



IMPACT OF PSYCHOLOGICAL EMPOWERMENT ON PSYCHOLOGICAL WELL-BEING: MODERATING ROLE OF MEANING IN LIFE AMONG EMPLOYEES

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ABSTRACT:

Objective of this study is to examine the relationship between psychological empowerment and psychological well-being among employees. It is also aimed to find evidence about the moderating role of meaning in life on the relationship between psychological empowerment and psychological well being. Purposive sampling was used to collect data from 247 employees among technological, manufacturing, financial and service sectors in India through a survey questionnaire. The hypotheses were generated and empirically tested the data obtained from the participants. The results have demonstrated that psychological empowerment has a significant positive relationship with psychological well-being. Search for meaning had a significant moderating role on the relationship between psychological empowerment and psychological well being. The findings also revealed that the presence of meaning does not have a significant moderating role on the relationship between psychological empowerment and psychological well being. The findings of this study have provided insights to various organizations from different sectors which aim to enhance psychological well-being of the individuals and try to improve their work-related positive affections at the workplace.

KEY WORDS: Psychological empowerment, Psychological well-being, Search for meaning and Presence of meaning.

INTRODUCTION

India is one of the largest countries in the world with an employment rate of 42.3%. People work in different sectors such as educational, agricultural, manufacturing and industrial, financial sector. It's a well-known fact that happy employees are highly productive. It's not only because they spend a lot at work place but they achieve a lot during working hours. According to a survey by HRK News Bureau, 59% of the Indian workforce is unhappy at work. Only when the employees are genuinely happy, they have the intrinsic motivation in achieving their goals. So, the survey indicates the importance of psychological empowerment among Indian employees. The social and economic empowerment cannot be achieved in masses without psychological empowerment. Psychological empowerment is a concept related to industrial and organizational psychology. Empowerment is an individual's degree of autonomy, responsibility, choice, and participation in decision-making in organizations. On an individual level, people feel confidence when they believe in themselves, which leads to psychological empowerment. Psychological empowerment improves effectiveness at workplace and innovation. Organizations empower an employee by encouraging them to use their own initiative and motivate them to be creative. This provides a positive work environment to the employees. The EY 2022 Work Reimagined Survey shows that 96% of employers have planned changes to ensure the safety and well-being of the employees. Fostering employee psychological well-being is an advantage to the organizations because an employee enjoys working with other people in the organization, they find meaning in their work, which leads to active participation of the individual in all organizational work. Psychological well-being predicts higher earnings and more pro-social behavior such as volunteering. A key to psychological well-being is living a life with meaning and purpose. Meaning in life is associated with higher psychological well-being. Meaning in life is an important aspect in a person's life. It leads to a quality life and also leads to greater level of functioning at workplace. Meaning in life make people believe that their lives are significant and that they transcend the ephemeral present.

PSYCHOLOGICAL EMPOWERMENT

Psychological empowerment refers to an "intrinsic task motivation reflecting a sense of self-control in relation to one's work and an active engagement with one's work role" (Seibert et al., 2011, p. 981). After reviewing relevant research, Thomas and Velthouse (1990) defined empowerment as increased intrinsic task motivation manifested with a set of four cognitions reflecting an individual's orientation to work role: meaning, competence (which is equivalent with self-efficacy), self-determination, and impact.

Meaning: Meaning is the importance of a work objective or purpose as determined by a person's personal standards or ideals (Thomas & Velthouse, 1990). Meaning involves the fit between the needs and beliefs, values, and behaviors of a work role (Brief & Nord, 1990; Hackman & Oldham, 1980). Employees who perceive their work as meaningful and important will have a greater sense of commitment and participate in all organizational events and manage all their work tasks (Thomas & Velthouse, 1990).

Competence: Competence is related to an individual's beliefs, personal mastery, or effort-performance expectancy (Bandura, 1989). This dimension is labelled competence here rather than self-esteem because Spreitzer focused on efficacy specific to work role rather than on global efficacy. Employees perceive themselves as competent when they are confident about their ability to complete all their work with success (Quinn & Spreitzer, 1997).

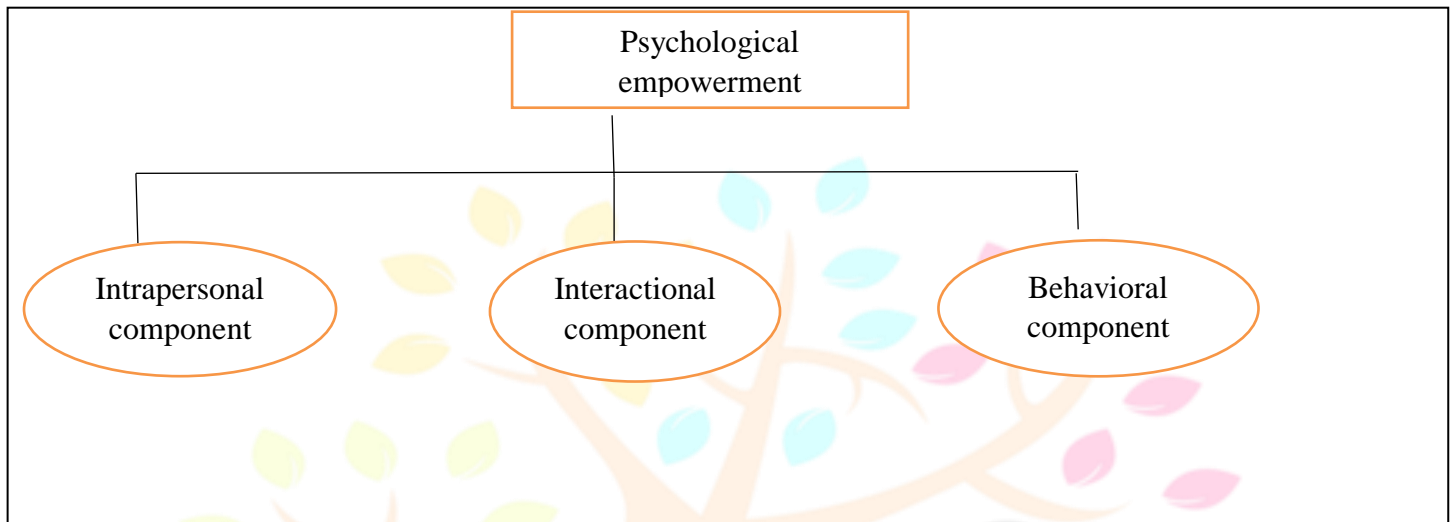
Self-determination: Competence is a mastery of behavior, whereas self-determination is an individual's sense of having choice in initiating and regulating actions (Deci, Connel, & Ryan, 1989). Self-determination reflects autonomy in the initiation and continuation of work processes and behaviors and; examples are making decisions about work methods, pace, and effort (Bell & Staw, 1989; Spector, 1986). Employees who have higher levels of self-determination will be more creative, flexible towards any work role and have more self-control (Thomas & Velthouse, 1990).

Impact: Impact is a belief of a person that he/she can make difference in the organizational processes; that one can influence the work outcomes (Seibert et al. 2011, p. 981). The outcomes can be strategic, administrative, or operational (Ashforth, 1989). Impact is different from locus of control. Impact is influenced by the context of work whereas, internal locus of control is a global personality characteristic that endures across situation (Wolfe & Robertshaw, 1982).

These four elements reflect an active orientation towards the work role rather than passive orientation.

Figure 1:

Components of psychological empowerment:



Intrapersonal components include domain specific perceived control, domain specific self-efficacy, motivational control, perceived competence.

Interactional components include critical awareness, understanding causal agents, skill development, resource mobilization.

Behavioral components include community involvement, organizational participation, coping behaviors.

Theories of psychological empowerment:

Kanter's theory of structural empowerment includes a discussion of organizational behavior and empowerment. According to this theory, work environments promote empowerment among employees with access to information, inputs, support, and the opportunity that helps them to learn and develop. Kanter's theory argues that the power of the organizational leaders is expanded when they influence and inspire others. Subsequently, this results in a high level of organizational performance (Larkin et al.,). Kanter also believes that a skill set of a person is strengthened, when a person is provided with necessary knowledge and resources, and encouraged. This enables the person to make appropriate decisions based on the provided information, which in turn helps the person to get better outcomes that will help the organization (Laschinger et al., 1998). Kanter's structural empowerment theory mainly discusses about how a leader empowers an employee, which is an important quality of a leader, that brings out the best from the employee. The way in which an industry operates significantly creates an impact on employee beliefs and behaviors. Today, many industries empower their employees by giving them authority and decision making, asking for feedback from them and sharing information with them.

PSYCHOLOGICAL WELL-BEING:

Psychological well-being refers to "inter and intra-individual level of positive functioning which will include one's relatedness with others and self-referent attitudes that includes one's sense of mastery and personal growth" (Burns, 2016). Depending upon one's profession and personal perspective, the concept of well-being

can have quite different meanings. Feeling good all the time is impossible, the experience of painful emotions (e.g., failure, grief, disappointment) is a normal part of life. Being able to manage all these negative emotions is also essential for long-term well-being. The concept of being good not only includes the positive emotions such as happiness and excitement, but also emotions such as excitement, interest and confidence. However, psychological well-being is compromised when the negative emotions are long-lasting and that interferes with an individual's ability to perform daily tasks or unable to fulfil their responsibilities.

Theory of psychological well-being:

Diener's model of subjective well-being defines well-being as an "individual's cognitive and affective evaluations of his or her life" (Diener, Lucas, & Oishi, 2002). This model is developed by Ed Diener and it is called Tripartite model of subjective well-being. This model describes the way by which people experience their quality of their lives that includes both emotional reactions and cognitive judgements. Diener claims that there are three components of subjective well-being: positive affect (pleasurable feelings), negative affect (painful feelings) and life satisfaction. **Positive affect** refers to the various feelings experienced by the people when things seem to go well in their life. **Negative affect** is the reverse of positive affect i.e., the feelings experienced by the people when things are not going well. **Life satisfaction** is the degree by which a person evaluates the overall quality of their life. These components are distinct but are interrelated with others. Subjective well-being encompasses these things into an ideology as "high levels of positive emotions, low levels of negative emotions, and high life-satisfaction." Therefore, subjective well-being encompasses emotions and moods as well as one's satisfaction with general and specific areas of life.

Measurement of psychological well-being:

The most prominent tool to assess psychological well-being is **Ryff's Psychological Well-being Scale**. It has 42 items which measures all the six dimensions of psychological well-being. It can be used for adults. The reliability of psychological well-being scale is 0.82.

Satisfaction with Life Scale is a subjective well-being scale. It was developed by Diener et al., in 1983, and it has 5 items which measures general life satisfaction and it is suitable for all ages, from adolescents to adults. The alpha co-efficient of this scale is 0.78.

MEANING IN LIFE:

Meaning has important implications in the society and the economy of the country during the tough times like pandemic. Meaning in life is a fundamental human need that is important for both physical and psychological well-being (Vail and Routledge, 2020). Meaning in life shows that a person's life has coherence, significance, and purpose (Heintzelman and King, 2014). A person experiences high sense of positive psychological well-being when he/she feels that their life has high sense of meaning (Steger & Frazier, 2005). Moreover, meaning in life is important for good physical health. The contributions of meaning to psychological and physical health is because of its motivational and self-regulatory nature (Hooker et al., 2018; Routledge, 2018). Numerous studies found social bonds as a primary source of meaning in life. Moreover, the person who desires to live a meaningful life will engage in more prosocially behaviour such as volunteering activities and giving charitable funds (Fiorito et al., in press).

Meaning in life is looked at from two perspectives based on whether meaning has been achieved or not.

Presence of meaning in life is defined as the subjective sense that a person's life has meaning or it can also be defined as whether the individual has a clear and defined MIL.

Search for meaning in life reflects one's drive and orientation toward finding such meaning or it deals with the motivation that the individual develops to obtain meaning in life. Past researchers have found that presence of meaning in life is associated with better physical and emotional well-being (Brassi, Piko, & Steger, 2011,

2012; Steger et al., 2015). Research also states that search for meaning in life has an association with poorer well-being (Steger et al., 2006; Wong, 2012).

Theories and models of meaning in life:

Meaning making model:

The meaning making model deals with the recovery of the meaning in life when people face stressful situation that causes the breakdown of coherence and meaning in their lives (Park & Folkman, 1997; Park, 2010,2013). This model consists of two dimensions: global and situational meaning. The global dimension involves an individual's general orientation about global beliefs, global goals and subjective sense of meaning. The situational dimension involves the individual's orientation about a situation in the environment and the interpretation about the situation which is stressful to the individual (Park, 2010, 2013). Here, the stressor is not clearly defined and it's subjective because the individual classifies the situation as stressful or not. After assessing the situation, the meaning making process begins for a new situation which helps the individual to deal with the discrepancies of the environment with relation to the individual beliefs or goals (Park, 2010). This process is done through cognitive, automatic, and emotional resources. This process results from the psychic work which helps with the understanding of the stressor and the construction of new meaning.

Meaning maintenance model:

This model was proposed by Heine et al., (2006). This model states that the people build the meaning of their life from their expectations and learn about relationship established with the environment because the world makes sense to the individual's beliefs that they have about it. It is necessary for an individual to know about how to deal with the violation of meaning whether it is negative or positive. This theory states five cognitive ways of dealing with the violation of expectation: assimilation, accommodation, abstraction, affirmation and assembly of novel meaning in life. This requires cognitive and emotional effort from the individual.

Terror management theory:

Though it's not the theory of meaning in life itself, it states the way people deal with the awareness of their own death which contributes to the understand of meaning in life. The awareness of death would constantly create a terror which needs to be managed over time. A way of dealing with it would be creating a strong bond with the family members and the community which makes it possible to cope up with the fear of death, developing the value of being alive in contact with the meaningful world and starts to search for meaning of existence (Greenberg et al., 1986; Solomon, Greenberg, & Pyszczynski, 1991).

Review of Literature

Review of literature is done in a study to understand the familiarity of the current research in a particular field before carrying out a new investigation. To make sure that you're not just repeating what others have already done and justify your research, review of literature is done. This chapter contains the review of literature on psychological empowerment, psychological well being and meaning in life.

PSYCHOLOGICAL EMPOWERMENT:

In many studies psychological empowerment is administrated in four factors; meaning, competence, self-determination, and impact. Psychological empowerment theory holds that empowered employees have a more positive orientation toward their work. This reflects an orientation where employees want to possess, and truly have, confidence in shaping their work role and context (Spreitzer, 1995). Many studies have demonstrated that psychological empowerment can decrease the detrimental influence of work-related stressors on burnout, acting as a potentially protective factor (McVicar, 2003; Laschinger et al., 2006; Gong et al., 2021; Tian et al., 2015). Employees who are more competent about their abilities and psychologically empowered will tend to be more satisfied with work, more committed to organization, has low intention to stop working and has high performance.

Demographic factors

Age: Studies have found that in psychological empowerment increasing age will affect the personality of each individual, personality continues to change and develop after the age of 20 years and its peak was reached in middle age (Helson, Jones & Kwan, 2002). Schermuly, (2014) says that age discrimination has a direct as well as an indirect (via psychological empowerment) effect on the desired retirement age.

Gender: Gender difference studies in psychological empowerment reveals that ,In organizations, gender is frequently associated with strengths and traits, men are connoted to ambitious and competitive traits so that they always seek advanced position, while women are more discrimination and emotional so that they are good listeners and supportive of others (Pfeffer, 1983). Cultures differ greatly with respect to the way they treat different genders within the society, whether in social, political, religious or organizational terms. Gender differences regarding different organizational variables like the empowerment level has been a topic of keen interest for many researchers .

Marital status: Marital status will usually increase an employee's sense of responsibility for work, and usually married employees are more satisfied with their work compared to unmarried employees (Robbins&Judge,2013).

Education: Educational level is a long-term process that uses systematic and organized procedures, in the education they learn conceptual and theoretical knowledge, so that the educational level of an employee can improve company performance and improve company competitiveness (Robinson, Porporino&Simourd, 1997). The higher the level of employee education, the higher the influence on their work, this illustrates the educational level of employees will improve their quality, they tend to have higher insight and ability, so competence in work will increase and they will have an impact on increasing quality (Reichel, Lowengart&Milman, 2000).

Experience: There are significant differences between employees in terms of the practice of psychological empowerment according to the variables (year of experience, function, bank). Tenure can describe a person's experience in mastering his field of work, in general employees with a lot of work experience do not need any guidance compared to the new employees (Abraham & Farber, 1987). Experiencing their work as meaningful might inspire employees to engage in organizational citizenship behavior through a mechanism of identification with the overall work (i.e., tasks and interpersonal relationships).

PSYCHOLOGICAL WELL-BEING:

Psychological well-being is all about lives going well (Huppert 2009). Psychological well-being is, however, compromised when negative emotions are extreme or very long lasting and interfere with a person's ability to function in her daily life. Psychological well-being matters for both employees and their organizations, improving their success and innovativeness.

Demographic factors:

Demographic characteristics show some differential effects for well-being and ill-being.

Age: Age was not significantly associated with employee psychological well-being. There were a larger proportion of individuals who experienced psychological well-being as a function of age. Studies found a U-shaped relationship with age: younger and older people tend to have higher well-being scores than the middle aged, although there may be a decline in well-being among the very old (Blanchflower & Oswald, 2008; Clark & Oswald, 1994). Studies say that age group less than 30 and those working 20 to 30 hours weekly showed higher degrees of anxiety and depression.

Gender: Gender was not significantly associated with well-being. A comparative research states that Males had stronger well-being compared to females. Women show substantially higher rates of symptoms (or diagnosis) of common mental disorders such as anxiety and depression than men, but the effect of gender is much less clear when it comes to mental well being.

Autonomy: A research says that job autonomy was more strongly related to psychological wellbeing. The results of this study show that psychological autonomy affect positively psychological well-being. A research concluded that job autonomy is positively associated with psychological well-being. Findings are indicating that higher levels of job autonomy are beneficial for the psychological well-being of workers – especially among workers who have low levels of job autonomy.

Personal Growth: The affective commitment mediates the association between psychological well-being (hedonic and eudaimonic) and employee job performance. In addition, perceived job insecurity buffers the association of affective commitment and psychological well-being (hedonic and eudaimonic). Organizations realized that psychological wellbeing plays a key function in determining the level of motivation and performance of the employees. More the employees are psychological balance, there will be more contribution to the organization. Significant difference exists among psychological well being and profile of employees of MSME (mini, small and medium enterprises) except for gender.

Positive Relation With Others: Lack of social support, particularly from co-workers, was associated with deteriorated psychological wellbeing.

Socioeconomic Factors: Major socioeconomic factors tend to have comparable effects on psychological well-being. Studies say that Income inequality is associated with both well-being and psychological disorder. Even most studies found higher educational qualifications protective against poor mental health, a few have found a reverse gradient for education (see al., 2008 Dolan et; al., 2008 Fagg et). For example, Chevalier and Feinstein (2006) found that men with a high level of education were more likely to be depressed than those with less education.

MEANING IN LIFE:

Research in healthy populations shows that meaning in life is to be an important factor in optimal functioning. Even in some studies has evidence that persons with meaning in life may be better able to cope to medical challenges. Meaning in life reflects the feeling that ones existence has significance, purpose and coherence (Heintzelman and king, 2014). There are 2 dimensions in meaning in life are, Presence of Meaning (i.e., the perception of your life as significant, purposeful, and valuable) and Search for Meaning (i.e., the strength, intensity, and activity of people's efforts to establish or increase their understanding of the meaning in their lives).

Presence of meaning: Studies say whether individuals perceive their lives as significant and purposeful. Presence of meaning refers to the comprehension of oneself and the surrounding world, including the understanding of how one fits into the world (King, Hicks, Krull, & Del Gaiso, 2006; Steger, Kashdan,

Sullivan, & Lorentz, 2008). Presence of Meaning had been found to be positively associated with psychological well-being

Search For Meaning: Studies say search for meaning is strength, intensity, and activity of people's efforts to establish or increase their understanding of the meaning and purpose of their lives.

Demographic Factor:

Age: Meaning in life has been positively associated with psychological well-being in healthy adolescents (Brassai, Piko, & Steger, 2011) and adults (Steger, Kawabata, Shimai, & Otake, 2008; Zika & Chamberlain, 1992).

Gender: Achievement as a source of meaning had a statistically significant relationship with gender where males scored higher than females. Gender had a statistically significant positive correlation with achievement.

Personality: The result shows that Extraversion is being closely linked with constructs such as optimism, subjective well-being, happiness, etc. The results suggest that individuals have a predisposition for particular sources of meaning, based on their personality. A research says that Persons who have the capability of wholeness as well as extraverted individuals are prone to experience their lives as meaningful.

Self Esteem: Self-esteem acts as a mediator between the presence of meaning in life and psychological distress, burnout and negative effect. The presence of meaning in life promotes self-esteem, which then fender against negative outcomes.

Social Interaction: Studies show that meaning in life promotes social and community engagement. Numerous studies have identifies social bond as a primary source of meaning in life. For example, when asked in detail in writing what gives their life meaning, the most frequently reported source of meaning is close relationships (Nelson et al., 2019). However research also indicates that meaning promotes the work of social connections. For example, Stavrova and Luhmann (2016) observed that meaning in life positively predicted the extent to which individuals felt connected to their family, community, friends and spouse/partners.

A thorough review of existing literature reveals to find the association between Psychological empowerment, psychological well-being. Therefore, the current research addresses the gap in research by studying the three variables of Psychological empowerment, psychological well-being and meaning in life impact on employees.

NEED FOR THE STUDY

The study focuses on employees working in various sectors, since the previous studies majorly was focusing on psychological empowerment and psychological well-being of employees working as nurses and who work in IT. There is no previous association studies that uses meaning in life as moderator between psychological empowerment and psychological well-being. Therefore this research will contribute to the knowledge of whether meaning in life moderates the relationships between psychological empowerment and psychological well-being in employees. Through knowing the impact we can improve the employees wellbeing.

METHODOLOGY

This chapter seeks to outline the objectives and explain the research design adopted for the study.

Aim

To find is there any impact of psychological empowerment on psychological well-being through moderating role meaning in life among employee?

Objectives

- 1.To determine the relationship between psychological empowerment and psychological well being.
- 2.To examine whether search for meaning in life act as a moderator between psychological empowerment and psychological well being.
- 3.To examine whether presence of meaning in life act as a moderator between psychological empowerment and psychological well being.

Hypotheses

- 1.There is no significant relationship between psychological empowerment and psychological well-being.
- 2.Psychological empowerment will not predict psychological well- being
3. Search for meaning does not moderate the relationship between psychological empowerment and psychological well being.
4. Presence of meaning does not moderate the relationship between psychological empowerment and psychological well being.

Operational Definitions

Psychological Empowerment

Psychological empowerment refers to an “intrinsic task motivation reflecting a sense of self-control in relation to one’s work and an active engagement with one’s work role (Wilmar S, Arnold B, 2019)”.

Psychological well-being

Psychological well-being refers to “a person feeling and thinking his or her life is desirable regardless of how others see it (Diener, 1984)”.

Meaning in Life

Meaning in life is defined as “the sense made of, and significance felt regarding, the nature of one’s being and existence (Steger et al., 2006, p. 81)”.

Sampling

The study was conducted on both married and unmarried Indian workers between the ages of 25-40 Years. The sample consists of 247 people.

Sampling method

The sampling method used to collect the sample was purposive sampling.

Sampling size

A sample collected from employees 247 respondent male (N= 152) female (N=95) with age group 25 to 40 was collected all over India.

Research design

Cross sectional analysis

Inclusion criteria

Participants included from the study,

- People between the age 25 to 40 years
- They should be working person
- Individuals belonging to India

Exclusion criteria

Participants excluded from the study,

- Those who are pursuing their education.
- Those who are experiencing a mental disorder.
- Those who are on psychiatric medication.
- Working people who are below the age of twenty five are not included in the study.

Tool used and their description

To measure psychological empowerment, psychological well-being and meaning in life, the Psychological Empowerment Instrument, WHO-5 Well-being Index, Meaning in Life Questionnaire were used respectively.

Psychological Empowerment Instrument

The Psychological empowerment (Spreitzer, 1995) is a 12 items containing scale is composed of 4 sub dimensions: meaning, competence, self-determination, and impact. Items are rated on a 7- point Likert scale, ranging from 1 (Very Strongly Disagree) to 7 (Very Strongly Agree). The instrument has been used successfully in contexts ranging from nurses to low wage service workers to manufacturing workers. The scores range between 2 to 7. High score indicates an active engagement with one's work role. The validity of the instrument is very good. The test retest reliability of this scale was found to be 0.86 (Spreitzer, 1995; 1996).

WHO-5 Well-being Index

The 5-item World Health Organization Well-being Index (WHO-5; Bech 2004) is a short and generic global rating scale that assesses subjective well-being over the past 2 weeks. It consists of five positively worded items that are rated on 6-point Likert scale, ranging from 0 (at no time) to 5 (all of the time). The scores range between 0 to 25. High scores indicate better well-being. The reliability was found to be 0.79 (Pattnaik, 2020).

Meaning in Life

Meaning in life questionnaire (MLQ; Steger, Frazier, Oishi, & Kaler, 2006) was to help people understand and track their perceptions about their lives. The questionnaire has two subscales that represent two dimensions of meaning in life: (1) Presence of Meaning: how much respondents feel their lives have meaning and (2) Search for Meaning: how much respondents strive to find meaning and understanding in their lives. It has 10 items. Rated on 7-point Likert scale ranging from 1 (absolutely untrue) to 7 (absolutely true). The score range from 5 to 35 for each subscale. Higher scores indicate a stronger presence of/search for meaning in one's life. The reliability was found to be 0.84 to 0.91.

Procedure

This study was conducted between September 2022 to November 2022. The participants were from India. During the whole procedure data collection was carried out online by sharing the google forms to all the members who were working, through that 248 responses were collected. Google forms with information about the various criteria for exclusion were distributed.

Participants were asked for their consent to participate in the study. Only after their consent was given, the next steps in the data collection process were started. The participants were told that they had the rights to refuse at any time. A personal data sheet with information about the willing, participant's personal and socio-demographic characteristics that were relevant to the study were included on the form. The instruments used to measure each variable were then used. Each tool's items were mentioned to the participants, and they were asked to mark their responses on the appropriate options. They were informed that there was neither a time limit nor a right or wrong answer. Their questions and concerns were answered.

Statistical analysis

The data was checked for normality using Shapiro-Wilk test. The data follows a normal distribution. Hence, parametric tests were used. Correlation was carried out to find the relation between psychological empowerment and psychological well-being, and regression was used to predict the psychological well-being and Process macro moderation analysis was used to predict whether search for meaning in life and presence of meaning in life act as moderator between psychological empowerment and psychological well-being.

Ethical Considerations

The participants were explained about how the anonymity and confidentiality of the data will be maintained. The participants took part in the study willingly with informed consent. The participants had the right to withdraw from the study at any point of time.

RESULTS AND DISCUSSION

This section consists of the interpretation of the results of study variables obtained using SPSS.

Table 4.1.

Sample description

Sample characteristics	n	%
Age		
25-30 years	116	47
31-35 years	56	22.6
36-40 years	75	30.4
Gender		
Male	152	61.5
Female	95	38.5
Marital Status		

Married	179	72.5
Unmarried	68	27.5
Domicile		
Rural	100	40.5
Urban	147	59.5
Education		
UG & below, UG	167	67.6
PG, PG & above	80	32.4
Sample characteristics	n	%
Work-type		
Day work	159	64.3
Shift work	45	18.2
Work from home	43	17.5

Note: N= 247

Table 4.1. shows the sample descriptions of the participants. This study was conducted among Indian employees, working in manufacturing, financial, technological and service sectors. The total sample comprised of 247 respondents. The age group of the participants ranges between 25 – 40 years, in which the dominant age group (47%) is people between the age group of 25-30 years. Out of the 247 respondents, 152 (61.5%) are male and 95 (38.5%) are female. In terms of marital status, 72.5% of the sample is married. In terms of the domicile, slightly more than half of the sample hailed from urban area. Most of the participants are educated up to under-graduate level and more than half of the sample are day workers and people who work from home and shift workers are more or less equal.

Table 4.2.

Descriptive Statistics and Correlation for psychological empowerment and psychological well being

Variable	n	M	SD	Range	1	2
1.Psychological empowerment	247	64.83	9.89	32 - 84	1	.344**
2.Psychological well being	247	14.43	5.15	1 - 25	.344**	1

** p<0.01

Pearson correlation was used to find the relationship between psychological empowerment and psychological well-being. It was hypothesized that there is no significant relationship between psychological empowerment and psychological well-being. Results reveal that there is a significant relationship between these two variables. Therefore, null hypothesis is rejected. There is a significant positive relationship between psychological empowerment and psychological well-being ($r = +.344$, $p < 0.01$). So, psychological well-being increases with increase in psychological empowerment. This indicates that all four dimensions of psychological empowerment has a significant positive relationship with psychological well-being. This association may be due to when people feel that the work they do is meaningful, they tend to be more involved with their organizational work and derive a sense of satisfaction which ultimately leads to a good state of psychological well-being. Psychological empowerment leads to increase in psychological well-being when people feel that they have the internal motivation and the ability to do the work-related challenges effectively. Psychological well-being can be derived from psychological empowerment when people believe that their work has a positive impact on the organization they work at. Liden et al., and McClaine say that when employees feel that the work they do can influence the outcome that affect their organization, they tend to be more involved and gain a sense of job satisfaction and psychological well-being (TASTAN, 2013).

Table 4.3.

Regression analysis summary for predicting psychological well being

Variable	R square	Adjusted R square	B	Beta	SE	t-value	p	F
Psychological empowerment	.119	.115	.179	.344	4.846	5.743	<.001	32.98

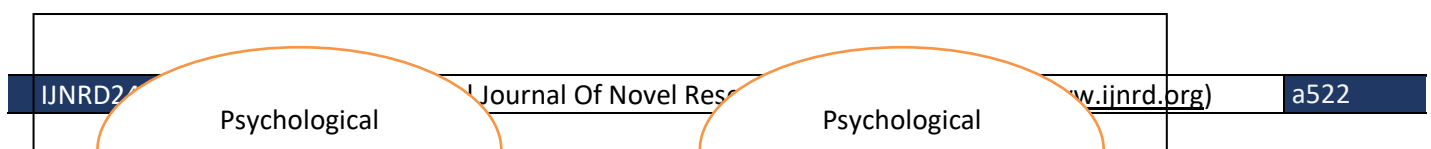
Table 4.3. shows that R square = 0.119, F = 32.98 and adjusted R square = 0.115. The R square value shows that around 11.9% of the data fit the regression model of the present study. The adjusted R square value of 0.115 indicates that psychological well-being of the employees who have been participated in this study is affected by psychological empowerment by 11.5%.The rest 88.5% of variance can be predicted by other factors other than psychological empowerment. The F value is significant at $p < 0.01$, indicating that the regression model is significant. On further analysis, it is found that the Beta value of psychological empowerment is .179 and the t-value is 5.743 which indicates that increased psychological empowerment will lead to increased psychological well-being. Previous research conducted with teachers also indicates that psychological well-being can be predicted by psychological empowerment (TASTAN, 2013).

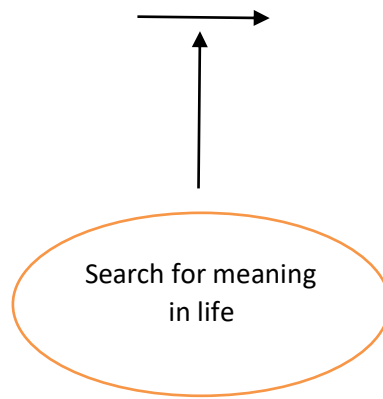
Table 4.4.***The moderating role of search for meaning in life between psychological empowerment and psychological well-being***

Effect	Estimate	SE	95%CI		p
			LL	UL	
Fixed effects					
Intercept	25.17	7.84	9.73	40.62	.001
PE	-.15	.116	-.386	.071	.176
MIL-SFM	-.89	.306	-1.50	-.291	.003
Int_1	.0134	.004	.004	.022	.003

Note: LL- lower limit; UL- upper limit; CI- confidence interval; PE- psychological empowerment; MIL-SFM- search for meaning in life

Table 4.4. shows the result of moderating role of search for meaning between psychological empowerment and psychological well-being. Interaction p value is 0.003 ($p < 0.05$), therefore the null hypothesis is rejected, which indicates that MIL-SFM moderates the relationship between psychological empowerment and psychological well-being. The co-efficient value of +.0134 indicates that MIL-SFM positively moderates the relationship between psychological empowerment and psychological well-being. So, the employees who are searching for meaning in life, try to find meaning in their job tasks by expressing their creative and innovative ideas i.e., being self-expressive. Spreitzer (1995) found that innovative behavior and decreased stress were moderately related to empowerment. This aspect of finding meaning in life through one's job is related to psychological empowerment. If an employee who is searching for meaning in their life, finds it through their job, will feel empowered which subsequently leads to the increase in their psychological well-being. Here, the moderator strengthens or directs the relationship between the psychological empowerment and psychological well-being in a positive way.

FIGURE 2***Moderation model of MIL-SFM***

**Table 4.5.**

The moderating role of presence of meaning in life between psychological empowerment and psychological well-being

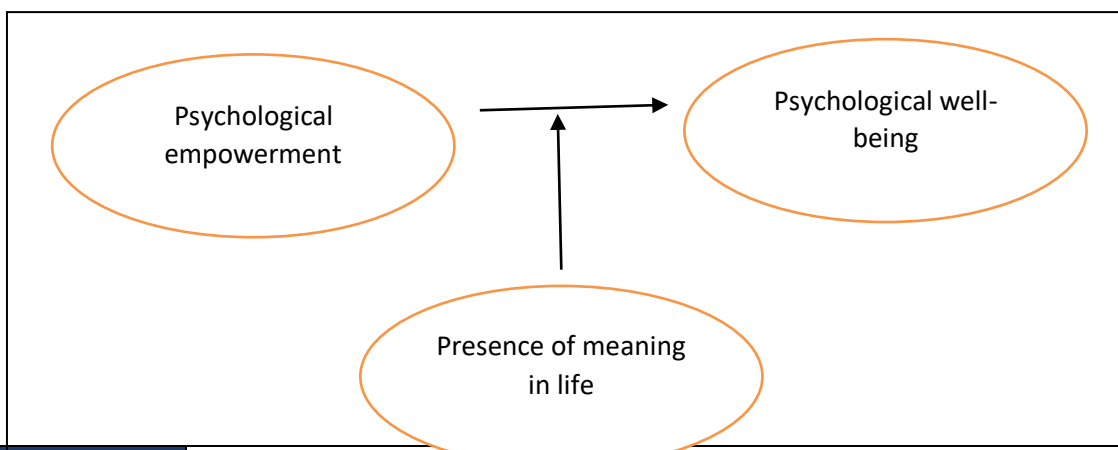
Effects	Estimate	SE	95%CI		p
			LL	UL	
Fixed effects					
Intercept	4.49	6.49	-8.29	17.29	.489
PE	.1919	.095	.004	.379	.045
MIL-POM	.045	.360	-.663	.755	.898
Int_1	-.003	.005	-.014	.007	.564

Note: LL- lower limit; UL- upper limit; CI- confidence interval; PE- psychological empowerment; MIL-POM- presence of meaning in life

Table 4.5. shows the result of moderating role of presence of meaning between psychological empowerment and psychological well-being. Interaction p value is 0.564 ($p > 0.05$), therefore null hypothesis is accepted, which indicates that MIL-POM does not moderate the relationship between psychological empowerment and psychological well-being. An employee who has already achieved meaning in life might have chosen the job that they believe, they would excel. So, they might feel empowered with their work roles and feel satisfied with their job which doesn't cause any change in their well-being.

Figure 3

Moderation model of MIL-POM





Conclusion

The results showed that there is a significant relationship between psychological empowerment and psychological well-being among employees.

Results found that psychological empowerment predict psychological well-being among employees and search for meaning moderates between psychological empowerment and psychological well-being.

Meaning in life acts as a defence against the effects of stress and supports other parts of people's lives on well-being. Strengthening the sense of meaning in life improves psychological well-being. There exists a strong positive relationship between meaning in life and well-being.

The important impact of the study was that it helps employees to think and understand about their psychological well-being and meaning in life.

Limitation

The data collection process had to be completed online due to collecting the data throughout India, which can't be done directly and also within the short period of time. Offline data collection might have resulted in more reliable responses.

Implication

From the conclusion we can say that Search for meaning moderates the relationship between psychological empowerment and psychological well being. Through which we can improve the persons well-being, which helps them in achieving their goals and also company can improve employees psychological well-being, by introducing some innovative techniques, which makes them satisfied and may help them to full fill their meaning in life, simultaneously their psychological well –being will increase, which helps them to work well and that improve their company profit.

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Appendices

Personal data sheet

1.Name/ Initial:

2.Age: 25 – 30

31 - 35

36 - 40

3.Gender: Male

Female

Others

4.Marital Status: Married

Unmarried

5.Education:

6.Designation:

7.Type of work: Day work

Shift work

Work from home

8.Sector at which you work:

9.Experience:

10. Place of Residency: Urban/ rural

11. State



Meaning in Life Questionnaire

Please take a moment to think about what makes your life feel important to you. Please respond to the following 10 statements as truthfully and accurately as you can, and also please remember that these are very subjective questions and that there are no right or wrong answers.

Serial No.	Item	Absolutely Untrue	Mostly Untrue	Somewhat Untrue	Can't Say True or False	Somewhat True	Mostly True	Absolutely True
1	I understand my life's meaning							
2	I am looking for something that makes my life feel meaningful							
3	I am always looking to find my life's purpose							
4	My life has a clear sense of purpose							
5	I have a good sense of what makes my life meaningful							
6	I have discovered a satisfying life purpose							
7	I am always searching for something that makes my life feel significant							
8	I am seeking a purpose or mission for my life.							
9	My life has no clear purpose.							
10	I am searching for meaning in my life.							

Psychological Empowerment Instrument

Listed below are a number of self-orientations that people may have with regard to their work role. Using the following scale, please indicate the extent to which you agree or disagree that each one describes your self-orientation.

Serial No.	Item	Very Strongly Disagree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Very Strongly Agree
1	I am confident about my ability to do my job							
2	The work that I do is important to me.							
3	I have significant autonomy in determining how I do my job.							
4	My impact on what happens in my department is large. impact							
5	My job activities are personally meaningful to me							
6	I have a great deal of control over what happens in my department. impact							
7	I can decide on my own how to go about doing my own work.							
8	I have considerable opportunity for independence and freedom in how I do my job.							
9	I have mastered the skills necessary for my job.							
10	The work I do is meaningful to me.							
11	I have significant influence over what happens in my department.							
12	I am self-assured about my capabilities to perform my work activities.							

WHO- 5 Well-being Index

The following tool measures how you have been feeling over the past two weeks. Please mark which is closer to how you have been feeling over the previous two weeks.

Serial no	Item	All of the time	Most of the time	More than half the time	Less than half the time	Some of the time	At no time
1	I have felt cheerful and in good spirits						
2	I have felt cheerful and in good spirits						
3	I have felt cheerful and in good spirits						
4	I woke up feeling fresh and rested						
5	My daily life has been filled with things that interest me.						

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