's Psychological Well-being × Job Insecurity) + β_5 * (Power Distance) + β_6 * (Collectivism) + ε

Job Performance = α + β_1 * (Affective Commitment) + β_2 * (Hedonic Employee's Psychological Well-being) + β_3 * (Eudaimonic Employee's Psychological Well-being) + ε

3.4. Data Sampling Technique

Given the primary focus of this study on Vietnamese FMCG workers and the author's professional background, a combination of convenience sampling and snowball sampling was employed. Initially, convenience sampling was utilized, leveraging the author's existing contacts and social media

connections with former colleagues in the FMCG sector in Vietnam. This established network and available channels such as Facebook, LinkedIn allowed for easy access to a relevant population group. Additionally, snowball sampling was used to widen the reach by encouraging initial respondents to share the survey with their own networks within the FMCG industry. While this dual approach may limit generalizability, it promotes efficient data collection and provides valuable initial insights into the phenomenon of psychological well-being among Vietnamese FMCG employees (Sekaran & Bougie, 2016). According to Statista (2023), the population of employees in the Vietnamese FMCG sector is projected to reach 7,795,000 by 2024. This research aims to achieve a confidence level of 95% with a margin of error of $\pm 5\%$.

In the case that the model contains m scales, Pj observed variables ought to have a ratio of 5/1 or 10/1, according to Hair et al. (2010). The below formula is utilized to calculate sample size:

$$n = k * \sum_{j=1}^{m} p$$

The study model contains 6 scales, and each scale has an average of 8 observed variables. If k=5/1, the minimum sample size is:

$$n = 5 * \sum_{1}^{6} 8 = 240$$

It means that if the model has 240 responses, it will achieve the research results at a 95% confidence level with a 5% error margin.

3.5. Data Collection Plan

It has been suggested that one way to elucidate and compare correlations between variables is by employing standardized data (Saunders et al., 2019). Therefore, this study utilizes validated questionnaires from previous researchers to elucidate the relationships among different constructs in employees' psychological well-being and their performance in an organizational context. Given the focus on Vietnamese workers in the FMCG industry, the international dimension of the research can be facilitated through electronic questionnaires (Sekaran & Bougie, 2016). Consequently, a survey will be generated using Qualtrics, presented in both English and Vietnamese, and posted on multiple social media channels such as LinkedIn and Facebook, aiming to reach a higher number of respondents. However, the electronic questionnaire approach may suffer from a disadvantage of low response rates (Sekaran & Bougie, 2016). Hence, the researcher will enhance the response rate by personally administering the questionnaire to establish rapport with the respondents via Viber, Whatsapp, or LinkedIn and also seeking for the assistance of respondents to refer new ones from their network. The data is be collected between end of March and April 2024.

3.6. Questionnaire Design

The questionnaire design initially incorporated the model proposed by Kundi et al. (2019). However, to accommodate Vietnamese cultural dimensions, attribute scales from different research papers were adapted to measure each attribute. All variables are assessed using validated scales, with detailed explanations provided in section 3.7.

The questionnaire commenced with filtered questions aimed at ensuring respondents are currently employed in the FMCG industry. Two questions were employed for this purpose: "Are you currently working in a company that produces fast-moving consumer goods?" followed by "Which of the following product categories does your company participate in?" Respondents were required to select multiple answers from a provided list, including options such as "beer, beverages, cigarettes, impulse foods, baby care products, milk-based items, staple foods, home care, and personal care products" to ascertain if their company operates within the FMCG sector. Respondents who answered affirmatively to the first question and whose chosen company's products align with those listed could proceed to the main questionnaire. Those who did not meet these criteria were excluded from further participation.

Each inquiry within the questionnaire will be articulated in both Vietnamese and English, employing a meticulous back-translation procedure conducted by native Vietnamese individuals. A detailed copy of the questionnaire is furnished in Appendix 1-9 for reference.

3.7. Research Measurement

The research study includes six independent factors and their related dependent variables, which are explained in the following section. Each construct's inquiries were grounded in established research measures, employing various Likert-scale points to ensure validity, ranging from 0 (Strongly Disagree) to either 4 or 7 (Strongly Agree).

3.7.1. Employee's Psychological Well-being

Employee psychological well-being was evaluated across two dimensions: hedonic well-being and eudaimonic well-being, each appraised using distinct Likert scales. The hedonic well-being dimension employed a 5-item scale derived from Diener et al. (1985), employing a seven-point Likert scale ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). Conversely, the eudaimonic well-being dimension utilized a 21-item scale adapted from Waterman et al. (2010), utilizing a five-point Likert scale ranging from 0 (Strongly Disagree) to 4 (Strongly Agree). Notably, within the eudaimonic well-being scale, seven items were framed negatively to signify the absence of eudaimonic well-being, necessitating the application of reverse scoring techniques (Waterman et al., 2010).

Variable	Dimension	Author	Scale used	Factor Loadings
Employee's	Hedonic	Diener,	1. In most ways my life is close to my ideal.	0.84
Psychological	Well-being	Emmons,		
Well-being		Larsen, &	2. The conditions of my life are excellent.	0.77
		Griffin	3. I am satisfied with my life	0.83
		(1985)	4. So far I have gotten the important things I want in life	0.72
			5. If I could live my life over, I would change almost nothing.	0.61
	Eudaimonic	Waterman,	1. I find I get intensely involved in many of the things I do each day.	0.60-0.85
	Well-being	et al.	2. I believe I have discovered who I really am.	
		(2010)	3. I think it would be ideal if things came easily to me in my life. (R)	
			4. My life is centered around a set of core beliefs that give meaning to my life.	
			5. It is more important that I really enjoy what I do than that other people are	
			impressed by it.	
			6. I believe I know what my best potentials are and I try to develop them	
			whenever possible.	
			7. Other people usually know better what would be good for me to do than I	
			know myself. (R)	
			8. I feel best when I'm doing something worth investing a great deal of effort in.	
			9. I can say that I have found my purpose in life.	
			10. If I did not find what I was doing rewarding for me, I do not think I could	
			continue doing it.	
			11. As yet, I've not figured out what to do with my life. (R)	
			12. I can't understand why some people want to work so hard on the things that	
			they do. (R)	
			13. I believe it is important to know how what I'm doing fits with purposes worth	
			pursuing.	
			14. I usually know what I should do because some actions just feel right to me.	
			15. When I engage in activities that involve my best potentials, I have this sense	
			of really being alive.	
			16. I am confused about what my talents really are. (R)	
			17. I find a lot of the things I do are personally expressive for me.	
			18. It is important to me that I feel fulfilled by the activities that I engage in.	
			19. If something is really difficult, it probably isn't worth doing. (R)	
			20. I find it hard to get really invested in the things that I do. (R)	
			21. I believe I know what I was meant to do in life.	

Table 2. Scale used to measure Employee's Psychological Well-being

(R) Reversed score items

3.7.2. Affective Commitment

The assessment of employee affective commitment involved an 8-item scale developed by Allen and Meyer (1990), utilizing a seven-point Likert scale ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). Notably, four items within this scale were subject to reverse scoring techniques. Despite the factor loadings of each item in the Allen & Meyer questionnaire ranging from 0.55 to 0.82, the validity and reliability of this scale have been evaluated through meta-analysis across multiple countries (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

Variable	Author	Scale used	Factor Loadings
Affective Commitment	(Allen & Meyer, 1990)	1. I would be very happy to spend the rest of my career with this organization.	0.55
		2. I enjoy discussing my organization with people outside it.	0.56
		3. I really feel as if this organization's problems are my own.	0.52
		4. I think that I could easily become as attached to another organization as I am to this one. (R)	0.45
		5. I do not feel like 'part of the family' at my organization. (R)	0.63
		6. I do not feel 'emotionally attached' to this organization. (R)	0.81
		7. This organization has a great deal of personal meaning for me.	0.79
		8. I do not feel a strong sense of belonging to my organization. (R)	0.82
(D) Deviewend ener			

Table 3.	Scale	used	to	measure	Affective	Commitment
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(R) Reversed score items

3.7.3. Job Performance

The aspect of job performance were assessed using a 7-item scale adapted from Williams & Anderson (1991), incorporating 2 items with reversed scoring. This scale employs a 5-point Likert format, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Williams & Anderson, 1991).

Table 4.	Scale	used	to	measure	Job	Performance
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Variable	Author		Scale used	Factor Loadings
Job	(Williams	&	1. Adequately completes assigned duties.	0.83
Performance	Anderson, 1991)		2. Fulfills responsibilities specified in job description.	0.88
			3. Performs tasks that are expected of him/her.	0.87
			4. Meets formal performance requirements of the	0.83
			job.	
			5. Engages in activities that will directly affect	0.52
			his/her performance evaluation.	
			6. Neglects aspects of the job he/she is obligated	0.64
			to perform. (R)	
			7. Fails to perform essential duties. (R)	0.72

(R) Reversed score items

3.7.4. Job Insecurity

The dimension of job security was assessed using a 4-item scale developed by Elst et al. (2014), utilizing a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), with one item incorporating reverse scoring techniques.

Variable	Author	Scale used	Factor Loadings
Job	(Elst, De	1. Chances are, I will lose my job soon.	0.68 - 0.88
Insecurity	Witte, & De	2. I am sure I can keep my job. (R)	_
	Cuyper, 2014)	3. I feel insecure about the future of my job.	
		4. I think I might lose my job in the near future.	_

Table 5. Scale used to measure Job Insecurity

(R) Reversed score items

3.7.5. Power Distance

The measurement of power distance entailed a 2-item scale developed by Dorfman and Howell (1988), which adapted Hofstede's national cultural dimension to a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 6. Scale used to measure Power Distance

Variable	Author	Scale used	Factor Loadings
Power	(Dorfman &	1. A supervisor's use of authority and power is	-
Distance	Howell, 1988)	often necessary ni order to assure that work is done efficiently. 2. Social interaction with one's subordinates may	
		decrease a manager's ability to be objective in dealing with subordinates.	

3.7.6. Collectivism

Collectivism was incorporated from the horizontal collectivism framework proposed by Triandis and Gelfand (1998), employing a 4-item scale on a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 7. Scale used to measure Collectivism

Variable	Author	Scale used	Factor Loadings
Collectivism	(Triandis &	1. If a coworker gets a prize, I would feel proud.	0.67
Gelfand, 1998)		2. The well-being of my coworkers is important to me.	0.64
		3. To me, pleasure is spending time with others.	0.61
		4. I feel good when I cooperate with others.	0.49

Chapter 4. Data Analysis & Results

In this chapter, the results of data collection from the survey will be presented including data cleaning, sample description, factor analysis, reliability testing, correlation, and regression analysis to conclude the findings.

4.1. Data Preparation

Data collection was conducted over a period of more than a month, from March 26, 2024, to April 30, 2024. The dataset comprises 278 responses from employees within the Fast-Moving Consumer Goods (FMCG) industry in Vietnam. To ensure the quality and relevance of the sample for regression analysis, a rigorous three-step data cleansing process was implemented. Initially, responses from individuals who did not consent to the General Data Protection Regulation (GDPR) agreement or had missing values were removed. Subsequently, the dataset was filtered to include only those respondents actively employed in pre-defined categories within the FMCG sector which have giving their consent and of which the response was complete. Furthermore, to ensure the absence of uniform (straight-line) responses, a standard deviation calculation was performed for each scale. Responses were considered valid if the standard deviation of each scale exceeded zero, indicating variability in the answers. Following these steps, the final sample is consisting of 159 respondents will be used for the analysis (see Table 8 for summary of data preparation). After finalizing the dataset, the margin of error was declined to $\pm 6.24\%$ with 95% confidence level.

Index	Value
# of participants	278
# of participants with GDPR	119
disagreement, filtered answers	
and missing values	
# of straight line	0
# of qualified participants	159

Table 8. Dat	a preparation	summary
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4.2. Demographics

The age distribution of the sample ranges from 20 to 39 years, with a mean age of 27.68 years and a mode of 27 years, indicating that most respondents are in their late twenties (see Table 9 for overview of demographics). The standard deviation of 3.63 years suggests moderate variability around the mean, reflecting a relatively young workforce. Given the close alignment of the mean and mode, the distribution appears fairly symmetrical, though slightly skewed towards younger ages. A predominant 62.89% of the respondents (100 individuals) fell within the 26-33 year age group, indicating a young demographic profile. This was considerably higher than the next largest group, 18-25 years, which comprised 27.67%

of the sample (44 individuals). Only 9.43% (15 individuals) were aged between 34 and 41 years, with no participants over 41 years.

The gender distribution within the sample shows a significant predominance of female respondents. Specifically, 75.47% of the participants (120 individuals) are female, while only 23.27% (37 individuals) are male (Table 9). This results in a female-to-male ratio of approximately 3.24:1, indicating that there are more than three females for every male respondent. This substantial imbalance suggests that the sample is heavily skewed towards female participants, which may influence the generalizability of the study's findings if gender differences are relevant to the research outcomes.

Tenure within the organization was delineated across five categories: 1-3 years, 3-5 years, 5-7 years, 7-9 years, and 9-11 years. The majority of employees, representing 59.75% (95 individuals), reported tenure between 1-3 years, highlighting a relatively nascent association with the organization. The 3-5 year category comprised the second largest group at 23.27% (37 individuals), suggesting a burgeoning accumulation of experience within the workforce. In contrast, longer tenures were notably less frequent, with diminishing proportions evident in the 5-7 years, 7-9 years, and 9-11 years categories.

Analysis of departmental affiliation revealed a substantial concentration of respondents in the Marketing department, which accounted for 65.41% (104 individuals) of the sample. Other departments showed significantly smaller representations, including Others (10.06%, 16 individuals), Sales & Channel Development (6.92%, 11 individuals), and Ecommerce & Media (5.66%, 9 individuals). Minimal participation was noted from departments such as HR and R&D, each comprising 3.77% of respondents (6 individuals each), followed by Supply Chain (2.52%, 4 individuals) and Production (1.89%, 3 individuals). This distribution underscores a marked departmental skew towards Marketing, which may influence the organizational dynamics and perspectives represented in the study.

Demographic Variables	Туре	Value	Frequency	% Percentage
Age	Min	20		
	Max	39		
	Mean	27.68		
	Mode	27		
	Standard Deviation	3.63		
	18-25		44	27.67%
	26-33		100	62.89%
	34-41		15	9.43%
Gender	Female		120	76.43%
	Male		37	23.57%
Tenure	1-3 years		95	59.75%
	3-5 years		37	23.27%

Table 9. Sample Demographic Characteristic

	5-7 years	19	11.95%
	7-9 years	3	1.89%
	9-11 years	5	3.14%
Department	Marketing	104	65.41%
	Human Resources	6	3.77%
	Sales & Channel	11	6.92%
	Development		
	Ecommerce & Media	9	5.66%
	Research & Development	6	3.77%
	Supply Chain	4	2.52%
	Production	3	1.89%
	Others	16	10.06%

The demographic analysis indicates a young, predominantly female workforce, with the majority in the 26-33 age group and most employees having 1-3 years of tenure. The sample is heavily skewed towards the Marketing department, which may affect the generalizability of the study's findings.

4.3. Factor Analysis

4.3.1. Introduction

In this section, each of the variable will have to go through a factor analysis and reliability testing before proceeding to further analyses. This step is needed since all variables are measured by the use of multiple statements/questions, and thus a new combined variable based on these statements needs to be calculated. Prior to conducting factor analysis, reverse scoring was performed on each question which was asked in a reversed way than the other questions pertaining to the same variable in order to ensure that their direction of meaning is equal. This was done by using the formulation (Sekaran & Bougie, 2016):

New value = (Likert-scale + 1) - old value

The current study thus examines seven distinct variables, each assessed through multiple questions. Specifically, the variable of employee psychological well-being was bifurcated into hedonic well-being, evaluated with five questions, and eudaimonic well-being, assessed with 21 questions. Additionally, affective commitment was measured using eight questions, job performance through seven questions, job insecurity with four questions, power distance with two questions, and collectivism also with four questions. For cleaner analysis, each of the variable will be shorten as indicated in the table below.

Variable Name	Coded Name
Employee Psychological Well-being Hedonic	EWB_H
Employee Psychological Well-being Eudaimonic	EWB_E

Table 10. Variable coded name

Affective Commitment	AC
Job Performance	JP
Job Insecurity	JI
Job Insecurity*Employee Psychological Well-being Hedonic	JIEWBH
Job Insecurity*Employee Psychological Well-being Eudaimonic	JIEWBE
Power Distance	PD
Collectivism	CL

4.3.2. Employee's Well-being in Hedonic (EWB_H)

Before conducting factor analysis, the researcher will evaluate the suitability of data for analysis with the Kaiser–Meyer–Olkin (KMO) test of each variable. The test evaluates the sampling sufficiency of each model variable and the entire model. The statistic measures the proportion of possible common variation among variables. KMO values between 0.8 and 1 typically indicate acceptable sampling (Nunan, Birks, & Malhotra, 2020).

In this case, the Kaiser-Meyer-Olkin measure of sampling adequacy is 0.855, which is above the recommended value of 0.8, meaning the data are suitable for factor analysis (see Table 11). Moreover, Bartlett's Test of Sphericity was utilized to verify if factor analysis is suitable for the data. This test checks if the variables in the study are sufficiently correlated to warrant using factor analysis. Essentially, the test determines whether the observed variables are simply unrelated, which would make factor analysis inappropriate. The test results in Table 11 indicate for the variable EWB_H with a Chi-square value of 5024.833 with 1176 degrees of freedom and are highly significant (p < 0.001). This significant result rejects the possibility that the items are unrelated, confirming that they share enough common variance to proceed with factor analysis. Therefore, the data of employee's well-being in Hedonic variable is appropriate for identifying underlying factors that may explain the relationships among these items.

Kaiser-Meyer-Olkin Measure	Measure of Sampling Adequacy	0.855
Barlett's Test of Sphericity	Approx. Chi-square	5024.833
	df	1176
	Sig.	<0.001

Table 11. Kaiser-Meyer-Olkin test (EWB_H)

An exploratory factor analysis was conducted to evaluate the underlying structure of responses to the five questions related to Employee Psychological Well-being in a Hedonic context (EWB_H). This analysis aimed to determine whether the responses exhibited consistent patterns, thereby justifying their integration into a single composite variable. Utilizing the Principal Component Analysis (PCA) extraction method, the results revealed a unidimensional structure. Specifically, a single principal component
accounted for 79.11% of the total variance, suggesting a strong common factor among the items (see Table 12 below).

Component	Initial Eigenvalues (Variance)	% of Variance
1	3.956	79.113
2	0.434	8.677
3	0.272	5.431
4	0.188	3.754
5	0.151	3.026

 Table 12.
 Total Variance Explained (EWB_H)

*Extraction method: Principal Component Analysis

The communalities for all five items approached unity and are closer to 1, suggesting a robust association between each item and the extracted factor, as detailed in Table 13. This high level of communalities indicates that a significant proportion of each item's variance is captured by the factor structure. In the component matrix, factor loadings, which represent the correlation coefficients between the items and the factor, were notably high. According to Hair et al. (2010), an extraction value of 0.5 is deemed acceptable, while a value of 0.7 or higher is considered indicative of a factor's ability to extract substantial variance from a variable. In this analysis, all five items demonstrated loadings exceeding 0.8, thus confirming a significant connection between the variable and the respective items, as also reported in Table 13.

Communalities			Component Matrix		
	Initial	Extraction		Component 1	
EWB_H1	1.000	0.846	EWB_H1	0.920	
EWB_H2	1.000	0.862	EWB_H2	0.929	
EWB_H3	1.000	0.849	EWB_H3	0.921	
EWB_H4	1.000	0.749	EWB_H4	0.865	
EWB_H5	1.000	0.650	EWB_H5	0.806	

Table 13. Communalities and Component matrix (EWB_H)

*Extraction method: Principal Component Analysis

*1 components extracted

The scree plot (see Appendix 18) suggests that a single component is optimal, as it is the only item with eigenvalues exceeding 1. Consequently, the five items comprising Employee Psychological Well-being in Hedonic context (EWB_H) will undergo a reliability test before being combined into a single variable. The reliability of these five items, as shown in Table 14, yield a Cronbach's Alpha of 0.928. According to Nunan et al. (2020), a Cronbach's Alpha above 0.6 is considered highly reliable and acceptable for scale reliability assessment. Values from 0.60 to 0.80 are acceptable but moderate, while those between 0.80

and 1.00 are rated as excellent (Nunan, Birks, & Malhotra, 2020). Thus, the results indicate that the grouped items consistently measure the underlying construct of EWB_H.

Table 14. Reliability test (EWB_H)

Variables	Cronbach's Alpha
EWB_H	0.928

From an inductive perspective, this suggests that it is not necessary to have each of the five items separately, but rather, they can be combined into a single new variable. The EWB_H variable is derived by calculating the average of five items (EWB_H1, EWB_H2, EWB_H3, EWBH_4, EWBH_H5).

4.3.3. Employee's Well-being in Eudaimonic (EWB_E)

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy for the Employee Well-being in Eudaimonic context (EWB_E) is 0.823, which is above the recommended minimum of 0.8 (Table 15). This indicates that the data are suitable for factor analysis. Bartlett's Test of Sphericity also shows a Chi-square value of 1421.297 with 210 degrees of freedom, significant at p < 0.001. This significant result means the variables are sufficiently related to each other, making them suitable for identifying common factors that explain how these items are connected.

Table 15.	Kaiser-Meyer-Olkin	test (EWB_E)
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Kaiser-Meyer-Olkin Measure	Measure of Sampling Adequacy	0.823
Barlett's Test of Sphericity	Approx. Chi-square	1421.297
	df	210
	Sig.	<0.001

Following that, a factor analysis was conducted for 21 items assessing employee psychological wellbeing in the eudaimonic context, labeled EWB_E. Contrary to previous variables analysed, the first five components in the case of EWB_E explain 61.170% of the total variance, demonstrating a substantial shared variance among the items (Table 16 below).

Component	Eigenvalues (Variance)	% of Variance
1	6.154	29.303
2	2.824	13.445
3	1.716	8.170
4	1.143	5.444
5	1.010	4.807

Table 16. Total variance explained (EWB_E)

6	0.943	4.489
7	0.902	4.293
8	0.813	3.873
9	0.778	3.707
10	0.710	3.379
11	0.612	2.912
12	0.561	2.671
13	0.505	2.406
14	0.421	2.004
15	0.398	1.894
16	0.369	1.756
17	0.303	1.443
18	0.274	1.302
19	0.212	1.010
20	0.189	0.902
21	0.166	0.789

*Extraction method: Principal Component Analysis

The communalities for these 21 items approached unity, suggesting a robust association between each item and the extracted factors, as detailed in Table 16. However, the extraction communalities range from 0.319 to 0.751, indicating varying degrees of representation by the factors. For instance, lower values such as 0.319 for EWB_E14 suggest that the extracted factors do not adequately capture the variance in these items, while higher values like 0.751 for EWB_E2 indicate a strong representation by the factors (see Table 17 below). In the component matrix, factor loadings—which represent the correlation coefficients between the variables and the factors—were notably high for certain items. This matrix is crucial as it provides specific insights into how each item correlates with the extracted factors, enabling a deeper understanding of the data structure. High loadings on a specific factor suggest that an item aligns well with the conceptual domain represented by that factor. For example, items such as EWB_E2 (0.773), EWB_E8 (0.380), EWB_E9 (0.770), EWB_E11 (0.698), and EWB_E16 (0.780) not only show high communalities but also significant positive loadings on the primary factor, indicating a strong and direct association with the main dimension of eudaimonic well-being being measured (Table 17). These 5 items with extraction communalities above 0.7 will proceed further in the analysis, ensuring the focus remains on the most representative elements of the dataset.

Communalit	ties		Component Matrix					
	Initial	Extraction		Component 1	Component 2	Component 3	Component 4	Component 5
EWB_E1	1.000	0.574	EWB_E1	0.676	-0.137	-0.259	-0.108	0.140
EWB_E2	1.000	0.751*	EWB_E2	0.773	-0.183	-0.310	-0.052	0.148
EWB_E3	1.000	0.639	EWB_E3	-0.030	-0.109	-0.636	-0.278	0.380
EWB_E4	1.000	0.569	EWB_E4	0.616	0.111	0.111	-0.170	0.369
EWB_E5	1.000	0.592	EWB_E5	0.214	0.331	0.068	0.603	0.262
EWB_E6	1.000	0.562	EWB_E6	0.666	0.251	-0.145	-0.113	0.150
EWB_E7	1.000	0.661	EWB_E7	0.258	0.086	0.452	0.503	0.361
EWB_E8	1.000	0.717*	EWB_E8	0.380	0.523	0.277	0.176	-0.437
EWB_E9	1.000	0.711*	EWB_E9	0.770	-0.249	-0.222	0.086	-0.013
EWB_E10	1.000	0.458	EWB_E10	0.170	0.542	-0.360	0.071	0.030
EWB_E11	1.000	0.739*	EWB_E11	0.698	-0.425	-0.054	0.219	-0.143
EWB_E12	1.000	0.577	EWB_E12	0.637	-0.296	0.253	-0.052	-0.126
EWB_E13	1.000	0.472	EWB_E13	0.309	0.564	0.141	0.148	-0.131
EWB_E14	1.000	0.319	EWB_E14	0.337	0.416	-0.019	0.154	-0.089
EWB_E15	1.000	0.628	EWB_E15	0.459	0.501	0.193	-0.240	-0.268
EWB_E16	1.000	0.723*	EWB_E16	0.780	-0.330	-0.019	0.070	0.010
EWB_E17	1.000	0.590	EWB_E17	0.211	0.580	-0.157	-0.286	0.321
EWB_E18	1.000	0.572	EWB_E18	0.330	0.631	-0.001	-0.254	0.015
EWB_E19	1.000	0.658	EWB_E19	0.394	-0.145	0.668	-0.143	-0.122
EWB_E20	1.000	0.641	EWB_E20	0.738	-0.172	0.168	-0.151	-0.124
EWB_E21	1.000	0.694	EWB_E21	0.790	-0.182	-0.165	0.039	-0.88

Table	17.	Communalities	and	Component	Matrix	(FWB	F)
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*Extraction method: Principal Component Analysis *5 components extracted

Subsequently, the reliability of the five selected items—EWB_E2, EWB_E8, EWB_E9, EWB_E11, and EWB_E16—are assessed. The results, presented in Table 18, indicate that the Cronbach's Alpha value exceeded the 0.6 threshold, confirming that these items reliably represent the construct of Eudaimonic Well-being in Employees (EWB_E). Consequently, an aggregate score for EWB_E was computed by averaging these selected items, forming a composite measure of Eudaimonic Well-being.

Table 18. Reliability test (EWB_E)

Variables	Cronbach's Alpha
EWB_E	0.761

4.3.4. Affective Commitment (AC)

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy for Affective Commitment (AC) is recorded at 0.837, passing the recommended threshold of 0.8, as noted in Table 19. This indicates that the dataset is appropriate for factor analysis. Additionally, Bartlett's Test of Sphericity yields a Chi-square of 493.649 with 28 degrees of freedom, significant at a p-value less than 0.001. This confirms that the variables are sufficiently correlated, validating their suitability for exploring underlying factors that explain their interrelationships.

 Table 19.
 Kaiser-Meyer-Olkin test (AC)

Kaiser-Meyer-Olkin Measure	Measure of Sampling Adequacy	0.837
Barlett's Test of Sphericity	Approx. Chi-square	493.649
	df	28
	Sig.	<0.001

Then, the factor analysis of affective commitment, which involved an assessment using 8 items, reveals that the first two components account for a substantial 64.917% of the total variance, with eigenvalues of 3.674 and 1.519, respectively. This considerable proportion of explained variance highlights the robustness of these components in encapsulating the core aspects of affective commitment, as illustrated in Table 20.

Component	Eigenvalues (Variance)	% of Variance	Cumulative %
1	3.674	45.928	45.928
2	1.519	18.989	64.917
3	0.842	10.528	75.445
4	0.508	6.354	81.799
5	0.416	5.196	86.995
6	0.376	4.696	91.691

Table 20. Total variance explained (AC)

7	0.359	4.485	96.177
8	0.306	3.823	100.000

*Extraction method: Principal Component Analysis

A closer examination of the communalities and component matrix (Table 21) further informs our understanding of each item's contribution to the extracted factors. Notably, items AC_2 and AC_6 exhibit the highest extraction communalities, with values of 0.732 and 0.720 respectively, indicating that they are strongly represented by the underlying factors. These items not only capture a significant portion of the variance but also align closely with the dominant dimensions of affective commitment, as reflected in their factor loadings. In the component matrix, AC_2 demonstrates a strong positive loading of 0.815 on the first component and a moderate negative loading on the second, suggesting its primary association with the overarching theme captured by the first component, which might be interpreted as the core emotional attachment aspect of commitment. Similarly, AC_6, with a loading of 0.698 on the first component and 0.482 on the second, also aligns significantly with this primary dimension, albeit with additional influence from the secondary factor. Given their high communalities and significant factor loadings, AC_2 and AC_6 are identified as the most representative items of affective commitment. Plus, the scree plot (Appendix 20) also indicated that two items are optimal for this variable with eigenvalues above 1.

Communalities			Compone	nt Matrix	
	Initial	Extraction		Component 1	Component 2
AC_1	1.000	0.703	AC_1	0.729	-0.415
AC_2	1.000	0.732*	AC_2	0.815	-0.259
AC_3	1.000	0.685	AC_3	0.729	-0.391
AC_4	1.000	0.416	AC_4	0.036	0.644
AC_5	1.000	0.683	AC_5	0.624	0.541
AC_6	1.000	0.720*	AC_6	0.698	0.482
AC_7	1.000	0.664	AC_7	0.791	-0.196
AC_8	1.000	0.592	AC_8	0.666	0.385

Table 21. Communalities and Component matrix (AC)

*Extraction method: Principal Component Analysis

*2 component extracted

The reliability of the items AC_2 and AC_6 was evaluated to determine their internal consistency. As shown in Table 22, the Cronbach's Alpha for these items narrowly meet the 0.6 threshold with the result of 0.595. Therefore, a deeper look at Cronbach's Alpha if Item Deleted from all items of AC (also in Table 22) will be taken. The overall Cronbach's Alpha for all eight items is 0.809, demonstrating good internal consistency. Plus, the 'Cronbach's Alpha if Item Deleted' analysis shows that removing AC_2 or AC_6 would result in slightly higher overall reliability (0.768 and 0.771 respectively), but these increases are minimal. Importantly, the analysis confirms that while AC_2 and AC_6 have slightly lower individual reliability, these items do not significantly reduce the overall reliability of the scale. Given their high

factor loadings, AC_2 and AC_6 are retained and affirming their reliability in representing the Affective Commitment variable (AC). Based on this, an aggregate score for AC was calculated by averaging these selected items, creating a composite index for Affective Commitment.

Variables	Cronbach's Alpha	Variables	Cronbach's Alpha if Item Deleted
AC [*]	0.595	AC_1	0.785
AC **	0.809	AC_2	0.768
*AC_2 & AC_6		AC_3	0.784
**Total 8 items of AC	2	AC_4	0.845
		AC_5	0.784
		AC_6	0.771
		AC_7	0.768
		AC_8	0.781

Table 22. Reliability test (AC)

4.3.5. Job Performance (JP)

The Kaiser-Meyer-Olkin (KMO) measure for Job Performance (JP) is determined to be 0.818, surpassing the preferred minimum of 0.8 as documented in Table 23. This high measure indicates that the dataset is well-suited for factor analysis. The results from Bartlett's Test of Sphericity for Job Performance, presenting a Chi-square of 554.470 with 21 degrees of freedom and a significant p-value below 0.001, strongly suggest that the variables are interrelated, thereby supporting their use in factor analysis to explore the underlying dimensions of Job Performance.

Table 23. Kaiser-Meyer-Olkin test (JP)

Kaiser-Meyer-Olkin Measure	Measure of Sampling Adequacy	0.818
Barlett's Test of Sphericity	Approx. Chi-square	554.470
	df	21
	Sig.	<0.001

For the factor analysis of job performance, encompassing 7 items, the results (Table 24) highlight that the first two components account for nearly three-quarters of the variance (72.792%), with the first component alone explaining over half (54.463%). These findings are corroborated by eigenvalues of 3.812 and 1.283 for the first and second components, respectively, reflecting their significant explanatory power.

Table 24. Total variance explained (JP)

Component	Eigenvalues (Variance)	% of Variance	Cumulative %
1	3.812	54.463	54.463
2	1.283	18.329	72.792

3	0.598	8.538	81.331	
4	0.452	6.454	87.785	
5	0.388	5.545	93.329	
6	0.247	3.532	96.862	
7	0.220	3.138	100.000	

*Extraction method: Principal Component Analysis

Examining the communalities, it is observed that values range from 0.684 for JP_5 to 0.779 for JP_1. This range indicates varying degrees of how well the variance in each item is captured by the underlying factors, with JP_1 and JP_6 exhibiting the highest communalities, suggesting they are most representative of the identified factors. In the component matrix (Table 25), the loadings suggest that the first component is a dominant factor influencing job performance, with JP_1, JP_2, JP_3, and JP_4 showing particularly strong positive loadings (all above 0.835). This component likely represents a core aspect of job performance, such as overall effectiveness or general job proficiency. The second component is distinguished by high loadings from JP_6 and JP_7, which were the reverse score items, distinct from the general performance measures captured by the first component. Given the strength and clarity of the loadings on the first component, it is practical to focus on JP_1 and JP_3 for subsequent analyses due to their high loadings and communalities, ensuring that the most representative aspects of job performance are carried forward. Along with that, the scree plot (Appendix 21) also indicated that having two items are favorable for this factor.

Communalities	alities Component Matrix				
	Initial	Extraction		Component 1	Component 2
JP_1	1.000	0.779*	JP_1	0.876	-0.106
JP _2	1.000	0.709	JP _2	0.841	-0.049
JP _3	1.000	0.745*	JP _3	0.848	-0.161
JP _4	1.000	0.713	JP _4	0.835	-0.124
JP _5	1.000	0.684	JP _5	0.773	-0.294
JP _6	1.000	0.773	JP _6	0.365	0.800
JP _7	1.000	0.693	JP _7	0.437	0.709

Table 25. Communalities and Component matrix (JP)

*Extraction method: Principal Component Analysis

*2 components extracted

Upon analyzing the reliability test results detailed in Table 26, it is found that items JP_1 and JP_3 achieve a Cronbach's Alpha of 0.832, surpassing the accepted threshold of 0.6. This confirms the

reliability of these items. Consequently, a simplified measure of job performance (JP) is established by averaging the scores of JP_1 and JP_3 for subsequent analyses.

Variables	Cronbach's Alpha
JP	0.832

Table 26. Reliability test (JP)

4.3.6. Job Insecurity (JI)

The Kaiser-Meyer-Olkin (KMO) measure for Job Insecurity (JI) reaches 0.746, closely approaching the recommended threshold of 0.8 as shown in Table 27. This measure indicates that the dataset is adequately suited for factor analysis. Bartlett's Test of Sphericity further reinforces the interrelation among the variables with a Chi-square statistic of 235.151 across 6 degrees of freedom, resulting in a significant p-value below 0.001. These findings validate the appropriateness of using these variables for factor analysis to delve into the underlying items that influence Job Insecurity.

Table 27. Kaiser-Meyer-Olkin test (JI)

Kaiser-Meyer-Olkin Measure	Measure of Sampling Adequacy	0.746
Barlett's Test of Sphericity	Approx. Chi-square	235.151
	df	6
	Sig.	<0.001

An exploratory factor analysis is conducted on four items intended to measure job insecurity (JI). The analysis reveals a clearly dominant unidimensional structure with the first component explaining a substantial 63.520% of the total variance (Table 28 below).

Table 28. Total variance explained (JI)

Component	Eigenvalues (Variance)	% of Variance	Cumulative %
1	2.541	63.520	63.520
2	0.771	82.802	82.802
3	0.418	93.249	93.249
4	0.270	6.751	100.000

*Extraction method: Principal Component Analysis

Communalities for these items are initially set at 1.000, with extraction communalities ranging from 0.429 to 0.794, indicating that the extracted factor varies in its capacity to represent the variance in individual items (Table 29). The component matrix reveals significant loadings, particularly for JI_1, which had the highest loading at 0.891, suggesting it is most strongly associated with the latent job insecurity construct. Given the significant loadings across the items and their contribution to explaining a substantial portion of the variance, it is rational to aggregate these items to form a single, more robust

measure of job insecurity. Likewise, the scree plot of this variable (Appendix 22) also points out that one item is optimal with eigenvalues above 1.

Communalities			Component Ma	atrix
	Initial	Extraction		Component 1
JI_1	1.000	0.794	JI_1	0.891
JI _2	1.000	0.429	JI _2	0.655
JI _3	1.000	0.552	JI _3	0.743
JI _4	1.000	0.766	JI _4	0.875

Table 29. Communalities and Component matrix (JI)

*Extraction method: Principal Component Analysis

*1 components extracted

Subsequent to the factor analysis, a reliability test is conducted to assess the consistency of the Job Insecurity items. In Table 30, the Cronbach's Alpha for these four items is 0.797, which surpasses the commonly accepted threshold of 0.6, thereby confirming the reliability of these items. Consequently, a composite variable representing Job Insecurity can be effectively created by calculating the average of these four items (JI_1, JI_2, JI_3, and JI_4). This approach will produce a consolidated measure that encapsulates the broad concept of job insecurity, providing a robust basis for further analysis.

Table	30.	Reliability	test	(JI)
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Variables	Cronbach's Alpha
JI	0.797

4.3.7. Collectivism (CL)

The Kaiser-Meyer-Olkin (KMO) measure for Collectivism (CL) reaches 0.761, closely approaching the recommended threshold of 0.8 as shown in Table 31. This measure indicates that the dataset is adequately suited for factor analysis. Bartlett's Test of Sphericity further reinforced the interrelation among the variables with a Chi-square statistic of 178.624 across 6 degrees of freedom, resulting in a significant p-value below 0.001. These findings validate the appropriateness of using these variables for factor analysis to delve into the underlying dimensions that influence Collectivism.

Table 31.	Kaiser-Meyer-Olkin	test ((CL)
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Kaiser-Meyer-Olkin Measure	Measure of Sampling Adequacy	0.761
Barlett's Test of Sphericity	Approx. Chi-square	178.624
	df	6
	Sig.	<0.001

In this factor analysis for collectivism, the analysis identifies the first component as particularly dominant, accounting for 60.092% of the total variance, which underscores its significance in representing the construct of collectivism effectively (Table 32 below).

Component	Eigenvalues (Variance)	% of Variance	Cumulative %
1	2.404	60.092	60.092
2	0.744	18.598	78.690
3	0.489	12.217	90.907
4	0.364	9.093	100.000

Table 32. Total variance explained (CL)

*Extraction method: Principal Component Analysis

Communalities in Table 33 for the items range from 0.418 to 0.697, indicating that while there's variability in how much of each item's variance the factor accounts for, each item contributes meaningfully to the underlying construct. The component matrix demonstrated substantial loadings for all items on the first component, with values from 0.646 to 0.835 (see Table 33). These loadings affirm that each item is strongly related to the principal factor of collectivism, though to varying degrees. Given these findings, a new composite variable for collectivism was created by averaging the scores of all four items (CL_1, CL_2, CL_3, and CL_4). This approach, justified by the strong loadings of each item on the principal factor (ranging from 0.646 to 0.835), simplifies the construct into a single, robust measure that captures the comprehensive essence of collectivism.

Table 33. Communalities	and Component matrix ((CL)
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Communalities			Component Matrix	
	Initial	Extraction		Component 1
CL_1	1.000	0.418	CL_1	0.646
CL_2	1.000	0.697	CL_2	0.835
CL_3	1.000	0.678	CL_3	0.823
CL_4	1.000	0.611	CL_4	0.781

*Extraction method: Principal Component Analysis

*1 components extracted

Prior to forming a single representative item for Collectivism, a reliability test is performed on the four items associated with this variable. As documented in Table 34, the Cronbach's Alpha result of 0.773 significantly exceeds the minimum acceptable benchmark of 0.6. This demonstrates strong internal consistency among the items related to Collectivism. Consequently, these items can be effectively combined into a single representative item, labeled CL, by calculating their average.

Variables	Cronbach's Alpha
CL	0.773

 Table 34.
 Reliability test (CL)

4.3.8. Power Distance (PD)

The factor analysis results for the dataset reveal limitations in suitability for such an analysis. In Table 35, The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy returns a value of 0.500, below the recommended threshold of 0.8, indicating insufficient shared variance among items for a reliable factor analysis. Additionally, Bartlett's Test of Sphericity produces a nonsignificant result (p-value = 0.571), confirming that the variables are too unrelated to justify factor extraction.

Table 35. Kaiser-Meyer-Olkin test (PD)

Kaiser-Meyer-Olkin Measure	Measure of Sampling Adequacy	0.500
Barlett's Test of Sphericity	Approx. Chi-square	0.321
	df	1
	Sig.	0.571

As illustrated in Table 36, the factor analysis identifies a two-component structure with the first component accounting for 52.265% of the variance and the second component accounting for 47.735%. This near-equivalent distribution of variance suggests that both components play almost equal roles in explaining the underlying data variability, potentially indicating two distinct dimensions of the construct under investigation.

Table 36. Total variance explained (PD)

Component	Eigenvalues (Variance)	% of Variance	Cumulative %
1	1.045	52.265	52.265
2	0.955	47.735	100.000

*Extraction method: Principal Component Analysis

The communalities and component matrix results shown in Table 37 reveal that both PD_1 and PD_2 items explain 52.3% of the variance, each with equal loadings of 0.723 on the principal component. Given that both PD_1 and PD_2 exhibit equal importance as indicated by their identical loadings on the principal component, the research will proceed by analyzing power distance individually through PD_1 and PD_2. This approach will enable a more nuanced exploration of the construct. However, it is important to note that the marginal KMO measure and the non-significant Bartlett's test highlight limitations in the sample adequacy for factor analysis.

Table 37. Communalities and Component matrix (PD)

Communalities			Component Matrix	
	Initial	Extraction		Component 1
PD_1	1.000	0.523	PD_1	0.723
PD_2	1.000	0.523	PD_2	0.723

*Extraction method: Principal Component Analysis

*1 components extracted

4.4. Descriptive Analysis

Overall, the variable distributions in the dataset highlight various degrees of conformity and deviation from a normal distribution (see details of descriptive statistics and data distribution in Table 38 below). Employee Well-being in Hedonic context (EWB_H) and Affective Commitment (AC) both display nearzero skewness, indicating symmetrical distributions around their respective means, though they exhibit slightly flatter peaks than a normal distribution would suggest, indicated by slight platykurtosis. Employee Well-being in Eudaimonic context (EWB_E) similarly shows a near-normal distribution with a skewness of 0.074 and a mean of 2.57, but like the others, it features a slightly flat peak (kurtosis of -1.006), suggesting a broad spread of responses. Job Performance (JP) and Job Insecurity (JI) deviate more notably; JP shows a mild negative skew, and JI, a moderate positive skew, each hinting at distributions that lean away from the average values. Collectivism (CL), with significant negative skewness and a leptokurtic distribution, indicates a strong preference for higher scores, reflecting pronounced collectivist tendencies among respondents. Regarding Power Distance, PD_1 displays a mild negative skew indicating a moderate preference for hierarchical structures, whereas PD_2, with a distinct positive skew, shows a clear preference against such structures. These findings underline varied attitudes toward power dynamics among employees. In summary, while EWB_H, AC, and EWB_E closely approximate normal distributions with slight deviations, CL, JI, PD_1, PD_2, and to a lesser extent JP, show greater deviations.

Variables	Likert-Scale Used	Min	Max	Mean	Skewness	Kurtosis
EWB_H	7-point	1	7	3.68	0.010	-1.042
EWB_E	4-point	1	4	2.57	0.074	-1.006
AC	7-point	1	7	3.97	-0.011	-0.850
JP	5-point	2	5	3.84	-0.071	-0.694
JI	5-point	1	5	2.34	0.346	-0.272
CL	5-point	1	5	3.90	-0.963	1.744
PD_1	5-point	1	5	3.45	-0.318	-0.098
PD 2	5-point	1	5	2.24	0.889	0.221

Table 38. Descriptive Statistics and Data Distribution

The mean score for Employee Well-being in Hedonic context (EWB_H) is 3.68 on a scale from 1 to 7. This score is slightly above the midpoint of the scale (which is 4), suggesting that while well-being scores do center near the middle range, they lean towards the lower half of the scale. This positioning does not necessarily indicate a robust hedonic well-being but rather suggests a moderate level of hedonic well-being among employees. The distribution being nearly symmetric (Skewness = 0.010) indicates that

responses are fairly evenly distributed around this moderate mean, without extreme skewing towards high or low well-being. This could imply that while some employees experience higher levels of hedonic well-being, a significant portion reports average or below-average levels, balancing out the overall distribution.

Employee Well-being in Eudaimonic context (EWB_E), ranging from 1 to 4 with a mean of 2.57, also shows a symmetric distribution, pointing to a consistent agreement among respondents regarding eudaimonic well-being aspects, albeit centered around a modestly lower well-being score.

Affective Commitment (AC) varies between 1 and 7, averaging at 3.97 with an almost perfectly balanced distribution (Skewness = -0.011), suggesting a moderate level of emotional attachment and loyalty to the organization among most employees. The mild platykurtosis (Kurtosis = -0.850) indicates fewer outliers, supporting a homogeneous employee commitment across the board.

Job Performance (JP), with values from 2 to 5 and an average of 3.84, is slightly negatively skewed (-0.071), reflecting that a majority of employees rate themselves as performing well, potentially indicative of a high-performing work environment or positive self-assessment bias.

Job Insecurity (JI) scores between 1 and 5 with an average of 2.34 and shows a positive skew (Skewness = 0.346). This indicates that while most responses skew towards the lower end of the job insecurity scale, suggesting a general sense of security, the relatively low mean suggests a moderate level of insecurity still exists across the workforce. This might reflect a nuanced view of job security among employees, where many still harbor concerns about their job stability.

Collectivism (CL) shows a considerable range from 1 to 5 and an average of 3.90, paired with significant negative skewness (-0.963) and leptokurtosis (Kurtosis = 1.744), indicating a strong prevalence of collectivist values among the workforce, with most employees favoring and adhering to group norms and collaboration.

For two items represented Power Distance (PD), the descriptive statistics of PD_1 and PD_2 provide insightful contrasts. PD_1 shows responses spanning from 1 to 5 with a mean score of 3.45. This distribution, slightly negatively skewed (-0.318), suggests a moderate leaning towards higher agreement with the Power Distance attributes, indicating a slight inclination among respondents towards acceptance of hierarchical differences. The near-zero kurtosis (-0.098) implies that the responses are distributed relatively normally without significant outliers, suggesting a generally consistent perception across the sample.

Conversely, PD_2 has a wider spread in its responses, ranging from 1 to 5 but with a lower average of 2.24. This item exhibits a positive skewness (0.889), indicating that a larger number of respondents

lean towards the lower end of the scale, demonstrating a resistance or discomfort with hierarchical structures. The slight positive kurtosis (0.221) further suggests a concentration of responses towards the lower end, emphasizing a divergence in respondent attitudes towards power dynamics compared to PD_1. This disparity between PD_1 and PD_2 highlights different perspectives within the workforce regarding power distance, pointing to the existence of varying attitudes towards authority and hierarchy among employees.

4.5. Correlation Analysis

Table 26 shows the correlation matrix for the main variables using the bivariate Pearson Correlation. A correlation value of less than 0.3 is considered negligible, while a correlation coefficient of 0.5 to 0.7 and greater than 0.7 is deemed moderate and strong, respectively (Dancey & Reidy, 2007).

Table	39.	Correlation	matrix
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	EWB_H	EWB_E	AC	JP	JI	CL	PD_1	PD_2	
EWB_H	1								
EWB_E	0.688**	1							
AC	0.555**	0.582**	1						
JP	0.477**	0.548**	0.419**	1					
JI	-0.250**	-0.386**	-0.355**	-0.535**	1				
CL	0.132	0.159*	0.070	.0.161	-0.158**	1			
PD_1	0.359**	0.279**	0.145	0.256**	-0.137	0.254**	1		
PD_2	-0.182*	-0.309**	-0.161*	-0.160**	0.321**	-0.218**	0.045	1	
**	· · · · · · · · · · · · · · · · · · ·								

**Correlation is significant at the 0.01 level

*Correlation is significant at the 0.05 level

Employee Well-being in Hedonic context (EWB_H) and Employee Well-being in Eudaimonic context (EWB_E) exhibit a strong correlation (r = 0.688, p < 0.01), reflecting a significant overlap between these dimensions of well-being. This strong linkage suggests that improvements in one aspect of well-being are likely mirrored by enhancements in the other.

Both forms of well-being—hedonic and eudaimonic—show a strong and medium correlation with Affective Commitment (AC), respectively. EWB_H correlates at r = 0.555 (p < 0.01), while EWB_E demonstrates a slightly higher correlation at r = 0.582 (p < 0.01). These correlations indicate that higher levels of both types of well-being are associated with greater emotional attachment to the organization, underscoring the importance of employee well-being for fostering organizational commitment.

Job Performance (JP) is also significantly related to well-being, displaying a medium correlation with EWB_H at r = 0.477 (p < 0.01) and EWB_E at r = 0.548 (p < 0.01). These findings suggest that employees who experience higher well-being tend to perform better, reinforcing the linkage between personal well-being and professional efficacy.

Conversely, Job Insecurity (JI) shows significant negative correlations with both well-being and commitment, with the strongest negative correlation being with JP at r = -0.535 (p < 0.01). This pattern indicates that perceptions of job insecurity are inversely related to well-being, commitment, and performance, highlighting the potential of job insecurity to undermine workplace morale and effectiveness.

Collectivism (CL) exhibits weaker but noteworthy correlations with well-being. It shows a weak positive correlation with EWB_E at r = 0.159 (p < 0.05), suggesting that collectivist values might subtly contribute to enhancing eudaimonic well-being among employees, albeit at a lower strength. Also, it witnesses a significant but weak negative correlation with Job Insecurity (JI) at r = -0.158 (p < 0.01), suggesting that higher collectivist values among employees are associated with slightly lower perceptions of job insecurity.

For the power distance variables, PD_1 correlates positively with EWB_H at r = 0.359 (p < 0.01) and EWB_E at r = 0.279 (p < 0.01), indicating a medium to weak relationship where acceptance of hierarchical structures correlates with higher well-being. PD_2, on the other hand, shows a negative medium correlation with EWB_E at r = -0.309 (p < 0.01), revealing that resistance to hierarchical norms is associated with lower eudaimonic well-being.

4.6. Regression Analysis

Before delving into the regression analysis, it is essential to provide a summary of the conceptual model that will be tested as shown in Figure 4. Based on the results of the factor analysis detailed in the previous section, the conceptual framework has been slightly modified by splitting the power distance construct into two distinct components, PD_1 and PD_2.



Figure 4. Conceptual framework testing

This chapter will examine two primary models, detailed below with their respective regression formulations:

The first model evaluates the impact of both hedonic and eudaimonic dimensions of employee psychological well-being on their affective commitment to the organization. Additionally, it explores the interaction effects of these well-being dimensions with job insecurity and includes the influence of power distance and collectivism. The regression equation for Model 1 is as follows:

Affective Commitment = α + β_1 * (Hedonic Employee's Psychological Well-being) + β_2 * (Eudaimonic Employee's Psychological Well-being) + β_3 (Hedonic Employee's Psychological Well-being × Job Insecurity) + β_4 (Eudaimonic Employee's Psychological Well-being × Job Insecurity) + β_5 * (Power Distance_1) + β_6 * (Power Distance_2) + β_7 * (Collectivism) + ε

The second model assesses how affective commitment, along with the hedonic and eudaimonic aspects of psychological well-being, influences job performance. The regression equation for Model 2 is outlined as follows:

Job Performance = α + β_1 * (Affective Commitment) + β_2 * (Hedonic Employee's Psychological Well-being) + β_3 * (Eudaimonic Employee's Psychological Well-being) + ε

A multiple linear regression analysis was conducted to explore the relationships between dependent and independent variables. Two distinct regression models were formulated above, each utilizing different sets of dependent and independent variables. Prior to executing the regression analyses, essential assumptions associated with each model were rigorously evaluated to ensure the validity of the results. These preliminary checks encompassed the identification and assessment of normality, examination of multicollinearity, as well as evaluations of linearity, homoscedasticity, and the independence of residuals. Straight-line answers were addressed and excluded during the data preparation stage, while normal distribution was established through descriptive statistical methods outlined previously. The remaining validations are detailed in this segment of the study. Figure 5 presents scatter plots which demonstrate a linear relationship between independent and dependent variables in both models, affirming the assumption of linearity. Additionally, these scatter plots display the residuals versus the predicted values, which are critical for assessing homoscedasticity. The consistent spread of residuals across predicted values suggests that homoscedasticity is maintained. Furthermore, the Normal P-P Plot of Regression Standardized Residuals, also shown in Figure 5, indicates that the data points follow a normal distribution. This observation supports the presence of linearity and homoscedasticity within the models. Together, these findings validate the key assumptions underpinning the regression analyses, enhancing confidence in the reliability and validity of the results derived from these models.



Figure 5. Scatterplots and Residual Plots of 2 models

4.6.1. Regression 1: Affective Commitment

In regression model, the coefficient determination (R-square) displays how much of the dependent variable's variance the independent variables explain to determine whether this regression model's overall performance is adequate. R-square values range from 0 to 1, where 0 indicates that the independent variables do not explain any variance in the dependent variable, and 1 indicates complete explanation (Sekaran & Bougie, 2016). Therefore, a higher R-square value signifies greater explanatory power of the independent variables over the dependent variable, enhancing the overall model's performance. Additionally, the Adjusted R-square, which adjusts for the number of predictors in the model, offers a more precise assessment of the model's performance. Table 40 below is the summary of regression analysis's and ANOVA results from Model 1.

Table 40.	Summary	of Model	1's regression	and ANOVA	results
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Model	R-square	Adjusted R-square	dF (Regressior	dF 1) (Residual)	F- statistic	Sig.
1	0.420	0.393	7	151	15.618	$< 0.001^{\text{predictor}}$
Model 1: Dr	adistars (Canatan				anandant Variabla	10

Model 1: Predictors - (Constant), PD_1, PD_2, CL, JIEWBH, JIWEWBE, EWB_H, EWB_E; Dependent Variable - AC

Model 1 exhibits significant explanatory capability, with an R-square value of 0.420, indicating that the model explains around 42% of the variance in the dependent variable. The Adjusted R-square is 0.393, revealing that after considering the number of predictors, approximately 39.3% of the variance in affective commitment (AC) is accounted for. The F-statistic for this model is 15.618 (df numerator = 7, df denominator = 151), which exceeds the critical F-value of 2.76 at the 99% confidence level. This provides strong evidence that the regression model fits the data better than a model without independent variables.

	Standardized Coefficients	Unstandardized Coefficients	t-value	P-value	VIF
(Constant)		1.309	1.744	0.083	
EWB_H	0.199	0.214	0.788	0.432	16.602
EWB_E	0.599	1.238	2.810	0.006**	10.287
JIEWBH	0.154	0.054	0.510	0.611	23.682
JIEWBE	-0.310	-0.210	-1.230	0.221	16.571
CL	-0.037	-0.076	-0.525	0.600	1.266
PD_1	-0.080	-0.130	-1.153	0.251	1.256
PD_2	0.058	0.086	0.842	0.401	1.234
Adjusted R-square - 30%					

Table 41. Regression model results of Affective Commitment

Adjusted R-square = 39% Dependent variables: Affective Commitment (AC)

** significant at the 0.01 level

In this research, independent variables are quantified using diverse scoring scales, necessitating the use of standardized regression coefficients (beta coefficients) for any comparative analysis. Standardized coefficients are derived from variables transformed to have a mean of zero and a standard deviation of one. This standardization facilitates the comparison of the relative effects that these variables exert on the dependent variable, despite their original measurements being in different units (Sekaran & Bougie, 2016). Thus, the researcher does not compare the unstandardized beta coefficients directly due to their dependency on the scale of measurement. Instead, the researcher relies on standardized betas to rank the influence of each variable relative to others, ensuring that our comparisons reflect the true strength of associations rather than differences in variable scales.

Regression Model 1 is developed to analyze the effects of Employee Psychological Well-being in both Hedonic (EWB_H) and Eudaimonic (EWB_E) contexts, the role of Job Insecurity as a moderator (JIEWBH, JIEWBE), and the influence of Collectivism (CL) and Power Distance (PD_1, PD_2) on Affective Commitment. The analysis reveals that the only predictor significantly affecting Affective Commitment at the 99% confidence level is the Employee Psychological Well-being in the Eudaimonic context (EWB_E). This variable not only shows a significant positive impact with a p-value of 0.006 but also exhibits the highest standardized coefficient ($\beta = 0.599$), underscoring its substantial influence relative to other predictors in the model. In contrast, the other variables, including Hedonic Well-being, Job Insecurity as a moderator, and Collectivism, Power Distance, did not demonstrate a statistically significant impact on Affective Commitment.

These results from the first regression model are conducted to test the hypotheses H1, H3, H4, H5. Table 30 shows the summary of hypothesis testing result. The hypothesis will be accepted if the p-value is below the thresholds of 1% and 5%, and rejected if it is above these thresholds.

	Standardized Coefficients	p-value	Decision
EWB_H	0.199	0.432	Reject H1a
EWB_E	0.599	0.006**	Accept H1b
JIEWBH	0.154	0.611	Reject H3a
JIEWBE	-0.310	0.221	Reject H3b
PD_1	-0.080	0.251	Reject H4a
PD_2	0.058	0.401	Reject H4b
CL	-0.037	0.348	Reject H5

Table 42. Hypothesis 1, 3, 4, 5 testing result

** significant at the level of 1%

H1a: Hedonic Employee psychological well-being positively influences affective commitment.

H1b: Eudaimonic Employee psychological well-being positively influences affective commitment.

The analysis of Employee Psychological Well-being in a Hedonic context yielded a p-value of 0.432, which exceeds the commonly accepted significance threshold of 5%. Consequently, Hypothesis H1a is rejected, suggesting that Hedonic Well-being does not significantly influence employee affective commitment. In contrast, the p-value for Employee Psychological Well-being in a Eudaimonic context is 0.006, surpassing the stringent 1% significance threshold. Moreover, with the standardized coefficients of 0.599, it indicates a positive influence of eudaimonic well-being on affective commitment, thereby leading to the acceptance of Hypothesis H1b.

H3a: Job insecurity negatively influences the relationship between hedonic employee psychological well-being and affective commitment.

H3b: Job insecurity negatively influences the relationship between eudaimonic employee psychological well-being and affective commitment.

The standardized coefficients of Job Insecurity in moderating between employee's well-being eudaimonic and affective commitment shows a negative influence (b=-0.310). However, with p-values of 0.611 for H3a and 0.221 for H3b, both hypotheses, which assessed the moderating effect of job insecurity between Hedonic/Eudaimonic well-being and affective commitment, are rejected.

H4: Higher employee perception of power distance negatively influences their affective commitment.

In both cases of Power Distance in PD_1 and PD_2 with p-value of 0.251 and 0.401 respectively indicated that the impact of power distance on employee affective commitment does not reach statistical significance, leading to the rejection of Hypothesis 4.

H5: Higher employee perception of collectivism positively influences their affective commitment.

With a p-value of 0.348, the influence of collectivism on employee affective commitment does not reach statistical significance, leading to the rejection of Hypothesis 5.

4.6.2. Regression 2: Job Performance

Regarding the regression analysis for model 2, the summary of the results from regression analysis and ANOVA results are indicated in Table 43 below.

Table 4	13.	Summary	of	Model	2's	regression	and	ANOVA	results
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Model	R-square	Adjusted R-square	dF (Regression)	dF (Residual)	F- statistic	Sig.
2	0.328	0.315	3	155	25.172	< 0.001 predictor
Model 2: Pred	ictors - (Constan	t), EWB_E, EWB_H,	AC; Dependent Variabl	le – JP		

Model 2, which predicts Job Performance (JP) and includes Affective Commitment (AC), Hedonic Wellbeing (EWB_H), and Eudaimonic Well-being (EWB_E) as predictors, achieves an R-square of 0.328. This statistic suggests the model accounts for approximately 32.8% of the variance in JP, with an adjusted R-square of 0.315 indicating about 31.5% of the variance is explained when the predictor count is factored in. While a high R-square is typically seen as indicative of a good fit, it alone does not ensure that the model fully captures the data's dynamics. According to Ozili, P. K. (2022), an R-square of 10% or more is acceptable if the predictors are significant, with 20% to 50% being suitable for this study given the variable complexities. The adjusted R-square offers a refined interpretation by adjusting for the number of predictors. The F-statistic for this model is 25.172 (df numerator = 3, df denominator = 155), exceeding the critical F-value of 3.91 at a 99% confidence level, indicating the regression model's robustness compared to a model with no independent variables.

Table 44.	Regression	model	results	of Job	Performance
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	Standardized Coefficients	Unstandardized Coefficients	t-value	P-value	VIF
(Constant)		2.421	13.909	<0.001**	
ĂC	0.115	0.051	1.374	0.171	1.624
EWB_H	0.155	0.073	1.643	0.102	2.039
EWB_E	0.375	0.367	3.895	<0.001**	2.135
Adjusted R-square	= 31.5%				

Dependent variables: Job Performance (JP)

** significant at the 0.01 level

The second regression model is utilized to assess the impacts of Affective Commitment (AC) and Employee Psychological Well-being in Hedonic (EWB_H) and Eudaimonic (EWB_E) contexts on Job Performance. This analysis highlights that among the predictors, only Employee Psychological Well-being in the Eudaimonic context (EWB_E) significantly influences Job Performance, with a p-value of less than 0.001, indicating strong statistical significance at the 99% confidence level. The standardized coefficient for EWB_E is 0.375, marking it as the most impactful predictor on Job Performance within this model. Whereas, the other variables, Affective Commitment and Hedonic Well-being, did not show statistically significant effects, as evidenced by their p-values of 0.171 and 0.102, respectively.

Based on the second regression results, the hypothesis results of H2, H6 are presented as follow:

	Standardized Coefficients	p-value	Decision
AC	0.115	0.171	Reject H2
EWB_H	0.155	0.102	Reject H6a
EWB_E	0.375	<0.001**	Accept H6b

Table 45. Hypothesis 2, 6 testing result

H2: Higher affective commitment among employees leads to enhanced job performance.

With a p-value of 0.171, exceeding the significance threshold of 0.05, affective commitment demonstrates no significant impact on job performance, leading to the rejection of Hypothesis 2.

H6a: Hedonic Employee psychological well-being positively influences job performance.

H6b: Eudaimonic Employee psychological well-being positively influences job performance.

The analysis of Hedonic employee well-being's effect on job performance yields a p-value of 0.102, exceeding the significance threshold of 0.05, thus leading to the rejection of Hypothesis H6a. This indicates that Hedonic well-being does not significantly impact job performance. In contrast, Eudaimonic well-being demonstrates a profound positive influence on job performance, confirmed by a statistically significant p-value of less than 0.001 and a robust standardized coefficient of 0.375.

4.6.3. Summary of Results

In this study, aimed at uncovering the intricate relationships between psychological well-being and job performance within Vietnam's dynamic fast-moving consumer goods sector, significant findings have highlighted the impacts of psychological factors. The research, motivated by rising global employee stress levels and a specific interest in the Vietnamese context, particularly examined the effects of Employee's Psychological Well-being in Hedonic and Eudaimonic on job performance and affective commitment, the role of job insecurity, and the impact of cultural values such as collectivism, power distance. Plus, the impact affective commitment on job performance.

Table 46. Summary of Hypotheses' results

	Standardized Coefficients	p-value	Final Results
EWB_H	0.169	0.498	Reject H1a
EWB_E	0.540	0.007**	Accept H1b
AC	0.115	0.171	Reject H2
JIEWBH	0.165	0.585	Reject H3a
JIEWBE	-0.308	0.221	Reject H3b
PD_1	-0.080	0.251	Reject H4a
PD_2	0.058	0.401	Reject H4b
CL	-0.063	0.348	Reject H5
EWB_H	0.155	0.102	Reject H6a
EWB_E	0.375	<0.001**	Accept H6b

Key findings from this research underscore that Eudaimonic well-being, characterized by deep personal growth and fulfillment, significantly boosts affective commitment, and positively impacts job performance. This underscores its critical role in enhancing employee productivity and satisfaction. In contrast, Hedonic well-being, which focuses on pleasure-seeking behaviors, did not significantly influence affective commitment or job performance, suggesting that short-term pleasure does not align with long-term job satisfaction or effectiveness. Additionally, the study revealed that affective commitment does not lead to higher job performance from employees. Instead, psychological well-being has a direct impact on job performance, addressing the importance of fostering an environment that supports meaningful personal and professional development.

Despite Vietnam's strong collectivist culture, the expected positive impact of collectivism on affective commitment was not observed. Similarly, the study found no significant influence of power distance constructs PD_1 and PD_2 on affective commitment, suggesting that perceptions of hierarchical structures do not substantially affect employees' emotional attachment to the organization. It is noteworthy to mention that the Kaiser-Meyer-Olkin (KMO) test results for PD_1 and PD_2 were below the recommended threshold of 0.8. This low KMO value suggests weak correlations among items, potentially undermining the reliability of these constructs to effectively measure power distance in this context.

Additionally, the study explored the moderating role of job insecurity on the relationship between psychological well-being and affective commitment. Contrary to expectations, job insecurity did not significantly affect this relationship.

Altogether, these findings underscore the complexity of managing employee well-being in culturally diverse settings and suggest that fostering environments that support Eudaimonic well-being is crucial for enhancing both employee commitment and performance. This research not only fills a significant gap in the existing literature but also offers practical insights for organizations operating in or similar to the Vietnamese context, where employee well-being is pivotal to organizational success. Further explanations of each variable will be deep delved in the next chapter for thorough understanding of these results.



Figure 6. Accepted framework

Chapter 5. Discussion & Conclusion

5.1. Discussion

Globally, employee stress has reached unprecedented levels, with 44% of employees reporting substantial stress daily (Gallup, 2023). This alarming trend is mirrored in Vietnam, where over 42% of employees frequently experience chronic stress, exacerbated by the COVID-19 pandemic (Nguyen et al., 2021). Research consistently shows a significant correlation between psychological well-being and job performance (Wright & Russell, 2000; Harter et al., 2003; Krekel et al., 2019), yet most studies have been conducted in Western contexts, leaving a research gap in non-Western countries. This study aims to bridge that gap by exploring the relationship between psychological well-being, job performance, and affective commitment among Vietnamese FMCG workers. It also examines the impact of job insecurity—a prevalent issue due to economic downturns and layoffs—on employee well-being and commitment, and investigates cultural factors such as collectivism and power distance that influence workplace dynamics in Vietnam. Addressing these gaps provides valuable insights for enhancing employee well-being and performance in developing countries, supporting both academic literature and practical management strategies.

The first research question investigated the impact of employees' psychological well-being on job performance, revealing that Hedonic well-being does not significantly impact job performance. In contrast, Eudaimonic well-being demonstrates a profound positive influence on job performance with statistical significance. This underscores the vital role of Eudaimonic well-being, consistently shown to enhance job performance and aligning with findings from prior studies (Wright et al., 1993; Wright & Staw, 1999; Kundi et al., 2021). Further insight into Hedonic well-being can be gleaned from a comparative study by Peiró, Kozusznik, and Soriano (2019), which illustrates that the pursuit of Eudaimonic happiness—marked by meaningful engagement and personal growth—offers greater benefits for work performance than the pursuit of Hedonic happiness, which focuses on pleasure and satisfaction. These outcomes reinforce the observations concerning Hedonic well-being's limited influence on affective commitment, illustrating that Hedonic well-being may not fully represent overall psychological well-being within workplace settings.

Regarding the influence of employees' psychological well-being on affective commitment, the results from this study indicate that Eudaimonic Well-being has a significant positive impact on affective commitment, corroborating findings from prior research (Yalabik et al., 2013; Kundi et al., 2021; Pacheco et al., 2023), while Hedonic Well-being shows no significant impact. For better understanding, it is crucial to revisit the definitions of Hedonic and Eudaimonic Well-being. Hedonic well-being is conceptualized as the pursuit of happiness through maximizing pleasure and minimizing pain (Kay Smith & Diekmann, 2017; Huta, 2020). In contrast, Eudaimonic well-being is concerned with self-actualization, human development, and the achievement of personal goals, focusing on the quality of engagement

and living life to one's fullest potential (Huta & Ryan, 2009; Rahmani et al., 2018). Notably, recent studies suggest that Hedonic well-being, characterized primarily by the pursuit of pleasure, is less predictive of overall life satisfaction and is less positively associated with well-being than Eudaimonic well-being, which is marked by deeper engagement and fulfillment (Kopperud et al., 2008; Zeng et al., 2020). This distinction explains why Hedonic well-being may exhibit a lesser association with affective commitment compared to Eudaimonic well-being, which engages more fundamentally with an individual's psychological health and workplace engagement.

Even though the influence of affective commitment on job performance wasn't significant, the analysis reveals that while the average self-rated job performance among employees is relatively high at 3.84 out of 5, their affective commitment scores average only 3.97 out of 7. This discrepancy suggests that factors other than affective commitment may play crucial roles in influencing job performance. According to Chowhan (2016), elements such as skill, motivation to achieve, and task clarity are also pivotal in driving strong performance, indicating that these factors could be underrepresented in assessments of self-reported job performance. Additionally, the study by Philippaers et al. (2019) highlights how perceived employability could moderate the relationship between affective commitment and work performance, suggesting that employees with low affective commitment might still exhibit high performance if they feel confident about securing employment elsewhere. This finding aligns with the global trend of 'quiet quitting,' where employee engagement has notably decreased since late 2022, yet job performance remains unaffected (Gallup, 2022; Newport, 2022). Therefore, the data suggests that employees can maintain high performance levels irrespective of their affective commitment to their organization, potentially due to alternate motivating factors or external job market confidence.

While job insecurity is a major trend after Covid-19 not just in the technology industry but also in the FMCG industry, job insecurity in Vietnam shows non-significant impacts on the relationship between employees' psychological well-being and their affective commitment. This finding may be influenced by a low average job insecurity score among employees (2.35 out of 5), indicating a general sense of security. Several factors may explain these findings. The first factor can be a general sense of security amongst employees. Descriptive analysis indicates a relatively low average job insecurity score among employees (2.35 out of 5), implying a general sense of security within the workforce. This observation is consistent with recent economic trends in Vietnam where the rate of layoffs has decelerated towards the end of 2023 and major multinational corporations in Vietnam have started recognizing the longterm adverse effects of workforce reductions (Düng, 2023). For example, Suntory PepsiCo Vietnam Beverage has shifted from layoffs to implementing digital solutions to streamline operations and reduce working hours, minimizing the need for job cuts (Dũng, 2023). Another pivotal factor is the role of employee resilience during times of uncertainty. Literature indicates that employee resilience can significantly buffer the effects of job insecurity on work engagement, mitigating its negative consequences (Shoss et al., 2018; Tentama & Rosandy, 2019; Yasami et al., 2024). This resilience may help employees maintain their commitment and productivity even in the face of potential job threats.

Consequently, the observed insignificance of job insecurity as a moderator in the relationship between well-being types and affective commitment could be attributed to the relatively low levels of perceived job insecurity and the high resilience among employees, which collectively diminish the potential impact of job insecurity.

Lastly, regarding two Vietnamese cultural factors on affective commitment, collectivism and power distance, the results above showcased that neither collectivism nor power distance has any significant impacts on affective commitment. This is particularly surprising given Vietnam's culturally high collectivism. However, this lack of significant influence might be explained by findings from a 2019 study by Galanki et al., which suggests that the critical factor is not the presence of collectivist values themselves but rather the gap between employees' expectations of collectivism and their actual experiences within the organization. Galanki et al. (2019) found that discrepancies in perceived versus actual collectivism within organizations can negatively affect both affective and normative commitment. This implies that even though collectivism scores are high in descriptive analyses—averaging 3.9 out of 5-the potential mismatch between perceived and actual collectivist practices could mitigate its impact on affective commitment. Such a mismatch might mask the effects of collectivism, highlighting the importance of aligning organizational practices with the cultural values expected by employees. More importantly, the power distance conducted in this study showed an equal factor loading of two items might indicate that there were two different aspects of this variable asked. Looking deeper into the first question of PD_1, the translation of this question in both Vietnamese and English hinders a meaning of authority power in work while the second question of PD_2 more lies on the meaning of the more social interaction with lower-level employees means lower in their authority power from employees' perception. Within the Vietnamese context of most employees in this research scored high in collectivism, the second question might not clearly indicate the meaning of power distance. Moreover, it should be considered that the scales used were developed in Western contexts, which may not capture the nuanced expressions of power distance in Southeast Asia, particularly in Vietnam. This discrepancy can lead to measurement inaccuracies when such scales are applied without cultural adaptation. Additionally, the scale's lack of internal consistency may also stem from its origins: developed in a Western context in 1988, it may not align with the contemporary workplace dynamics in Vietnam today. This misalignment suggests that the scale, while originally designed to measure power distance in the workplace, may no longer be suitable for use in today's era without significant revisions to reflect current cultural and organizational contexts.

Although the regression analysis did not confirm a significant linear cause-effect relationship for variables such as eudaimonic well-being with affective commitment and job performance, collectivism and power distance with affective commitment, or affective commitment with job performance, the correlation results should not be overlooked as they reveal important associations. The correlation analysis indicates that hedonic well-being is positively linked to eudaimonic well-being at a significant level. This implies that even though hedonic shows a significant causal relationship with affective

commitment or job performance, yet fostering hedonic well-being of employees can improve their eudaimonic well-being in the long run. Plus, collectivism exhibits a weak positive relationship with eudaimonic well-being and a significant but weak negative relationship with job insecurity, suggesting that collectivist values may help buffer against job insecurity and subtly enhance well-being. Power distance shows a significant negative relationship with eudaimonic well-being, indicating that a perception of a flatter organizational structure correlates with lower well-being. This highlights the importance of considering organizational culture in well-being initiatives. Furthermore, affective commitment is positively associated with job performance, emphasizing its potential influence on performance outcomes. This underscores the need to foster emotional attachment to the organization to enhance employee performance. Overall, these associations highlight the critical role of understanding the dynamics of employee well-being and organizational outcomes, even if direct causal relationships were not established in the regression models.

5.2. Managerial Implications

Based on the findings of this study, there are three key managerial implications. Firstly, enhancing eudaimonic well-being through self-realization practices like mentorship programs and projects aligned with personal values is crucial, particularly for the younger workforce aged 26-33, enhancing job performance and affective commitment. Secondly, aligning employees with projects that resonate with their intrinsic values can boost emotional commitment and productivity, especially in sustainability initiatives. Lastly, implementing a right-to-disconnect policy is essential in combating the "always-on" culture post-COVID-19, with strategies like setting clear communication boundaries after hours to reduce stress and promote a healthier work-life balance. These strategies collectively contribute to a more engaged, satisfied, and productive workforce, addressing both immediate and long-term employee well-being.

Self-realization Practices to Foster Employee's Psychological Well-being

The findings of this research underscore the critical role of employees' psychological eudaimonic wellbeing in enhancing both job performance and affective commitment within Vietnam's fast-moving consumer goods sector. This is especially relevant given the demographic profile of the participants, predominantly aged 26-33 years, and representing over 59% of the dataset. This group, characteristic of the Gen Z demographic, values meaningful work and seeks purpose beyond the traditional paycheck (Twenge, 2014; Hampton & Welsh, 2019; Popaitoon, 2022). Managers should thus prioritize initiatives that align with personal and professional growth and resonate with the desires of younger employees to find deeper meaning in their work. Programs aimed at enhancing eudaimonic well-being, which emphasize self-realization and personal accomplishment, are particularly effective. These might include mentorship opportunities, projects that align with personal values and interests, and clear paths for career progression that showcase their contributions to broader organizational goals. Additionally, considering the limited influence of hedonic well-being on long-term job satisfaction, managers should reassess traditional well-being programs that focus on short-term pleasures. More sustainable approaches that foster enduring satisfaction and engagement are recommended. Such strategies include organizing brief day retreats such as yoga and meditation retreats that allow employees to rejuvenate without work interruptions. By focusing on these elements, companies can foster a more engaged and motivated workforce, crucial for young employees who view their work as an extension of their personal life missions and values.

Matching Employee's Intrinsic Values with the Right Projects

Given that employees are performing well at work despite potentially low levels of emotional commitment, organizations should think about ways to make them more engaged and emotionally invested without affecting their current performance. Encouraging employees to participate in projects that match their personal values or have a positive impact on society can greatly increase their emotional connection to their work (Grant, 2007). For example, in industries like FMCG, this could mean involving employees who share the same societal or environmental values in projects like reducing carbon emissions or using more sustainable packaging materials. Understanding what motivates employees and aligning those motivations with the right projects happening in the company can create a stronger sense of purpose at work, which is crucial for keeping employees engaged and productive.

Right-to-Disconnect Policy

Even though hedonic well-being did not significantly impact affective commitment and job performance, it notably correlates with eudaimonic well-being, suggesting an intertwined relationship between these two aspects of well-being. Enhancing hedonic well-being, which focuses on minimizing discomfort and maximizing comfort, can potentially lead to long-term fulfillment. Post-COVID-19 and the shift towards hybrid workstyles have intensified the "always-on" culture, where employees face expectations to remain reachable outside of standard work hours, often leading to increased participation in online meetings and email communications (Kost, 2020; Cerullo, 2023). This phenomenon has garnered attention from the European Parliament, which noted that over 300 million global employees suffer from work-related mental disorders, advocating for changes in the legal system to protect employees' rights during non-working hours (European Parliament, 2024). To mitigate stress and enhance psychological well-being, companies should consider implementing stricter rules on after-hours communication. For example, proposed legislation in Australia aims to impose fines on employers who engage in unreasonable communication with employees outside of working hours (Menon, 2024). Such policies not only offer immediate benefits by reducing stress and anxiety but also promote better hedonic wellbeing, thereby contributing to more sustainable long-term employee contentment. These strategies align with a proactive approach to enhancing workplace well-being and aligning with global legislative trends to safeguard employee health.

5.3. Theoretical Implications

This study addresses two significant theoretical implications regarding employee well-being in Vietnam's FMCG industry. First, it fills a critical gap by exploring the influence of psychological well-being on job performance and affective commitment within a non-Western country context. This research extends the geographical and contextual reach of existing studies, setting a foundational groundwork that enhances our understanding of how psychological well-being impacts workforce dynamics in high-stress industries in developing regions. Second, it highlights the substantial role of Eudaimonic Well-being, which is focused on personal growth and fulfillment, over Hedonic Well-being, which is centered around pleasure. This finding is particularly relevant for younger employees under 34, who prioritize meaningful work and personal development. The study's insights suggest that fostering Eudaimonic Well-being can significantly enhance workplace performance, offering a new perspective for human resource management strategies in non-Western countries, where the workforce demographics and cultural contexts differ markedly from those in developed regions. These contributions not only broaden the academic discourse but also provide practical insights for creating workplace environments that align with the intrinsic values and aspirations of a young, dynamic workforce.

Initial Understanding: The Role of Psychological Well-Being in Vietnam's FMCG Industry

While a substantial of research has explored the impact of employee psychological well-being on job performance and affective commitment in developed countries, there has been a notable gap in studies conducted within the context of developing countries, particularly in high-stress industries such as Fast Moving Consumer Goods (FMCG). This study contributes significantly to the academic field by providing insights into how psychological well-being can positively influence job performance and affective commitment in a developing country setting, specifically within the Vietnamese FMCG sector. By doing so, it lays foundational groundwork for future academic research and offers valuable implications for the field of human resource management in applied sciences. This research not only broadens the geographical and contextual scope of existing studies but also introduces an initial understanding that can guide more targeted strategies for enhancing employee well-being and organizational commitment in similar settings.

The Pivotal Role of Eudaimonic Well-being in Enhancing Workplace Performance

This study underscores the critical influence of Eudaimonic Well-being on job performance, particularly when compared to Hedonic Well-being. In line with findings from Peiró et al. (2019), the research extends the conversation about employee psychological well-being by demonstrating that Eudaimonic Well-being, with its focus on personal growth and fulfillment, plays a more substantial role in the workplace than the pleasure-centered Hedonic Well-being. This distinction is especially relevant in the context of developing countries and among younger employees under 34 years old, who may place greater value on meaningful work and personal development. The findings suggest that for these demographic groups, Eudaimonic Well-being is not only a broader but also a more impactful dimension

of psychological well-being. By highlighting this aspect, the study contributes novel insights into human management research, advocating for workplace environments that prioritize meaningful engagement to leverage the potential of a predominantly young workforce in developing regions.

5.4. Limitations and Future Research

This study has identified several critical areas that can influence future research and management practices. Firstly, while self-reported measures of well-being are convenient, they are susceptible to various biases such as social desirability and respondent fatigue. This effect is compounded in cultures like Vietnam, where psychological well-being is less discussed and stigma may influence reporting accuracy. Hence, future studies might benefit from incorporating mixed methods to capture a more nuanced view of employee well-being. Secondly, the cultural constructs used in this research, such as power distance and collectivism, did not fully capture local cultural nuances, suggesting the need for culturally adapted measurement tools to ensure relevance and accuracy in non-Western contexts. Lastly, the demographic skew towards younger female respondents predominantly in marketing roles raises concerns about the generalizability of the findings. Future research should strive for a more diverse demographic representation to enhance the applicability of the results across different sectors and populations. These considerations highlight the necessity for refined methodologies and broader sampling strategies to bolster the validity and reliability of future research outcomes in similar settings.

Response and Cultural Biases in Well-being Assessment

Although self-reported well-being provides a quick and efficient means to collect extensive data, enabling a broad overview of employee well-being, it is prone to several biases. Studies have consistently highlighted that self-reports of well-being can be biased (Diener et al., 1995; Heintzelman et al., 2015; Caputo, 2017; Brown et al., 2018). Often, respondents may over-report psychological wellbeing due to social desirability, either by underreporting negative emotions or overreporting positive ones to present themselves in a favorable light (Caputo, 2017). Additionally, a lack of self-awareness can affect their ability to accurately report their emotional states (Diener et al., 1995). In the context of this master thesis, which utilized a 26-question survey on psychological well-being, respondent fatigue may have led to less accurate responses due to the repetitive nature of the questions (Diener et al., 1995). Feedback from participants about the questionnaire's length and an incomplete response rate of nearly 43% suggest the possibility of response fatigue impacting data integrity. Although the use of a 26-question survey on psychological well-being provides comprehensive data, the analysis identified only a subset of items with high factor loadings as strongly representing Eudaimonic Wellbeing. This selection process raises concerns about the internal consistency across the entire set of questions, as only a few items demonstrated a strong alignment with the eudaimonic construct. Consequently, this may lead to potential biases in the data due to respondent fatigue, as not all items contributed equally to the conceptual understanding of well-being. Future research should consider the internal consistency of all items when using extensive guestionnaires to minimize the risk of respondent fatigue and ensure a balanced representation of all well-being dimensions.

Moreover, considering cultural biases, especially in Southeast Asian countries, is crucial where awareness of mental well-being is still developing, and there is a significant stigma associated with psychological issues (Chong et al., 2007; Hechanova & Waelde, 2017; Gopalkrishnan, 2018). And Vietnam is also amongst those developing countries with low awareness in psychological well-being (Minas, Edington, La, & Kakuma, 2017). Cultural norms can lead individuals to conceal their mental health struggles (Chong et al., 2007; Hechanova & Waelde, 2017; Gopalkrishnan, 2018). Studies have shown that in these regions, stigma related to psychological well-being, rooted in cultural values where shame is a predominant factor that causing people more likely to want to hide their psychological unwellness, can significantly affect self-reported data (Sharan et al., 2017; Nguyen et al., 2020; Dessauvagie et al., 2022).

Considering these self-reported and cultural biases, while quantitative research offers a rapid assessment of mental well-being, it encounters substantial challenges in reflecting the true state of an individual's psychological health accurately. For a more holistic and accurate assessment of psychological well-being in workplace settings, integrating mixed research methods such as qualitative approaches (in-depth interviews, observations) or experimental designs is recommended (Diener et al., 1995; Baldwin, Cave, & Rawstorne, 2020; Owen et al., 2022).

Adapting Cultural Constructs: Limitations in Measuring Power Distance and Collectivism

The exploration of cultural factors within the Vietnamese context revealed substantial limitations in the measures used for power distance and collectivism. The insignificance of Kaiser–Meyer–Olkin (KMO) test for power distance suggests that the data is not appropriate for identifying underlying factors. This indicates a dissonance between the Western-developed scale and the cultural dynamics in Vietnam, indicating that the scale may not accurately reflect local perceptions of hierarchical structures (Hofstede, 1980). This discrepancy emphasizes the need for careful adaptation of such scales, ensuring they are contextually relevant rather than merely translated word-for-word; adjustments should critically address the conceptual integrity of the questions yet still reflect the same constructs within the Vietnamese cultural context.

Meanwhile, the non-significant impact of collectivism on affective commitment, despite Vietnam's high collectivism, suggests discrepancies between the expected cultural values and their practical application within organizations. As Galanki et al. (2019) highlight, it is not merely the presence of collectivist values but the alignment between perceived and actual collectivist practices that influences commitment. This misalignment can diminish the effectiveness of collectivism in enhancing affective commitment, underscoring the need for organizational practices to reflect genuine collectivist values rather than merely superficial ones. Future research should investigate how organizational practices can truly reflect collectivist values, possibly through detailed qualitative studies or by adding specific questions to surveys to check the real extent of collectivism within organizations.

Generalizability Constraints Due to Demographic Bias

One last notable limitation of this research is the skewed demographic profile of the sample, which may affect the generalizability of the findings. The gender distribution shows a significant imbalance, with 75.47% of respondents being female and only 23.27% male. Additionally, the age distribution indicates that a predominant 62.89% of respondents are within the 26-33 year age group, reflecting a young workforce. Moreover, the sample is primarily composed of individuals working in the marketing department, which may not represent the broader organizational context or other industries. These demographic skews suggest that the findings may be more reflective of the experiences and perspectives of young female employees in marketing roles, potentially limiting the applicability of the results to a more diverse or different demographic. Future research should aim to include a more balanced and representative sample across various genders, age groups, and job functions to enhance the generalizability of the conclusions drawn.

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Hiện tại anh chị đang làm việc tại công ty trong ngành tiêu dùng nhanh?

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Appendix 1. Questionnaire 1 – Introduction, GDPR and Filtered questions

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Vui lòng chọn mức độ đồng ý về sức khoẻ tinh thần của anh chị theo những nhận định bên dưới, với 1 - Rất không đồng ý tới 7 - Rất đồng ý

	1 – Rất không đồng ý Totally Disagree	2	3	4	5	6	7 - Rắt đồng ý Totally Agree
Trong hầu hết mọi khía cạnh, cuộc sống hiện tại đang gần với cuộc sống lý tưởng của tôi In most ways my life is close to my ideal	0	0	0	0	0	0	0
Điều kiện sống của tôi dang rất tuyệt vời The conditions of my life are excellent	0	0	0	0	0	0	0
Tối hài lòng với cuộc sống của mình Lam satisfied with my life	0	0	0	0	0	0	0
Đến hiện tại, tôi đã có mọi thứ quan trọng trong đời mà tôi muốn So far I have gotten the important things I want in life	0	0	0	0	0	0	0
Nếu được sống lại cuộc đời mình lần nữa, tối gần như không thay đối gì cả tí could live my life over, I would chonge almost	0	0	0	0	0	0	0

Appendix 2. Questionnaire 2	? - EWB_F	l questions
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 Vui lòng chọn mức độ đồng ý về sức khoẻ tinh thần của anh
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 0
 0

 ý tới 4 - Rất đồng ý
 0
 0
 0
 0
 0

tới 4 – Rất đồng ý					I can say that I have found my purpose in life	0	0	0	
ease indicate your agreement for each statement below on your psychological well-bei	ng, from 1 – Totally	Disagree	to 4 - Toti	ally Agree	Nếu tôi không tìm thấy những thứ tôi làm đem lại thành quả cho bản thân, tôi không nghĩ tôi có thể tiếp tục làm nố I i dá nót lind what i was dàng rewarding for me, i do not tiêk i could continue dàng i	0	0	0	(
	không dồng ý Totally			4 – Rất đồng ý Totally	Đần bây giớ, tôi vẫn chưa biết phải làm gì với cuộc đời mình As yat, fie nơi figured out what to do with my life	0	0	0	(
	Disagree	2	3	Agree	Tôi không thể hiểu vì sao người khác muốn làm việc vất và cho những thứ họ đang làm Long understand she some neode sand to such so bard on the things that they do	\circ	0	\bigcirc	(
hàng ngày I find I get intensiv involved in many of the things I do each day	0	0	0	0	Tôi tin rằng nó thực sự quan trọng khi biết những thứ tôi làm có mục đích xừng đáng đề theo đuỗi Lotieve là impotant to inter hów nhất 1m đóig ta việt puposes woth pussing	0	0	0	(
Tôi tin rằng mình đã khám phá ra bàn thân thực sự là al I believe I have discovered who I really am	\bigcirc	\bigcirc	\bigcirc	\bigcirc	Tôi thường biết mình cần làm gì bởi một số hành động tôi cảm giác là nó đúng với mình Luscily know what i should do becoure some actions just teel right to me	$^{\circ}$	0	0	(
Tôl nghĩ sẽ lý tưởng hơn nếu mọi thứ đến với cuộc sống tôi để dàng hơn I think it would be ideal if things came easily to me in my life	0	0	0	0	Khi tôi thực hiện những việc giúp tôi phát triển tiềm năng tốt nhất, tôi cảm thủy mình dang thực sự sống trọn vẹn Wien i engage is activities that involve my best potentials, have this sense of really being nitres.	0	0	0	(
Cuộc sống tôi xoay quanh những hệ giá trị cốt lõi đem lại ý nghĩa cho cuộc đời tôi	\bigcirc	0	\bigcirc	\bigcirc	Tôl hoang mang về đâu là tài năng thực sự của mình I am confused about what my taients really are	$^{\circ}$	0	0	(
Điều thực sự quan trọng là tôi thực sự tận hưởng những gỉ tôi làm hơn việc người khác ấn trong bởi nó	0	0	0	0	Tôi cảm thấy nhiều thứ tôi làm là để bộc lộ bản sắc cá nhân của mình I find a lot of the things I do are personally expressive for me	$^{\circ}$	0	0	
It is more important that I really enjoy what I do than that other people are impressed by it	0	0	0	0	Nó thực sự quan trọng với tôi rằng tôi cảm thấy trọn vẹn trong những việc tôi thực hiện I is important to mo that i feel fulfiled by the activities that i engage in	0	0	0	
Tôi tìn rằng tôi biết mình có khả năng gì tốt nhất và tôi cố gắng phát triển chúng khi có thể Ibeleve i know what my best potentials are and i try to develop them whenever	\bigcirc	\bigcirc	\bigcirc	0	Nếu có việc gì đó cực kỳ khó khăn, thường thì nó không Xông đáng đả làm If something is really difficult, it probataly linh worth dùng	0	0	0	(
_{possible} Người khác thường biết tốt hơn về những thứ tốt cho tôi					Tồi thấy khó khăn khi phải thực sự dầu tư vào những thứ mình lầm I find i hard to gọt rediý invested in the things that i do	0	0	0	(
hơn là tôi biết cho chính mình Other people usually know better what would be good for me to do than i know	\bigcirc	\bigcirc	\bigcirc	\bigcirc	Tôi tin rằng tôi biết mình cần làm gì trong cuộc đời của mình	0	0	0	,

Appendix 3. Questionnaire 3 - EWB_E questions

Vui lòng chọn mức độ đồng ý về sự gắn bó tình càm của anh chị với công ty theo những nhận định bên dưới, với 1 -Rất không đồng ý tới 4 - Rất đồng ý

Please indicate your agreement for each statement belo	w on your affec	tive comm	itment with	the compa	ny, from 1 -	Totally Disc	gree to 4 -
lotally Agree							
	1 – Rát không dòng ý Totally Agree	2	3	4	5	6	7 – Rất đồng ý Totally Agree
Tôi rất hạnh phúc khi tiếp tục dành cả sự nghiệp của mình với tổ chức/	0	0	0	0	0	0	0

công ty hiện tại I would be very happy to spend the rest of my career with this organization	0	0	0	0	0	0	0	
Tôi rất vui khi thào luận về tổ chức/ công tỳ của mình với người ngoài I enjoy discussing my organization with people outside it	0	0	0	0	0	0	0	
Tôi thực sự cảm thấy các vấn đề của tổ chức/ công ty này là của tôi I really feel as if this organization's problems are my own	0	0	0	0	0	0	0	
Tôi nghĩ tôi dễ dàng cảm thấy gắn bố với tồ chức/ công ty khác như tôi gắn bố với công ty hiện tại Thini thơi coaid eaely becema as dtached to andher arganization as I am to this one	0	0	0	0	0	0	0	
Tôi không cảm thấy mình là một phần của "đại gia đình" trong tổ chức/ công ty này láo not tel lie 'part of the fornity' at my organization	0	0	0	0	0	0	0	
Tôi không cảm thấy gần bố tình cảm với tổ chức/ công ty này I do not feel "errotionally attached to this organization	0	0	0	0	0	0	0	
Tổ chức/ công ty này có ý nghĩa cá nhân đặc biệt lớn đối với tôi This arganization has a great deal of personal meaning for me	0	0	0	0	0	0	0	
Tôi không cảm thấy mình thuộc về tổ chức/ công ty này một cách mãnh liệt i do not fei a strong sense of belonging to my	0	0	0	0	0	0	0	

Appendix 4. Questionnaire 4 - AC questions

Vul lòng chọn mức độ đồng ý về kết quả công việc của anh chị theo những nhận định bên dưới, với 1 - Rất không đồng ý tới 5 - Rất đồng ý Plasa ródat you gwelvet to rach statemet telev or you jà petrmace, tou 1 - Totaly Dauger to 5 - Totaly Ager

	1 – Rất không đồng Ý Totolly Disagree	2	3	4	5 – Rất đồng Ý Totally Agree
Tôi hoàn thành tốt công việc được giao Adequately completes assigned duties	0	0	0	0	0
Tối hoàn thành đầy đủ trách nhiệm được nếu trong bản mô tả công việc Fuffis responsibilities specified in job description	0	0	0	0	0
Tối hoàn thành các công việc đúng như mong đợi Performs tasks that are expected of him/her	0	0	0	0	0
Tối đạt được các yêu cầu chính thức về kết quả làm việc của mình Meets formal performance requirements of the job	0	0	0	0	0
Tối thực hiện các công việc trực tiếp ảnh hưởng đến kết quả đánh giá công việc của tối Engages in activites that will directly affect hiệ/her performance evaluation	0	0	0	0	0
Tối phót lờ các khía cạnh trong công việc mà tôi phải thực hiện Neglects aspects of the job ha/ahe is abligated to parform	0	0	0	0	0
Tối không hoàn thành các công việc cốt yếu được giao Fais to perform essential antine	0	0	0	0	0

Appendix 5. Questionnaire 5 - JP questions

Vui lòng chọn mức độ đồng ý về sự không ốn định của vị trí công việc theo những nhận định bên dưới, với 1 - Rất không đồng ý tới 5 - Rất đồng ý

Please indicate your agreement for each statement below about job insecurity, from 1 - Totally Disagree to 5 - Totally Agree

	1 - Rát không dồng ý Totally Disagree	2	3	4	5 – Rất đồng ý Totally Agree
Cổ nhiều khả năng, tôi sẽ sớm mất công Việc của mình Chances are, i vil lose my job soon	0	0	0	0	0
Tôi chắc chấn tôi có thể giữ công việc của mình I am sure I can keep my job	0	0	0	0	0
Tôi cảm thấy bất an về tương lai của công Việc này I feel insecure about the future of my job	0	0	0	0	0
Tôi nghĩ tôi có khả năng mất công việc này trong tương lai gần I think I might lose my job in the near future	0	0	0	0	0

Appendix 6. Questionnaire 6 - JI questions

Vui lòng chọn mức độ đồng ý về tính cộng đồng tại Việt Nam theo những nhận định bên dưới, với 1 – Rất không đồng ý tới 5 – Rất đồng ý

	1 - Rất không dồng ý Totally Disagree	2	3	4	5 – Rất đồng ý Totolly Agree
Nếu đồng nghiệp tôi nhận giải thường, tôi cảm thấy tự hào 1 a coworier gets a prize, i would feel proud	0	0	0	0	0
Sức khoẻ tỉnh thần của đồng nghiệp quan trọng đối với tôi The wel-being of my coworkers is important to me	0	\bigcirc	0	\circ	\bigcirc
Với tôi, cảm giác vul vẻ là được dành thời gian với người khác To me, pleasure is spending time with others	0	0	0	\circ	0
Tôi cảm thấy tốt khi được hợp tác với người khác	\circ	0	0	0	\circ

Vui lòng chọn mức độ đồng ý về khoảng cách quyền lực tại Việt Nam theo những nhận định bên dưới, với 1 - Rất không đồng ý tới 5 - Rất đồng ý

Please indicate your agreement for each statement below about power distance in Vietnam, from 1 - Totally Disagree to 5 - Totally Agree

	1 - Rất không đồng Ý Totally Disagree	2	3	4	5 - Rất đồng Ý Totally Agree
Để đảm bảo hiệu quả công việc, người giám sát quản lý cần tận dụng quyền hạn và quyền lực của mình A supervisor's use of authority and power is often necessary in order to assue that work is done efficienty	0	0	0	0	0
Tương tắc với cấp dưới của mình có thể khiến khà năng nhìn nhận khách quan của quân lý với cấp dưới bg giảm sắt Social interaction with orei's subordinates may decrease a manager's ability to be objective in dealing with subordinates	0	0	0	0	0

Appendix 8. Questionnaire 8 - PD questions

Độ tuổi của anh chị (Vui lòng điền 2 số) Your age (Rease type in 2 digt number)	Anh chị đã làm bao lâu trong công tự hiện tại? Tri Strain
Giới tính của anh chị Your gender	Anh chị đang lâm việc tại phòng ban nào? Mil agraet na năng sĩ 🕐 Marketing
O Nam _{Male}	⊖ ^{thin} try
O Nữ Ferrate	But Nonga & Cualty is kinh bin but Noneximization That mout This mout wavenese wavenese
O Giới khác Non-binary / third gender	Sau Organ (A. Pháp chá San xuất
C Không tiết lộ Prefer nơi to say	 Transmit Transmit dish to & trayler thing transmit time Kime

Appendix 9. Questionnaire 9 - Demographic questions

Reliability Statistics											
Cronbach's Alpha	N of Items										
.928	5										

Appendix 10. Reliability Statistics - EWB_H

Reliability Statistics												
Cronbach's Alpha	N of Items											
.855	21											

Appendix 11. Reliability Statistics - EWB_E

			I.	tem-Total Sta	tistics	
			Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Ballahiller C		AC_1	26.69	77.711	.544	.785
Reliability S	tatistics	AC_2	25.96	73.214	.657	.768
Combanda		AC_3	26.60	76.734	.548	.784
Cronbach's		AC_4RR	25.74	93.651	.043	.845
Alpha	N of Items	AC_5RR	25.89	75.190	.548	.784
		AC_6RR	25.69	72.328	.626	.771
.809	8	AC_7	26.13	73.761	.659	.768
		AC_8RR	25.85	72.597	.568	.781

Appendix 12. Reliability Statistics – AC

Reliability Statistics

Cronbach's Alpha	N of Items
.832	7

Appendix 13. Reliability Statistics - JP

Reliability Statistics Cronbach's

Alpha N of Items
.797 4

Appendix 14. Reliability Statistics – JI

Reliability S	tatistics
Cronbach's Alpha	N of Items
.086	2

Appendix 15. Reliability Statistics – PD

Reliability	Statistics
Cronbach's	

Alpha N of Items
.773 4

Appendix 16. Reliability Statistics – CL

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Me	.855	
Bartlett's Test of	Approx. Chi-Square	5024.833
Sphericity	df	1176
	Sig.	<.001

Appendix 17. KMO and Bartlett's Test

Com	munaliti	ies			Tota	l Variance Exp	plained				Scree Plot				
	Initial	Extraction			Initial Eigenvalu	les	Extraction	Sums of Square	ed Loadings						
EWB - H_1	1.000	.846	Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	,	$ \rightarrow $				
EWB - H_2	1.000	.862	1 3.956 79.113 79.113 3.956 79.113 79.113 g									\backslash			
EWB - H_3	1.000	.849	2	.434	8.677	87.790				Éigenv		\backslash			
EWB - H_4	1.000	.749	3	.272	5.431	93.221				-			\backslash		
EWB - H_5	1.000	.650	4	.188	3.754	96.974									
Extraction Me	ethod: Prin	cipal	5	.151	3.026	100.000									
Component A	Analysis.		Extraction Me	thod: Princ	ipal Component	Analysis.					1	2	3 Component Numbe	4	5

Appendix 18. Factor Analysis - EWB_H

Comn	nunalitie	s																		
	Initial	Extraction				1	Total Vari	ance Explain	ed											
EWB - E_1	1.000	.574			Initial Eigenval	ues	Extractio	n Sums of Squar	ed Loadings	Rotation	Sums of Square	ed Loadings								
EWB - E_2	1.000	.751	Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %								
EWB - E_3RR	1.000	.639	1	6.154	29.303	29.303	6.154	29.303	29.303	5.419	25.804	25.804								
EWB - E_4	1.000	.569	2	2.824	13.445	42.748	2.824	13.445	42.748	2.489	11.852	37.657								
EWB - E_5	1.000	.592	3	1.716	8.170	50.919	1.716	8.170	50.919	1.931	9.196	46.853								
EWB - E_6	1.000	.562	4	1.143	5.444	56.362	1.143	5.444	56.362	1.712	8.150	55.003								
EWB - E_7RR	1.000	.661	5	1.010	4.807	61.170	1.010	4.807	61.170	1.295	6.167	61.170								
EWB - E 8	1.000	.717	6	.943	4.489	65.659							1			Scree	Piot			
EWB - E_9	1.000	.711	7	.902	4.293	69.952														
EWB - E 10	1.000	.458	8	.813	3.873	73.825								•						
EWB - E 11RR	1.000	.739	9	.778	3.707	77.531							·	1						
EWB - E 12RR	1.000	.577	10	.710	3.379	80.911								1						
EWB - E 13	1.000	.472	11	.612	2.912	83.823								1						
EWB - E 14	1.000	.319	12	.561	2.671	86.494							al 4	1						
EWB - E 15	1.000	.628	13	.505	2.406	88.900							N N							
EWB - E 16RB	1.000	.723	14	.421	2.004	90.904							Eig	1 I						
EWB - E 17	1 000	590	15	.398	1.894	92.797														
EWB - E 18	1.000	.572	10	.309	1./50	94.553							2							
EWB - E 19RR	1 000	658	10	.303	1.445	93.990														
EWB = E 20RR	1.000	641	10	212	1.302	97.299														
EWB - E 21	1.000	694	20	189	902	99.211							0							-
Extraction Metho	d: Principa	.034	21	.109	789	100.000								1 2 3	5 6 7	8 9 10	11 12 13 1	4 15 16 17	18 19 20	21
Component Anal	/sis.		Extraction Me	ethod: Prin	cipal Component	t Analysis.									,	Compon	ent Number		10 19 10	

Appendix 19. Factor Analysis - EWB_E

Total Variance Explained														
Co	mmunali	ties			Initial Eigenvalu	Jes	Extraction	Sums of Square	ed Loadings	Rotation	Sums of Square	d Loadings		Scree Plot
	Initial	Extraction	Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	4	
AC_1	1.000	.703	1	3.674	45.928	45.928	3.674	45.928	45.928	3.002	37.521	37.521		
AC_2	1.000	.732	2	1.519	18.989	64.917	1.519	18.989	64.917	2.192	27.395	64.917	- 1	
AC_3	1.000	.685	3	.842	10.528	75.445							2	
AC_4RR	1.000	.416	4	.508	6.354	81.799							genva	
AC_5RR	1.000	.683	5	.416	5.196	86.995							ă	
AC_6RR	1.000	.720	6	.376	4.696	91.691							- 1	
AC_PPP	1.000	.004	7	.359	4.485	96.177								
Extraction	Method: P	rincipal	8	.306	3.823	100.000							•	
Compone	nt Analysis.		Extraction Me	thod: Princ	ipal Component	Analysis.								1 Z 3 4 5 6 7 8 Component Number

Appendix 20. Factor Analysis – AC

Co	mmunal	ities					Total Vari	ance Explain	ed				4	1
	Initial	Extraction			Initial Eigenvalı	Jes	Extractio	n Sums of Squar	ed Loadings	Rotation	Sums of Square	ed Loadings		\
JP_1	1.000	.779	Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	3	
JP_2	1.000	.709	1	3.812	54.463	54.463	3.812	54.463	54.463	3.535	50.502	50.502	ž.	\
JP_3	1.000	.745	2	1.283	18.329	72.792	1.283	18.329	72.792	1.560	22.291	72.792	e va	
JP_4	1.000	.713	3	.598	8.538	81.331							Eig	\
JP 5	1.000	.684	4	.452	6.454	87.785								
JP 6RR	1.000	.773	5	.388	5.545	93.329								
IP 7RR	1.000	.693	6	.247	3.532	96.862								
Extraction	Method:	Principal	7	.220	3.138	100.000							•	
Component Analysis.			Extraction Me	ethod: Princ	ipal Component	Analysis.								1 2

Appendix 21. Factor Analysis – JP

												Scree Plot		
6	mmunal	ities			Tota	l Variance Ev	hained			2.5	`			
				Initial Eigenvalues				2.0						
JI 1	1.000	.794	Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	antralue	\backslash	`		
JI_2RR	1.000	.429	1	2.541	63.520	63.520	2.541	63.520	63.520			\backslash		
JI 3	1.000	.552	2	.771	19.282	82.802								
JI 4	1.000	.766	3	.418	10.447	93.249				0.5				
Extraction Method: Principal		4	.270	6.751	100.000				0.0					
Compon	ent Analysi	s.	Extraction Me	thod: Princ	ipal Component	Analysis.					1	2 Component Nu	3 mber	4

Appendix 22. Factor Analysis – JI

Scree Plot

Scree Plot

	Correlations											
		EWB_H	EWB_E	AC	JP	JI	CL					
EWB_H	Pearson Correlation	1	.688**	.555**	.477**	250**	.132					
	Sig. (2-tailed)		<.001	<.001	<.001	.001	.098					
	Ν	159	159	159	159	159	159					
EWB_E	Pearson Correlation	.688**	1	.582**	.548**	386**	.159*					
	Sig. (2-tailed)	<.001		<.001	<.001	<.001	.046					
	Ν	159	159	159	159	159	159					
AC	Pearson Correlation	.555**	.582**	1	.419**	355**	.070					
	Sig. (2-tailed)	<.001	<.001		<.001	<.001	.383					
	Ν	159	159	159	159	159	159					
JP	Pearson Correlation	.477**	.548**	.419**	1	535**	.112					
	Sig. (2-tailed)	<.001	<.001	<.001		<.001	.161					
	Ν	159	159	159	159	159	159					
JI	Pearson Correlation	250**	386**	355**	535**	1	158*					
	Sig. (2-tailed)	.001	<.001	<.001	<.001		.047					
	Ν	159	159	159	159	159	159					
CL	Pearson Correlation	.132	.159*	.070	.112	158*	1					
	Sig. (2-tailed)	.098	.046	.383	.161	.047						
	N	159	159	159	159	159	159					

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Appendix 23. Correlations

	Model Summary ^b					ANOVA ^a						
	Adjusted R Std. Error of Durbin-				Durbin-	Model		Sum of Squares	df	Mean Square	F	Sig.
Model	R	R Square	Square	the Estimate	Watson	1	Regression	175.461	5	35.092	21.554	<.001 ^b
1	.643 ^a	.413	.394	1.276	1.864		Residual	249.099	153	1.628		
a Proc	lictors: (Co	(instant) Cl					Total	424.560	158			
a. rieu	a. Fredictors: (Constant), CL, JIEWBH, EWB_E, EWB_H, JIEWBE					a. Dependent Variable: AC						
b. Dep	b. Dependent Variable: AC						b. Predictors: (Constant), CL, JIEWBH, EWB_E, EWB_H, JIEWBE					

Coefficients^a

		Unstandardize	d Coefficients	Standardized Coefficients			Collinearity	Statistics
Model		В	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.453	.639		2.275	.024		
	EWB_H	.182	.269	.169	.679	.498	.061	16.269
	EWB_E	1.196	.434	.540	2.757	.007	.100	9.994
	JIEWBH	.058	.105	.165	.548	.585	.042	23.577
	JIEWBE	209	.170	308	-1.230	.221	.061	16.406
	CL	131	.139	063	942	.348	.861	1.162

a. Dependent Variable: AC

Appendix 24. Regression Model 1

	Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson						
1	.572 ^a	.328	.315	.599	1.729						
- 0	1:										

a. Predictors: (Constant), AC, EWB_H, EWB_E

b. Dependent Variable: JP

			ANOVA ^a			
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.108	3	9.036	25.172	<.001 ^b
	Residual	55.641	155	.359		
	Total	82.748	158			

a. Dependent Variable: JP

b. Predictors: (Constant), AC, EWB_H, EWB_E

C	oefficients"
	Standardized
	Coefficients

	coencients											
		Unstandardize	d Coefficients	Standardized Coefficients			Collinearity	Statistics				
Model		В	Std. Error	Beta	t	Sig.	Tolerance	VIF				
1	(Constant)	2.421	.174		13.909	<.001						
	EWB_H	.073	.045	.155	1.643	.102	.490	2.039				
	EWB_E	.367	.094	.375	3.895	<.001	.468	2.135				
	AC	.051	.037	.115	1.374	.171	.616	1.624				

a. Dependent Variable: JP

Appendix 25. Regression Model 2