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**Examining the relationship between workload, vitality,
person-environment fit and wellbeing in an organisational
setting**

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Abstract

The aim of this research is to investigate the relationship between employee well-being and workload, taking vitality as a mediator and person-environment fit as a moderator. The main perspectives used were Positive Psychology and Self-Determination Theory. Three hypotheses were proposed and tested. The hypothesis related to the direct relationship between well-being and workload and the mediation through vitality was not supported by the findings. Nevertheless, vitality showed a significant correlation with well-being, which gives room for further research to be done. Moreover, the person-environment fit was proved to be a predictor of well-being, however, showing a weaker correlation compared to vitality. Future research should include other theoretical perspectives and multiple dimensions of workload which could yield a more accurate result and comprehensive understanding of the concept. Finally, it highlights the importance of considering vitality as an outcome and predictor of well-being and the benefits of enhancing person-environment fit in organizations. In conclusion, the use of qualitative research methods to gain a deeper understanding of the specific aspects through which workload influences well-being is strongly recommended.

Introduction

Well-being and its influence on different aspects of work life became an important topic among organizational psychologists. Many studies show that one's commitment to work is highly dependent on the quality of their individual well-being. (Garg & Rastogi, 2009). Accordingly, managers and leads are expected to enhance employees' well-being in order to improve overall organizational health (Edgar et al., 2017). As the importance of well-being is growing, many organizations and teams are becoming more aware of the issues related to mental health within the workforce.

This research is investigating the relationship between perceived workload and employees' well-being in organizations. In this study, the workload is described as a potential factor that affects an employee's well-being and it is explained as the amount of work one (employee) has (Bowling et al., 2015). Since it is regularly expected of employees to achieve milestones, the possibility of coming across a demand which exceeds their abilities to successfully cope with a challenge can cause a deterioration of their well-being. (Colligan & Higgins , 2006). Employees find heavy workload to increase psychological tension, emotional exhaustion, and leads to burnout (Nickum & Desrumaux, 2022); hence, this perception is crucial when exploring causes of lowered well-being. On the other hand, the complete absence of workload could be related to boredom and lack of challenges at the workplace but this aspect is not relevant for this research (Reijseger, et al., 2013).

In theory, the workload is distinguished as qualitative and quantitative; the first, explains the difficulty of the tasks while the second is the amount of work an employee has (De Beer, Schaufeli, & Bakker, 2022). This research will be focused on quantitative workload and how the presence of its perception influences well-being.

Moreover, the study will examine the potential antecedents of employees' well-being in the organizational setting: workload, vitality (as a predictor of eudemonic well-being), and person-environment fit (Tummers et al., 2018). Workload could be a relevant factor in the improvement of well-being, only if employees don't experience the lack of person-environment fit. Likewise, the workload could affect their well-being indirectly by affecting

their vitality. Person-environment fit originates as the stimulator between work context and comes from interaction with employees surrounding, whereas vitality is something that comes from a person and their interaction with life.

These thought-provoking concepts which, as the main perspective, positive psychology, suggests, are highly connected to employees' potential and thus well-being (Roche & Rolley, 2011). Positive psychology is currently a growing sub-area of psychology which is utilizing the same scientific methods as other areas of psychology. Its main goal is to understand well-being, excellence, and optimal human functioning (Donaldson et al., 2015).

Studies suggest that positive psychology could be a “useful lens” through which approaches to employees’ full potential and more efficient work could be further explored (Money et al., 2009).

RQ: The purpose of this study is to go deeper into the relationship between workload as perceived by the employees and their well-being, where P-E Fit acts as the moderator and vitality a mediator, in order to suggest practical recommendations for improving employees' well-being and offer solutions for better work environments.

Theoretical framework

Positive Psychology and Well-being in the Workplace

Positive psychology has a main focus on studying “the conditions and processes that contribute to the flourishing or optimal functioning of people, groups, and institutions” (Gable & Haidt, 2005). As a relatively new branch of psychology, its main focus is not on what is clinically wrong but on the advancement of prosperity, and overall satisfaction and happiness in life (Kour et al., 2019). It is used to develop effective organizational strategies and understand how they affect employees whilst analyzing why some strategies are better than others.

Certain findings have shown that implementing positive psychology and positive traits of individuals (optimism, well-being, and personal strengths) caused an increase in employee performance and productivity, and it formed a better culture within an organization that matches employees’ needs (Kour et al., 2019).

Some meta-analyses consisted of 51 interventions which proved that positive psychology and its approaches have resulted in enhanced well-being ($r = 0.29$) and decreased depressive symptoms ($r = 0.31$) (Sin & Lyubomirsky, 2009).

Broad definitions are describing well-being as a perception of everything going well in life but not all of the definitions are suitable for studying individual differences. Different scholars are putting the emphasis on different aspects, therefore definitions of well-being may vary depending on the literature. Some of them mainly focus on the positive emotions-the hedonic aspect, and some of them are enforcing the positive functioning as a part of the eudemonic view (Huppert, 2017).

Here we will present well-being according to Keyes et al., 2011, who are using several components to explain and measure this concept (Keyes et al., 2011).

This research is focused on **well-being** as hedonic and eudemonic. Hedonic well-being is subjective well-being, which is how an individual experiences wellness (high levels of positive affect, negative affect, and high degree of satisfaction with one's life). When described in these words it is often considered equal to "happiness", the presence of a positive effect, and the absence of a negative effect (Deci & Ryan, 2008). Eudaimonia on the other hand is thought to be what falls under living well and actualizing one's human potential and it is considered as the presence of optimal psychological functioning in a deep and satisfying way (Deci & Ryan, 2008). It is a combination of social and psychological well-being (Keyes et al., 2011). Many theories are trying to explain how hedonic and eudemonic dimensions are related and which one is more important. According to Huta & Ryan 2010, there is no higher good when it comes to these two dimensions of well-being and it is concluded that both are representing well-being in an important way (Huta & Ryan, 2010).

Findings have even shown that well-being is responsible for physical health and is directly correlated to one's life expectancy. Enhancing positive emotions is almost as beneficial as physical exercise or quitting harmful habits (Vazquez et al., 2009).

Workload

According to Abu-Jarad et al., 2010, different factors are possibly impacting well-being, including workload. The workload is widely acknowledged as a major source of stress, but surprisingly it wasn't always connected to employee well-being in past work research (Abu-Jarad, et al, 2010). According to the Job Demands-Resources theory, job demand and resources are considered valuable predictors of employee well-being (Kaiser et al., 2020).

JD-R model is explaining workload similarly to high amount of work performed and work intensity (Schaufeli & Bakker, 2022)

The overwhelming need to be up to date with competition and to follow trends in the market is more or less required from an organization to be considered successful, and for that the increase of workload is inevitable. The perceived workload as simplistically described states that if a person feels like they have a lot of workload, there is a lot of workload (Johannsen, 1979). The workload is considered to be either the amount or difficulty of one's work (it includes qualitative and quantitative, as well as mental and physical dimensions). It is identified through several dimensions and from that the workload is operationalized in several different ways.

For the purpose of this research, we are focusing on the amount of work one has. The quantitative workload is described as a large number of demands which are expected to be performed by an employee, regardless of their difficulty. However, the perceived workload is also related to one's mental abilities and resistance to stress, thus what one employee considers as an unhealthy amount of workload might not necessarily negatively impact the well-being of another (Bowling & Kirkendall, 2012).

It is often the case that people cannot accomplish the requirements imposed on them in time with enough precision, using small amounts of resources which are provided for them. This further leads to an inability to execute other additional activities and also causes emotional stress, fatigue, and performance decrements (Hart & Wickens, 1990). Likewise, the workload is a representation of job demand and it is often found as a major predictor of burnout (Taris & Schaufeli, 2015) (Bowling N. A., Alarcon, Bragg, & Hartman, 2015). Since this study is focusing on positive psychology which just recently took place in the workplace (Kour et al., 2019), we have to take into consideration earlier work which is dealing with burnout and the effects of job demands to discover what influences well-being.

Perceived workload inherits many general stress theories, so we are using this variable specifically. The perception of stress and its presence is considered to be the immediate cause of lower well-being (Bowling N. A., Alarcon, Bragg, & Hartman, 2015).

A study conducted by Shirom et al. showed the significant positive impact of perceived overload on global burnout $\beta = .58$ ($p = .01$) and physical fatigue $\beta = .49$ ($p = .01$), (Shirom, Nirel, & Vinokur, 2010).

Research has shown that workload is associated with both psychological and physiological stress; employees reported higher affective distress at work on days when they experienced higher workloads ($\beta = .53$, $p < .01$) (Ilies, Dimotakis, & De Pater, 2010).

The previous findings showed that workload could potentially be the antecedent of well-being. Here the question being further researched is whether workload affects well-being, and if and how well-being flourishes in an organizational setting if employees are easily managing their tasks and not showing signs of work overload.

H1: Workload is negatively associated with employee well-being in an organizational setting.

Vitality and Self-determination Theory

Ryan and Deci are describing how the concept of vitality is derived from the Self-Determination theory (Deci & Ryan, 2008). SDT is explaining human motivation crossways multiple domains; people are considered to practice a sense of self-agency, self-actualization, and most importantly personal well-being (Ryan & Frederick, 1997)

Vitality is perceived as feeling alive and having positive emotions (Uysal et al., 2014). It was described as a measurable concept that consists of both psychological and physiological aspects, both regulated by the individuals themselves (Lavrusheva, 2020).

Common definitions tend to explain vitality as a force or power which is manifested by living things (Oxford English Dictionary, 2018). Extensive literature reviews showed many positive consequences of vitality to well-being (Lavrusheva, 2020).

When it comes to its connection to the workplace, vitality is mostly associated with basic needs for self-determination as well as healthy lifestyle behavior, social capital, and a balanced work style (Scheppingen, et al., 2015).

Vitality is reflected in employees thriving in the workplace, it preserves one from negative emotions, such as worry and depression, and increases people's resilience toward stressful situations (Kleine et al., 2022). On the other hand, it is seen as a possible mediator in the relationship between workload and well-being.

In the study by Uysal et al., 2014, subjective vitality was a statistically significant mediator between life satisfaction and life happiness ($\beta=.48, p<.01$) (Uysal et al., 2014)

Since there is evidence of vitality being a mediator of relationships where happiness is the dependent variable and strengthens those relationships where the antecedent is life satisfaction, the hypothesis assumes that it would be replicated with workload and well-being. Life satisfaction is considered to be one of three components of well-being together with the presence of a positive mood and the absence of a negative mood (Weiss, 2016). Findings suggested strong correlations between work and life satisfaction (Kantak, Futrell, & Sager, Job satisfaction and life satisfaction in a sales force, 1992).

There hasn't been much research done on the mediating role of vitality between workload and well-being, it is a new aspect, and this research wants to further investigate this relationship. There is evidence provided in the research of (Ryan & Frederick, 1997) where vitality is shown to positively correlate with two positive indexes of well-being ($r= .50$ and $r=.47, p < .01$).

We believe the lower the workload is, the higher the vitality will be, and the higher the well-being will be.

H2: The relation between workload and well-being is (partially) mediated by the vitality experienced by employees.

Person-environment fit theory and person-environment fit as a moderator

The person-environment fit theory assumes that people will look for an environment that will match their personal traits (Van Vianen, 2018.) In organizational psychology, P-E fit is referred to a degree to which individuals and the characteristics and objectives of their organization are compatible. When the topic of fit arises in a work context, it includes a wide range of concepts (person-vocation fit, person-job fit and person-organization fit, and the fit between the person

and their supervisor). For the sake of this research, we are focused on person-organization fit (Van Vianen, 2018.).

The core premise of P-E fit theory states that stress arises not only from the person or environment but from their congruence with one another. Hence, they jointly influence well-being (Edwards, Caplan, & Van Harrison, 1998). Person-environment fit presumes a positive fit can bring out the best in an individual (in our case employee), while an unsuitable one could be seen as an obstacle to their further development as a professional in a certain context (Holmbeck, Zukerman, & Zurenda, 2007).

Certain findings showed how this variable moderated the relationship between workload and well-being, where the lower the workload is, the better the well-being should be, and that correlation should be stronger for those experiencing a high person-environment fit (Furnham & Schaeffer, 1984). This term has been used as an “umbrella term” to closer explain a person’s compatibility with different aspects of the work environment (Uppal, 2021) (Keyes, 2006).

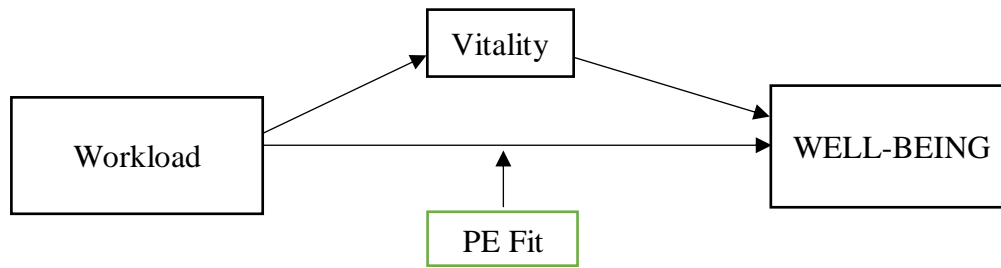
When it comes to person-environment fit as a moderator, this variable has been included in some research where the workload is the independent variable (Ugwu & Onyishi, 2020). Person-job fit, (as a part of person-environment fit) had a moderation effect in the relationship between perceived high workload and work engagement (Ugwu & Onyishi, 2020).

H3: The relation between workload and wellbeing is moderated by person-environment fit, for higher levels of person-environment fit the relation is stronger than for lower levels of person-environment fit.

Conceptual model

Based on theoretical assumptions, we tested a conceptual model according to which the workload influences well-being while the vitality mediates this relationship and the person-environment fit acts as a moderator. While conducting this research we have not included any control variables which could influence the proposed model. The reason for this is that we want to focus on the relationships which we are exploring and not on which control variables to include in the conceptual model.

Conceptual model:



This study aims to discover whether there are relations between the above-mentioned variables and to further investigate the proposed hypothesis. In the testing of the model, the focus is on the testing of each hypothesis and predictive factor of workload and how it influences the well-being of employees, and how that relationship is moderated by the Person-environment fit perceived by employees and mediated by their feeling of vitality. Here we are testing each of those hypotheses separately and not the whole model in one run.

Methods

Procedure

For the purpose of this cross-sectional quantitative study, data was gathered by two researchers using an online survey created via the online survey tool Qualtrics. The online survey was used as the tool for the data-gathering process as it is the most convenient way to reach majority of the participants, and also since the study is based on individual differences.

The questionnaire consisted of socio-demographic questions and four different scales. The target group of this study were employees in international companies and the language of the questionnaire was English since many international companies require English as a working language and it is mandatory for landing a position.

Before distributing the questionnaire, the study was registered by the Ethical Review Board of the Faculty of Social and Behavioral Sciences of Utrecht University (FERB- procedure, n.d.)

When accessing the survey participants were informed about the purpose of the study, its objectives, and data handling. Privacy matters were thoroughly explained, participants were informed about the possibility to stop at any given moment, and their responses were completely anonymous. The letter of consent was presented to them and after giving their agreement on the stated conditions they were introduced to a set of demographic questions and later the questions regarding the scales which were used to measure different constructs in this research.

Participants

The target population of this study is employees (≥ 18 years), regardless of position, industry, or employment contract type. Participants consisted mostly of people working for international companies in the Netherlands, Serbia, and Mexico, since those countries were the most accessible to researchers. The model we proposed is still in the developmental phase so it was not possible to invest in a specific sample since we still don't know whether the model will show as relevant.

In later phases of this research, we can test out specific relationships in more specific samples. According to the G*Power test (version 3.1.9.2), a minimum of 119 respondents (N) were estimated to be, based on a medium effect size of 0.15, an alpha level of 0.05, a power of 0.95, and 3 predictors.

During the process, convenient sampling was used as it was the fastest and the most efficient way to gather an extensive number of employees in different companies. The participants who were asked to fill in the survey were also asked to share and provide the questionnaire to other participants who also met the above-mentioned criteria which is also considered to be a "snowball sampling" of participants and it further helped to increase the number of participants. Data was collected for almost three weeks. During that period, it was shared via different social media platforms, internal company platforms, and email services.

The study included a total of 130 participants (147 participants were recruited, however, data from 17 participants was not complete). The sample comprised of 36 male (27.7%), and 94 female workers (72.3%), age from 18 to 65 years old ($M = 36.35$, $SD = 12.19$), 30.8% at the junior position, 29.2% at the intermediate level, 24.6% first level or middle management, and 15.4% at executive or senior management level.

Instruments

For the purpose of this study, four instruments were used to measure perceived workload, well-being, vitality, and person-environment fit. Instruments that are chosen, have proven reliability and validity, are suitable for the respondent group and they fit the conceptual definition in the research model.

Before testing the hypotheses formulated in this study, internal consistency analysis, and exploratory factor analysis (EFA) (Extraction Method: Principal Component Analysis, Varimax rotation method with Kaiser normalization) were employed to evaluate whether these scales really measure distinct concepts as they intend to measure, to explore in more detail the

structure of MHC-SF scale (scale is measuring three dimensions and the structure allows for computing one overall score), as well to explore the one-factor structure of the other scales. The detailed results of EFA and factor loadings can be found in Appendix 1.

Well-being

The perceived well-being of employees was measured using Mental Health Continuum Short Form - MHC-Form (Keyes, 2006). The scale includes 14 items, each scored from 1 to 6 points (1= Never, 2= Once or Twice, 3= About once a week, 4= About 2 or 3 times a week, 5= Almost every day, 6= Every day). The total score (the sum of item scores) ranges from 14 to 84 points, where higher scores show higher levels of well-being. The MHC-SF contains 3 dimensions of well-being: 3 items represent emotional, hedonic well-being (e.g., “During the past month, how often do you feel satisfied with life?”), 5 items assess social well-being (e.g., “During the past month, how often did you feel that you belonged to a community (like a social group, or your neighborhood)?”), and 6 items on psychological well-being (e.g., “During the past month, how often do you feel that your life has a sense of direction or meaning to it?”). The overall score for well-being is obtained by summing up all item scores.

The short form of the MHC has shown good reliability ($\alpha = .89$)¹ and discriminant validity for the three scales (George & Mallery, 2003). EFA was conducted on fourteen items of the MHC-SF scale resulting in three factors with an eigenvalue above 1 ($\lambda = 6.19$, $\lambda = 1.48$, and $\lambda = 1.14$, respectively), explaining 62.93% of total variance². The distribution of items by factors in our study follows the distribution on the original scale which means it is consistent with three dimensions intended by the constructor of the scale. The internal consistency coefficients for three subscales were good or acceptable ($\alpha_1 = .83$, $\alpha_2 = .77$, $\alpha_3 = .85$).

Also, it is important to point out that the three extracted factors were in high intercorrelations (from .57 to .66), which suggests their mutual interdependence and the possible existence of one higher-order factor, well-being. Further FA of the three obtained factor scores showed that they are indeed grouped into one higher-order factor, Well-being ($\lambda = 2.21$), explaining 60.93% of the total variance (see Table 2 in Appendix 1). The scale showed good internal consistency $\alpha = .90$.

¹ accepted rule of thumb for describing good internal consistency is $0.8 \leq \alpha < 0.9$, and excellent $0.9 \leq$ (George & Mallery, 2003)

² There was no predefined or fixed number of factors, factor solution was based on eigenvalues and scree plots

Workload

The perceived workload was measured using a 4-item scale (van Veldhoven, Prins, van der Laken, & Dijkstra, 2015), with each item ranging from 1= never to 4= always. An example of an item is: “Do you have too much work to do? The reliability of the original 11-item scale is $\alpha = .88$, however, the reliability for the 4-item scale is $\alpha = 0.84$. In our study, it showed high internal consistency, $\alpha = .82$. EFA resulted in one factor ($\lambda = 2.60$), explaining 65.09% of total variance.

Vitality

The vitality of employees was measured using an 8-item scale that assesses employees' feelings of energy at work (Atwater & Carmeli, 2009). Response options ranged from 1 = not at all to 5 = to a large extent. An example of the item is “*I feel active and energetic at work*”. An exploratory factor analysis of the original scale showed a one-factor solution with Cronbach's alpha of $\alpha = .96$ (Atwater & Carmeli, 2009). The total score ranges from 8 to 40, with higher scores corresponding to higher feelings of energy. In our study it showed high internal consistency as well, $\alpha = .92$. EFA resulted in one factor ($\lambda = 5.15$), explaining 64.41% of the total variance.

Person-Environment fit

The person-environment fit was measured using the GEFS measure of fit, with 18 items in Likert -type scale (from 1= “strongly disagree” to 4= “strongly agree”). Half of the items were reverse-coded. GEFS is considered a direct subjective measure of fit and is considered concordant with Cable and DeRue's (2002), and others' (Kristof, 1996; Edwards, 1991; Piasentin & Chapman, 2007) methods for examining this construct.

The GEFS measures Person-environment fit and relates to several aspects of this construct. The total score is used on all items in the study.

The scale contains 5 aspects of person-environment fit: Demands-Abilities (e.g., *My personal abilities and education are a good match for the demands that my setting places on me*), Value Congruence (e.g., *My personal values are similar to those of my setting*), Needs-supplies (*There is a poor fit between what my setting offers me and what I need in a setting*), Demands-abilities (*I have the ability to meet the demands of my setting*), Interpersonal Similarity (I am different from the other residents of my setting,), Unique role (*I make unique contributions to my setting*).

The five-factor 18-item GEFS demonstrated good internal consistency ($\alpha = .82$), with factors demonstrating acceptable to moderate internal consistency. The score was calculated using the mean of the items for each, with higher scores indicating greater fit between resident fit and their OH (Beasley, Jason, & Miller, 2012). Here it showed good internal consistency $\alpha = .81$. EFA resulted in five factors with an eigenvalue above 1 ($\lambda = 4.44$, $\lambda = 2.53$, $\lambda = 1.65$, $\lambda = 1.36$, and $\lambda = 1.15$ respectively), explaining 61.79% of total variance.

Even though we obtained five factors, as the aspects included in the original scale itself consist, it is crucial to acknowledge the mixing of a few items within subscales, mostly due to an overlap of concepts such as values, needs, etc. (see Table 3 in Appendix 1). Further FA of the five obtained factor scores showed that they are grouped into one higher-order factor, the Person-environment fit ($\lambda = 3.48$), explaining 69.77% of the total variance (see Table 4 in Appendix 1). As indicated this study uses the overall total score.

Statistical analysis

The data were analysed in IBM SPSS version 21 using standard descriptive statistics (frequencies, percentages, mean values, standard deviation, skewness, and kurtosis). Due to the setup of this survey, there was no missing data to deal with.

The internal consistency of the scales was measured with Cronbach's alpha. Exploratory factor analysis was employed (KMO, Bartlett test, and scree test of Cattell, Principal component analysis with Varimax rotation) to determine the factorial structure of the scales (Appendix 1). Differences in frequencies and scores were computed by means of a *t*-test or one-way analysis of variance (ANOVA) (Appendix 3), while Pearson's correlation coefficients were calculated to estimate the association between measured variables (Table 2, and Appendix 4).

In order to test hypotheses 1-3, Hays's model 2 (2018) PROCESS tool was used to perform the regression analyses (Appendix 5). The direct effect of workload on well-being was tested, as well as the indirect effect of vitality and PE fit on the aforementioned relationship. All models were tested using a significance level of $p < .05$.

Results

Descriptive analyses

Descriptive statistics and correlations of the main variables are shown in Table 1.

Table 1.

Descriptive statistics and correlations of the main variables

	M	SD	WB	V	W	PEf	Age
Well-being (WB)	58.86	11.24	1	.653**	.090	.451**	-.109
Vitality (V)	29.18	5.27	.653**	1	.112	.435**	.039
Workload (W)	9.50	2.44	.090	.112	1	-.090	.053
Person-Environment Fit (PEf)	51.34	5.15	.451**	.435**	-.090	1	-.057
Age	36.35	12.19	-.109	.039	.053	-.057	1

Scores obtained using the Well-being scale are in line with a normal distribution (see Table 1 and Figure 1 in Appendix 2), and values for Skewness and Kurtosis did not exceed the expected intervals for normal distribution (above ± 1 range).

However, Vitality scores were significantly grouped toward higher values (see Figure 2 in Appendix 2), and therefore deviated from the normal distribution (towards higher vitality).

Results from the Workload scale are in line with a normal distribution (see Figure 3 in Appendix 2), and values for Skewness and Kurtosis did not exceed the expected intervals for normal distribution (± 1 range).

Finally, results that assess the Person-Environment fit are slightly clustered towards higher values (assessment of a greater fit between the person and the work environment) (see Figure 4 in Appendix 2).

To further describe the values in the specific sample we explored if **age** shows a correlation with the main variables and if there are differences in (categoric) variables (**gender** and **level of employment**). Only Value congruence showed a significant negative **correlation** with age, however, this relation was weak ($r = -.180$, $p = .041$). Results showed **no differences** regarding gender (see Table 1 in Appendix 3), and level of employment (see Table 2 in Appendix 3), except Value congruence ($F(3) = 3.026$, $p = .032$) however, this difference was also small.

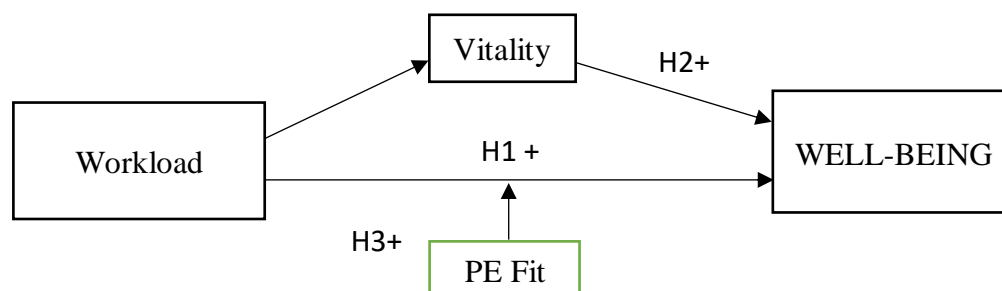
Intercorrelations

The intercorrelation matrix shows high correlations between Well-being and Vitality, and moderate between Well-being and Person-Environment Fit, and Vitality and Person-Environment Fit (Table 1). Workload scores showed no correlation with other tested variables. A detailed matrix of intercorrelations with all sub-factors can be found in Appendix 4.

Regression analyses

In order to test hypotheses 1-3, Haye's (2018) PROCESS tool was used to perform the mediation analyses. The direct effect of workload on well-being was tested, as well as the indirect effect of vitality and PE-fit on the aforementioned relationship.

Figure 1. Conceptual model



The direct relationship between Workload and Well-being was not found to be statistically significant ($F(1, 128) = 1.044, p = .309$). Based on these results, we reject hypothesis 1.

After that, the indirect effects of Vitality were investigated. A statistically significant relationship was not found between Workload and Vitality ($F(1, 128) = 1.635, p = .203$). However, a statistically significant relationship was found between Vitality and Well-being ($F(1, 128) = 95.24, p < .001$). Therefore, Vitality directly (positively) predicts Well-being ($\beta = .653, p < .001$). Based on these results, we reject hypothesis 2 too.

Further, the moderation model was tested, however since Workload does not predict Well-being ($\beta = .131, t = 1.671, p = .097$), no moderation effect of PE-fit was found, and we reject hypothesis 3 too.

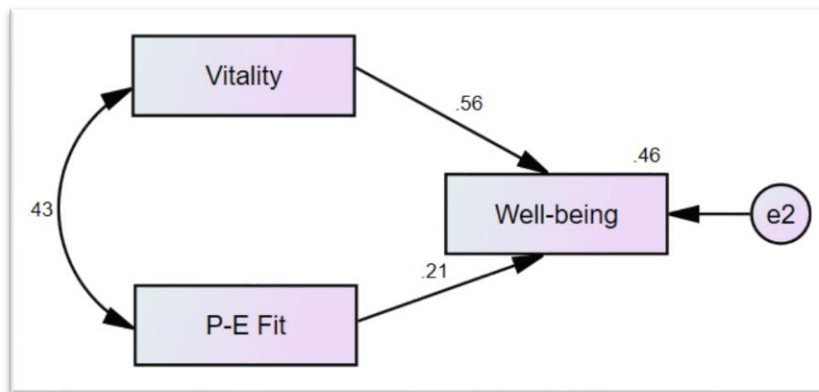
Post hoc analysis

Since correlational analyses showed that there is a significant relationship between PE-fit and Well-being, we performed additional exploration and post hoc analysis to examine the direct relationship between PE-fit and Well-being. This relation was found to be statistically

significant ($F(1, 128) = 37.76, p < .001$). Therefore, PE-fit positively predicts Well-being ($\beta = .451, p < .001$).

Finally, multiple regression analysis was performed to evaluate the model with both Vitality and PE-fit as direct predictor variables, and Well-being as criterion variables (see Appendix 5). Results showed that model significantly predicts Well-being ($F(1, 127) = 54.35, p < .001$). Both Vitality ($\beta = .56, p < .001$) and PE-fit ($\beta = .21, p < .001$) predict Well-being (Figure 2), with 45.3% of total variance explained (Vitality with 42%, and PE-fit with additional 3%).

Figure 2. Post hoc analysis regression model



Discussion

The primary goal of this study was to identify the relationship between workload and the well-being of employees. Although this relationship was the focus of the study, we also included vitality as a mediator and person-environment fit as possible a moderator of this relationship. As a perspective of this research, we used Positive psychology and Self-Determination theory. This research proposed **three** hypotheses. The first one suggested that workload is negatively related to the well-being of employees. The second hypothesis tested the relation between workload and well-being and how it could be (partially) mediated by the vitality of employees and the last one suggested the Person-environment fit as a mediator of the relationship between workload and well-being.

The relationship between workload and well-being came back as not statistically significant, which didn't support the first hypothesis. The second hypothesis was also rejected since vitality

didn't show a significant correlation with the workload, but it did show strong correlations with well-being which could be a valuable finding for further discussion or research

The third hypothesis was rejected since we didn't find a statistically significant correlation between workload and well-being. This finding is in contrast to results from previously done research.

According to research done in the past, this relationship was statistically significant, either positive or negative, and shown to influence well-being. Work-load showed a negative association with indices of well-being- psychological and physical (values of r were generally in the range of $-.20$ s and $-.30$ s) (Bowling et al.,2015) Study conducted by Nauman et al., 2019 found that employees' workload job demands, which showed correlations with emotional intelligence, (and emotional intelligence which is defined as a superior psychological functioning and well-being where positively related with emotional intelligence) were significant as well ($r=-.21$, $p<.01$) (Nauman et al.,2019).

The dimension of workload we measured in this research was quantitative. Theory explanations showed that workload could be approached as both qualitative and quantitative. The previously reviewed literature claims that qualitative workload may have more influence on burnout than quantitative workload and that recruiting more employees solely, in order to reduce the amount of work, won't influence the prevention of fighting burnout (Picquendar et al., 2018). Burnout is not the same concept as well-being or negative well-being but they could be conceptually related.

What could be the case in this research is that we only measured one dimension which is not connected to well-being as much as qualitative could be, or both, qualitative and quantitative, dimensions used together. According to Bowling and Kirkendall, 2012, the workload is defined by both qualitative and quantitative dimensions; hence, it would be needed to take both of these dimensions into consideration in order to get a full scope of workload as a concept and its complexity (Bowling & Kirkendall, 2012).

The concept of workload is shown as complex in various research, and subjects sometimes reported demands on separate workload dimensions (Tsang & Velazquez, 1996).

The scale we used, which consisted of 4 items, had a solid internal consistency in our research ($\alpha=.82$). However, it had a small range of scores and, indeed most participants were grouped

between scores 8 to 12. When preparing for this research the scale which measured workload seemed like an efficient and reliable instrument, while the other options were not available or didn't measure the concept which we wanted to explore. Even though this scale is clearly measuring a specific concept, in this case, the quantitative workload, it has less chance to show overlapping relations with other concepts in this research than some broader scales.

On the other hand, broader scales are usually bringing more concepts to the table and therefore might not target the concept we are specifically interested in (the quantitative workload in this case).

As a recommendation for future related research, we would suggest using an instrument that measures multiple dimensions of workload as a concept or looking back to other theoretical perspectives which could give a more detailed description of concepts that form workload.

Since the relationship between well-being and workload was shown as not statistically significant (so mediation could not be executed), the **post hoc** analysis was conducted where vitality was taken as a direct predictor of well-being. Statistically not-significant correlations between WL and WB disabled further exploration of Person-environment fit as a moderator in this relationship, so later it was explored as a direct predictor as well.

The correlation between vitality and well-being is shown to be significant and strong ($r=.56$). This gives us an opportunity for further discussion. Interestingly, there is not a broad scope of research from the past which questioned this relation; it can be assumed that these concepts are related.

Subjective vitality is related to high levels of mental health, positive emotions, and greater self-motivation. It is stated in the research done by Fini et al., 2010 that vitality is a part of psychological well-being and includes aspects of happiness and purpose (Fini et al., 2010). Thus, the results we gathered point out that vitality could be both an outcome and a result of higher well-being in employees as a component of psychological well-being which is part of eudaimonia.

A point for further research would be to analyse how different dimensions of well-being relate to vitality, while this research could be used as a background.

On the other hand, Person-environment fit proved to be also a predictor of well-being although this concept was not showing a strong correlation as vitality ($\beta = .21, p < .001$).

This is in line with previous research which was conducted for the purpose of proving the benefits of higher person-environment fit.

Person-job fit influences job satisfaction which sheds some light on how to promote subjective well-being in the workplace (Peng & Mao, 2015). Since life satisfaction is considered to influence well-being, job satisfaction could promote well-being as well.

Moreover, there were no significant differences shown in relation to gender (Cifre E. et al., 2013). We could assume that control variables would not have a major function in testing the hypothesis.

Person-environment fit has several categories which could be important for analyzing the participants (Coulton, 1979). Here we used the GEFS scale which gives us five subdimensions. The literature mentioned that the values of a person, (who is in our case employee), and those of their surrounding should make a fit in order to achieve well-being (Joshanloo, 2010).

The potential implication of this finding is that vitality which comes from the employees themselves, is more important for well-being than the fit which they have in an organization. Future research of the benefits of PE fit should take into account all of the dimensions of well-being.

Finally, examples of some positive psychology interventions include interventions based on pleasure, engagement, meaning, positive relationships, and accomplishment which have all showed to be effective strategies for increasing well-being (Gander et al., 2016). Meta-analysis proved the positive effects of positive psychology interventions on well-being and mitigating effects on depression when used in organizations. (Meyers, van Woerkom, & Bakker, 2013).

Limitations

While conducting this research we've used the method of convenient sampling, since it was the fastest, simplest, and most economical way to get in touch with employees. We can assume that this method of sampling did not show the most accurate representation of the employee population; this does not imply that the results would differ significantly if we had a more homogeneous or larger sample. Since the sampling was convenient, we had a wide range of

industries that participated in data collection. Perhaps, in the future, one could focus the research only on certain types of jobs i.e., operational jobs.

It is advisable to consider other variables such as individual differences that could influence this relation. Here we used one method in one time period. A type of multimethod research could yield more accurate results. For instance, it is necessary to conduct longitudinal research which would collect data about P-E Fit, Vitality, Well-being, and Workload and how they change throughout time.

Practical Relevance for Future Research

The findings of this study could set a good ground for further research in the field of employee well-being.

Since Person-environment fit showed a significant and positive correlation with well-being this could imply that organizations and their HR or People sectors could consider how to enhance the correct match of employee's personal values, traits, and education with organizational culture. This can in return result in a higher level of engagement in employees and their attachment to the organization (Memon et al., 2018).

The person-environment fit could be predicted by several tools, and organizations could use validated selection procedures in order to enhance the person-environment fit and increase the chance for better well-being.

There are different trends in the recruitment process and assessment of employees, feedback tools and personality inventories are useful tools with growing popularity in the corporate world (McCarthy et al., 1999)

Giving more attention to Person-environment fit could prevent improper recruitment processes and assure employees are well-adapted to their surroundings.

Vitality, as we mentioned above, is related to many beneficial aspects of employee well-being and is crucial for the sustainability, growth, and success of workers (Ariza-Montez et al., 2019). If companies were to promote the vitality of workers more, it would ultimately result in the flourishing of workers. This could also motivate specialists to examine what has been already done in companies in this regard, and which interventions would be the most suitable regarding well-being. For example, vitality could be supported by initiatives such as onboarding events

and working on improving socialization between employees through other types of vitality-enhancing activities.

Since vitality is thought to be an important aspect of psychological well-being (Fini, et al., 2010) and Person-environment fit (in the case of this research) also consists of a few dimensions which could be interesting for detailed exploration on how they correlate with well-being.

Using forms of qualitative research (such as interviews or focus groups) would provide deeper insight into these concepts (Popadić, Pavlović, & Žeželj, 2018). Qualitative research is also known to give a better understanding of individual perspectives and it would shift the goal of the research by making it more specific. For example, we could use this research method to explore one of the subdimensions of well-being and how workload specifically influences that aspect.

Conclusion

The existing research investigated the relationships between workload, person-environment fit, vitality, and well-being.

The findings we presented could contribute to the understanding of different aspects which impact employees' well-being and the role of the work environment context.

Correlations between vitality, P-E Fit, and workload are emphasizing the importance of promoting alignment of employee's needs, values, and requirements in an organizational context and how they promote flourishing and well-being.

The lack of a correlation between workload and well-being gave us potential ideas and recommendations on how to get a better scope of this concept and its relation for further research.

Recognizing P-E fit as a moderator proposes a solution for organizations to consider enhancing this aspect by taking into consideration individual differences or someone's preferences to alter employee surrounding and ultimately promote well-being.

Furthermore, vitality is found to be important in initiatives that enhance physical and mental well-being, promote work-life balance, and provide opportunities for personal growth.

The results we gathered imply various possibilities for future projects.

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Appendix 1. Exploratory Factor Analysis Results

Table 1.

Principal Component Analysis of MHC-SF scale

	Component		
	Emoti onal WB	Psych ologic al WB	Social WB
happy	.801		
interested in life	.763		
satisfied with life	.782		
you had something important to contribute to society			.447
you belonged to a community			.590
our society is a good place, or is becoming a better place, for all people			.772
people are basically good			.772
the way our society works makes sense to you			.809
you liked most parts of your personality		.688	
good at managing the responsibilities of daily life		.830	
you had warm and trusting relationships with others		.601	
challenged to grow and become a better person		.476	
confident to think or express your own ideas and opinions		.642	
your life has a sense of direction or meaning to it		.570	

Notes:

Bartlett's test ($\chi^2(91) = 840.56, p < .001$) indicated the appropriateness of the correlation matrix for factorization and the Kaiser-Meyer-Olkin measure indicated satisfactory item sampling adequacy ($KMO = .892$).

Only loadings $>.40$ are reported.

According to the factor loadings, each item is assigned to the corresponding factor (the distribution of items by factors follows the distribution of the original scale)

Table 2.

Principal Axis Factoring of MHC-SF subfactor scores (factor loadings)

	Well-being
Emotional well-being	.794
Social well-being	.714
Psychological well-being	.830

Both Guttman-Kaiser's and scree plot suggested the retention of a single factor.

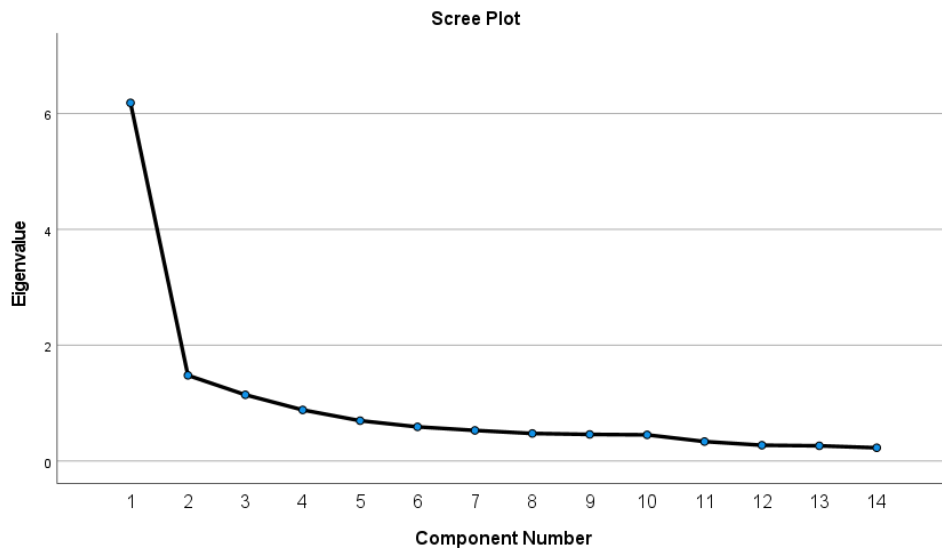


Table 3.
Principal Component Analysis of Vitality scale

	Vitality
I feel active and energetic at work	.799
I have high energy to complete my work	.836
During the workday I feel I am full of energy	.810
I have the energy to successfully do my job	.805
I feel enthusiastic when I am doing my work	.798
The work in this organization gives me positive energy	.729
When I am at work, I feel vital and alive	.825
When I get to work in the morning, I have energy for the new day	.813

Bartlett's test ($\chi^2(28) = 679.51, p < .001$) indicated the appropriateness of the correlation matrix for factorization and the KMO indicated satisfactory item sampling adequacy ($KMO = .911$). Both Guttman-Kaiser's and scree plot suggested the retention of a single factor.

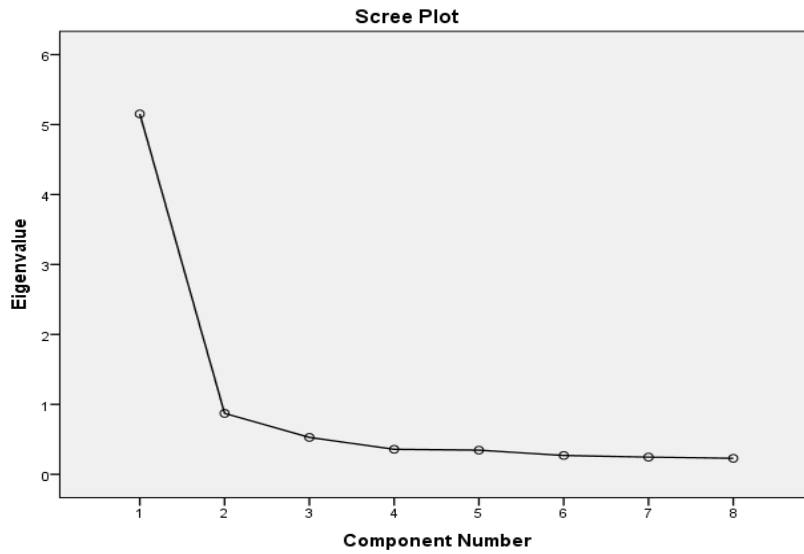


Table 4.
Principal Component Analysis of Workload scale

	Workload
Do you have too much work to do?	.810
Do you have to work extra hard in order to complete something?	.846
Do you have to hurry?	.845
Do you find that you are behind in your work activities?	.719

Bartlett's test ($\chi^2(6) = 183.51, p < .001$) indicated the appropriateness of the correlation matrix for factorization and the KMO indicated satisfactory item sampling adequacy ($KMO = .779$). Both Guttman-Kaiser's and scree plot suggested the retention of a single factor



Table 5.
Principal Component Analysis of GEFS scale

	Component				
	NS	UR	MS	VC	DA
1 My personal abilities and education are a good match for the demands that my setting places on me					.772
2 The other members of my setting are similar to me.			.733		
3 I do not add anything unique to my setting		.715			
4 My values prevent me from fitting in with my setting				.516	
5 I have the ability to meet the demands of my setting.					.695
6 The other members of my setting are different from me			.521		
7 My setting fulfils my needs	.633				
8 There is a poor fit between what my setting offers me and what I need in a setting	.792				
9 The values of my setting do not reflect my own values	.688				
10 My unique differences add to the success of my setting				.742	
11 The setting that I action in does not have the attributes that I need in a setting	.710				
12 I am different than the other residents of my setting.			.694		
13 The match is very good between the demands of my setting and my personal skills					.569
14 I am not able to meet the demands of my setting		.708			
15 Nothing unique about me adds to the success of my setting		.767			
16 I am similar to other residents of my setting.			.721		
17 I make unique contributions to my setting.		.609			
18 My personal values are similar to those of my setting				.515	

Note: items are displayed in colors corresponding to the intended factors

Bartlett's test ($\chi^2(153) = 726.75, p < .001$) indicated the appropriateness of the correlation matrix for factorization and the KMO indicated satisfactory item sampling adequacy ($KMO = .749$)

Table 6.

Intercorrelation matrix of the GEFS scale subfactors

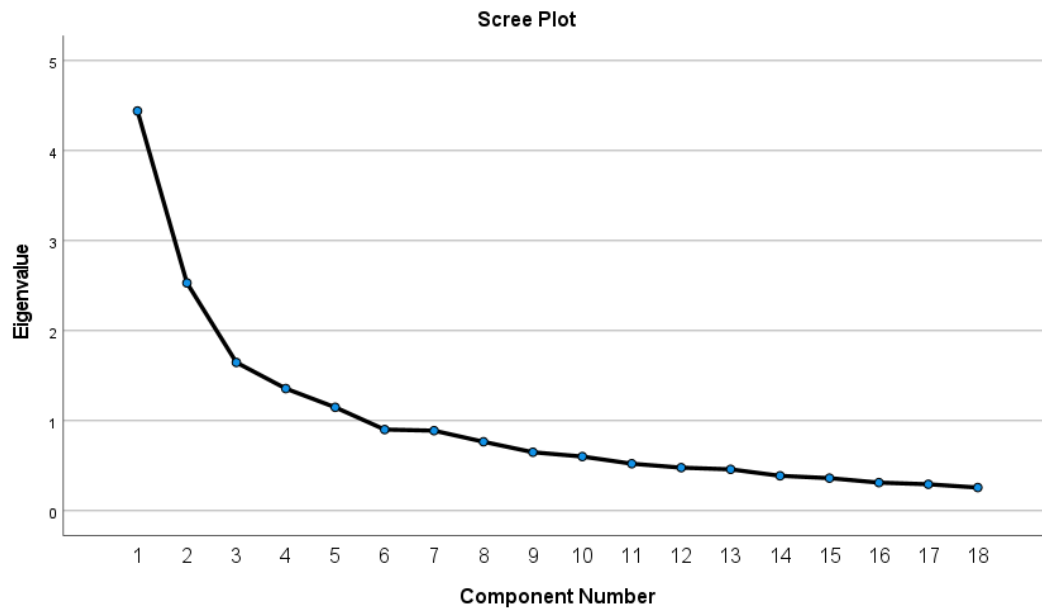
	Value Congruence	Needs- Supplies	Demands- Abilities	Interpersonal Similarity	Unique Role
Value Congruence		.553**	.414**	.362**	.309**
Needs-Supplies	.553**		.317**	.326**	.174*
Demands- Abilities	.414**	.317**		.207*	.516**
Interpersonal Similarity	.362**	.326**	.207*		-.1639
Unique Role	.309**	.174*	.516**	-.163*	

** . p < .01, * . p < .05

Table 7.

Principal Axis Factoring of GEFS subfactor scores (factor loadings)

	PE fit
Value Congruence	.815
Needs-Supplies	.727
Demands-Abilities	.738
Interpersonal Similarity	.499
Unique Role	.560



Appendix 2. Descriptive statistical measures and histograms of the main variables
(distributions of scores)

Table 1.

Descriptive statistical measures of the main variables (including subfactors)

	Min-Max		Mean	Std. Dev.	Skewness	Kurtosis
Emotional well-being	4(3)*	18(18)	13.98	2.75	-1.17	1.80
Social well-being	5(5)	28(30)	18.12	5.01	-.24	-.36
Psychological well-being	10(6)	36(36)	26.76	5.27	-.69	.51
Well-being	26(14)	80(84)	58.86	11.24	-.64	.59
Vitality	8(8)	40(40)	29.18	5.27	-.97	1.99
Workload	4(4)	16(16)	9.50	2.44	.71	.39
Value Congruence	4	12	8.55	1.47	-.36	.29
Needs-Supplies	4	11	8.25	1.39	-.59	.42
Demands-Abilities	8	16	12.35	1.47	.23	.75
Interpersonal Similarity	6	13	10.20	1.68	-.23	-.71
Unique Role	8	16	11.98	1.74	-.02	.42
Person-Environment Fit	34(18)	65(72)	51.34	5.15	-.25	1.34

Notes: *obtained scores (theoretical scores range)

Figure 1.

Distribution of Well-being scores

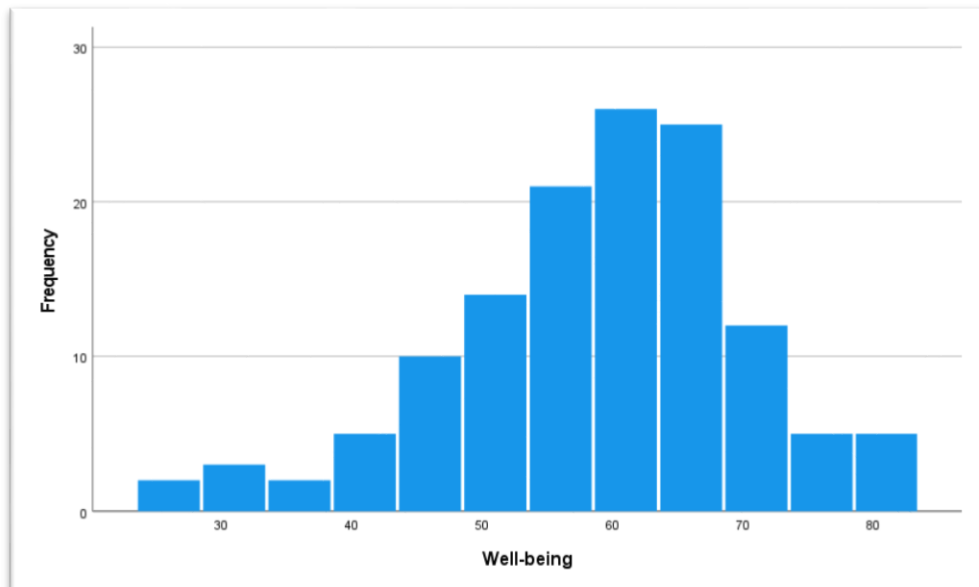


Figure 2.
Distribution of Vitality scores

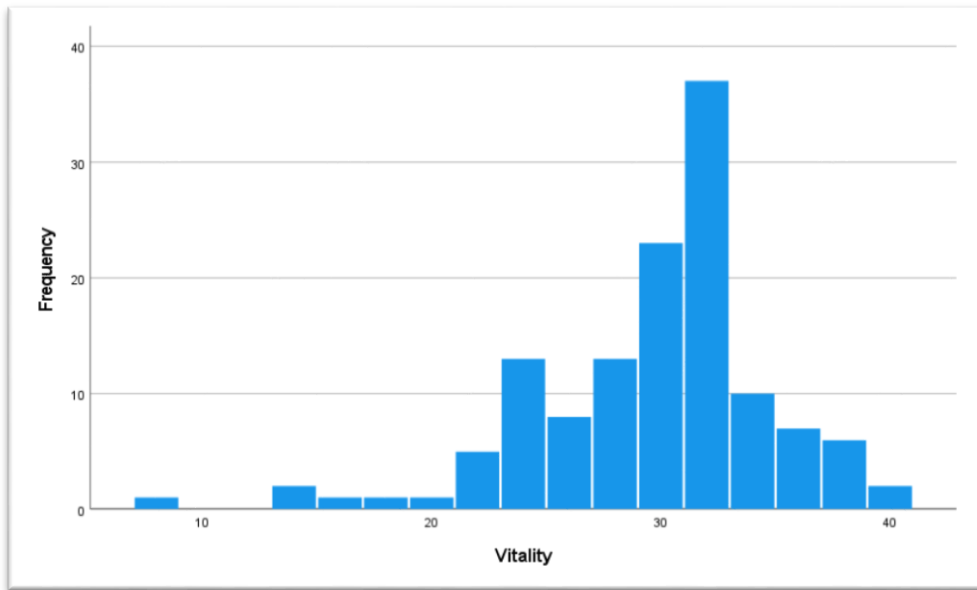


Figure 3.
Distribution of Workload scores

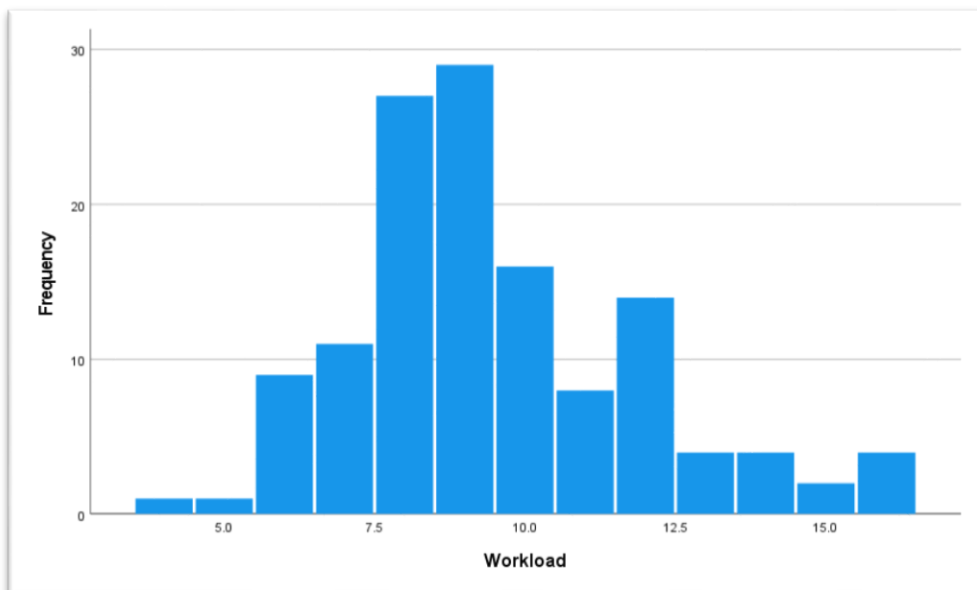
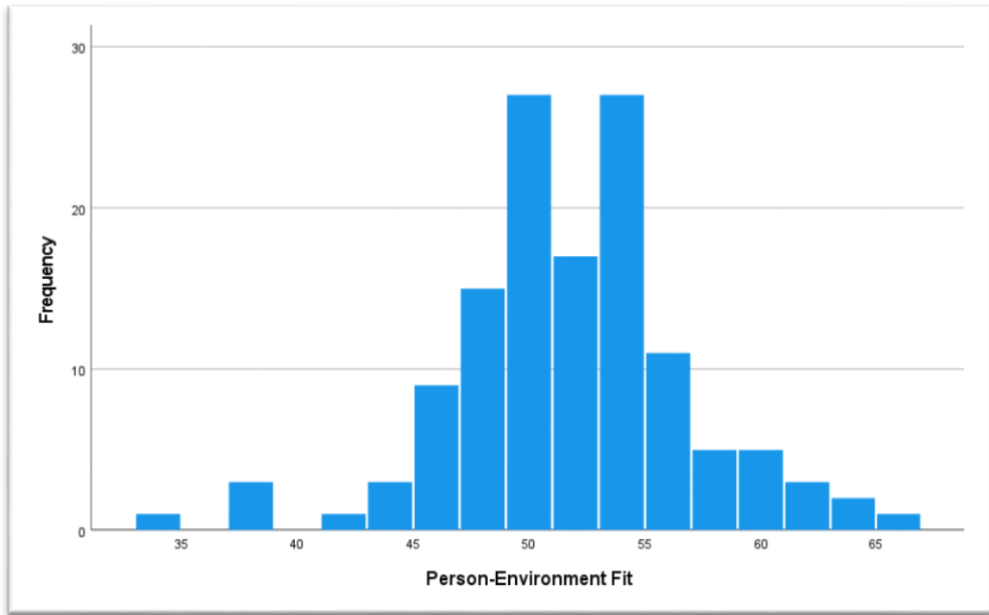


Figure 4.
Distribution of Person-Environment fit scores



Appendix 3. Differences in the main variables scores regarding demographic variables

Table 1.

Differences in the main variables scores regarding gender

	t	df	p
Emotional well-being	-.653	128	.139
Social well-being	1.557	128	.122
Psychological well-being	-.571	128	.569
Well-being	.260	128	.795
Vitality	-.693	128	.490
Workload	1.046	128	.298
Value Congruence	1.207	128	.230
Needs-Supplies	1.147	128	.254
Demands-Abilities	1.105	128	.271
Interpersonal Similarity	-1.547	128	.124
Unique Role	.287	128	.775
Person-Environment Fit	.563	128	.575

Table 2.

Differences in the main variables scores regarding level of employment

	F	df	Sig.
Emotional well-being	.608	3	.611
Social well-being	.956	3	.416
Psychological well-being	.543	3	.654
Well-being	.654	3	.582
Vitality	2.229	3	.088
Workload	2.320	3	.079
Value Congruence	3.026	3	.032
Needs-Supplies	.822	3	.484
Demands-Abilities	.469	3	.705
Interpersonal Similarity	2.311	3	.079
Unique Role	1.035	3	.380
Person-Environment Fit	1.400	3	.246

Appendix 4. Intercorrelation matrix of the main variables sub-scores

Table 1.
Intercorrelation matrix

	M	SD	EW	SW	PW	V	W	VC	NS	DA	IS	UR	Age
Emotional well-being (EW)	13.98	2.75	1	.566**	.659**	.583**	.031	.273**	.320**	.194*	.241**	.333**	-.132
Social well-being (SW)	18.12	5.01	.566**	1	.593**	.434**	.124	.207*	.191*	.185*	.153	.266**	-.089
Psychological well-being (PW)	26.76	5.27	.659**	.593**	1	.677**	.058	.240**	.259**	.318**	.331**	.364**	-.081
Vitality (V)	29.18	5.27	.583**	.434**	.677**	1	.112	.234**	.311**	.276**	.319**	.298**	.039
Workload (W)	9.50	2.44	.031	.124	.058	.112	1	-.136	-.114	-.015	-.009	-.037	.053
Value Congruence (VC)	8.55	1.47	.273**	.207*	.240**	.234**	-.136	1	.553**	.414**	.362**	.309**	-.180*
Needs-Supplies (NS)	8.25	1.39	.320**	.191*	.259**	.311**	-.114	.553**	1	.317**	.326**	.174*	.045
Demands-Abilities (DA)	12.35	1.47	.194*	.185*	.318**	.276**	-.015	.414**	.317**	1	.207*	.516**	-.020
Interpersonal Similarity (IS)	10.20	1.68	.241**	.153	.331**	.319**	-.009	.362**	.326**	.207*	1	-.063	.047
Unique Role (UR)	11.98	1.74	.333**	.266**	.364**	.298**	-.037	.309**	.174*	.516**	-.063	1	-.082
Age	36.35	12.19	-.132	-.089	-.081	.039	.053	-.180*	.045	-.020	.047	-.082	1

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

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

Appendix 5. Regression Analyses Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6958.173	1	6958.173	95.243	.000 ^b
	Residual	9351.335	128	73.057		
	Total	16309.508	129			
2	Regression	7521.784	2	3760.892	54.352	.000 ^c
	Residual	8787.724	127	69.195		
	Total	16309.508	129			

a. Dependent Variable: Well-being

b. Predictors: (Constant), Vitality

c. Predictors: (Constant), Vitality, Person-Environment Fit

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.160	4.237		4.286	.000
	Vitality	1.395	.143	.653	9.759	.000
2	(Constant)	.607	7.405		.082	.935
	Vitality	1.203	.154	.563	7.789	.000
	Person-Environment Fit	.451	.158	.206	2.854	.005

a. Dependent Variable: Well-being

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.653 ^a	.427	.422	8.547	.427	95.243	1	128	.000
2	.679 ^b	.461	.453	8.318	.035	8.145	1	127	.005

a. Predictors: (Constant), Vitality

b. Predictors: (Constant), Vitality, Person-Environment Fit

Informed Consent

Dear participant,

Thank you for choosing to participate in our research project on well-being at the workplace. We highly appreciate your time and support!

We are Milica Helmih and Yolanda Escobedo Aguilar; we are conducting this survey as part of our Master thesis in Health Psychology at Utrecht University (NL).

The study is aimed at the general working population, so if you are over the age of 18, you are kindly invited to participate!

The purpose of this study is to understand different aspects that influence well-being at the workplace. In the survey, you will be presented with statements that relate to you and how you experience your work. You will be asked to indicate to which degree these statements apply to you and/or your work situation.

Please respond as honestly as possible. There are no right or wrong answers.

Completing the questionnaire will take around 5-10 minutes.

Please rest assured that your responses will be kept anonymous throughout the study. Demographic data will be utilized only to classify the overall research sample and cannot be traced back to you.

Your responses will only be assessed by the main researcher and will only be used for the purpose of completing this study.

Participation in this study is voluntary.

You can discontinue the survey at any time, without giving a reason and without any adverse consequences for you. Your data will then not be used for the study.

We highly appreciate your help!

If you have any questions, please reach out to us via following email: m.helmih@students.uu.nl
y.escobedo.aguilar@students.uu.nl

Informed Consent: By clicking 'I consent', you confirm to have read the information above and acknowledge that your participation in the study is voluntary, you are at least 18 years of age, and that you have the right to withdraw from the survey at any point, for any reason. You agree to the anonymous collection of your data. If you click 'I do not consent' your participation in the study will be terminated.

- I consent
- I do not consent.

Socio-demographic questions:

How old are you ?

What is your Nationality?

What is your current level of employment?

- Junior
- Intermediate Professional
- First level or middle Management Executive or Senior Management

What is your gender?

- Male
- Female
- Non-binary / third gender
- Prefer not to say

Questionnaires

Well-being: In this section you will answer a set of questions regarding your well-being. For this survey we consider the concept of well-being as the combination of emotional, social and psychological factors.

	Never	Once or Twice	About once a week	About 2 or 3 times a week	Almost every day	Every day
happy interested	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
in life satisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
with life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that you had something important to contribute to society	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that you belonged to a community (like a social group, or your neighborhood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that our society is a good place, or is becoming a better place, for all people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that people are basically good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that the way our society works makes sense to you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that you liked most parts of your personality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
good at managing the responsibilities of your daily life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that you had warm and trusting relationships with others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that you had experiences that challenged you to grow and become a better person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
confident to think or express your own ideas and opinions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that your life has a sense of direction or meaning to it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

During the past month, how often did you feel?

Vitality: This section concerns the feelings of vitality that you experience while performing work tasks and during your working hours.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I feel active and energetic at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have high energy to complete my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
During the work day I feel I am full of energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the energy to successfully do my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel enthusiastic when I am doing my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work in this organization gives me positive energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I am at work I feel vital and alive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Then I get to work in the morning I have energy for the new day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Workload: This set of questions concerns your perception of workload, understanding this as the representation of how well you are able to accomplish your tasks in certain period of time.

	Never	Sometimes	Most of the time	Always
Do you have too much work to do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you have to work extra hard in order to complete something	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you have to hurry?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you find that you are behind in your work activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Person-Environment Fit: this section aims to determine the congruity between an individual's personality and the organizational setting in which you are currently employed.

The term "setting" encompasses all aspects of one's working environment, including but not limited to organizational culture, colleagues, and job-related tasks.

	Stronlgy disagree	Disagree	Agree	Stronlly agree
My personal abilities and education are a good match for the demands thatmy setting places on me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The other members of mysetting are similar to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not add anythingunique to my setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My values prevent me fromfitting in with my setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the ability to meet the demands of my setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The other members of mysetting are different from me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My setting fulfills my needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a poor fit betweenwhat my setting offers me and what I need in a setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The values of my settingdo not reflect my own values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My unique differences addto the success of my setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The setting that I action indoes not have the attributes that I need in a setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am different than theother residents of my setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The match is very good between the demands ofmy setting and my personal skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not able to meet the demands of my setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nothing unique about me adds to the success of my setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am similar to other residents of my setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I make unique contributions to my setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My personal values aresimilar to those of my setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>