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RESEARCH PAPER

Factors Affecting Performance of the Faculty Members: Mediating Role of the Psychological Well-Being

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ABSTRACT

Higher education institutes are the backbone of the education system of any country. They are the terminal institutes that provide human intellectual resources to the overall industry. This study examines the impact of working conditions on the performance of faculty members by the mediating role of psychological well-being at the higher education institutes of Balochistan. Working conditions include the working environment, workload, and working hours. The nature of the study is quantitative. Primary data was collected from the 395 faculty members of the higher education institutes of Balochistan. PLS-SEM technique via SmartPLS was used to analyze the data. From the findings of this study, it was concluded that the working environment, workload, and working hours play a significant role in the performance of the faculty members of the higher education institutes of Balochistan. These poor working conditions first reduce the psychological well-being of the faculty members; as a result, they will gradually start losing their performance.

Keywords: Performance, Psychological Well-Being, Working Environment, Working Hours, Workload

Introduction

Education is essential for developing any nation globally (Abdur et al., 2021). Higher education institutes are the success pillar of any civilized nation. Several factors will contribute to the performance of higher education institutes (Dzimińska et al., 2018). From the literature, it was observed that working conditions are one of the main factors that highly contribute to higher education institutes' performance. Working condition is a broad philosophy that includes factors such as working environment, workload, and working hours e.t.c (Toropova et al., 2021). These factors highly influence the faculty members and other staff of higher education institutes. If these factors are satisfactory as per the expectation of the employees, this will lead to positive psychological well-being (Urbina-Garcia, 2020). If they are not satisfactory, this will lead the employee toward a negative psychological well-being state (Trudel-Fitzgerald et al., 2019). As a result of positive psychological well-being, it is most probably expected that the employee will show a good performance, while the result of negative psychological well-being, performance is expected to be very low (Apouey et al., 2020). The term working Environment of the teachers is a vast spectrum. This includes many things such as the attractiveness of the working area, professional teaching Environment, facilities of the working area, safety of that working area, the availability of instructional materials, sizes of the classrooms, professional learning opportunities, workload, working hours, and the quality of the leadership (Garrad et al., 2019). If the impact of these factors on the faculty members is not good, this will lead employees towards work-related stress and ill health, which as a result, will down their psychological state (Mittal et al., 2022). As a result of a down psychological state, the employee's personal and work life become highly disturbed. Management must eliminate

this behaviour in their organization because they are terrible for the employee and the organization's performance (Eichberger et al., 2021). It is the sole responsibility of the universities to provide a conducive work environment, reasonable working hours, and a reasonable workload for the faculties to consume their best possible output (Sjöblom et al., 2022). The government sector universities in the Balochistan province of Pakistan cover almost all of the higher education market (Sohaibzubair et al., 2022). There are ten government sector universities with around twelve campuses in the overall province. There is only one Private Sector University and one private-sector campus in Balochistan.

Literature Review

According to Oxford English Dictionary, performance means how good, and bad you do something or how good and bad something works (Eriksson et al., 2022). It is also defined as doing something or performing a job, while the word performs means to work or function, good or bad (Qizi, 2022). Whenever we see all the different definitions of performance which are measured in past literature, they all have one common characteristic; which is efficiency and effectiveness; efficiency is an indicator which tells us how much resources have been used for achieving the organizational goals, while effectiveness is an indicator for the quality of goal achievement in the organization (Nießl et al., 2022). If we see the past literature in which scholars mostly insist that there is no standard or uniform definition of performance (Puiutta & Veith, 2020). Based on this point, they argued that it is a multidimensional concept. The working attitude of an employee is one of the best tools to gauge Employee performance (Steffgen et al., 2020). The organization mostly does time-to-time surveys to measure employee performance because if the performance of the employees is high, this will leads the organization towards customer loyalty and trust (Hasan et al., 2021).

Psychological well-being is an idea that indicates an individual's state of mental equilibrium. It combines feeling good and functioning effectively (Obrenovic et al., 2020). The psychological issues that employees most frequently experience because of negative work environment, high workload, and long working hours (Jackman et al., 2022). There is little empirical evidence on the relationship between working conditions and psychological well-being. Psychological effects of the working environment include isolation, depression, irritation, fear, dissatisfaction, helplessness, and several other mental issues (Chitra & Karunanidhi, 2021). When the employee's psychological well-being is disturbed, this will reduce their mental health, weakening their relationship with co-workers and friends and ultimately reducing their performance (Paleari et al., 2019). Several studies have linked employee well-being to various visual and organizational outcomes, including productivity and performance, satisfaction, employee engagement, and deviant employee behaviour (Kim & Beehr, 2020).

If the working environment and the organizational remuneration paid to employees are unequal to other employees, it will result in a loss of the interest of employees towards the job. Rewards, bonuses, and incentives are not the only things which motivate the employee towards their job; some employees prefer job security and safety (Robert et al., 2020). Faculty members at higher education institutes are the highest intellectual class in society, so they demand a good working environment where they can freely perform their tasks without hesitation and freely share their ideas (McGee, 2020). There are numerous past studies in which the researchers say that if any organization wants its employees to perform according to the organization's needs, they must provide a comfortable environment (Irshad et al., 2021). This mechanism will grow your employee and, ultimately, the organization (Irshad, Arif, et al., 2021). A person in this part of separation adopts behaviour that is not highly praised by the community and does not attempt to attain the objective, sound-thought-out significance by the people anymore (Liu et al., 2022). Job turnover workers may have numerous causes. These causes can be based on environmental or organizational. Employees can leave their job due to these environmental issues such as cultural structure, technological structure, economic structure, public policy, and social

degeneration. Organizational factors are working environment, technology, job opportunities, job status, job position, work routine, and normal working Environment (Yu et al., 2021).

Working hours mean the number of hour's employee's work on a daily or weekly basis. It has been experienced that Flexible working hours help employees to perform better as compared to long or rigid working hours (Gibbs et al., 2021). Because strict or extended working hours create stress and headaches for employees, which decreases their performance? However, the organization must provide workers with flexible working hours (Chung & van der Lippe, 2020). The government also needs to take steps to manage these working hours problems of organizations by implanting some laws, especially for female workers. Long working hours affect the family life of both male and female workers (Andrew et al., 2022). Due to non-standard working hours, the marital quality of people is decreasing, which increases the divorce rate. Those parents working with non-standard work hours will face more depression and stress, and their children will face a high emotional complexity (Kotera et al., 2020).

Workload means the quantity of work assigned to individual workers or estimated by an employee (Inegbedion et al., 2020). The worker will feel overworked whenever there is too much work to do quickly. If the workers are overloaded, this creates a negative effect on their psychological and physical condition of the worker. Suppose an employee's workload increases (Christie & Ward, 2019). In that case, this leads the employee towards dissatisfaction, but if the employee's workload is decreased, this will reduce the employee's capacity, and its ability is exploited (Hafeez et al., 2020). Over time make the employee lazy and unproductive. There are three conditions of Workload. The first condition is when an employee's workload is the same as the standard workload, which is expected (S. Kim et al., 2018). The second condition is that the worker's workload is lower than the standard workload, which shows the labour excess condition in the organization. The third condition is when the worker workload is higher than the expected workload, which shows the low number of employees in the organization (Mudasser et al., 2022). This condition causes physical and psychological disturbance in an employee. This leads the employee towards unproductive (Biggs et al., 2010). The researcher drew the hypotheses and conceptual framework based on the above literature.

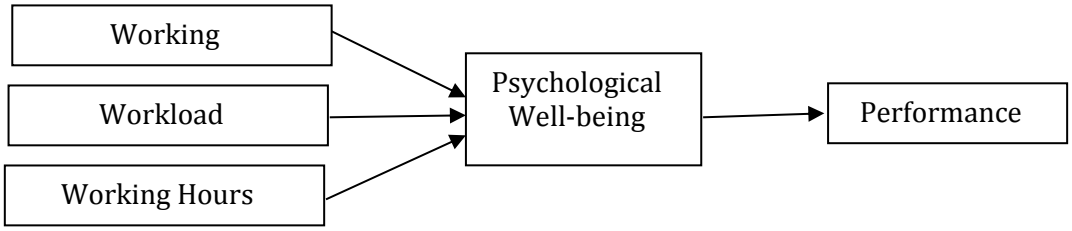
Hypotheses

H_1: Psychological well-being mediates the effect of the working environment on the performance

H_2: Psychological well-being mediates the effect of the workload on the performance

H_3: Psychological well-being mediates the effect of the working hours on the performance

Conceptual Framework



Material and Methods

The philosophical foundation for this study is rooted in the positivism paradigm, and a deductive approach is used for this study. The Primary data of this study was gathered

through a closed-ended questionnaire from the faculty members of the higher education institutes of Balochistan. In comparison, secondary data was collected from different journals, books, articles, theses, magazines and electronic sources to enhance the quality of the secondary data. The predictor variables are poor working environment, inflexible working hours, and high workload, while the mediation variable is psychological well-being while the dependent variable is performance. The sample size for the population of this study was 395, and the sampling technique used for this research study was purposive sampling. For the statistical analysis, PLS-SEM via SmartPLS was used. All the measures used for the five variables were adopted from prior research to ensure their validity.

Results and Discussion

Table 1 of the respondents' demographic distribution shows the respondents' demographic. The first section of the table shows the gender-wise distribution of the respondents, among which 224 are males, and 171 are females. The second section of the table shows the age distribution of the respondents. There are three age group, and the first group is up to the age group of 30 Years which are 210; the second group are from 31 to 45 years which are 138 and the third group are from 46 and above age group which are 47. The third section of the table shows the designation of the respondents, among which 245 are lecturers, 102 are assistant professors, 30 are associate professors, and 18 are professors.

Table 1
Demographic Distribution of the Respondents

Gender	**No.**	**Percentage**
Male	224	57%
Female	171	43%
Total	**395**	**100%**
Age Group	**No.**	**Percentage**
Up to 30 Years	210	53%
31 to 45 Years	138	35%
46 Years and Above	47	12%
Total	**395**	**100%**
Designation	**No.**	**Percentage**
Lecturer	245	62%
Assistant Professor	102	26%
Associate Professor	30	8%
Professor	18	5%
Total	**395**	**100%**

Reliability and Convergent validity

Table 2 of the reliability and convergent validity of the individual item and constructs. There are two types of reliability; item reliability, measured by the outer loadings, and construct reliability, measured by the Cronbach Alpha and composite reliability. The threshold value for the outer loading, Cronbach Alpha and composite reliability is 0.7. Table 2 shows that all the values are greater than the threshold value, indicating that all the items and construct are reliable. While the AVE measures the convergent validity of the construct, the threshold value for the AVE is 0.5 and above. Table 2 of the reliability and convergent validity shows that all the constructs are convergently valid.

Table 2
Reliability and Convergent Validity

Constructs	**Items**	**Loadings**	**CA**	**CR**	**AVE**
Working Environment	WE1	0.785	0.78	0.83	0.57
	WE2	0.793			

	WE3	0.781			
	WE4	0.832			
	WE5	0.771			
Workload	WL1	0.816	0.63	0.76	0.59
	WL2	0.864			
	WL3	0.781			
Working Hours	WH1	0.785	0.79	0.87	0.68
	WH2	0.875			
	WH3	0.811			
Psychological well-being	PW1	0.785	0.89	0.78	0.59
	PW2	0.845			
	PW3	0.789			
	PW4	0.874			
	PW5	0.854			
Performance	PP1	0.798	0.85	0.89	0.56
	PP2	0.854			
	PP3	0.845			
	PP4	0.745			
	PP5	0.727			

Discriminant Validity

Discriminant validity is the measure of calculating how much each construct differs from the other. The common measure used for discriminant validity is the HTMT ratio. The threshold value for the HTMT ratio is 0.9 or less. The table of the HTMT ratio shows that all the constructs are discriminately valid.

Table 3
Heterotrait-Monotrait Ratios

	Working Environment	Workload	Working Hours	Psychological well-being
Workload	0.785			
Working Hours	0.745	0.847		
Psychological well-being	0.354	0.564	0.645	
Performance	0.452	0.661	0.412	0.452

Hypotheses Testing and Regression Analysis

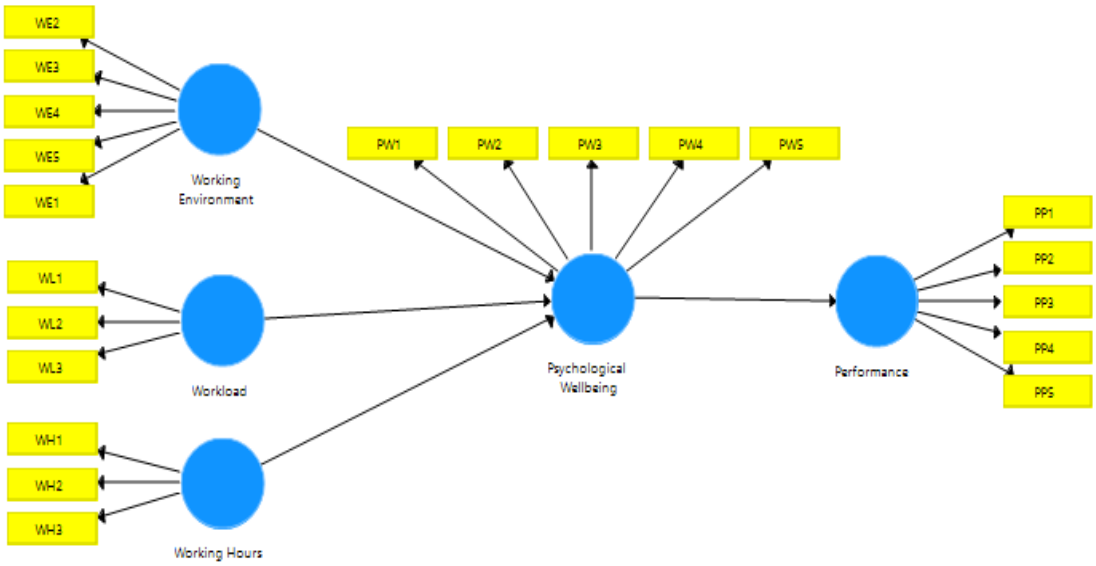
Table 4 of the path coefficient shows that there are three mediating relationships. All three hypotheses are based on these three relationships. The measures used for checking whether a relationship is statistically significant are the t-value and p-value. The threshold value for the t is 1.96 and above, while the threshold value for the p is 0.05 and less. The table of the path coefficient shows that all three relationships have a t-value greater than the threshold value of 1.96 and a p-value less than 0.05. The table indicates that all three relationships are statistically significant. At the same time, the beta value shows the strength of the relationship in how much variation is being caused due to the independent variable in the dependent variable.

Table 4
Path Coefficients

Hypothesis	β	t	P	Result
H1: Work Environment -> Psychological Well-being -> Performance	0.214	18.445	0.000	Supported
H2: Workload -> Psychological Well-being -> Performance	0.215	24.221	0.000	Supported
H3: Working Hours -> Psychological Well-being -> Performance	0.332	23.121	0.000	Supported

Structural Model

The below figure shows the structural model, which shows the structural relationship of all the variables with the dependent variable performance.



Coefficient of Determination

The coefficient of determination shows how much-combined variation is caused by the total independent variable on the model's dependent variable. The measure used for the coefficient of determination is R square. Table 5 shows that the R square value for the performance is 0.354. This indicates that a 35.4% variation in the dependent variable performance is due to the working environment, workload, and working hours.

Table 5
R-Square

	R Square	R Square Adjusted
Performance	0.354	0.353

IPMA Analysis

Importance performance matrix analysis is an advanced-level test in SmartPLS that will describe each variable's importance and performance for the target variable, which is the study's dependent variable. Table 6 of the IPMA analysis shows that the most important variable for the dependent variable is the working environment, with a score of 70.461, while the most performed variable for the dependent variable is psychological well-being, with a score of 0.543.

Table 6
IPMA Analysis

	Performance	Importance
Psychological Well-being	0.543	63.179
Working Environment	0.481	70.461
Working Hours	0.05	68.848
Workload	0.07	64.101

Predictive Relevance of the Model

Table 7 of the Q square shows the predictive relevance of the model. Predictive relevance means the power of how much the model of this study will be reliable to be predicted in the other context but same to the study context. According to the social scientist, if a model predictive value for the primary data is greater than zero, this is considered a good model. Table 7 of the Q square shows that the Q-square value for the performance is 0.153, which shows that the predictability power of the model is good.

Table 7
Q-Square

	SSO	SSE	Q^2 (=1-SSE/SSO)
Performance	1425	1206.48	0.153
Psychological Well-being	1425	1018.304	0.285
Working Environment	1425	1425	
Working Hours	855	855	
Workload	855	855	

Conclusion

This study aims to determine what factors should be in the workplace responsible for the performance of the faculty members at the higher education institutes of Balochistan. Factors found by this study are the working environment, workload and working hours which are responsible for the performance of the faculty members. According to the conceptual model of this study, if these factors are negative first, it will negatively affect the psychological well-being of the faculty members and gradually reduce their performance. The findings of this study show that these factors are highly responsible for the performance of the faculty members at higher education institutes in Balochistan.

Recommendations

Based on the results of this research study, it is suggested to the provincial higher education ministry of Balochistan and the administrations of public sector universities of Balochistan that they should ensure that flexible working hours should be provided to the faculty members. The workload of the faculty members also should be justified. The government of Balochistan must make policies for the workload, working hours and working environment of the faculty members so that they should properly play their roles in their job bracket.

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