

Reframing Employee Well-Being and Organizational Commitment

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We developed and tested a model examining the influence of employee well-being on reported levels of affective organizational commitment. Utilizing the PERMA profiler to measure positive emotion, negative emotion, and physical health, we proposed that positive emotion and physical health increase affective commitment levels. Subsequently, we assess whether negative emotion and ill-physical health decrease reported affective commitment. We tested our model utilizing 190 respondents taken from an anonymous survey. Findings support our hypotheses as high levels of positive emotion and physical health positively impact affective commitment. Negative emotion and physical ill-health, on the other hand, decrease employee affective commitment.

Keywords: affective commitment, PERMA, employee well-being, physical health, positive emotion, negative emotion

INTRODUCTION

Organizations that deploy their employees effectively enjoy a distinctive and non-imitable competitive advantage (Guest, 2002; Lawler, 1986; Barney, 1991). Although many organizational structures and strategies exist to achieve this advantage, they have one common thread: the organization's reliance on employees to deliver results. This raises the question as to how employee well-being can become a focal point to drive organizational commitment. Huppert and So (2013) suggest that organizations position employee well-being as an interdisciplinary issue and address it at multiple levels within a system (p.840). Nielsen et al. (2017) suggest that the creative promotion of employee affective commitment should be an organizational-wide priority (p.116).

Affective commitment correlates with physical health and emotional well-being, both of which organizations should seek to boost in their employees. Physical health plays a significant role in how

employees report and exhibit affective organizational commitment (Jain et al., 2013). Employees who report that they are generally able "to maintain a positive emotional state" also describe themselves as "less likely to get sick or to use medical services" than their colleagues (Salovey et al., 2000, p.113). Additional evidence shows that decreased levels of emotional well-being can manifest itself in physical health issues, including musculoskeletal and immune system complications (Jain et al., 2013, p.4908). Furthermore, as emotional well-being decreases, the prevalence of employee turnover, missed work due to ill health, and workplace accidents increase (Jain et al., 2013, p.4908).

To be clear, employee well-being is not an absence of negative emotion, loneliness, or health issues. While employees will inevitably suffer from all of these things at times, if they also then return to a state of positive affect, happiness, social connection, and physical wellness, their well-being may be preserved. As employees are ever-changing, then any reasonable measure of well-being should account for variation in mood. Through measuring such variation to maximize employee well-being, organizations can realize several benefits. First, positive emotion has desirable effects, including higher task activity, persistence, and enhanced cognitive functioning (Staw et al., 1994, p.52). Employees who report high levels of physical and emotional well-being also demonstrate mutually beneficial workplace behaviors (Meyer et al., 1990, p. 2). Second, employees who exhibit positive emotions are more likely to generate favorable responses from customers, other workers, and supervisors (Staw et al., 1994).

Given the inherent complexity of the global business environment, utilizing a nuanced approach to measuring employee well-being and organizational commitment was necessary. The 23-item PERMA profiler consists of positive emotions (positive emotion, engagement, meaning, accomplishment, and happiness), negative emotions (negative emotion, loneliness), and physical health (Seligman, 2011). The PERMA profiler serves as a comprehensive measure of hedonic and eudaimonic well-being. Additionally, we utilize the 9-item Organizational Commitment Questionnaire (OCQ) measure. It focuses on affective commitment and has proven theoretical and measurement validity (Porter et al., 1979, p.244). This paper aims to achieve two purposes: 1. Provide a robust measurement of employee well-being and affective commitment that demonstrates a positive or negative impact on organizational commitment. 2. Advance theory by addressing how positive emotion and physical health measurement add organizational value, even in challenging economic and societal landscapes.

Three-Component Model of Organizational Commitment

Organizational commitment consists of three dimensions: (a) possessing a strong belief in the organization's goals and values, (b) willingly exerting considerable effort on behalf of the organization, and (c) having a desire to remain employed within the organization (Mowday et al., 1982). Building on these dimensions, Allen and Meyer (1990) proposed that organizational commitment may be affective, normative, and continuance. Affective organizational commitment refers to employees' emotional attachment to, involvement in, and identification with their employers (O'Reilly & Chatman, 1986). Continuance commitment posits the extent to which employees perceive that they must stay with their employers because the costs of leaving are too high (McGee & Ford, 1987). Normative commitment is the obligation that the employee perceives to remain with their current employer, with some connotations of moral imperatives to do so (Ng & Feldman, 2011, p.529).

Affective Commitment

Employees with affective commitment conceive the work experiences the organization offers as positive and respond to this positively (Meyer, Irving, & Allen, 1998). High levels of affective commitment translate to genuine relational feelings instead of viewing work as solely a means of earning money. Affectively committed employees tend to identify with their organizations and demonstrate a desire to involve themselves with the organization on a deeper level (Shore and Wayne, 1993, p.774). Organizations benefit from promoting affective commitment, even among those with routine or straightforward jobs, because it reduces turnover, and this boosts profitability (Jain et al., 2009, p.259; Di Pietro et al., 2020).

The emotional and cognitive attachment that individuals experience from affective commitment also boosts their well-being (Jain et al., 2009). High levels of employee affective commitment promote self-

esteem and decrease the resources employees must expend to accomplish work duties (Hobfoll, 2002). Employees with greater affective commitment have more confidence in their capabilities and that organizational resources available to complete assigned tasks are sufficient (Panaccio & Vandenberghe, 2009). They tend to use less energy in their work and are less likely than those without such commitment to fear losing resources (Panaccio & Vandenberghe, 2009, p.227).

Continuance Commitment

Continuance commitment is "a tendency to 'engage consistently in lines of activity' based on the individual's recognition of the 'costs' associated with discontinuing the activity" (Allen & Meyer, 1990; Becker, 1960). Some researchers call it calculative commitment since it represents a decision based on the costs associated with leaving an organization (Mathieu and Zajac, 1990; Hackett et al., 1994). It has two subcomponents: perceived sacrifice and lack of opportunities. The perceived sacrifice of leaving is measured in the advantages an employee would lose upon the termination of the employment relationship (Panaccio & Vandenberghe, 2009, p.226). Lack of employment opportunities outside the organization may reflect factors such as self-worth as well as empirical assessments of alternatives (Panaccio & Vandenberghe, 2009).

Interestingly, employees with high continuance commitment tend to have low well-being and life satisfaction and high job-related tension, time anxiety, and emotional exhaustion (Meyer et al., 2012, p.22). Thus, boosting employee continuance commitment may decrease their well-being, a sharp contrast with affective commitment (Meyer et al., 2012, p.22).

Normative Commitment

Normative commitment develops because of socialization experiences within the family, cultural, or the organizational environment (Chang et al., 2006, p.3). Normative commitment develops among employees who have a sense of loyalty, and receipt of benefits may strengthen employees' perceived moral obligation to an employer (Chang et al., 2006, p.3). In contrast to affective commitment, which plays a role in individualistic cultures, normative commitment encourages behavior according to generally accepted norms in collectivist cultures (Chang et al., 2006, p.3). Most studies that have examined normative commitment have not found significant correlations with indices of emotional strain (Meyer et al., 2012, p.22). The few exceptions in the literature, studies conducted in collectivist cultures, found a positive correlation between employee normative commitment and emotional exhaustion (Tan & Akhtar, 1998; Yeh et al., 2007). These findings likely reflect the internalization of loyalty and propriety, which can result in increased exertion of effort and emotional exhaustion (Meyer et al., 2012, p.22). Since normative commitment has limited application to the conceptualizations of the specific employee well-being constructs utilized in this manuscript, it will not be analyzed.

The remainder of the manuscript focuses on employee emotional and physical well-being's impact on affective organizational commitment. The alignment of affective commitment and employee well-being in the literature lends itself to further empirical examination. As boundaries between internal and external systems blur, so does the ability to drive organizational commitment (Medcof and Needham, 1998, p.48). The intersection of high levels of well-being and affective organizational commitment is a non-imitable competitive advantage. Current societal and economic challenges sharpen our need to understand the impact of hedonic and eudaimonic well-being (emotional) and overall health (physical well-being) on affective organizational commitment. While the threat of COVID-19 will dissipate over time, global organizations may continue to use remote work, which will lead to the reconfiguration of workplaces over the long term.

Employee Well-Being and Affective Commitment

This paper conceptualizes hedonic and eudemonic well-being. Hedonism reflects the view that well-being centers on pleasure or happiness (Kahneman et al., 1999). Eudemonism views well-being as centering on fulfilling an individual's true nature in a meaningful fashion (Waterman 1993). Previous research showing positive associations between affective organizational commitment and life satisfaction and

positive affect, and evidence that it suppresses depression and decreases the likelihood of physical ill-health (Zickar et al., 2004; Thoresen et al., 2003; Irving & Coleman, 2003; Lee & Ashforth, 1996; Siu, 2002). Yet organizations should pursue the combination of hedonic and eudaimonic well-being, known as flourishing. This "dynamic optimal state of psychosocial functioning that arises from functioning well across multiple psychosocial domains" has clear advantages (Butler and Kern, 2016, p.2). Organizations should imagine ways to go beyond fostering positive emotion and puts a system in place to promote flourishing.

Such systems would require a full understanding of both components. Hedonism includes fulfillment from the attainment of goals or valued outcomes in personal and professional pursuits (Ryan & Deci, 2001). In contrast, eudaimonia occurs when an employee's personal and professional activities are most congruent with deeply held values (Ryan & Deci, 2001). Experiences of eudaimonia may include intense emotions and a sense of existing as their authentic selves (Ryan & Deci, 2001).

The PERMA profiler made it possible to measure employees' levels of hedonic and eudaimonic well-being simultaneously. PERMA measures five pillars of well-being (Positive Emotion, Engagement, Relationships, Meaning, Accomplishment; Seligman, 2011). Table 1 below provides expanded definitions of each PERMA domain that denote flourishing.

**TABLE 1
PERMA DOMAINS**

<i>PERMA Domain</i>	<i>Definition</i>
Positive Emotion	Joy, interest, contentment, and pride, although distinct, all share the ability to broaden people's momentary thought-action repertoires and build their enduring personal resources, ranging from physical and intellectual resources to social and psychological resources (Fredrickson, 2001, p.220).
Engagement	The flow that involves intense concentration, absorption, and focus (Csikszentmihalyi, 1990).
Relationships	Social connections with co-workers or clients. Research shows relationships correlate with lower depression, better physical health, and lower mortality risk (Tay et al., 2012; Taylor, 2011).
Meaning	The direction in life that connects to something larger than oneself and feeling that life is valuable and purposeful (Steger, 2012).
Accomplishment	A sense of working toward and reaching goals, mastery, and efficacy to complete tasks (Butler and Kern, 2016).

The PERMA profiler's combination of hedonic and eudaimonic elements creates a relatively simplistic yet comprehensive measurement of employee physical and emotional well-being. While a myriad of instrumentation, methods, and definitions of well-being exists in the extant literature, few match the robustness of the PERMA profiler. Furthermore, the PERMA measurement frames the questions in a simple and easy to understand format for respondents. This simplicity allows researchers and practitioners alike to administer and understand the results.

Considering the constructs of affective commitment and employee well-being, we formulate the following hypotheses:

H1: Employees with high levels of positive emotion, accomplishment, and meaning will report increased levels of affective organizational commitment.

H2: Employees with high levels of negative emotion and loneliness will report decreased levels of affective organizational commitment.

H3: Employees with high levels of physical health will report increased levels of affective organizational commitment.

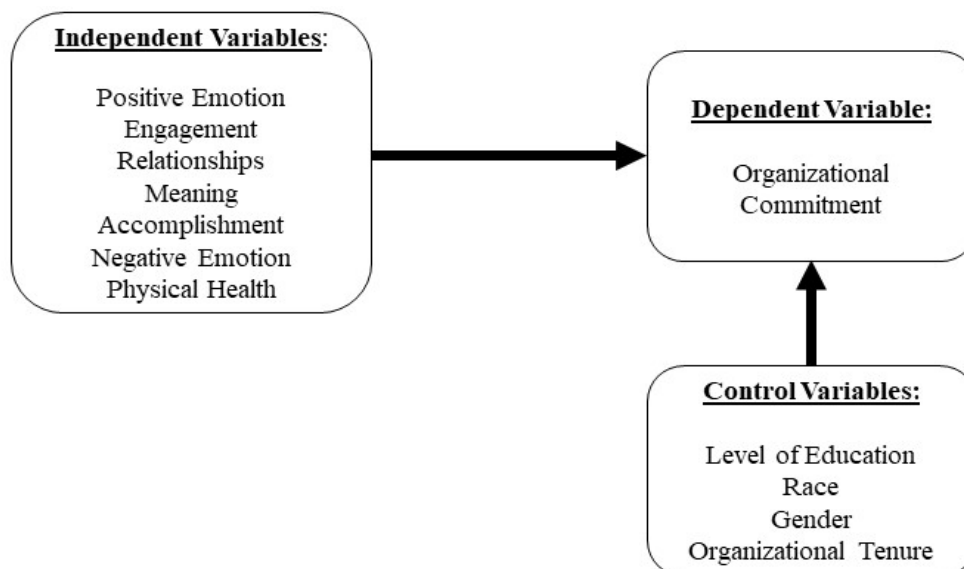
CONCEPTUAL FRAMEWORK FOR THE PRESENT STUDY

Although fragmented and somewhat unsystematic, a sizeable body of research links affective commitment to employee well-being (Meyer & Maltin, 2010, p.324). In contrast to previous research, this study attempts to test the impact of positive emotion, negative emotion, and physical health on self-reported levels of affective organizational commitment. Employees with increased levels of affective commitment are better equipped to "withstand stressors, provided that those stressors do not directly undermine commitment, or the mechanisms implicated in its positive health effects" (Meyer & Maltin, 2010, p.334). A theory synthesis allowed the authors to structure the different research streams on organizational commitment and employee well-being into a testable model (Jaakkola, 2020, p.22).

The selection of theory synthesis, in contrast to a literature review, allowed the summarization and integration of existing knowledge into a theoretically testable format (Jaakkola, 2020, p.21). Furthermore, the concepts of summarization and integration transformed previously piecemeal ideas into one conceptual model of employee well-being and affective organizational commitment. Since the research streams of organizational commitment and employee well-being are mature, a systematic literature review would have only identified gaps. This would have little value to enhance theoretical or practical understanding.

The authors collected 115 papers relating to organizational commitment and employee well-being learning using Google Scholar, EBSCO, and ProQuest. The inclusion criteria included relevance to affective organizational commitment and employee emotional and physical well-being. Based on the outlined criteria, 62 relevant articles met the inclusion criteria. They served as a theoretical foundation for the hypothesized model in figure 1.

FIGURE 1
HYPOTHESIZED MODEL



Research Methodology and Approach

Following Burns and Kho's (2015) guidelines for survey-based research, we collected, coded, and analyzed responses from professionals in multiple industries. To address face and content validity issues, we took items from previous peer-reviewed research that aligned with our study aims and created a theoretically grounded, deployable, and easily understood instrument. We constructed it in Qualtrics to ensure quality control, data security, and uniform distribution to all potential respondents. We surveyed 1,000 professionals across multiple industries and received 190 usable responses for a response rate of 19%. Although modest, this rate is higher than typical web-based survey response rates, which are typically 6-15% (Van Moi, 2017). After calculating the anticipated effect size of 0.15, 0.90 desired statistical power level, and 32 predictors (independent variables), the study required a sample size of 187 (Cohen et al., 2013).

Measures

Independent Variables

PERMA. The 23-item instrument derived from Seligman (2011) measures the following emotional and physical well-being elements: positive emotion (3 questions), engagement (3 questions), relationships (3 questions), meaning (3 questions), accomplishment (3 questions), negative emotion (3 questions), health (3 questions), loneliness (1 question), and happiness (1 question). Each question was rated on an 11-point Likert scale and divided by block for ease of respondent access and readability. The specific rating scale for each of the eight blocks of questions includes: Block 1 (0=Never, 10=Always), Block 2 (0=Terrible, 10=Excellent), Block 3 (0=Not at All, 10=Completely), Block 4 (0=Not at All, 10=Completely), Block 5 (0=Never, 10=Always), Block 6 (0=Terrible, 10=Excellent), Block 7 (0=Not at All, 10=Completely), Block 8 (0=Not at All, 10=Completely).

Dependent Variable

Organizational Commitment. The dependent variable selected was organizational commitment, which measures employee affective commitment utilizing OCQ, which has nine items (Porter et al., 1979, p.244). Each question was rated on a seven-point Likert scale (1=Strongly Disagree, 7=Strongly Agree).

Analysis of Hypotheses

In this study, we examined the moderating effect of organizational acceptance on affective commitment. We treat each variable as mutually exclusive. We used moderated multiple regression because it is the most appropriate statistical treatment of multiple independent variables with a moderator (Aguinis, 2004; Jaccard & Turrisi, 2003; Jose, 2013). Before proceeding with our analyses, we combined and mean-centered the indicators of PERMA according to the guidelines set forth by Aguinis (2004) and organizational commitment. After we created and validated the constructs, we calculated the moderating variable as the product of any two mean-centered variables. The mean of each construct was set to 1.000 to decrease the correlation between the multiplicative terms (Aguinis, 2004).

RESULTS

Before testing the hypotheses, we conducted a series of principal-component factor analyses using varimax rotation for the PERMA and OCQ scales. Initial analysis with two factors designated a priori included all PERMA and OCQ items. Results showed that nine of the PERMA items loaded onto the "positive emotion and well-being" factor. Four additional items loaded onto a factor labeled "negative emotion and well-being." Seven items did not meet the inclusion criteria after not loading on the factor structures. Thus, in our study, the positive emotion and well-being scale consisted of nine items, and the negative emotion and well-being scale consisted of 4 items. The organizational commitment scale consisted of 9 items, which yielded one factor subsequently labeled "organizational commitment." The Cronbach alpha estimates for the three scales were .90, .79, and .91, respectively.

We tested our primary relationships using hierarchical and moderated multiple regression analyses while including control variables (i.e., race, education, gender, and organizational tenure) in our models. We input the control variables in the first block of the regression procedure and the independent variables in the second. In Model 4, we placed organizational acceptance in block three.

FIGURE 2
SUMMARY OF HIERARCHICAL REGRESSION ANALYSIS (N=190)

Variable	Model 1			Model 2			Model 3			Model 4		
	<i>B</i>	<i>SE B</i>	β	<i>B</i>	<i>SE B</i>	β	<i>B</i>	<i>SE B</i>	β	<i>B</i>	<i>SE B</i>	β
<i>Controls</i>												
Race	0.033	0.079	.03	0.017	0.071	.01	0.010	0.075	.09	0.001	0.074	.01
Education	-0.109	0.072	-.11	-0.090	0.064	-.09	-0.106	0.068	-.10	-0.106	0.067	-.10
Organizational Tenure	-0.093	0.055	-.12	-0.129	0.049	-.17**	-0.137	0.052	-.18**	-0.109	0.051	-.14*
Gender	-0.170	0.111	-.11	-0.035	0.101	-.02	-0.091	0.106	-.06	-0.103	0.105	-.06
<i>Independent Variables</i>												
Positive Emotion				0.416	0.060	.45**						
Negative Emotion							-0.223	0.045	-.34**			
Physical Health										0.311	0.059	.35**
<i>R</i> ²		.02			.22			.13			.14	
<i>F</i>		2.183			11.744			6.956			7.524	

Note: Positive emotion, negative emotion, and physical health are mean-centered. * $p < .05$. ** $p < .01$.

Hypothesis 1 predicted that high levels of positive emotion would positively influence organizational commitment. To test this hypothesis, we used the hierarchical linear regression analysis procedure proposed by Aguinis (2004). The first block of the regression procedure contained the control variables, and the second block contained the positive emotion variable. Model 2 of Figure 2 suggests that high levels of positive emotion have a positive impact on affective organizational commitment ($\beta = .45$, $p < .01$). Therefore, our findings support Hypothesis 1. Hypothesis 2 predicted that high levels of negative emotion would negatively impact affective organizational commitment. Model 3 of Figure 2 supports this hypothesis ($\beta = -.34$, $p < .01$). Hypothesis 3 predicted that high levels of physical health would positively influence organizational commitment. Model 4 of Figure 2 supports this hypothesis ($\beta = .35$, $p < .01$).

DISCUSSION

This study examined the relationships between positive emotion, negative emotion, and affective organizational commitment. Although previous studies examined the relationships between these variables, few studies utilized a comprehensive measure of well-being to examine its positive and negative effects on affective organizational commitment. This study responds to calls for a theoretically robust, yet practical measure of well-being that academic and non-academic professionals can easily administer. We found that positive emotion had a significant and positive impact on reported levels of affective commitment. Additionally, we found that negative emotions had a significant negative impact on reported levels of affective commitment. We also tested the relationships between physical health and affective organizational commitment. Findings indicate that increased levels of physical health positively impact reported levels of affective organizational commitment.

The finding that organizational tenure was negatively associated with organizational commitment surprised us. However, research suggests this may be because those with longer tenure are at a late-career stage. Ng and Feldman (2011) suggest that "individuals go through multiple stages of career development throughout their lives: exploration and establishment (early career), maintenance (mid-career), and eventual disengagement (late-career)" (p.531). Gibson (2003) suggests that as employees enter their mid-career years, their concerns shift to preserving self-concepts, holding on to career achievements already attained, and achieving work-nonwork balance. By contrast, according to Adler and Aranya (1984), the late-career stage trajectory shifts towards decreased work activities and increased family and personal life involvement. Our 190 respondents primarily consisted of professionals with 10+ years of organizational tenure. Those with the longest organizational tenure may be at the late-career stage, and the attending disengagement may explain low affective commitment.

Theoretical Implications

The most evident gap in the three-component model of organizational commitment literature concerns the development of continuance and normative commitment (Meyer et al., 2002, p.42). The ensuing 18 years have not produced organizational commitment literature that tests the relationships between employee well-being, continuance, and normative commitment. While the current study does not address the continuance and normative commitment gap, it does present a more robust theoretical conceptualization of employee well-being. The PERMA profiler supported our examination of hedonic and eudaimonic employee well-being's impact on affective organizational commitment. Furthermore, examining the elements of positive emotion, negative emotion, and employee physical health could further the understanding of employee well-being's impact on affective commitment. The authors believe the theoretical model presented is replicable in individualistic cultures. While the utility of this model could expand to collectivist cultures, the authors recommend incorporating all three components of organizational commitment in future studies.

The hypotheses evaluated in this study come from the hedonic and eudaimonic philosophies (Waterman, 1993). These philosophies became the building blocks for the concept of flourishing (Seligman, 2011). The findings in this study provide a thread of theoretical and empirical evidence to strengthen the claim that high levels of employee emotional and physical well-being lead to an increase in reported affective organizational commitment. Since this study is one of the first to use the PERMA profiler as part of a measurement of employee well-being's impact on organizational commitment, the authors are optimistic about future such efforts yet theoretically cautious. Given the accumulating body of evidence that increased levels of employee well-being positively impact affective organizational commitment, it appears appropriate to continue expanding this theoretical and empirical knowledge. The results of this study and analysis could become useful in advancing nuanced measures of employee well-being like the PERMA profiler to conceptualize its impact on organizational commitment.

Practical Implications

This study has practical implications. First, the application of contextual human resource management (HRM) practices can drive higher levels of employee well-being. Employers cannot take full responsibility for the happiness of their employees; however, firms should motivate and encourage goal achievement. HRM practices should exceed the organizational level and integrate macro-social frameworks with which the organization interacts to drive employee motivation and well-being (Martín-Alcázar et al., 2005, p.638). Since macro-social frameworks vary by culture, region, industry, and industrial relation type, the contextual HRM approach lends itself to this level of detail. With this ambitious aim in mind, organizations should leverage contextual HRM practices in three ways:

1. Conceive the intersection of employee well-being and organizational commitment as a non-imitable competitive advantage. Scholarly and practical strategic applications have long established that employees themselves are a non-imitable competitive advantage. However, how employees that amplify high levels of well-being reinforce these non-imitable competitive advantages has received less attention. The organizational benefits of positive emotion include

increased task persistence, enhanced cognitive functioning, and improved interpersonal attraction (Staw et al., 1994). To extract those non-imitable benefits from employees, departments should make baseline assessments of well-being (Sanders et al., 2008). Such assessments can drive action.

2. Select an organization-specific multiple stakeholder framework for employee commitment (Martín-Alcázar et al., 2005, p.638). This will prompt human resources managers and executives to identify internal and external groups that affect strategic decisions within the organization and give them a role in employee commitment (Martín-Alcázar et al., 2005, p.638). These stakeholders can consist of groups of people who drive the organization's mission. Furthermore, freeing human resource managers from being an organization's only "personnel specialists" extends the promotion and ownership of well-being to front line managers who interact with employees the most. The combination of spreading employee well-being throughout the organization and incorporating critical internal and external stakeholders is essential as businesses continue to globalize.
3. From a strategic perspective, the confluence of the multiple stakeholder framework will drive organizational survival. The strategic choice and flexibility of contextual HRM models afford organizations the ability to change rapidly in the continually shifting global business environment. Organizations that want to enhance organizational commitment have one main lever: employees, managers, and external stakeholders. Rather than prescribe policy or strategic recommendations, this paper posits that well-being is an often overlooked yet powerful driver of organizational commitment. Our findings provide evidence of the potential benefits of integrating employee and stakeholder well-being and their effects on organizational commitment.

Limitations

First, all variables in this study result from self-reported responses, which could have influenced the results through common method variance (Cohen et al., 2013). Additionally, the survey instrument was sent out to random participants to avoid clustering or to pool a group of like respondents together. Furthermore, the data collection occurred during the COVID-19 pandemic, and results demonstrated that, despite societal and economic challenges, the concepts of employee well-being and affective organizational commitment remain intertwined. Field tests helped alleviate concerns about a potential lack of realism, which negatively affects many studies in social and organizational science (Frink and Klimoski, 1998, 2004).

An additional limitation is the generalizability of our findings. With 190 participants and the isolation of affective commitment, it would be prudent to extrapolate the results with caution. Further research should also test the PERMA profiler and the entire three-component organizational commitment model, given the literature provides limited guidance on how to test the PERMA dimensions of well-being. Given distinctions between individualistic and collectivist cultures, an ideal sample might include participants from both individualistic and collectivist cultures. Selecting a sample in this manner could demonstrate additional connections between the three-component model of organizational commitment and employee well-being.

Directions for Future Research

In this research, we posited that employee well-being promoted affective commitment. Our findings support that claim, but future research should make additional explorations. Specifically, research should include continuance and normative aspects of commitment (Meyer and Allen, 1991). For example, benefits such as above-average retirement account contributions may lead workers to stay at a job longer than they want, which raises the question as to whether their resulting unhappiness outweighs the benefits of longer tenure. Likewise, the role of a perceived lack of alternatives should be considered (Rusbult and Farrell, 1983). Future research might investigate the degree to which a lack of well-being negatively influences rates of acceptance and, subsequently, adversely affects levels of continuance commitment.

Prior research indicated that organizations often build normative commitment by reinforcing the notion that a firm has invested heavily in employees and that they, therefore, owe it to the employer to stay (despite potential better options). Some firms institute corporate responsibility programs for employees in order to build their reputations, act as a recruiting tool, and provide an avenue for employees to engage in activities that "count" in the eyes of the firm beyond merely doing their jobs (Rodell, 2013; Rodell and Lynch, 2016). Future scholarship could examine the potential that well-being inclines employees to volunteer and whether this leads to better acceptance, and ultimately builds normative commitment.

CONCLUSION

It may not be possible for organizations to create an environment where employees demonstrate a long-term affective commitment to the organization (Meyer & Maltin, 2010, p.334). Nonetheless, knowing the positive implications of affective commitment in the short term for employee well-being and organizational performance outcomes should encourage experimentation (Cohen, 1998; Miller et al., 1990; Yeh et al., 2007). The potential benefits of increased levels of employee emotional and physical well-being suggest it is worth considering how to surmount barriers to obtaining it (Meyer, 2009). The examination and measurement of other foci compatible with employee well-being and the three-component model of organizational commitment are necessary to fully understand their implications (Meyer & Maltin, 2010, p.334). Specifically, more research on understanding how individualistic and collectivist cultures impact each of the three components of organizational commitment would benefit global organizations.

The integration of the PEMRA profiler into the measurement of employee well-being's impact on affective organizational commitment created a pathway for future research to determine replicability. If replicable in individualistic and collectivist cultures, PERMA could serve as the preferred measurement for employee emotional and physical well-being in future studies. We hope that this study and our conceptual model help stimulate and guide future research on the topics of employee well-being and organizational commitment.

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