Role of Characteristics of Workforce on Psychological Well-Being

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Due to rapid population and workforce aging in many countries, organizational researchers and practitioners have become increasingly interested in the role of age in the work context (Finkelstein et al., 2015; Truxillo et al., 2015). In this article, we review research in one particular area within the growing field of work and aging: the role of age in relationships between work characteristics and occupational well-being. Research in this area is important because work characteristics and work (re)design can have differential effects on younger and older workers' well-being (Griffiths, 1999; Truxillo and Zaniboni, 2015) and may influence how workers' well-being develops across their careers (Matthews, 2015; Schmitt and Bathen, in press).

The literature on subjective well-being often construes well-being as a primarily affective state (Diener, Suh, Lucas & Smith, 1999), with well-being being conceptualized as simply the relative frequency of positive affects compared to negative affects. However, over the past 25 years several broader conceptualizations of well-being have been proposed, including not only affect, but also behavior and motivation (Ryff, 1989; Ryff & Keyes, 1995; van Horn, Taris, Schaufeli & Schreurs, 2004; Warr, 1994, 2007). This raises the question how subjective well-being should be understood: does well-being mainly refer to an affective judgment regarding the events that occur in people's lives (Diener et al., 1999), or should it be considered a broader phenomenon that involves other, non-affective aspects as well? Although few others held as extreme a position as that of Taylor, in those days much scientifi c and practical research was directed at examining how worker productivity could be increased, e.g., through improved selection of personnel, training and reducing absenteeism. As Koppes and Pickren (2007) demonstrate, neither the association between work characteristics and well-being, nor that between well-being and productivity received much attention at the time, at least not in the research published in major psychology journals. This changed in the 1930s. Following the infl uential Hawthorne studies in which the effects of working conditions on worker productivity were examined (Mayo, 1933; cf. Kompier, 2006), human motivation, "emotional well-being" and job satisfaction were uncovered as relevant factors for work performance.

Text books of industrial and organizational psychology started devoting chapters to subjects such as maintaining "fi tness" at work, the effects of monotonous work and ways of increasing work motivation (Landy & Conte, 2010; Koppes & Pickren, 2007). At present, emotions and well-being at work are topics that are studied in their own right, and few researchers in the fi eld of work and organizational psychology would contend that examining employee well-being is irrelevant when it comes to improving productivity. Perhaps the most important reason for examining work performance and well-being inWork stress can be referred as a strain, depression, fretfulness,

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anxiety, angst etc one's faces in his workplace when he is overloaded with copious demands and expectations which he/she has to complete within a limited time-frame. Work stress is also termed as —job stress or—occupational stress. Therefore this paper has attempted to analyze the status of work stress in different countries and different sectors or unit by reviewing 203 research journal published from 1993 to 2017. The study includes the different meaning of work stress and its impact on physical and psychological state of employees of different industries/research unit. Workplace health promotion programmes are especially difficult to evaluate well. To evaluate these interventions in the same way as experience psychological studies is not always feasible. Interventions attempt to change human behaviour, which depends on so many conditions impossible to control: motivation both of interveners and of intervened, their personalities, life experience, education, actual state of health, tradition and countless other factors

It is recognized that the psychological health of employees is a crucial determinant in their overall health and that poor psychological health and stressors at the workplace can be a contributory factor to a range of physical illnesses like hypertension, diabetes and cardiovascular conditions, amongst others. In addition, poor psychological health can also lead to burn-out amongst employees, greatly affecting their ability to contribute meaningfully in both their personal and professional lives

Psychologial health related problems have an impact on employers and businesses directly through increased absenteeism, negative impact on productivity and profits, as well as an increase in costs to deal with the issue. In addition, they impact employee morale adversely.

Work-related stress is a great cause of occupational ill health, poor productivity and human error. This means increased sickness absence, high staff turnover and poor performance in the organization and a possible would increase in accidents due to human error. Work-related stress could also manifest as heart disease, back pain, headaches, gastrointestinal disturbances or various minor illnesses; as well as psychological effects such as anxiety and depression, loss of concentration and poor decision making.

Stress is the adverse reaction people have to excessive pressures or other types of demands placed upon them. There is a clear distinction between pressure, which can be a motivating factor, and stress, which can occur when this pressure becomes excessive.

Some occupations are at more risk of psychological health problems than others. A study in the Netherlands mapped skill levels against the pace of work to have an idea about the risk for stress levels and psychological ill health for different occupations. Higher stress levels correlated with a higher risk for psychological ill health (Houtman IL, Kompier MA.1995).

Related Stress and Improving Psychological Well-Being at the Workplace

There have been countless interventions by employers and workers to attempt to make workplaces healthier, in many countries and many diverse settings. The intention of this document is to sort out the wheat from the chaff, to find the common approaches that generally seem to work well to accomplish the aims of improved worker health and enterprise productivity. In other words, to sort out what works and what doesn't. So before discussing promising interventions, it is appropriate to spend some time discussing the issue of evaluation, as it relates to protecting and promoting workplace health, safety and wellbeing. There are several measures assessing stress and its impact on psychological well-being and the same have been extensively used.(Verma M, 2001, Thippeswamy , 2007; Naik NM, 2008; Shekhar S. 2008;).

Some of the dimensions are measured as follows:

Relationship problems with superiors

The common reason for office stress is dealing with difficult boss. But this may be far easier to solve by improving communication skills. Having a sincere conversation may make a difference. Sometimes, the boss may set unreal targets, where an honest discussion can bring out what deadlines can be met.

More specifically the tasks that are not part of an employee role or skill set can also cause stress. Companies often make employees multitask but this could potentially affect their ability to deliver. Communicating with superiors about this matter at the earliest is the best way to resolve this. One area that presents an opportunity for conflict for the personality-disordered individual concerns the hierarchical nature of organizations. [Wilke HJ, 1997].

Relationship problems with colleagues

Another, reason could be difficult colleagues or co-workers. handling with a difficult co-worker can be a bit more difficult as their performance is often

pitted against oneself. This again has to be resolved by an amicable discussion, concluded by a mutual agreement. One can explain to the colleague as how a team can have far more benefits than indulging in rivalry. But if things are getting out of hand, it should be brought to the notice of the superior concerned.

Work family conflict

Most of the families are struggling to cope with an increasingly complex world. Individuals are struggling to find the right balance between work and family responsibility (Shellenberger S, Hoffman SS, Gerson R., 1994) Domestic issues can affect work where balancing work and home by allotting adequate time for both can help reduce stress.

High demand for performance

Further, unrealistic expectations, especially in the time of corporate reorganizations, which, sometimes, puts unhealthy and unreasonable pressures on the employee, can be a tremendous source of stress and suffering. Increased workload, extremely long work hours and intense pressure to perform at peak levels all the time for the same pay, can actually leave an employee physically and emotionally drained. Excessive travel and too much time away from family also contribute to an employee's stressors.

Job insecurity

Structured workplaces are going through metamorphic changes under intense economic transformations and consequent pressures. Reorganizations, takeovers, mergers, rightsizing and other changes have become major stressors for employees, as companies try to live up to the competition to survive. These reformations have put demand on everyone, from a CEO to a line manager.

Bureaucratic constraints

Organizational size and bureaucratic systems have certain rules and regulations, which are inherent parts of the system to serve as checks and balancing forces.

However, they are likely to serve as constraints and stress for managers. Other job stressors include uncomfortable working conditions, job overload, lack of control over the work process and sheer monotony. (MacLean AA. High Tech Survival Kit, (1986) Decreasing work role ambiguity would

reduce job strain and work-related psychological disorders including anxiety disorders.(Sauter SL, Murphy LR, Hurrell JJ.1990, 1992).

The development and implementation of a workplace psychological health policy and program will benefit the health of employees, increase the productivity of the company and will contribute to the well-being of the community at large. It has been found that psychosocial intervention courses along with stress management training and health promotion interventions have a positive impact on psychological well-being (Gaveling RA, 2008). A healthy population is an economically productive population and it is in the benefit of companies to safeguard public health. Given the heavy contributions of the private sector to the economy, employee wellness programs are not only a strategic priority for India but also an economic imperative for corporations. (World Economic forum. 2009).

It can be summarized that, psychological being and work balance has very good impact on each other. Handling with a difficult co-worker can be a bit more difficult as their performance is often pitted against oneself. Sometimes, puts unhealthy and unreasonable pressures on the employee, can be a tremendous source of stress and suffering. Increased workload, extremely long work hours and intense pressure. Reorganizations, takeovers, mergers, rightsizing and other changes have become major stressors for employees, as companies try to live up to the competition to survive.

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