

Development and Psychometric Analysis of the Emotional Salary Barometer™

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Introduction

In this article, we describe how the Emotional Salary Barometer™ (ESB) was developed, as well as the psychometric fundamentals that confirm its solidity. It is worth mentioning that the ESB is aimed at any person over 18 years of age who performs any work activity, either professionally or as a trade, whether working as a dependent employee or self-employed worker. This is an instrument that can be of help for organizations, for any individual performing any work activity or as a complement to the orientation of the organizational coach.

It should be noted that this validation and pilot test procedure was carried out for the Barometer in both in English and Spanish versions. In the present article for simplicity, the results are summarized only from the English version. Although the Spanish version reflects similar results.

In case you need more detailed information regarding the barometer and its measurement scales, please contact us and we will gladly give you all the information you request.

Conceptual description

The present barometer understands emotional salary as a level of consciousness of a freelancer or employee to comprehend, internalize and effectively capitalize the subjective gains derived from work. Benefits that are not concrete and not associated to the financial salary which constitutes a source of intrinsic reinforcement that directs and maintain the motivation and allow the transformation of attitudes and perception of work to strengthen personal and professional development.

It also considers that it contains 10 specific aspects. Which are defined as follows:

Specific aspect	Definitions
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- (1) **Meaning:** Having a sense of ownership and significance derived from work and feeling that it contributes to the person's greater purpose and that of the organization.
- (2) **Autonomy:** Having a sense of freedom in the work context, in which the person feels respected and trusted as a competent individual who is allowed the space to choose and manage their own organizational style, projects and manage time on a basis that is congruent with their own values.
- (3) **Creativity:** Having space in the work context that allows for the exploration, development and expression of original, different and/or innovative ways of doing things, allowing the person to put their stamp on things and personalize their work.
- (4) **Inspiration:** A transformative energy which is in congruence with a person's most profound values and enables them to go beyond themselves and connect with a sense of possibility, directing their aim towards the best possible work, while aspiring towards their ideals.
- (5) **Personal Growth:** Awareness of a working environment that allows a person opportunities to gain self-awareness, learn from their mistakes, become more reflective and flexible and learn from the work context in order to develop and those qualities that make them a better human being.
- (6) **Belonging:** Having a sense of connection with the team, organization or peers. Being acknowledged, appreciated, valued and identifying with the role played within the work system.
- (7) **Professional Growth:** Awareness of the opportunities given to learn from work and the scope to continue to develop essential talents, skills and abilities through exposure to challenging work and social opportunities such as peer exchange, discussions, mentoring and supervision, allowing for opportunities to reflect on and learn from mistakes.
- (8) **Mastery:** Having a sense that a person's work allows them to gain a deeper understanding, finesse and knowledge over time so that they can excel, gain greater expertise and an awareness of the subtleties, allowing them to take appropriate decisions within the scope of their profession.
- (9) **Enjoyment:** Having a sense that a person's work context gives them opportunities to experience pleasure and diversion as a result of the existence of safe spaces and opportunities to have relaxed, respectful, trusting and authentic social interactions that allow for spontaneity and a sound use of humour and/or play.
- (10) **Direction:** Having a sense of my work gives me the opportunity to view, create and choose my future path, make decisions that affect my career and that I can participate in them.

Description of the ESB

The ESB is a test that evaluates empirically the level of consciousness of a freelancer or employee to comprehend, internalize and effectively capitalize the subjective gains derived from work. The principal objective is that the person who completes the barometer can obtain a current profile of their level of consciousness.

Subjects and Method of the Study

Participants

A sample of volunteer participants working under contract with a company, self-employed or both was considered, who dominate English either natively or bilingually and over 18 years of age. The study was conducted between the second and third week of the month of November 2018. 103 participants were reached.

Instrument

The Emotional Salary Barometer™ (ESB) was created by Marilex Pérez Venegas in 2018, under the concepts developed empirically by María Isabel Elizundia with the support of Clodagh Beaty.

The ESB is an instrument that empirically assesses the level of awareness of non-financial benefits or benefits that could be included as part of the flexible remuneration plan. We call these emotional benefits that a worker (employed or freelancer) receives from their work activity. Considering that for this conceptual approach 10 emotional benefits were described, we understand that each of them has an impact on the personal, professional and social life of the person.

The Emotional Salary Barometer™ consists of 40 items in parts, A and B detailed below. Part A: 30 items of Likert-type scale from which they evaluate the 10 specific categories that make up the emotional salary and part B: 10 items on a gradient scale (assessment from 1 to 10) that assess the relative importance that each person grants for each of these 10 aspects.

For **part A**, items from 1 to 30, each item is valued under the following alternative responses:

Table 1. Likert Style Scalet

Scale	Value
<i>Totally false for me</i>	1
<i>Partially false for me</i>	2
<i>Indifferent / Neutral</i>	3
<i>Partially true for me</i>	4
<i>Totally true for me</i>	5

For **part B**, items from 31 to 40, each item is valued by the user on a scale of 1 to 10, with 1 being no importance assigned to this aspect and 10 the maximum importance assigned to this aspect.

Furthermore, the final result of the barometer shows a profile that shows the subject four elements:

- a. The total score on their emotional salary. Being the minimum score 30 and the maximum 150.
- b. The total score for each of the 10 specific aspects of emotional salary. Being the minimum score 3 and the maximum 15.
- c. The score of the relative importance that the subject grants to each one of the aspects. Being the minimum score 1 and the maximum 10 for each aspect.

Procedures

As a first step, a review of the existing literature was carried out, in addition to in-depth interviews with the intellectual author of the concept in order to delimit the concept and its theoretical scope. After carrying out this bibliographical discussion, a focus group was carried out in order to empirically validate the concept. Six people participated in the focus group. The content analysis of the focus group was the main source of information to build the bank of items. 75 items were developed of which only 30 items were selected for the pilot test. It should be noted that this pilot test only had scope for part A of the barometer. Once the items were written and validated by the expert judges, the pilot test was carried out.

To collect the data, an online invitation was sent to the professional networks of the researchers, and those who responded voluntarily participated in the study. The collection was made online.

Once the data was collected, it was introduced into the SPSS 21.0 database to perform the respective statistical analyses.

Statistical Analysis

To evaluate the internal consistency of the instrument, the Cronbach's Alpha statistic was used. The construct validity was analysed by performing a factorial analysis of the main components with VARIMAX rotation. Finally, the correlations between the demographic variables collected and the total score obtained from the emotional salary for each subject were explored. The statistical analysis was carried out according to the proposal by Anastasi & Urbina in 1998.

Results

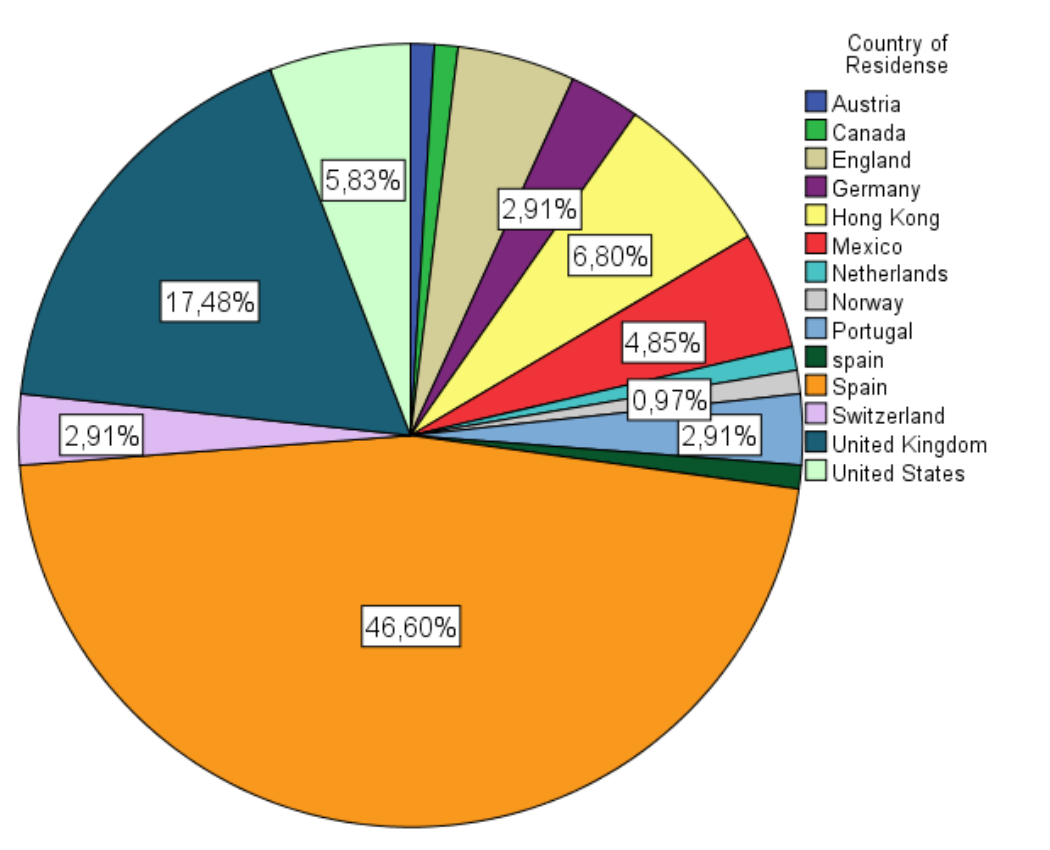
Participants

A sample of volunteer workers was obtained who were working as employees under a contract with a company, self-employed or both, comprising 103 Anglo-Saxon subjects between the second and third week of the month of November 2018. Specifically, 74 (71.84%) identified as females and 29 (28.16%) as males, leaving the category "other" empty. The ages of the participants were between 18 years old and up to 65 years old.

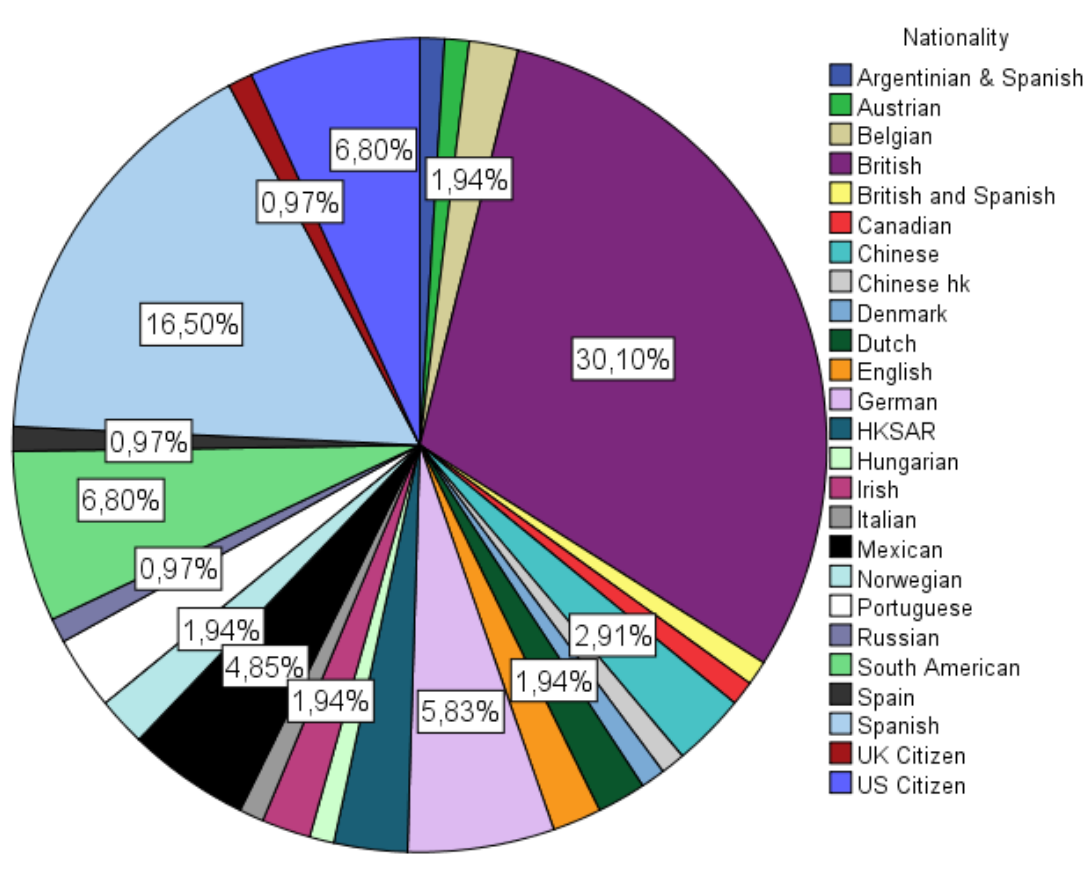
For the working condition, it was observed that 54.3% (56 people) of the participants were under the condition of employees and 44.7% (46 people) in the self-employed status, being only 1% (1 person) that occupied both conditions.

As for the academic level, it was distributed as follows; 13 people (12.6%) with completed secondary level, 8 people (7.8%) with a technical level, 40 people (38.8%) with university degrees, 39 people (37.9%) with masters and 3 (2,9%) with Ph D's.

Two cake graphs that reflect the countries of residence and the nationalities of the people who participated in the study are shown below.



Graph 1. Countries of residence of participants.



Graph 2. Participant's Nationalities.

Reliability

To measure the reliability of the instrument, the Cronbach's alpha coefficient was used. To verify the statistical efficiency of this indicator, the Turkey Additivity test was used.

The assumption of Tukey's additivity is checked so it can be considered statistically appropriate to perform a reliability analysis of the instrument.

Tabla 2. ANOVA con prueba para no aditividad de Tukey

	Suma de cuadrados	gl	Media cuadrática	F	Sig
Inter sujetos	1131,182	102	11,090		
Intra sujetos					
Entre elementos	109,835	29	3,787	6,754	,000
Residuo	,671 ^a	1	,671	1,197	,274
Balanza	1658,128	2957	,561		
Total	1658,799	2958	,561		
Total	1768,633	2987	,592		
Total	2899,815	3089	,939		

Global average = 4,05

a. The Turkey estimate of power in which observations must be made to achieve an additivity= 1,523.

The following table reflects the results of the Cronbach Alpha

Table 3. Reliability Statistics

Cronbach Alpha	Cronbach Alpha based on standardized elements	No. of elements
,949	,950	30

These results reflect a high internal consistency (0.950) thus, the instrument generates reliable measures of the variable. It is then recommended to continue with the statistical analysis.

Statistical analysis of reliability if an item is deleted.

It was confirmed that each and every one of the items contributes to the internal consistency of the instrument. If we would eliminate any of these items reliability would fall. Therefore, it is recommended to keep all items.

With a high internal consistency, it is estimated that the instrument generates reliable measures of the variable, it is therefore, recommended to continue with the construct validity.

Finally, the following table shows a summary of Cronbach's Alpha results for each specific aspect that makes up the emotional salary:

Tabla 5. Alpha de Cronbach per category

Categoría	Alpha de Cronbach
<i>Meaning</i>	,780
<i>Autonomy</i>	,632
<i>Creativity</i>	,750
<i>Inspiration</i>	,690
<i>Personal Growth</i>	,774
<i>Belonging</i>	,650
<i>Professional Growth</i>	,772
<i>Mastery</i>	,598
<i>Enjoyment</i>	,692
<i>Direction</i>	,571

Validity

a. Total domain correlation of the variable Emotional Salary with each item of the scale:

It is observed that statistically significant relationships are greater than 0.450 (to 0.0001 significance). With a sample of 103 subjects where there were no cases who were excluded. It is, therefore, considered that the scale has construct validity.

b. Construct validity through factorial analysis among the items.

The factorial analysis of the scale was then carried out using the Varimax method.

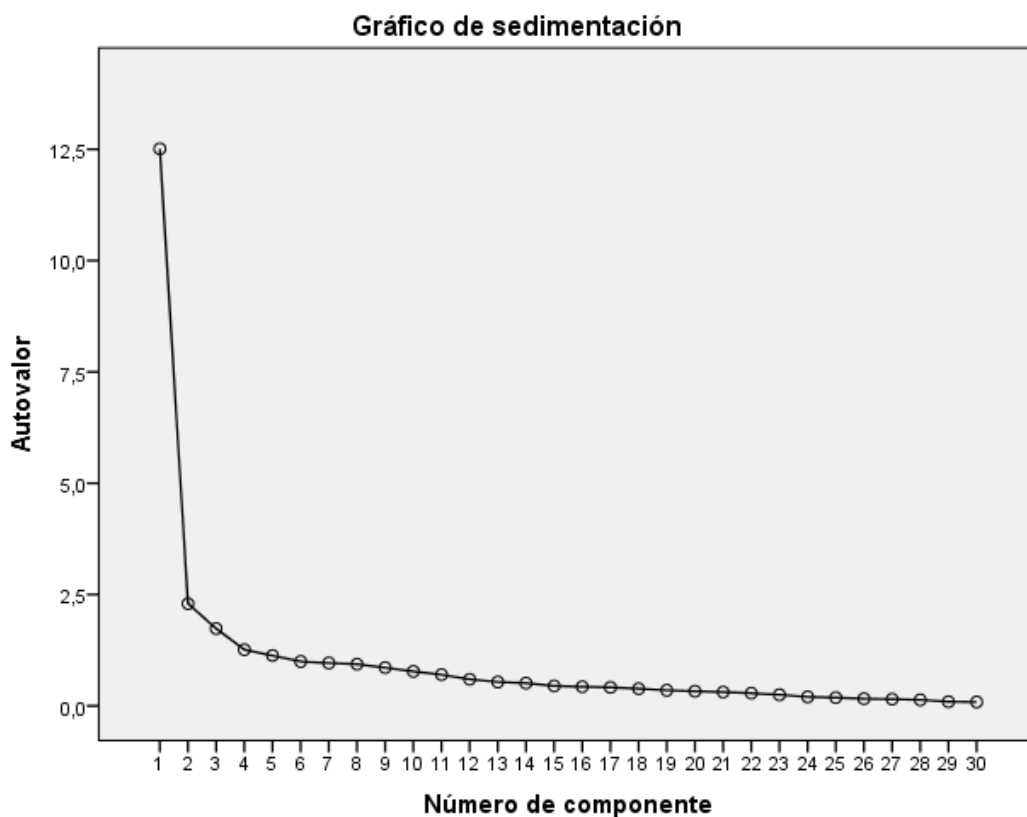
In the first place, the assumptions of KMO and Bartlett were verified with positive results, which shows that it is necessary to continue with the factorial analysis. As seen in the following table:

Tabla 7. Prueba de KMO y Bartlett

Medida Kaiser-Meyer-Olkin de adecuación de muestreo		,880
Prueba de esfericidad de Bartlett	Aprox. Chi-cuadrado	1985,218
	Gl	435
	Sig.	,000

Following the communalities between the items were reviewed and what was observed is reflected in the following table:

When performing the exploratory factor analysis with the Varimax method and demanding eigenvalues of 1.5, it can be seen that the scale is explained by the presence of 3 factors that account for 55.14% of the variance of the instrument. As shown in the following sedimentation graph:



Graph 3. Sedimentation of the components of the scale.

Table resulting from the factor analysis Varimax Rotation Method with eigenvalues greater than 1,5

Table 8. Total variance explained by the scale

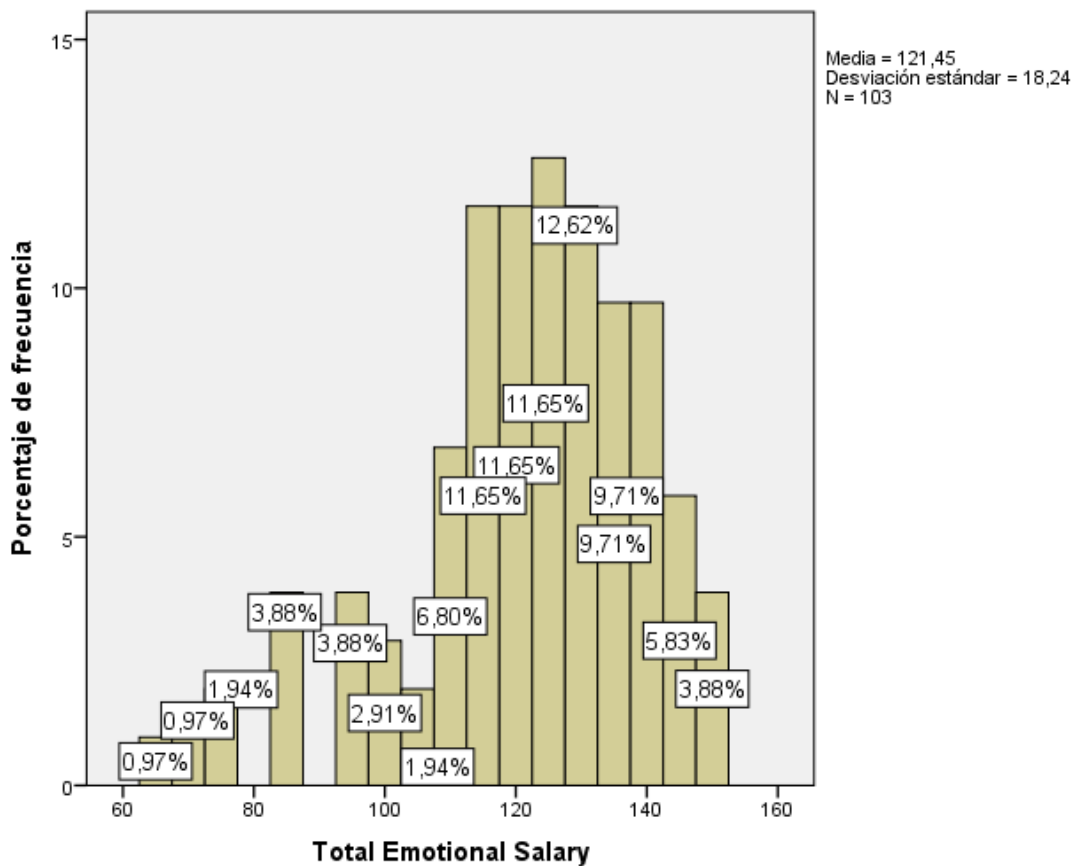
Compo nente	Sumas de extracción de cargas al cuadrado			Sumas de rotación de cargas al cuadrado		
	Total	% de varianza	% acumulado	Total	% de varianza	% acumulado
1	12,511	41,704	41,704	6,326	21,085	21,085
2	2,296	7,652	49,356	5,114	17,048	38,134
3	1,736	5,786	55,142	5,103	17,009	55,142
4						

Extraction method: analysis of main components

There are three factors that when making the qualitative analysis of the way in which they are grouped and by the content of each item we can suggest that the scale is explained by the presence of emotional benefits with greater personal content (Factor 1); other emotional benefits with greater professional content (Factor 2) and finally emotional benefits with greater social content or interaction with others (Factor 3).

Relationships between variables

In a descriptive way, we begin the analysis of the relationships between demographic variables and the total emotional salary by presenting a graph that shows the distribution of the main variable.



Graph 4. Distribution of the variable Total Emotional Salary.

a. General exploration of relationships:

Finally, we proceeded to analyse the relations between the Emotional Salary and the demographic variables surveyed in the pilot study, the results are shown in the following table:

		Total Emotional Salary
Highest Level of Education	Correlación de Pearson Sig. (bilateral)	,112 ,260
Gender	Correlación de Pearson Sig. (bilateral)	-,026 ,794
Current Work Condition	Correlación de Pearson Sig. (bilateral)	,213* ,031
Age by Range	Correlación de Pearson Sig. (bilateral)	,279** ,004

*La correlación es significativa en el nivel 0,05 (bilateral).

**La correlación es significativa en el nivel 0,01 (bilateral).

As shown in table 9, the total emotional salary score resulted in low and statistically significant relationships only with the variables *Current Work Condition* (,213) and *Age in years* (,333).

Emotional Salary vs Age by Range

In order to deepen the analysis, we proceeded to verify if there are significant differences between the levels of the variable *Age by Range* and the *Total Emotional Salary*, which yielded the following results:

	N	Mean	Standard deviation	Standard Error	Minimum	M
18 until 19	2	84,50	20,506	14,500	70	99
20 until 29	5	114,40	15,126	6,765	93	129
30 until 39	27	116,52	18,245	3,511	76	145
40 until 49	43	125,74	17,444	2,660	65	150
50 until 59	24	123,13	16,776	3,424	85	149
60 and up	2	130,00	7,071	5,000	125	135
Total	103	121,45	18,240	1,797	65	150

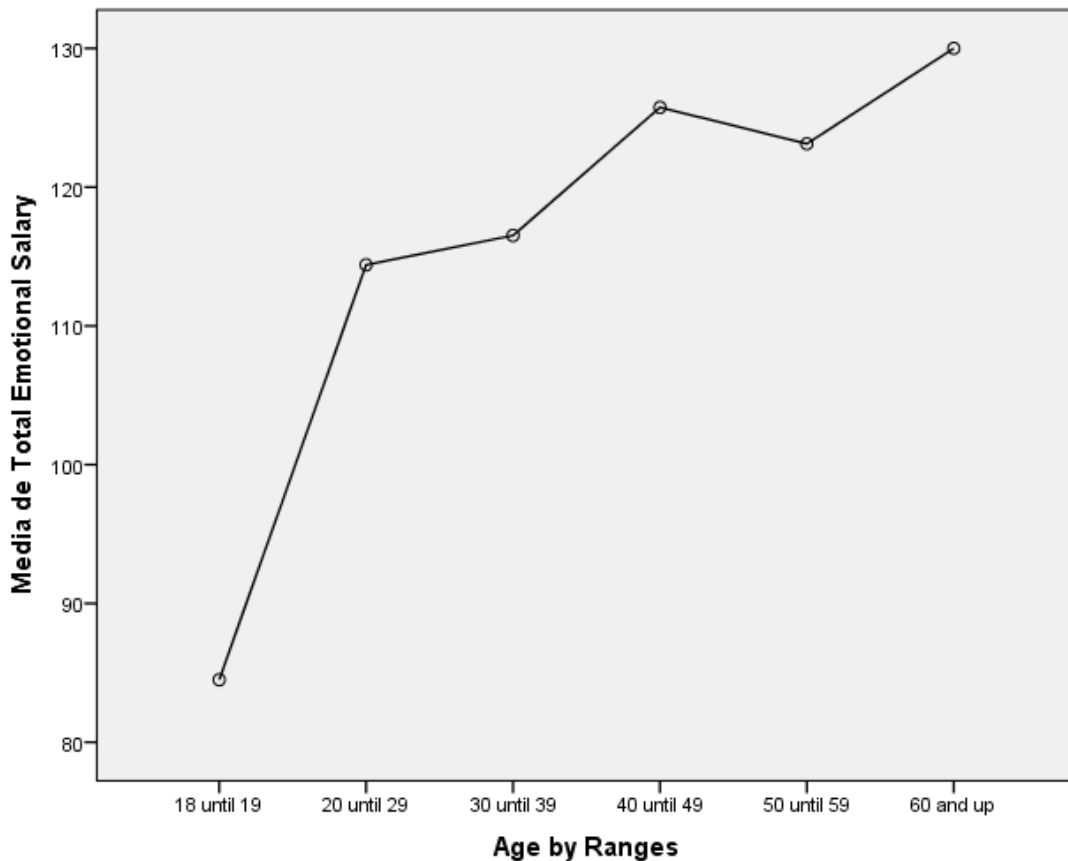
Table 11. Variance Homogeneity Test
Total Emotional Salary

Statistic of Levene	gl1	gl2	Sig.
,299	5	97	,913

The result reflects that there is no variance between the groups of *age by range*, so it is valid to make a comparison of means.

**Table 12. Anova Model of Mean Comparison
Total Emotional Salary**

	Suma de cuadrados	Gl	Media cuadrática	F	Sig.
Among groups	4642,205	5	928,441	3,074	,013
Within groups	29293,252	97	301,992		
Total	33935,456	102			



Graph 5. Comparison between Emotional Salary vs Age by Range

Interpretation: According to the results obtained, it can be said that the higher *Age by Range* the person scores the higher the *Total Emotional Salary*. Which is a statistically significant result.

a. Emotional Salary vs Work Condition

It was then verified if there are significant differences between the levels of the variable *Current Work Condition* and the *Total Emotional Salary*, which gave the following results.

Table 13. Total descriptives for Current Work Condition

	N	Media	Desviación estándar	Error estándar	Mínimo	Máximo
Employee	56	117,79	19,677	2,629	70	149
freelancer/self-employed	46	125,87	15,626	2,304	65	150
Both	1	123,00	.	.	123	123
Total	103	121,45	18,240	1,797	65	150

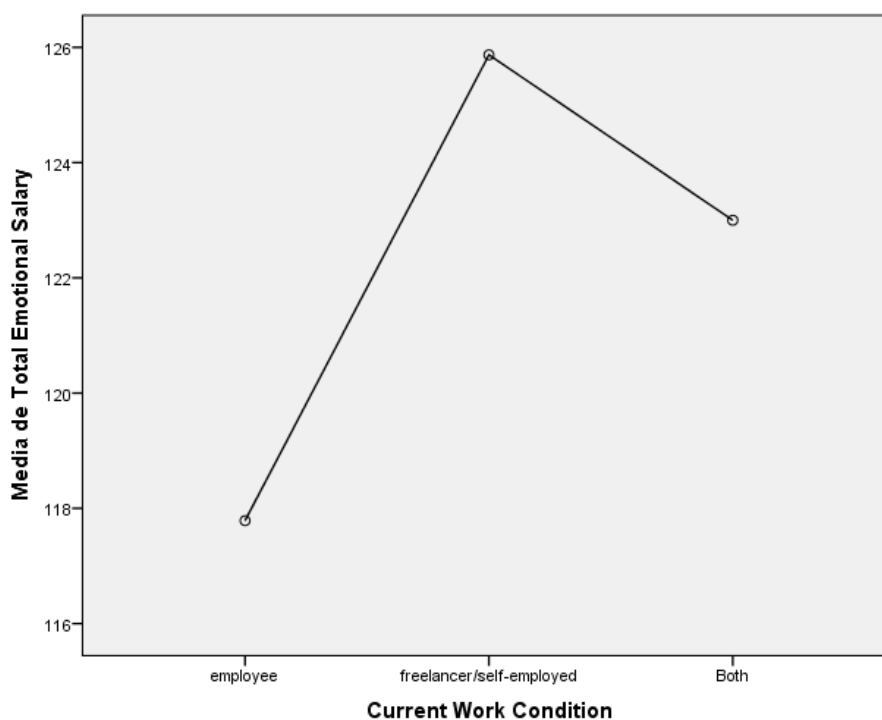
**Table 14. Variance homogeneity test
Total Emotional Salary**

Estadístico de Levene	gl1	gl2	Sig.
3,368	1	100	,069

The result reflects that there is no difference in the variance between the *Work Condition* groups, so it is valid to make a comparison of averages.

**Table 15. ANOVA Model Media Comparison Model
Total Emotional Salary**

	Sum of Squares	Gl	Quadratic average	F	Sig.
Among groups	1652,810	2	826,405	2,560	,082
Within groups	32282,646	100	322,826		
Total	33935,456	102			



Graph 6. Comparative between Total Emotional Salary vs Current Work Condition

Interpretation: It is found that even though the *Self-employed* participants score higher in *Total Emotional Salary*, followed by *Both* and finally the *Employee* group, these group differences are not statistically significant.

Subsequently, when analysing the reliability indicators, it was recommended that the wording of twelve items be revised; since using the " or/and"; connective is confusing for the participants of the study. This was resolved for the final instrument.

Finally, it was recommended to change the Likert scale of Totally Disagree - Totally Agree to: Totally true for me - Totally false for me, leaving in the middle the category neutral/indifferent. This was also resolved for the final instrument.

Conclusions

This work was carried out with the objective of creating a barometer that reflects the Emotional Salary of any person over 18 years of age who performs any work activity, either professionally or as a trade, whether working as a dependent employee or self-employed worker. This barometer will allow them to get a current picture of the emotional benefits they receive from carrying out their current work activity and it intends to give an individual profile. *Live Your Brand* reserves the copyright of the conceptual approach under which the Barometer was theoretically approached. It should be noted that this validation and pilot test procedure was carried out for the Barometer in both its English and Spanish versions. This article summarizes the results of the English version only.

In relation to the reliability indicators, there is a high internal consistency (Cronbach Alpha = 0.95), which is why we consider that the barometer will generate highly reliable measurements of the variable. For the validity indicators, various techniques were executed that ensured that the validity of the construct was a key part of the process, i. e., a focal group was carried out, which supports the presence of the construct in the mind of the workers, a validation was also carried out by expert judges, so that the recommendations generated by them were taken into account for the drafting of the barometer, and finally the exploratory factorial analysis was carried out, which showed that the test is explained by the presence of three factors: personal, professional and social factors that make up the Emotional Salary.

It is important to have reliable and valid measuring instruments since these are the basic tools for developing scientific research that enable the understanding of the nature and dynamics of what the Emotional Salary is and how it impacts the daily lives of workers and professionals as well as the organizations in which they work. This instrument is useful for both: the current Organizational Psychology and for future Human Resources and Talent Management strategies. By recognizing the power that people have in the organization's overall performance, *Live Your Brand* creates this barometer that apart from being one of the few tools that exist for measuring emotional salary, introduces a new conceptual approach, which comes from the perception and viewpoint of the worker themselves. Something that is new and innovative.

This study was carried out following psychometric procedures as proposed by Anastasi & Urbina in 1998, and through these procedures, solid indicators of reliability and validity were obtained. This is why it is considered that this instrument has solid indicators of Reliability and Construct Validity. It is then suggested to be used to obtain individual measures of the Emotional Salary variable.

Finally, some interesting data about the emotional salary and the relationships between variables that were explored were put to the test. According to the results obtained it can be said that the Emotional Salary presents a statistically significant relationship with the age and working condition of the barometer user, and in further analysis, it was observed that the higher the Age by Range the person scores higher in Total Emotional Salary. Which is a statistically significant result.

It was also found that even though Self-Employed participants score higher on Total Emotional Salary, followed by Both and finally the Employee group, these group differences are not statistically significant. The most interesting observation regarding this last result is that the Emotional Salary did present a statistically significant relationship with the Labour Condition variable.

These results open an invitation to continue developing scientific knowledge around the concept of Emotional Salary. As there is little theoretical development on the concept itself and much more on the relationship and dynamics between the variables around it.

Comparative Theoretical Analysis: Emotional Salary vs. Other Related Concepts

	Construct Definition	Constituting Factors/Dimensions
Emotional Salary	“Level of consciousness of a freelancer or employee to comprehend, internalize and effectively capitalize the subjective gains derived from work. These benefits are not concrete and not associated to the financial salary. They constitute a source of intrinsic reinforcement that directs and maintain the goal-directed behaviour (motivation) and allow the attitudes and perception of work transformation producing a strengthening of personal and professional development”. (Elizundia, M.,2018)	<ul style="list-style-type: none"> (1) Purpose (2) Autonomy (3) Creativity. (4) Inspiration. (5) Personal Growth. (6) Sense of Belonging Support/Appreciation. (7) Professional Growth. (8) Mastery. (9) Enjoyment (10) Direction.

		(Elizundia, M.,2018)
PERMA	<p>“Flourishing” is defined as a “dynamic optimal state of psychosocial functioning that arises from functioning well across multiple psychosocial domains” (Butler and Kern, 2016). Specifically, they take as a starting point Martin Seligman’s (2011) definition of general Psychological Wellbeing which stands on experiencing and cultivating 5 pillars: (a) Positive Emotion, (b) Engagement, (c) Relationships, (d) Meaning and (e) Accomplishment. (Butler, J; Kern, M; 2016).</p>	<p>(1) <i>Emotions</i>,</p> <p>(2) <i>Engagement</i>,</p> <p>(3) <i>Relationships</i>,</p> <p>(4) <i>Meaning</i>,</p> <p>(5) <i>Accomplishment</i>,</p> <p>(6) <i>Perceived Physical Health</i>,</p> <p>(7) <i>Subjective Workplace Wellbeing</i> (McQuaid, M; Kern, P, s.f.)</p>
Psychological Capital	<p>Psy Cap focuses on the personal strengths and positive psychological qualities and state of development of individuals and this focus is believed to lead to improved individual and organisational performance (Luthans, Luthans & Luthans, 2004).</p>	<p>(1) <i>Self-efficacy</i>: Having the confidence to take on and put in the necessary effort to succeed at challenging tasks,</p> <p>(2) <i>Optimism</i>: Making a positive and stable attribution about succeeding now and in the future,</p> <p>(3) <i>Hope</i>: Persevering towards goals and, when necessary, redirecting paths to goals (hope) in order to succeed and</p> <p>(4) <i>Resilience</i>: when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success.</p>

Different Theories for Wellbeing:

Wellbeing can be measured objectively (e.g. sufficient resources to meet basic needs, opportunities for education, lack of environmental pollutants) or subjectively.

- Diener (1984) noted that subjective wellbeing includes affective and cognitive elements.
- Ryff and Keyes (1995) define psychological wellbeing across six domains (self-acceptance, positive relationships with others, autonomy, environmental mastery, purpose in life, personal growth).
- Keyes (2002) suggests flourishing requires “symptoms” of high emotional, psychological, and social wellbeing.
- Seligman’s (2011) PERMA model advocates that flourishing arises from five wellbeing pillars (positive emotion, engagement, relationships, meaning, accomplishment).
- Huppert and So (2013) define 10 components of flourishing that are the opposite of the main symptoms of depression and anxiety (competence, emotional stability, engagement, meaning, optimism, positive emotion, positive relationships, resilience, self-esteem, vitality).
- Wong (2011) proposes that hedonic, prudential (being fully engaged in life), eudaimonic, and chaironic (feeling blessed) types of happiness all contribute to an overall sense of subjective wellbeing, but come together in different ways depending on the person, circumstances, and context.
- Rusk and Waters (2015) empirically derived a five-domain model of positive functioning (comprehension and coping, attention and awareness, emotions, goal and habits, virtues and relationships).

Comprehensive measures of Wellbeing comprise cognitive and affective elements. Fisher (2014) suggests that measures of Wellbeing at work should include:

1. Hedonic Wellbeing (focus on positive and/or negative emotions)
2. Subjective Wellbeing (job satisfaction and similar positive attitudes, positive affect, and negative affect),
3. Eudaimonic Wellbeing (e.g., having a good life, engagement, meaning, growth, intrinsic motivation, calling),
4. Social Wellbeing (e.g., quality connections, satisfaction with coworkers, high-quality exchange relationships with leaders, social support, etc.). (Fischer, C.D., 2014)

Measuring Wellbeing:

“Well-developed measurement tools help us refine our theories and understanding of wellbeing. They can complement more objective measures by providing subjective perspectives, help to identify problematic policies that unintentionally cause harm, and inform cost and benefit analyses. Further, adequate measures are needed to evaluate the effectiveness of a growing number of interventions to improve wellbeing”. (Butler and Kern, 2016).

Other empirically validated Wellbeing measures include:

-Indicators of Flourishing (Hone et al., 2014)

(a) Keye’s Mental Health Continuum–Short Form.

(b) Diener’s Flourishing Scale,

(c) Huppert and So’s scale (2013) --include emotional stability, optimism, resilience, self-esteem, and vitality in the flourishing items in addition to the five PERMA domains, with single items representing each domain.

(d) Indicators of Satisfaction (Diener, Inglehart, & Tay, 2012)

(e) Ryff’s (2014) Psychological Wellbeing Scales.

(f) Brief Inventory of Thriving (Su, Tay, & Diener, 2014) --include all five constructs, but with only one or two items per domain.

(g) The 54-item Comprehensive Inventory of Thriving (Su et al., 2014) includes the PERMA components as well as a series of other domains (e.g., learning, self-worth, lack of autonomy, optimism).

PERMA:

(I) Theoretical Origins:

“Flourishing” is defined as a “dynamic optimal state of psychosocial functioning that arises from functioning well across multiple psychosocial domains” (Butler and Kern, 2016). The authors suggest there is no single best model of wellbeing, but rather different conceptualizations that can be helpful for taking the abstract construct of wellbeing and providing concrete domains that can be measured, developed, and sustained.

Specifically, they take as a starting point Martin Seligman’s (2011) definition of general Psychological Wellbeing which stands on experiencing and cultivating 5 pillars: (a) Positive Emotion, (b) Engagement, (c) Relationships, (d) Meaning and (e) Accomplishment. (Butler, J; Kern, M; 2016).

(II) Description of the Test:

The Workplace PERMA profiler takes these five measures of general Psychological Wellbeing and adapts the questions to fit a workplace setting. The Workplace PERMA profiler includes measures of Physical Health and Negative Emotions (McQuaid, M; Kern, P, s.f.)

PERMA includes measures of Subjective Wellbeing, Eudaimonic Wellbeing and Social Wellbeing, and it's a Likert scale type test 0 not at all/never/terrible -10 completely/always/excellent.

(III) Constituting Factors/Dimensions: (McQuaid, M; Kern, P, s.f.)

(1) Emotions,

(2) Engagement,

(3) Relationships,

(4) Meaning,

(5) Accomplishment,

(6) Perceived Physical Health,

(7) Subjective Workplace Wellbeing

(1) Emotions--> an important part of our well-being. Emotions can range from very negative to very positive, and range from high arousal (e.g., excitement, explosive) to low arousal (e.g., calm, relaxed, sad).

(1.a) Positive Emotion--> the PERMA-Profiler measures general tendencies toward feeling contentment and joy in the workplace.

(1.b) Negative Emotion--> the Profiler measures tendencies toward feeling, sad, anxious, and angry in the workplace.

(2) Engagement--> It involves emotional, cognitive and behavioural dimensions. From the positive psychology perspective, engagement has focused on flow which is an "extreme level of psychological engagement that involves intense concentration, absorption, and focus" (Csikszentmihalyi, 1990, c.p. Butler and Kern, 2016), in which you can lose a sense of time. "In the organizational domain, work engagement has been defined in terms of vigour, dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006, c.p. Butler and Kern, 2016). McQuaid and Kern (s.f.) describe it as "being absorbed, interested, and involved in one's work"... "Key measure for workplaces today.

(3) Relationships--> “Sub-domains include social ties (number of persons in social sphere), social networks (number of ties and quality of those ties), received support (objective perspective of resources), perceived support (subjective perspective of resources), satisfaction with support, and giving support to others (Taga, 2006). The relationship dimension has a well-established place in most of the major existing wellbeing surveys used internationally” (Butler and Kern, 2016). Specifically, it addresses the following: feeling connected, supported, and valued by others in the workplace/organization. Having positive relationships with others (Mc Quaid and Kern, s.f.).

(4) Meaning--> “Having direction in life, connecting to something larger than oneself, feeling that one’s life is valuable and worthwhile, and that there is a purpose to what one does (Steger, 2012). Meaning provides a sense that one’s life matters” (Butler and Kern, 2016). Having a sense of purpose in one’s work. Meaning provides a sense that your work matters (Mc Quaid and Kern, s.f.).

(5) Accomplishment (includes self-efficacy)-->”Subjectively, accomplishment involves a sense of working toward and reaching goals, mastery, and efficacy to complete tasks. Indeed, Self-Determination Theory suggests that competence is a core basic human need (Ryan & Deci, 2000)” ...“Several of the existing wellbeing measures include items related to competence, mastery, or efficacy”(Butler and Kern, 2016). Concretely, the Profiler measures subjective feelings of accomplishment and staying on top of daily responsibilities. It involves working toward and reaching goals, and feeling able to complete tasks and daily responsibilities (Mc Quaid and Kern, s.f.).

(6) Physical Health--> The Profiler measures a subjective sense of health, feeling good and healthy each day.

(7) Subjective Workplace Wellbeing--> Taking into account the different aspects of your work life, a final question asked you about how happy you feel with your work overall. While some people really like their jobs, others do not. Looking back at the other areas (emotions, relationships, sense of engagement, meaning, and accomplishment), it can give you some ideas about where you are doing well, and areas that you might want to focus on.

(McQuaid, M; Kern, P, s.f.)

(IV) Use of the test:

- Aim: Measuring and monitoring Wellbeing in the workplace.
- Target Population: Working Adults.
- Test Administration: Can be self-administered or administered by a professional.
- Result: profile in which people can see how much of each factor he/she is experiencing at work in a particular moment.

(McQuaid and Kern, s.f.; Butler and Kern, 2016).

Psychological Capital:

(I) Theoretical Origins:

Psychological Capital emerged from the field of Positive Organisational Psychology (POB): "the study and application of positive oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement" (Luthans, 2002, p. 59). Because of POB, psychological well-being has shown to moderate the relationship between job satisfaction-job performance and job satisfaction-employee turnover, as well as have strong positive relationships with performance at work and successful relationships.

"Multiple studies have confirmed the value of PsyCap within the workplace. For example, PsyCap has been shown to be a powerful predictor of performance (Luthans et al., 2010) and satisfaction (Luthans, Avolio, Avey & Norman, 2007; Luthans, Norman, Avolio & Avey, 2008), in-role performance (Gooty, Gavin, Johnson, Frazier & Snow, 2009) and creative performance (Sweetman, Luthans, Avey, & Luthans, 2011), as well as organisational commitment (Luthans et al., 2008)". (Georgens-Eckermann and Herbert, 2013)

"Numerous studies underscore the importance of PsyCap as a predictor of employee well-being (Avey, Luthans, Smith & Palmer, 2010; Culbertson et al., 2010; Tripathi, 2011), with a recent longitudinal study showing that positive emotions and stress mediate the relationship between PsyCap and well-being (Avey, Wernsing & Mhatre, 2011)". (Georgens-Eckermann and Herbert, 2013)

(II) Description of the Test:

PsyCap is based on the belief that unlocking hidden potential in individuals and focusing on their excellence, benefits not only the individual but also the organisation.

Psy Cap focuses on the personal strengths and positive psychological qualities and state of development of individuals and this focus is believed to lead to improved individual and organisational performance (Luthans, Luthans & Luthans, 2004).

(1) Self-efficacy: Having confidence to take on and put in the necessary effort to succeed at challenging tasks,

(2) Optimism: Making a positive and stable attribution about succeeding now and in the future,

(3) Hope: Persevering towards goals and, when necessary, redirecting paths to goals (hope) in order to succeed and

(4) Resilience: when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success.

It is believed that individuals who score high on self-efficacy feel a sense of reliance, certainty and assurance in their skills and knowledge, which enables them to effectively accomplish tasks and be in control of certain situations (Stajkovic & Luthans, 1998).

Optimistic individuals often internalise positive events and externalise negative events (Seligman, 1998).

This definition of PsyCap emphasises that these positive psychological capacities have developmental properties that can be enhanced as well as be drawn from when individuals feel the need.

Cetin (2011) found job satisfaction to be positively related to the hope, resilience and optimism whilst Herbert (2011) found high levels of hope, optimism, self-efficacy and optimism to be associated with low levels of burnout and stress. The findings of the research conducted by Herbert reflect the same possibilities and assumptions in this study, of positive attributes negating the effects of demands and stressors.

(III) Constituting Factors/Dimensions:

(1) Hope: The construct called "hope" has two components: agency (willpower) and pathways. Hope enables the individual to have the agency to set and pursue meaningful goals and facilitates generating multiple pathways to reach those goals in case of obstacles. Hope is the "will" to succeed and the ability to identify, clarify, and pursue the "way" to success.

(2) Efficacy: The construct called "efficacy" is defined as the "employee's conviction or confidence about his or her abilities to mobilize the motivation, cognitive resources or courses of action needed to successfully execute a specific task within a given context."

(3) Resilience: The construct called "resilience" is characterized as positive coping and adaptation in the face of risk or adversity. It is the "positive psychological capacity to rebound, to 'bounce back' from adversity, uncertainty, conflict, failure, or even positive change, progress, and increased responsibility" (Luthans, 2002, p. 702). Resilient people tend to have a resolute acceptance of reality, a deep belief that life is meaningful, and an ability to improvise and adapt to change.

(4) Optimism: The construct called "optimism" is associated with having a positive outcome, outlook, or attribution, including positive emotions and motivations, while maintaining a realistic Outlook, Optimism was first explained by Martin Seligman whereby optimists are defined as those who make internal, stable, and global attributions of positive events and external, unstable, and specific attributions of negative events. A second perspective on optimism is whereby optimists are defined as those who expect that a desirable outcome will result from their increased effort, and will continue to put forth effort even in the face of adversity.

(IV) Description of the Test:

The PCQ consists of four scales with six items each. Higher scores correspond to greater psychological capital abilities.

(1) Hope: This six-item scale measures an individual's ability to persevere towards goals and redirect paths to goals in order to succeed.

(2) Efficacy: This six-item scale measures an individual's ability to have the confidence to take on and put in the necessary effort to succeed at challenging tasks.

(3) Resilience: This six-item scale measures an individual's ability to sustain and bounce back when beset by problems and adversity to attain success.

(3) Optimism: This six-item scale measures an individual's ability to make a positive attribution and expectation about succeeding now and in the future.

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