

Self-esteem, Emotional Resilience, and Person-job Fit Predicting Psychological Well-being of Employees in Food Industry

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Abstract

This research consisted of 2 phases. 1st phase was a qualitative research. Objectives of the 1st phase of research: (1) To study the meaning of psychological well-being, factors encouraging psychological well-being, and guidelines to improve psychological well-being of employees. Interviewees were 16 employees with psychological well-being from 2 companies in food industry. Results revealed that well-being meant (1) having good physical and mental health, (2) seeing other people happy, (3) doing what one pleases, and (4) being optimistic. Factors encouraging psychological well-being were (1) self-esteem, (2) emotional resilience, and (3) person-job fit. Guidelines to improve psychological well-being were (1) receiving payments, (2) having a good relationship, (3) doing what one pleases, and (4) letting go of stress. The 2nd phase was a quantitative research. Objectives of the 2nd phase of research: (1) To study the level of psychological well-being, self-esteem, emotional resilience, and person-job fit of employees. (2) To find the relationship between psychological well-being, self-esteem, emotional resilience, and person-job fit of employees. (3) To predict psychological well-being from self-esteem, emotional resilience, and person-job fit of employees. Samples were 165 employees from 2 companies in food industry. The data were analyzed with percentage, average, standard deviation, Pearson Product Moment Correlation and Stepwise Multiple Regression Analysis. Results revealed that (1) psychological well-being, self-esteem, emotional resilience, and person-job fit was in a moderate level, (2) self-esteem, emotional resilience, and person-job fit related to psychological well-being of employees at a statistical significance level of .01, and (3) altogether self-esteem in the component of virtue, emotional resilience in the component of emotional competence, and person-job fit in the component of needs-supplies fit could predict psychological well-being of employees at 49.00%.

Keywords: Self-esteem, Emotional resilience, Person-job fit, Psychological well-being, Employees

1. Introduction

Food industry is a major industry involved in health and nutrition of all people in a country because food industry directly affects consumers in terms of sensory quality, nutritional quality, food hygiene, and the most important matter, consumer safety. Both machines and employees in food industry must be standardized. This is essential for consumers, so employees in food industry must strictly follow the rules of production standard with high work

limitations. Irani, Sharif, and Love [1] said that material, man, machine, money, and method must be quality aligning with the technical regulations. Therefore, it can be said that employees are considered one of the important factors of industry.

If employees did not have good psychological well-being, it could have both physical and psychological impact on them; they could experience stress resulting in poor work performance, inability to make a decision and stay focused at work. Behaviorally, they could struggle to get to sleep, eat too much or too little, smoke heavily, or have excessive alcohol and substance use problem. Also, they could be late to work, absent from work, and even resign from their job [2]. Moreover, Campbell [3] revealed that self-esteem was the most important predictor of subjective well-being; when employees had healthy self-esteem, they would find themselves important, believe in their own worth, and be confident that they had knowledge and competences to succeed in work. Therefore, employees with self-esteem will also have good subjective well-being.

Emotional resilience makes employees adjust very well to day-to-day problems and obstacles related to work, employers, coworkers, community, and environment. Employees with high emotional resilience tend to have better psychological well-being than employees with low emotional resilience. Rutter [4] said that emotional resilience meant the ability to recover from a stressful event whether at work or at home.

If employees have responsibilities for something aligning with their knowledge and competences, they can achieve organization's goals and have good well-being. Kristof [5] exposed that person-job fit meant employees perceived that their work fit their knowledge, skills, and competences, leading to satisfaction. Thus, the researcher was interested in examine psychological well-being of employees in food industry by focusing on self-esteem, emotional resilience, person-job fit, and psychological well-being of employees in food industry in order to understand the meaning of psychological well-being; factors encouraging psychological well-being of employees; the level of psychological well-being, self-esteem, emotional resilience, and person-job fit of employees; variables associated with psychological well-being of employees; and variables predicting psychological well-being of employees. These could be used as guidelines for supervisors to develop an employee management policy. Also, results could be used to develop strategies or an employee training and development policy so that employees have good well-being.

2. Objectives

Objectives of the 1st phase of research

- (1) To study the meaning of psychological well-being, factors encouraging psychological well-being, and guidelines to improve psychological well-being of employees

Objectives of the 2nd phase of research

- (1) To study the level of psychological well-being, self-esteem, emotional resilience, and person-job fit of employees

(2) To find the relationship between psychological well-being, self-esteem, emotional resilience, and person-job fit of employees

(3) To predict psychological well-being from self-esteem, emotional resilience, and person-job fit of employees

3. Methodology of the 1st phase (qualitative research)

This research both phase 1 and 2 has been approved the ethics of human research with expedited review from The Human Research Ethic Committee, Research and Development Institute, Bansomdejchaopraya Rajabhat University.

3.1 Interviewees

The researcher requested the manager for collaboration on selecting interviewees. There were 16 interviewees who were selected. The criteria were as follows:

- (1) The employee has been working in a food industry company for more than 1 year
- (2) The employee must know and be able to speak Thai language
- (3) The employee must be 20 years old or above
- (4) The employee must be willing to provide information by giving an interview and decide to be one of the research participants
- (5) The employee must have good psychological well-being assessed by criteria for positive emotions, that is, the employee will be assessed on using 4 words which are happiness, confidence, peace, and optimism. These words indicate good psychological well-being.
- (6) The employee must not have any psychosomatic symptoms or signs of 7 mental issues which are (1) headache; (2) stomachache; (3) insomnia; (4) fast heartbeat; (5) loss of appetite; (6) chest burning, and (7) chest discomfort. The aforementioned symptoms indicate bad psychological well-being which employees should not have.

In the research report of this phase, the researcher used fake nicknames in parentheses after their interviews.

3.2 Research instrument development

The 1st phase was a qualitative research in which data was collected from an interview. Questions were designed to be open-ended so that interviewees could freely express their opinions. In the 1st phase of research, major aspects used in the interview were as follows:

- The 1st aspect meaning of psychological well-being
- The 2nd aspect factors encouraging or related to psychological well-being
- The 3rd aspect guidelines to improve psychological well-being

The researcher prepared oneself by studying on concepts related to psychological well-being. Literatures, research, and articles related to psychological well-being were reviewed in order to be used as guidelines to analyzed data and effectively explain findings. Instruments and tools used in data collection were pencils, paper, voice recorder, and guideline open-ended questions. The researcher assessed the quality of instruments by giving the guideline to experts: 2 lecturers in industrial and organizational psychology and 1 director in a factory in food industry. The guideline was adjusted, according to feedback from the experts.

3.3 Data collection and data analysis

1. The researcher explained research objectives and steps of data collection to supervisors of each department. The researcher let the participants decide for themselves whether they wanted to participate in this research without any command or threat that made them feel unsafe. Also, the researcher emphasized data confidentiality, then asked supervisors of each department which employee passed the criteria.
2. The researcher met with the participants with good well-being who were identified by supervisors and were willing to give an interview. After that, the researcher explained research objectives and steps of data collection and an interview, then clarified that the data collected were personal opinions which would not affect them and that they were fully allowed to decide for themselves whether they wanted to participate in this research without any command or threat that made them feel unsafe. Data confidentiality was emphasized, and they were willing to sign the consent form.
3. The researcher asked the participants to give an interview in a private closed-off meeting room. The interview was recorded and took approximately 30 minutes, then each participant was asked to jot down the number of their recorded audio.
4. The researcher interviewed each participant on well-being and asked additional questions if needed in order to get complete information.
5. The researcher recorded conversations with a voice recorder and also jotted down on paper.
6. The researcher analyzed data collected from an interview by transcribing recorded audio to text and using content analysis.
7. If the participants did not want to provide information for this research, they could contact the researcher via phone call and asked to delete the file by giving the number of their recorded audio.

3.4 Data analysis

The researcher analyzed the data, according to Cohen, Kahn, and Steeves [6]

- (1) Creating Indexes: The researcher studied in order to understand each phrase or sentence, catch the points, create indexes, and encode each statement. While the researcher was examining data, the researcher assigned a meaning to the data in order to know what information the data showed.

(2) Assigning Indexes to Categories: The researcher compared indexes with each other in order to know the similarities and differences and categorized them.

(3) Drawing a Conclusion: After a careful examination and revision, the researcher categorized indexes created from data collected from interviewees, then drew conclusions that covered similar contents. Finally, the researcher categorized each conclusion and used mind maps in order to help draw a final conclusion.

(4) Interpreting: The researcher examined a meaning of phrases, read between the lines, and drew a final conclusion. The researcher found a relationship consisting of causes of phenomenon, practice conditions used for phenomenon, and results of actions.

4. Methodology of the 2nd phase (quantitative research)

4.1 Population

In this research, population was 290 employees working in 2 companies in food industry, central region.

4.2 Samples and sampling method

The sample size was determined using the table of Krejcie and Morgan [7]. For population of 290, sample size should equal 165.

Proportional stratified random sampling was used to select samples from the 1st company; the samples equaled 51, and convenience sampling was used to select samples from the 2nd company; the samples equaled 114.

4.3 Research instrument development

The researcher aimed to develop a questionnaire by studying concepts, theories and research related to variables. The instrument used for data collection was a 4-part and 5-Likert scale questionnaire. The answers ranged from highest, high, moderate, low, to lowest.

The 1st part was about self-esteem. This part followed the concept of Coopersmith [8]. Coopersmith concluded that self-esteem consisted of 4 components which were significant, competence, virtue, and power.

The 2nd part was about emotional resilience. This part followed the concept of Davis [9]. Davis concluded that emotional resilience consisted of 6 components which were physical competence, social and relational competence, emotional competence, moral competence, cognitive competence, and spiritual competence.

The 3rd part was about person-job fit. This part followed the concept of Edwards [10]. Edwards concluded that person-job fit consisted of 2 components which were demands-ability fit and needs-supplies fit.

The 4th part was about psychological well-being. This part followed the concept of Kim [11]. Kim concluded that psychological well-being consisted of 4 components which were satisfaction with overall life, satisfaction with life domains, psychosomatic symptoms, and positive emotion.

4.4 Quality assessment of the instrument

The researcher gave the questionnaire to 3 experts in total: 2 experts in industrial and organizational psychology and 1 director of the company so that they could assess the content validity. According to Rovinelli and Hambleton [12], items with the index of item-objective congruence (IOC) of 0.50 or more were selected by the researcher. If any item had the IOC of less than 0.50, the researcher would consider adjusting or removing it, in accordance with feedbacks of the experts. For the self-esteem questionnaire, 2 items which were “I don’t have any relatives.” and “I have only a few friends.” were removed, while the emotional resilience, person-job fit and psychological well-being questionnaire passed the criteria. Other items of questionnaires: emotional resilience, person - job fit and psychological well-being passed the IOC.

The researcher contacted a company which was similar to the company in which research samples worked, then sent a permission contract in order to try out the questionnaire by collecting data. The researcher explained research objectives and steps of data collection to supervisors of each department. The researcher requested to meet with 30 research participants, then distributes all 30 copies of 4-part questionnaires and explained research objectives and steps of data collection to them. The researcher let the participants decide for themselves whether they wanted to participate in this research without any command or threat that made them feel unsafe. Also, the researcher emphasized data confidentiality and asked participants to complete the questionnaire within 1 hour. After finishing the questionnaire, all questionnaires were collected instantly. If there was any item which they did not answer, the researcher would ask them to. The researcher analyzed data collected from the questionnaires in order to calculate reliability and discrimination power using corrected item-total correlation coefficient of all 30 instruments. If any item had the discrimination power of greater than 0.20, it was considered that the item had the discrimination power [13]. Cronbach’s coefficient alpha was used to calculate reliability. The reliability of self-esteem questionnaire equaled 0.830, and 5 items that did not have enough discrimination power were removed. The reliability of emotional resilience questionnaire equaled 0.898. The reliability of person-job fit questionnaire equaled 0.901, and 2 items that did not have enough discrimination power were removed. Lastly, the reliability of psychological well-being questionnaire equaled 0.815, and 4 items that did not have enough discrimination power were removed. The reliability, content validity, and discrimination power of 4-part questionnaire were shown in the table below.

Table 1. The reliability of the questionnaire.

Questionnaire	IOC	Discrimination Power	Reliability
Self-esteem	0.00 – 1.00	0.262 – 0.685	.83
- Significant	0.67 – 1.00	0.262 – 0.612	.669
- Competence	0.00 – 1.00	0.320 - 0.685	.761
- Virtue	1.00	0.307 - 0.518	.359
- Power	0.67 – 1.00	0.406 – 0.576	.769
Emotional Resilience	0.67 – 1.00	0.220 – 0.825	.898
- Physical Competence	1.00	0.220 – 0.734	.386
- Social and Relational Competence	1.00	0.399 – 0.771	.839
- Emotional Competence	0.67 – 1.00	0.597 – 0.773	.773
- Cognitive Competence	1.00	0.373 – 0.597	.663
- Moral Competence	0.67 – 1.00	0.278 – 0.825	.566
- Spiritual Competence	1.00	0.327 - 0.608	.811
Person-Job Fit	1.00	0.239 - 0.807	.901
- Demands-Ability Fit	1.00	0.239 – 0.793	.841
- Needs-Supplies Fit	1.00	0.348 - 0.807	.921
Psychological Well-being	0.67 – 1.00	0.271 – 0.652	.815
- Satisfaction with Overall Life	0.67 – 1.00	0.405 – 0.531	.601
- Satisfaction with Life Domains	0.67 – 1.00	0.288 – 0.535	.366
- Psychosomatic Symptoms	1.00	0.480 – 0.652	.912
- Positive Emotion	1.00	0.271 – 0.571	.826

4.5 Data collection

(1) The researcher contacted 2 companies in food industry, then sent a permission contract in order to ask for collecting data.

(2) The researcher explained research objectives and steps of data collection to supervisors of each department.

(3) The researcher requested to meet with 165 research participants, then distributes all 165 copies of 4-part questionnaires and explained research objectives and steps of data collection to them. The researcher let the participants decide for themselves whether they wanted to participate in this research without any command or threat that made them feel unsafe. Also, the researcher emphasized data confidentiality and asked participants to complete the questionnaire within 1 hour. After finishing the questionnaire, all questionnaires were collected instantly. If there was any item which they did not answer, the researcher would ask them to.

4.6 Data analysis and statistics

(1) The researcher analyzed the level of each variable with a statistical software using mean and standard deviation.

(2) The researcher analyzed the relationship between self-esteem and well-being, emotional resilience and well-being, and person-job fit and well-being by calculating Pearson product-moment correlation coefficient.

(3) The researcher used stepwise multiple regression analysis to predict psychological well-being of employees from self-esteem, emotional resilience, and person-job fit.

5. Results of the 1st phase

5.1 The meaning of well-being

5.1.1 Having good physical and mental health

It means being healthy; not having any physical illnesses; having a cheerful mind; not feeling stressed or anxious; not having life problems; not suffering mental distress; and feeling pleasant, joyful, and delightful, according to quotes of Wud, Oat, and Pan

“We must be healthy. Recently, my health is still pretty good because our factory isn’t a dangerous one. Our factory doesn’t have any chemicals.”

)Wud(

“We must not feel stressed or get sick. We must have a good health”

)Oat(

“We must not feel stressed or have any life problems. Not having any problems in life or not feeling stressed is the happiest feeling ever.”

)Pan(

5.1.2 Seeing other people happy

Other people include family, relatives, friends, co-workers, and everyone with whom one interacts. When they are happy, one will also be happy, according to quotes of Su and Noi.

“I like seeing people around me happy, making them smile, teasing them, something like that, and singing in front of them. Sometimes I pretend to lose in a game so that it makes them smile.

If they smile, I'll be happy. I like making people happy and not sad.”

)Su(

“I'm happy just to people around me happy, including coworkers, family, everybody. I wish them happiness, and that's all for me. When I'm happy, I'll feel so great. I'll smile, pay for their meals, and laugh. I like singing, sometimes when I'm at home, I'll listen to music.”

)Noi(

5.1.3 Doing what one pleases

Doing what one pleases is spending some times with oneself doing things that one likes and make one happy, relax, enjoy, delight, satisfied, and reduce stress such as exercising, taking photos, listening to music, talking with friends, traveling to places, according to quotes of Namo, Gun, Folk, Aui, Ann, Meow, and Koog.

“It's when I do activities that I like and make me relax. For example, running makes me relax from studying and working, although it's exhausting. I also like to take photos of the views, my friends, desserts, or food. These activities make me relax.”

)Namo(

“It's when I do what I like. For me, it's exercising, going to the gym, and swimming. It feels good, really, it reduces stress. Although exercising is tiring, it makes me happy, it's like cooking something, then getting too lazy to clean the dishes, but the process of cooking makes me happy.”

)Gun(

“Getting to do anything I want makes me happy, if I want to do it.”

)Folk(

“For me, on my day off, I'll stay at home and watch movies. I like watching movies, listening to music, something like that, sometimes modifying my car and motorcycle, and cleaning my car.”

)Aui(

“Listening to music, playing games, going out to eat, travelling, or taking photos with my sister is relaxing.”

)Ann)

“For Meow, happiness is doing what I please. My pleasure may not be the same with someone else's, but it's what I please. When I get to do it, it's happiness.”

)Meow(

“Happiness is being with family, playing with my kid, something like that, doing activities with friends, talking, or teasing my co-workers.”

)Koog(

5.1.4 Being optimistic

Being optimistic is having good feelings, thoughts, and attitudes towards things; seeing that life is beautiful and trying to find a positive perspective that makes oneself happy; and turning a crisis into an opportunity, according to quotes of Dow and Jeab

“If we see the beauty of life, no matter what we do, we will be happy. For instance, if I have to leave home to meet someone, somebody, everyone, and I keep a positive attitude, I’ll be happy.”

)Dow(

“It’s when I think positive or look at the positive side of things, something like that, it makes me happy, like, smiling while walking, singing, or humming.”

)Jeab(

5.2 Factors encouraging psychological well-being

5.2.1 Self-esteem

Self-esteem is having good attitudes towards oneself that one has potential, is worthy, important, able to help other people, useful, good, and able to do something well using experiences from past life events. These make one have good psychological well-being, according to Jeab, Joy, Dow, Taim, Meow, Oat, Folk, and Aui.

“To see value in myself makes me happy. Like, a job as a stock keeper is valued; I need to count correctly. If I see that I have an ability to do my job, and do it well, I’ll be happy.”

)Jeab(

“It’s seeing value in what I do that makes me happy. I’m important because my job is systematic, and if I wasn’t here, invoices wouldn’t be settled.”

)Joy(

“The thing is that I’m important, good, and competent because everyday I see that I’m able to take care of others and do my job pretty well, I’m happy.”

)Dow(

“Seeing value in myself encourages my happiness; it makes me want to come to work everyday. If you ask me if I’m important in this factory, I’ll say I surely am because I’m a supervisor.

Without me, there would be a little obstruction. I mean they can do the work, but it would be a bit hard for them because they're younger. I do have to take a job with my co-workers and supervisors, but without me, it would be harder for them.”

)Tiam(

“In my point of view, self-esteem starts with ourselves. Therefore, we are who mostly influence our happiness. We should see value in ourselves, that we are okay, we are good enough, something like that. It would easily affect our happiness because it's up to us. I think this is what makes us happy. For example, if my supervisor assigns work to me, and I see that this work fits me, I'll be happy.”

)Meow(

“I see that I'm valued and helpful, not useless like garbage that only burdens the society. I don't like that. At least, I've to know that my work is useful to the organization or the society. Whatever is useful, I'll be happy such as helping or making the society better. If I don't come to work, my supervisor would ask where I am.”

)Oat(

“Self-esteem affects psychological well-being because you know yourself best about what you're good at. Others might not know, but at least you know. Without me, the employees wouldn't have food, food to eat.”

)Folk(

“Self-esteem definitely encourages our happiness. We're important. If you ask me what would happen with the department without me, well, they'll be fine, I'm not that important that the company can't go on without me, but I'm proud of myself that I'm able to help the team.”

)Aui(

5.2.2 Emotional resilience

Emotional resilience is an ability to mentally and emotionally adapt and return to normal status after facing distress, stress, unfavorable situations, or troublesome events. If an individual can return to normal status quickly, it encourages good psychological well-being, according to quotes of Meow, Pan, Oat, and Gun.

“Emotional resilience also affects well-being. It's like temperament. If we can manage ourselves quickly, it's like when emotions affect one's attitude towards things. The quicker we return to normal status, the better attitude we have towards things.”

)Meow(

“One example is when our heart's broken. If we don't have emotional resilience, we would stick to the same old things, then where is our happiness? We would be in distress and can't

move on. While we're working, we would cry our heart out, keeping thinking about it and can't stay focused on the work. I think emotional resilience affects psychological well-being."

)Pan(

"A simple example is working. If we fail in our work, and we can't let go of the past when we failed, the first thing is we'll have no idea, the second thing is we can't move on, keeping thinking about what we did wrong. However, for people with high emotional resilience, they'll move on fast, that is, they push themselves forward and always think something new and forward. They've more opportunity to succeed than those with low emotional resilience."

)Oat(

"Emotional resilience really does affect happiness. If I feel blue all day long, my day would be terrible. There was one time when we had a meeting, I know everything can't be the way we like 100 percent, but there was one time when I wanted it to be my way, but they didn't listen no matter how many reasons I explained to them. Finally, they used my original idea that I promoted to fix the problem, and I was so upset, but if I had worked with negative emotions, it would have been all bad. If I had said to his face 'I don't think this is okay, it should be done like this.', it wouldn't have been good, so I calmed myself down, then told him about it later."

)Gun(

5.2.3 Person-job fit

Person-job fit is the compatibility between an individual and their job, considering their personality, habit, education, and potentials that fit their job position. Person-job fit influences psychological well-being, according to quotes of Wud, Noi, Joy, Aui, and Meow.

"We need to see if someone fits their job, like, one of my subordinates is big but slow, while the other one is small but fast. The first thing is we need to know how our subordinates are like, then find a right job for them. I give everyone an opportunity to try, when someone can't do something, we need to change. Let them try something else to find if it's the right job for them. Somebody isn't a blue-collar worker, but they can do something else pretty well, so I let them tried to find if they are comfortable with it. If somebody prefers working alone, and they can do their job well, I have to let them. Someone wants to be alone, but someone wants to be with friends. I need to see their personality. Mostly, they don't like the job that I assign them. It happens all the time, but I have to change their position, give them an opportunity so that they're happy."

)Wud(

"If our competence fits with our job, we'll surely be happy, like, if we studied this major, and we got a job that fits with it. We won't be happy when we studied this major, but got a job that fits with other majors. We won't be happy because we won't be able to do it well. If it fits, and we do it well, we'll be happy to use our learned knowledge."

)Noi(

“If we’re not good at something, but we do it, it’s not okay. I studied the major that fits with this job, and I do my job well. It turns out pretty well, and I’m happy.”

)Joy(

“From my experience, I wasn’t happy for almost a year because I got a desk job after working as a company messenger. I’m stressed and worried because I’m afraid I would make a loss in my company. It’s not like a messenger job that needs only sending a message to one person, and it’s done. It’s so stressful to do what we’re not good at. Other people were blamed because of me. I’m discouraged, and I cried. I really did. It’s stressful, very. I used to wake up in the middle of the nights because I always thought about work, and I couldn’t sleep. I woke up at two or three a.m. and stayed awake till 6 a.m. to think about work. It’s so stressful. I couldn’t even eat.”

)Aui(

“I like to think. If there is work that requires thinking or planning, I feel like it’s for me. I’m tired, but it’s what I like, and I enjoy thinking. If it turns out well, it emphasizes that I’m really good at it, but if it turns out bad, it’s okay because I still believe in myself. The first thought is that I don’t want to do it, but if there’s no other options, I have to. I try to think this is an opportunity for me to learn what I’m not good at so that one day I could do it better even though I still don’t like it. I’m kind of a person who, what do I call? I respond quickly to what I’m not good at. For instance, if I get to do what I’m not good at, my face gets tense. My face always goes first, and I’ll feel uncomfortable.”

)Meow(

5.3 Guidelines to improve psychological well-being

5.3.1 Receiving payments

A payment is an amount of money which an organization pay to employees in order to requite them. A payment includes wage, salary, incentive, and fringe benefit, according to quotes of Su, Koog, and Tiam.

“To earn salary and diligent allowance at least five hundreds a month or whatever makes me become more enthusiastic than before. Like, I have to get that freaking diligent allowance! I have to come to work early! While I’m working, I’ll be happy.”

)Su(

“If I get my salary, I’ll have enough money to send to family, go shopping, or buy things for my kid, something like that.”

)Koog(

“Employees get money once a week, every Friday, everyone will be happy.”

)Tiam(

5.3.2 Having a good relationship

This includes meeting, talking, and having a good interaction with people around an individual which are family, relatives, friends, and coworkers. An individual can also do an activity with them, according to quotes of Oat and Jeab.

“Having a good relationship with people around me such as housekeepers, security guards, and drivers makes me happy. If we’ve a good relationship with everyone, for me, it makes happy when I come to work, although the work’s not great, it’s not what I’m good at. Relationship will help make me happy, at least I’ve got my friends, seniors, and good coworkers.”

)Oat(

“Having a good relationship with coworkers makes me happy. Like, here we make a packed lunch to eat together. We’re like siblings, that is, if someone lacks something, we will share. The owner here is very kind, he always asks if we bring our packed lunch. He cares for his subordinates, that’s why we have a good relationship.”

)Jeab(

5.3.3 Doing what one pleases

It means spending some times with oneself doing things that one likes and make one happy, relax, enjoy, delight, satisfied, and reduce stress such as exercising, taking photos, listening to music, talking with friends, traveling to places, according to quotes of Ann, Aui, Pan, and Folk.

“Go out to do what I like, travel, find something to eat, and relax.”

)Ann(

“Just do what you like to do. When I’m stressed, I’ll find something that makes me happy to do. I’ll do it immediately when I’m stressed. For example, I like listening to music, when I have some problems, I’ll listen to music. The thing is finding something relaxing and happy to do because the more you think about it, the worse it gets.”

)Aui(

“Get to do something I like, travel, free my mind, take some good photo.”

)Pan(

“When we’re in distress, just do what we want to do.”

)Folk(

5.3.4 Letting go of stress

Letting go of stress means considering something as what it is and accepting the truth, not getting attached with something that makes us distressed, and stop focusing on what makes us stress, according to quotes of Pan, Gun, and Namu.

“Don’t be stressed, although troubles are stressful, try to let it go, find something relaxing to do.”

)Pan(

“It starts with ourselves. We need to learn to let go. We can’t spend too much time with or stick to something. We’ll be in distress and uncomfortable. We need to know when to let go, when you do it, you’ll feel released.”

)Gun(

“We need to let go of stress. I like to go to a temple when I’m stressed. I go to learn from the monks and do meditation, it helps me let go faster.”

)Namu(

6. Results of the 2nd phase

Table 2. Mean, standard deviation, and the level of psychological well-being of employees in food industry.

Variables	\bar{X}	SD	Level
Overall Psychological Well-Being	2.92	0.41	Moderate
- Satisfaction with Overall Life	2.79	0.55	Moderate
- Satisfaction with Life Domains	3.13	0.55	Moderate
- Psychosomatic Symptoms	3.72	0.71	High
- Positive Emotion	2.34	0.69	Low

According to Table 2 in which the data of psychological well-being of employees in food industry was shown, overall psychological well-being of employees in food industry was in a moderate level ($\bar{X} = 2.92$). One of the components, psychosomatic symptoms, had the highest mean ($\bar{X} = 3.72$)

Table 3. Mean, standard deviation, and the level of self-esteem of employees in food industry.

Variables	\bar{X}	SD	Level
Overall Self-Esteem	3.22	0.51	Moderate
- Significant	3.13	0.63	Moderate
- Competence	3.02	0.6	Moderate
- Virtue	3.66	0.61	High
- Power	3.22	0.69	Moderate

According to Table 3 in which the data of self-esteem of employees in food industry was shown, overall self-esteem of employees in food industry was in a moderate level ($\bar{X} = 3.22$). Mean of virtue ($\bar{X} = 3.66$) was higher than mean of other components of self-esteem.

Table 4. Mean, standard deviation, and the level of emotional resilience of employees in food industry.

Variables	\bar{X}	SD	Level
Emotional Resilience	3.38	0.47	Moderate
- Physical Competence	2.91	0.54	Moderate
- Social and Relational Competence	3.55	0.74	High
- Emotional Competence	3.19	0.65	Moderate
- Cognitive Competence	3.09	0.61	Moderate
- Moral Competence	3.68	0.55	High
- Spiritual Competence	3.75	0.76	High

According to Table 4 in which the data of emotional resilience of employees in food industry was shown, overall emotional resilience of employees in food industry was in a moderate level ($\bar{X} = 3.38$). Mean of spiritual competence ($\bar{X} = 3.75$) was higher than mean of other components of emotional resilience.

Table 5. Mean, standard deviation, and the level of person-job fit of employees in food industry.

Variables	\bar{X}	SD	Level
Person-Job Fit	3.10	0.51	Moderate
- Demands-Ability Fit	3.08	0.48	Moderate
- Needs-Supplies Fit	3.11	0.64	Moderate

According to Table 5 in which the data of person-job fit of employees in food industry was shown, overall person-job fit of employees in food industry was in a moderate level ($\bar{X} = 3.10$). Mean of needs-supplies fit ($\bar{X} = 3.11$) was higher than mean of demands-ability fit.

Table 6. Relationship between self-esteem and psychological well-being of employees in food industry

Self-Esteem	Psychological Well-being	
	r	p
Power	0.50**	.000
Significance	0.47**	.000
Virtue	0.48**	.000
Competence	0.53**	.000
Overall Self-Esteem	0.61**	.000

Note. **Statistically significant at .01 level.

According to Table 6 in which the relationship between self-esteem and psychological well-being of employees in food industry was shown, overall self-esteem related to psychological well-being at work of industrial employees ($r = 0.61$) (with a statistical significance at .01 level). Each component of self-esteem: competence, power, virtue and significance related to psychological well-being of employees ($r = 0.53, 0.50, 0.48$ and 0.47) (respectively with a statistical significance at .01 level).

Table 7. Relationship between emotional-resilience and psychological well-being of employees in food industry

Emotional Resilience	Psychological Well-being	
	r	p
Physical Competence	0.43**	.000

Social and Relational Competence	0.32**	.000
Cognitive Competence	0.47**	.000
Emotional Competence	0.52**	.000
Moral Competence	0.49**	.000
Spiritual Competence	0.38**	.000
Overall Emotional Resilience	0.59**	.000

Note. **Statistically significant at .01 level.

According to Table 7 in which the relationship between emotional resilience and psychological well-being of employees in food industry was shown, overall emotional resilience related to psychological well-being at work of industrial employees) $r = 0.59$ (with a statistical significance at .01 level.

Each component of emotional resilience: emotional competence, moral competence, cognitive competence, physical competence, spiritual competence and social and relational competence related to psychological well-being of employees ($r = 0.52, 0.49, 0.47, 0.43, 0.38$ and 0.32 (respectively with a statistical significance at .01 level.

Table 8. Relationship between person-job fit and psychological well-being of employees in food industry.

Person-Job Fit	Psychological Well-being	
	r	p
Demands-Ability Fit	0.59**	.000
Needs-Supplies Fit	0.65**	.000
Overall Person-Job Fit	0.67**	.000

Note. **Statistically significant at .01 level.

According to Table 8 in which the relationship between person-job fit and psychological well-being of employees in food industry was shown, overall person-job fit related to psychological well-being at work of industrial employees) $r = 0.67$ (with a statistical significance at .01 level.

Each component of person-job fit: demands-ability fit and needs-supplies fit related to psychological well-being of employees ($r = 0.59$ and 0.65) respectively with a statistical significance at .01 level.

Table 9. Stepwise multiple regression analysis to predict psychological well-being of employees from self-esteem, emotional resilience, and person-job fit of employees in food industry.

Predictive Variables	R	R ²	R _{adj} ²	SE _{est}	F	p
Person-Job Fit in the component of Needs-Supplies Fit	0.65	0.42	0.42	0.32	119.40**	.000
Person-Job Fit in the component of Needs-Supplies Fit and Emotional Resilience in the component of Emotional Competence	0.69	0.48	0.47	0.31	74.09**	.000
Person-Job Fit in the component of Needs-Supplies Fit, Emotional Resilience in the component of Emotional Competence, and Self-Esteem in the component of Virtue	0.70	0.49	0.48	0.30	51.91**	.000

Note. **Statistically significant at .01 level.

According to Table 9, person-job fit in the component of needs-supplies fit could predict psychological well-being of employees at 42%. Both person-job fit in the component of needs-supplies fit and emotional resilience in the component of emotional competence could predict psychological well-being of employees at 48%. Also, all person-job fit in the component of needs-supplies fit, emotional resilience in the component of emotional competence, and self-esteem in the component of virtue could predict psychological well-being of employees at 49% at statistical significant level of .01.

Table 10. Stepwise multiple regression analysis to write a predictive equations of psychological well-being of employees in food industry.

Variables	b	S.E.b	β	t	p
Constant	1.11	0.16	-	6.90**	.000
Person-Job Fit in the component of Needs-Supplies Fit	0.31	0.05	0.47	6.72**	.000
Emotional Resilience in the component of Emotional Competence	0.16	0.05	0.23	3.47**	.000
Self-Esteem in the component of Virtue	0.10	0.05	0.14	2.11*	.030

Note. **Statistically significant at .01 level. *Statistically significant at .05 level.

According to Table 10 in which stepwise multiple regression analysis to write a predictive equation of psychological well-being of employees in food industry was shown, predictive variables were person-job fit in the component of needs-supplies fit, emotional resilience in the component of emotional competence, and self-esteem in the component of virtue. Predictive equations were as follows:

6.1 Raw score equation

Psychological well-being = $1.11 + 0.31$ (person-job fit in the component of needs-supplies fit) + 0.16 (emotional resilience in the component of emotional competence) + 0.10 (self-esteem in the component of virtue).

6.2 Standard score equation

Psychological well-being = 0.47 (person-job fit in the component of needs-supplies fit) + 0.23 (emotional resilience in the component of emotional competence) + 0.14 (self-esteem in the component of virtue).

7. Conclusion

7.1 The 1st phase of research

The meaning of well-being were (1(having good physical and mental health, (2(seeing other people happy, (3(doing what one pleases, and (4(being optimistic.

Factors encouraging psychological well-being were (1(self-esteem, (2(emotional resilience, and (3(person-job fit

Guidelines to improve psychological well-being were (1(receiving payments, (2(having a good relationship, (3(doing what one pleases, and (4(letting go of stress.

7.2 The 2nd phase of research

(1) Psychological well-being, self-esteem, emotional resilience, and person-job fit of employees were in a moderate level.

(2) Overall self-esteem related to psychological well-being of industrial employees) $r = 0.61$ (at a statistical significant level of 0.01) $p = .000$).

(3) Overall emotional resilience related to psychological well-being of industrial employees) $r = 0.59$ (at a statistical significant level of $.01$) $p = .000$).

(4) Overall person-job fit related to psychological well-being of industrial employees) $r = 0.67$ (at a statistical significant level of $.01$) $p = .000$).

(5) Person-job fit in the component of needs-supplies fit could predict psychological well-being of employees at 42%. Both person-job fit in the component of needs-supplies fit and emotional resilience in the component of emotional competence could predict psychological well-being of employees at 48%. Also, all person-job fit in the component of needs-supplies fit, emotional resilience in the component of emotional competence, and self-esteem in the component of virtue could predict psychological well-being of employees at 49% at statistical significant level of $.01$. Stepwise multiple regression analysis was used to write a predictive equation of psychological well-being of employees in food industry. Predictive variables of psychological well-being of employees were person-job fit in the component of needs-supplies

fit, emotional resilience in the component of emotional competence, and self-esteem in the component of virtue. Predictive equations were as follows:

- Raw score equation

Psychological well-being = 1.11 + 0.31 (person-job fit in the component of needs-supplies fit) + 0.16 (emotional resilience in the component of emotional competence) + 0.10 (self-esteem in the component of virtue)

- Standard score equation

Psychological well-being = 0.47 (person-job fit in the component of needs-supplies fit) + 0.23 (emotional resilience in the component of emotional competence) + 0.14 (self-esteem in the component of virtue)

7.3 Discussion

(1) Results revealed that overall self-esteem related to psychological well-being at work of employees. This implies that when an employee in an organization sees their competence and importance in a high level, their psychological well-being will also be in a high level. Moreover, in the 1st phase of research, there was a person saying self-esteem affected psychological well-being, in other words, for an individual to have good attitudes towards oneself that one has potential, is worthy, important, able to help other people, useful, good, and able to do something well using experiences from past life events affected psychological well-being. This is in accordance with concepts of Rothmann and Cooper [2] and Campbell [3]; self-esteem was the most important predictor of subjective well-being, in other words, when employees had healthy self-esteem, they would find themselves important, believe in their own worth, and be confident that they had knowledge and competences to succeed in work. Therefore, employees with self-esteem will also have good subjective well-being. This is also in accordance with research of Liu, Zhang, Chang, and Wang [14]; they found that self-esteem was associated with psychological well-being of ICU nurses ($r = 0.454, p < .01$). In addition, this is in accordance with research of Yu, Yang, Qiu, Gao, and Wu [15]; they found that psychological well-being increased when self-esteem increased. Lastly, this is in accordance with research of Schimmack and Diener [16], they found that self-esteem could predict psychological well-being at statistical significant level.

(2) Overall emotional resilience related to psychological well-being at work of industrial employees. This implies that it makes employees adjust very well to problems and obstacles related to work, employers, co-workers, community, and environment. Employees with high emotional resilience tend to have better psychological well-being. This is in accordance with findings of Foster, Roche, Giandinoto, and Furness [17]; they discovered that there was a positive relationship between emotional resilience at work and psychological well-being of nurses. Pretsch, Flunger, and Schmitt [18] revealed that emotional resilience could predict well-being of teachers. Likewise, Cooper, Wang, Bartram, and Cooke [19] revealed that resilience was associated with well-being-oriented HRM practices. Also, in Kwon's [20] research in which emotions of employees and resilience and psychological well-being of clinical nurses

were investigated, results showed that there was a relationship between resilience and psychological well-being of nurses ($r = 0.686, p < .01$), and emotional resilience could predict psychological well-being at 46.8% ($F = 164.43, p < .001$) as well. Moreover, in the 1st phase of research, there was a person saying emotional resilience affected psychological well-being, in other words, it was an ability to mentally and emotionally adapt and return to normal status after facing distress, stress, unfavorable situations, or troublesome events. If an individual can return to normal status quickly, it encourages good psychological well-being.

(3) Overall person-job fit related to psychological well-being of employees. This implies that when an employee has a job position which fits their knowledge and skills at a high level, he or she tends to have a high level of psychological well-being as well. Moreover, in the 1st phase of research, there was a person saying person-job fit affected psychological well-being, in other words, when an employee was offered a job position which fitted with their personality, habit, education, and potentials, it would affect their psychological well-being. This is in accordance with findings of Lin, Yu, and Yi [21]; they discovered that person-job fit was positively associated with psychological well-being at a statistical significant level, and both psychological well-being and person-job fit were positively associated with job performance. This is in accordance with a research of Brkich, Jeffs, and Carless [22] in which they explained that a good consistency between employees' skills and competence made them happy with their job. Likewise, Choi, Tran, and Kang [23] explained that person-job fit was associated with well-being of employees at a statistical significant level of .01 ($r = 0.324$). Lastly, Cifre, Vera, Rodríguez-Sánchez, and Pastor [24] studied a consistency between person-job fit and well-being from a gender perspective. They found that person-job fit was associated with well-being of both male and female employees.

7.4 Recommendations

Recommendations for using the results

- (1) Organizations should display a list of exemplary employees who have self-esteem in the component of competence on a noticeboard and praise them or provide them rewards so that other employees have role models. In addition, executives or supervisors should find an opportunity to give employees information that employees are the important ones who are competent at working to achieve goals. When self-esteem in the component of competence of employees is in a high level, psychological well-being of employees will also be in a high level.
- (2) Organizations should create a training program for employees to have emotional resilience and learn about own and others' emotions through case studies at work. In the program, employees should exchange information about how to solve problems and cope with emotions. If organizations encourage the aforementioned training program and provide more information about emotional resilience, psychological well-being should increase.
- (3) If organizations can enhance more needs-supplies fit, psychological well-being should increase, starting with recruiting employees whose needs fit with supplies. Also, executives should give employees an opportunity to change their positions which they see

proper and fit with their needs, this should increase psychological well-being of employees.

- (4) Recommendations for future studies
- (5) Future studies and research should be an intervention research in which employees attend a training program to increase their self-esteem and their psychological well-being is evaluated. Also, a training program should be created in an intervention research to increase emotional resilience of employees and evaluate their psychological well-being.
- (6) Collective variables such as teamwork and organizational variables such as organizational environment, organizational culture, and psychological well-being of employees should be investigated.

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