

## Organizational Well-Being in University

Sukma Rani <sup>a\*</sup>, Hendriati Agustiani <sup>b</sup>, Maya Rosmayati Ardiwinata <sup>c</sup>, R. Urip Purwono <sup>d</sup>

<sup>a</sup>Padjajaran University, Jalan Raya Bandung Sumedang, Hegarmanah, Jatinangor, Jawa Barat 45363, Indonesia

### Abstract

This research was intended to describe the organizational well-being in university with case study method. This research used qualitative method on data collection. Interview had conducted with the seven participants as the subjects this research. The subjects on this research were five lecture and two supporting staff in academics. The result of the research showed that first, organizational well-being in university is not only tangible aspect such as profit, salary, and other benefits but also intangible aspect such as maintaining or increasing the level in university accreditation, need for self-actualization (attain one's highest need), improving the quality of human resources, services, and developing Tri Dharma in University. Second, factors that improve organizational well-being in university are job satisfaction and work environment (effective, reflective, and affective). Third, the character of every individual is also needed in university such as loyalty, growth, challenge, optimism, creativity and tolerance. Fourth, the character of the team that represented the entire university is having a positive work relationship. The result of this research could be implemented for developing and evaluating a system that can improve organizational well-being in the university, giving counselling to inspire employees, providing guidance in career path, and planning trainings for lecturers and supporting staff for academic.

*Keywords:* job satisfaction, organizational psychology, organizational well-being, person in organization, positive work relationship, work environment

Received: 19 April 2017; Accepted: 22 December 2017

### 1. Background

Organizational well-being emphasizes the importance of happiness, life quality, and psychological well-being of individuals by Diamond [1]; and Cojocar [2]. Low organizational well-being leads to low productivity, low attendance, poor performance and motivation among the employees, negative attitude at work, and low self-esteem by Meyer et al [3]; Wright dan Hobfoll; Mowday et al [4] in Coli and Risotto [5]. Organization that does not provide enough stimulus in improving individual's potential will affect the individual well-being and further affect the organizational well-being by Prilleltensky [6].

One important factor in organizational well-being is work environment by CIPD [7]. The concept of work environment is the positive atmosphere in supporting each individual to develop their potential, building a good relationship among the superior and subordinate, among peers and stakeholders, motivating each individual to work productively, and establishing positive behaviour in the organization.

Kalliath. T & Kalliath. P [8] found that work environment has effects on health and well-being and further affects work and performance of organization. Prilleltensky [6] illustrates that the work environment might affect the organizational well-being. It might happen when the individuals who show warm relationship among their peers are not supported by

effective working system. Biggio & Cortese [9] state that the well-being theme of work environment can be observed from several perspectives, which leads to the impression that individual's characteristics actively affect the well-being development. They propose a theoretical perspective in integration between thinking ability, social, and personality which are presented in a positive emotion to be more effective in improving well-being, especially at work and school environment. Prilleltensky [6] describes the characteristics of environment in organizational well-being. The characteristics of environment related to organizational well-being are effective, reflective and highly affective.

Based on the attributive function of organizational well-being, the researcher was interested to conduct a research in a university as the construction of organization. The researchers also considered other research in organizational well-being conducted in health, military, correctional and research institution, and government setting. However, there is no research in organizational well-being conducted in a university setting, yet. Prilleltensky [6] describes a university scope as an environment that stimulates work and involves reflective side such as self evaluation to improve the ability to learn and to apply the vision and mission. Oades, Robinson, Green and Spence [10] explain that work environment of a university involves supporting staffs in academics, academic structures, and people involved in the learning process. Therefore, the researcher discussed the organizational well-being in a university setting.

\* Corresponding author. Tel: +62-877-3952-3301;  
E-mail address: sukmarani78@gmail.com  
DOI: 10.27512/sjppi-ukm/ses/a22122017

### 1.1 Problem Formulation

The problem formulation examined in this research is how organizational well-being at KRW University is described. The other problems examined were factors, kinds of individual and team characteristics that affect organizational well-being at KRW University.

### 1.2. Research Objectives

The main objective of this research was to elicit the description of organizational well-being at KRW University. The other objective was to define factors, individual and team characteristics that affect organizational well-being at KRW University.

### 1.3. Research Benefits

#### 1.3.1. Theoretical Benefits

The research results were expected to enrich the insights about construction of organizational well-being, specifically at a university setting.

#### 1.3.2. Practical Benefits

- a. Assisting the university in providing description of organizational well-being.
- b. Assisting the university in developing the organizational well-being.

### 1.4. Conceptual Definition

Based on literature review and research conducted by Coli and Rissotto [11]; Cojocar [2]; and Rob [12], it is stated that organizational well-being has a broad definition and is multidimensional. Several people in Coli and Rissotto [11] define organizational well-being as the overall culture core, organizational process and practice that raise togetherness in terms of work and promotion, maintain and enrich life and physical quality, social and psychological well-being at work. Organizational wellbeing is the organization's ability to promote and maintain the physical, psychological and social well-being of employees at all levels by Torri & Toniolo [13]. Prilleltensky [6] explains the dimension of organizational well-being into three environmental characteristics: effective, reflective and affective. Effective environment is described as an organization that creates efficient work environment so target can be achieved by managing work, focusing on task, being responsible, and being able to complete task using their capabilities. Reflective environment is described as an organization that creates system which is open to constructive criticism, and further leads to comfort for employees to deliver their opinion and suggestion. Affective environment is described as an organization that creates conducive environment, and further leads to ability of employees to establish warm and friendly relationship and to get support and accepted.

### 1.5. Operational Definition

The researcher formulated organizational well-being as an effective, reflective and affective organizational environment and which is related to physical, social and psychological well-being.

## 2. Research Method

### 2.1. Respondent

This research involved seven respondents, consisting of five lecturers and two supporting staffs in academics who work at a university. Five respondents were lecturers, two respondents were supporting staffs in academics who work at Universitas Kristen Krida Wacana Jakarta. The selection criteria of respondents were, among others, they must have been working at minimum two years and at minimum twenty-seven years old.

### 2.2. Approach

This research applied qualitative approach. The data was acquired by conducting a semi-structured interview. The interview script was processed by coding. Coding refers to the process of numbering or providing symbols for the respondent's answer to get the category of answers by Kothari [14]. The researcher proposed four open questions: (1) What does organizational well-being mean to you? (2) What are the factors affecting organizational well-being?, (3) What are the characteristics of individuals who are able to improve the organizational well-being?, and (4) What are the characteristics of group which are able to improve the organizational well-being.

### 2.3. Validity

In this research, data validation was performed by data triangulation and perseverance in observation. The reliability test in this research was conducted by providing perseverance in observation, adequate references and Creswell's [15] detailed illustration.

### 2.4. Data Analysis

Creswell [15] mentions three general steps to analyze qualitative data: (1) preparing and organizing data as the interview transcript (verbatim), (2) reducing data to the theme through coding and categorizing, (3) presenting data in a narrative discussion.

## 2.5. Research Procedure

The researcher first chose the characteristics of respondent. They are expected to be able to understand and provide opinion on the research topic. Then an appointment to conduct an interview was made with the respondent. The interview was conducted within one week toward the seven respondents. Each respondent will be interviewed for 60 minutes. The researcher was allowed to record the verbatim during the interview by the respondents. The interview was transcribed into verbatim for each respondent. The transcript was processed by coding to acquire the theme related to the questions.

## 3. Analysis Result and Discussion

### 3.1. What does organizational well-being mean to you?

Researcher discovered the meaning of organizational well-being at the university setting from the perspectives of five lecturers and two supporting staffs in academics. According to the lecturers at the university, perspectives in organizational well-being refer to things related to reciprocal relationship between the individual and the organization along with some supportive factors. Coli and Rissotto [11] explain this is in line with the research conducted by Rispoli, which state that individual and organizational well-being are not contradictory, but mutually supporting each other.

*In an organization that has well-being, there must be a reciprocal relationship between the organization and individual well-being... Positive contribution provided by the individual will result in organizational well-being... If the individual is not productive or not being committed to the organization, the organization itself will not perform well (AN/1/03/2017).*

*Social support improves the quality of education (AR/2/03/2017).*

*Warm and delightful working environment (DP/2/03/2017).*

*Basic needs, psychological, self actualization and [the fact that] lecturers are provided space to be creative (PM/3/03/2017).*

Lecturers viewed that the meaning of organizational well-being at university setting is not only understood from organizational level, but also from individual level. They illustrated that organizational well-being at individual level is marked with happy employee since the job they do is in line with their competence and the workload among the employees at the same level is equally distributed. In addition, the employees are happy because their work and performance achieved are rewarded appropriately as seen from the tangible side (such as profit, benefit, incentive and health care insurance) and intangible side (organizational support in performing *Tri Dharma* in University, and opportunities to receive scholarship for continuing their studies).

*The benchmark of organizational well-being at education level is not only being tangible...but it also involves service...how far the university has performed their role within the community (AN/1/03/2017).*

*Organizational well-being is presented by happy employees...For those at the academic level, they must be focusing on the Tri Dharma. In addition to teaching..., our research paper writing, community service...are mapped up to 2021... Every year, there must be somebody pursue their doctoral degree (NN/6/03/2017).*

*First, health care. Does the organization provide health care for its employees... Second, [availability of] retirement funds... Third, [possibility to] repay mortgage...[Availability of] Scholarship for lecturers, employees and students...(Availability of) Precious metal...(which is awarded) to those who have been working for more than 25 years (TIK/3/03/2017).*

This is in line with the obligation of a University or Tri Dharma to provide higher education, research and community service (as mandated in Indonesia's Law of National Educational System in 2003) and as stated by Prilleltensky [6] that organizational well-being can be seen as an organization that is able to maintain its potential employees, those who are able to perform well and provide service to the community.

### 3.2. Factors Affecting Organizational Well-being at the University

The main factor affecting organizational well-being at the university was job satisfaction. Job satisfaction is feeling happy as a result of individual perception that the employee is able to achieve important value in performing their work by Noe, Hollenbeck, Gerhart, and Wright [16].

*Leadership, interaction among team members, understanding the common goals, and being supportive to each other (AR/2/03/2017).*

*Relationship between superior and peers, facility, working environment, support from the organization for career development, salary (DP/2/03/2017).*

*In terms of basic needs, the advantage of salary, benefits and facility have been sought and experienced. Leadership is considered transformative within the faculty level, while it is not yet effective at the university level... (PM/3/03/2017).*

*Accreditation should be improved, and it is vital to increase research activities conducted by the lecturers, as well as to improve the human resources, such as by improving their latest education...should increase the reputation, creating a good branding (SKR/3/03/2017).*

*Interdisciplinary communication is required among the lecturers (AN/1/03/2017).*

The job satisfaction aspects most measured were salary, promotion, peers, supervision, additional benefit, award, standard operating procedure, peers, the work, and communication by Spector [17]. Therefore, it can be stated that job satisfaction at the organization of KRW University, according to the respondents, emphasizes on salary, work relationship, leadership, communication and career development. As for factors unmentioned by the respondents were additional benefit, standard operating procedure, and the work. Whereas, presenting award with precious metal as aforementioned as a meaning of organizational well-being is indirectly related to factor of job satisfaction.

Supporting factors related to organizational well-being mentioned by the respondents at KRW University are effective and reflective environment.

*Training for staffs, and lecturers are included, right? (TIK/3/03/2017).*

*Vision and mission of the university is in line with those at the faculty level (AN/1/03/2017).*

The fact that respondents stating the need of interdisciplinary communication indirectly illustrated effective environment.

### 3.3. Individual's Characteristics Affecting Organizational Well-being at the University

Respondent mentioned several factors such as loyalty, growth, challenge, optimism, creativity and tolerance. Individual's characteristics establish the behaviour of employees and it affects motivation, initiatives, performance and career actualization for employees by Robbin [18].

*Individuals who are creative, aspirative, open and broad-minded are willing to keep learning and improving themselves (PM/3/03/2017).*

*Those who have initiatives...A lot of positive energy, dilligent, tenacious...should have vision and mission, and good communication skill (NN/6/03/2017).*

*Loyalty (AN/1/03/2017).*

*Individuals who have mindfulness, high work ethic, tolerance and high organizational citizenship behaviour (OCB) (DP/2/03/2017).*

This is in line with what Prilleltensky [6], who states indicators of individuals who contribute to organizational well-being are those who have the characteristics of being optimistic, growing and opportunities. Whereas, Graham in Bolino, Turnley and Bloodgood [19] explains that individual's characteristics showing loyalty describes the willingness of employees to subordinate their personal interests for the benefit of the organization and the continuance of the the organization.

### 3.4. Characteristics of Team Affecting Organizational Well-being at the University

Respondents mentioned several factors such as teamwork, open communication, transformative leader, competency to solve problem in team, data-based team decision, empathy and parallel vision and mission. Positive work relationship stimulate positive energy to work and it leads to feeling of unexcessive workload, and therefore will improve the well-being of the employees by Peyrat-Guillard & Glinska-Newes [20].

*Each individual must be able to cooperate with the other team members (DP/2/03/2017).*

*A team that is willing to engage an open communication, having transformative leadership, and competent in solving problems of different views, and to decide the factual data (PM/3/03/2017).*

*All members at the unit level need to have the same vision and mission... People are willing to listen to feedback and complaint from their peers...providing constructive criticism to each other (SKR/3/03/2017).*

Relationship has a significant effect on the behaviour of employees within the organization. In the organization, performing duties is affected by the relationship among peers since they establish what each individual thinks, feels and does by Glinska-Newes [21].

## 4. Conclusion

It is found that organizational well-being at university setting emphasizes the importance of psychological well-being for each individual and it functions to show effective performance and organization. Organizational well-being at university setting does not only emphasize the tangible side, which is related to salary, profit and benefit, but also the intangible side, in which individual is free to develop themselves and to explore their creativity to improve the system at the higher education level. Factors affecting organizational well-being at the university are job satisfaction and effective, reflective and affective work environment. Individual's characteristics which contribute to the organizational well-being are loyalty, growth, challenge, optimism, creativity and tolerance. Organization at university setting needs to develop positive work relationship in order to support each individual to synergize in performing their duties. Suggestions offered based on this research are developing and evaluating organization system at the university, providing counsel for the employees, having system of career path and providing training for lecturers and supporting staffs in academics.

## References

- [1] Diamond MA, 2003, *Organizational immersion and diagnosis: The work of Harry Levinson*, Center for the Study of Organizational Change publications (MU).
- [2] Cojocaru CL, 2014, Organizational Well-Being, *Scientific Bulletin "Mircea cel Batran" Naval Academy*, **17**(2), p.112.
- [3] Meyer JP, Stanley DJ, Herscovitch L, Topolnytsky L, 2002, Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences, *Journal of Vocational Behavior*, **61**(1), 20-52.
- [4] Wright TA and Hobfoll SE, 2004, Commitment, psychological well-being and job performance: An examination of conservation of resources (COR) theory and job burnout, *Journal of Business and Management*, **9**(4), 389.
- [5] Coli E and Rissotto A, 2013, The pursuit of organizational well-being-an exploratory study in a public research agency, *International Journal of Social Science and Humanity*, **3**(2), p.186.
- [6] Prilleltensky I and Prilleltensky O, 2006, *Promoting well-being: Linking personal, organizational, and community change*, John Wiley & Sons.
- [7] CPID, 2007, *What's Happening With Well-Being at Work. Change Agenda*, London: CPID, Available from: <http://www2.cpid.co.uk/NR/rdonlyres/DCCE94D7-781A-485A-A702-6DAAB5EA7B27/0/whthapwbwrk.pdf>
- [8] Kalliath T, Kalliath P, 2012, Changing work environments and employee wellbeing: an introduction, *International Journal of Manpower*, **33**(7), 729-737.
- [9] Biggio G and Cortese C, 2013, Well-being in the workplace through interaction between individual characteristics and organizational context, *International journal of qualitative studies on health and well-being*, **8**(1), p.19823. doi:10.3402/qhw.v8i0.19823.
- [10] Oades LG, Robinson P, Green S, Spence GB, 2011, Towards a positive university, *The Journal of Positive Psychology*, **6**(6), pp.432-439.
- [11] Coli E and Rissotto A, 2014, Working well-being and workplace inclusion: An exploratory study involving people with disabilities, *OIDA International Journal of Sustainable Development*, **07**(07), p. 103.
- [12] Rob N, 2013, *Promoting organizational well-being*, Master's thesis, INSEAD The Business School For The World.
- [13] Torri P and Toniolo E, 2009, Organizational wellbeing: challenge and future foundation, *Giornale italiano di medicina del lavoro ed ergonomia*, **32**(3), pp.363-367.
- [14] Kothari CR, 2004, *Reseach Methodology: Methods and techniques*, New Age Internasional
- [15] Creswell JW, 2014, *Research design: Qualitative, quantitative, and mixed methods approach*, Sage publications, (translated by Fawaid A and Pancasari RK, Yogyakarta: Pustaka Pelajar).
- [16] Noe RA, Hollenback JR, Gerhart B, Wright PM, 2011, *Fundamentals of human resource management*, New York: The MacGraw-Hill Companies, Inc.
- [17] Spector PE, 1997, *Job Satisfaction: application, assessment, cause, and consequences*, California: Sage Publication.
- [18] Robbins S, 1996, *Organization Theory*, Third Edition, New York: Prentice-Hall, Inc.
- [19] Bolino MC, Turnley WH, Bloodgood, JM, 2002, Citizenship behavior and the creation of social capital in organizations, *Academy of management review*, **27**(4), p.505-522.
- [20] Peyrat-Guillard D and Glinska-Newes A, 2014, I Respect You and I Help You: Links between Positive Relationships at Work and Organizational Citizenship Behavior, *Journal of Positive Management*, **5**(2), p.82
- [21] Glinska-Newes A, 2014, Positive Relationships at Work-What Do They Cause and What Do They Stand For in Polish Companies, *Economic and Social Development: Book of Proceedings*, 635.