Chapter 4

Analysis and Results

The purpose of this quantitative research study is to create a measure of SOW-B, POW-B, and OWB and assess their psychometric properties. At the same time, the analysis will also focus on determining the extent on which OWB impacts turnover intention, the influence of OWB to contextual performance, and the impact of demographic factors of age and gender to various components of OWB. In line with this, various sets of hypotheses were formulated for this study. These hypotheses will be tested using various statistical tests with regards to their acceptability. These are as follows:

Hypothesis 1a: SOW-B is comprised of 3 factors: negative work affect, positive work affect, and job satisfaction.

Hypothesis 1b: The 3 dimensions assessed by the scale load onto a higher-order factor, Subjective Occupational Well-being.

Hypothesis 2a: POW-B is comprised of 6 factors: Job Satisfaction, Positive Affect, Negative Affect, Job Purpose, Environmental Mastery, Job Growth, Positive Work Relationships, Job Autonomy, and Professional Self-Acceptance.

Hypothesis 2b: The 6 dimensions assessed by the scale load onto a higher-order factor, Psychological Occupational Well-being.

Hypothesis 3: The 9 dimensions within SOW-B and POW-B load onto a higher order factor, Occupational Well-being.

Hypothesis 4a: Occupational well-being influences intent to leave an organization, in that higher levels of OWB are associated with lower levels of turnover intention.

Hypothesis 4b: The magnitude of the relationship between positive affect and turnover intention will be greater than that of the relationship between negative affect and turnover intention.

Hypothesis 5: Occupational well-being is positively related to Discretionary Behavior in an organization in that higher levels of OWB are associated with higher levels of contextual performance.

Hypothesis 6a: Age will be positively related to job satisfaction, the cognitive dimension of Occupational Well-being.

Hypothesis 6b: There is no significant relationship between gender and job satisfaction, the cognitive dimension of Occupational Well-being; levels of job satisfaction for males and females will not be statistically significant from one another

Hypothesis 6c: Age will be positively related to the autonomy dimension of Occupational Well-being, in that autonomy will increase as age increases.

Hypothesis 6d: Age will be positively related to the environmental mastery dimension of Occupational Well-being, in that environmental mastery will increase as age increases.

Hypothesis 6e: Age will be negatively related to the job purpose dimension of Occupational Well-being, in that job purpose will decrease as age increases.

Hypothesis 6f: Age will be negatively related to the job growth dimension of Occupational Well-being, in that job growth will decrease as age increases.

Hypothesis 6g: Gender will be significantly related to the positive work relationships dimension of Occupational Well-being such that women will demonstrate significantly higher levels than men.

Prior to testing the sets of hypotheses, a descriptive statistics analysis was conducted in order to summarize the data in terms of the frequency distribution and measures of central tendency of the scale responses of the six POW-B measures, Three SOW-B measures, turnover intention, discretionary behavior, and OWB. The measures of central tendency include the mean, standard, deviation, minimum and maximum values for the study variable. The results of the descriptive statistics are presented in the succeeding sections of this chapter.

To address the hypothesis 1a, 1b, 2a, and 2b, confirmatory factor analyses will be conducted. First-order confirmatory factor analyses will be conducted to evaluate the proposed structure of SOW-B and POW-B. Then, a second-order confirmatory factor analyses will be followed.

For hypothesis 3, two hierarchy models will be formulated then test to determine the most parsimonious structure of OWB. The first of these hierarchical models will test the most parsimonious option, that a single second-order well-being factor could be identified to represent the relationships among the 9 first-order factors. The second hierarchical model will test a structure in which two second-order factors are specified, with the three components of SOW-B and the six components of POW-B designating the nine indicators of OWB.

For hypothesis 4a, 4b, 5, 6a, 6c, 6d, 6e, and 6f, separate sets of a multiple linear regression (MLR) model were conducted to specify relationships between variables enumerated in the respective hypotheses. The MLR uses inferential statistics whereas conclusions are drawn about the population from the sample statistics. Lastly, hypothesis 6b and 6 g will be addressed using t-test of difference of means to test statistical difference of the OWB components for gender and age differences. This chapter presents the analysis of data conducted using multifactor analysis of variation and structural equation modeling (SEM). The results are presented in the section after the Description of the study variables.

Description of the Sample

This section discusses the demographic frequency of the samples involved in the study. These include the gender and age survey respondents of 3009 employees. Among the 3009 employees only 2947 (97.9%) and 2901 (96.4%) of the respondents indicated their demographic information of gender and age, respectively. The sample of survey respondents were composed of almost an equal percentage of male and female responders. 1548 or 51.4% of the sample pool were respondents while 1399 or 46.5% were female employees. Among these respondents, majority were in the age group of 20 to 30 years old (29.7%) and 30 to 40 years old (40.1%) which composed of 69.8% of the total sample. A significant number of respondents were in the age group of 40 to 50 years old (18.1%) and 50 to 60 years age range (7%).

Table 1

Frequency of Gender among the Respondents

		Frequency	Percent
Valid	Male	1548	51.4
	Female	1399	46.5
	Total	2947	97.9
Missing	System	62	2.1
Total		3009	100.0

Table 2

Frequency of Age Group among the Respondents

		Frequency	Percent
Valid	<19	12	.4
	20-30	893	29.7
	30-40	1208	40.1
	40-50	544	18.1
	50-60	210	7.0
	60+	34	1.1
	Total	2901	96.4
Missing	System	108	3.6
Total		3009	100.0

Descriptive Statistics of the Study Variables

The descriptive statistics of the survey respones among the 3009 respondents are used to summarized the results of the of POW-B, SOW-B, and OWB measures in terms of the mean and standard deviation (See table 3). The POW-B measure is composed of six components of positive working relationships (PosWorkRelScale), job purpose (JobPurposeScale), work autonomy (AutonomyScale), environmental mastery at work (EnvMasteryScale), job growth (JobGrowthScale), and professional self-acceptance (ProfSelfAcceptScale) which were measured using a five-pint Likert-type scale ranging from “agree” (1) to “disagree” (5). The resulting descriptive statistics shows that the mean responses among the six measures of POW-B range between 1.8983 and 2.2514. These values are near the agree range signifying that most of the respondents leaned on to the agree scale rather than on the disagree scale for the questions pertaining to the six measures of POW-B.

For the SOW-B measure, it is composed of three components of negative work affect (NegWorkAffectScale), positive work affect (PosWorkAffectScale), and job satisfaction (JobSatisfactionScale). These three components have a mean response range between .89369 and 1.12738. Compared to responses on the POW-B, the mean responses for SOW-B were much nearer to the 1 or agree range. This means that most of the participants affirmed or agreed with the questions pertaining to the SOW-B measures.

In terms of the responses on turnover intention (TurnoverIntentScale) and discretionary behavior (DiscretionaryEffortScale), it can be observed that the mean scores (2.1801 and 1.5321) were also leaning to the affirmative scale of “agree”. The respones of the 3009 respondents were not highly deviated since the standard deviaiton of .62301 and .68736 are less than the scale distance of one. This indicates that the respones of the different respondents for these measures were the same or almost close. Lastly, the OWB-scale had a mean response of 2.1373 indicating that the responses were leaning to the agree scale.

Table 3

Descriptive Statistics of Study Variables Obtained from Survey Responses

	N	Minimum	Maximum	Mean	Std. Deviation
DiscretionaryEffortScale	3008	1.00	5.00	1.5321	.62301

TurnoverIntentScale	3007	1.00	4.00	2.1801	.68736
ProfSelfAcceptScale	3009	1.00	5.00	1.9149	.80914
JobGrowthScale	3009	1.00	5.00	2.2514	.97705
EnvMasteryScale	3009	1.00	4.63	2.0271	.61211
PosWorkRelScale	3009	1.00	5.00	2.0323	.93810
JobPurposeScale	3009	1.00	5.00	1.8983	.71513
AutonomyScale	3009	1.00	5.00	2.0307	.71298
PosWorkAffectScale	3001	1.00	5.00	2.1409	1.12738
NegWorkAffectScale	3001	1.00	5.00	3.4006	1.14879
JobSatisfactionScale	3008	1.00	5.00	2.1059	.89369
OWBScale	3009	1.00	4.44	2.1373	.53359
Valid N (listwise)	2995				

Univariate Normality Test

Preliminary screening of the data will be conducted to ensure the integrity of the findings from the analysis. Typical data screening procedure is testing the univariate normality of the data. Normality testing is conducted through the skewness and kurtosis of the data summarized in table 4. Skewness statistics greater than three indicate non-normality while kurtosis statistic between 10 and 20 also indicate non-normality (Kline, 2005). Upon observation of the skewness and kurtosis of each study variable, all fell within the criteria enumerated by Kline (2005). This indicates that all the data representing the study variables are normally distributed.

Table 4

Skewness and Kurtosis Statistics of Study Variables

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
DiscretionaryEffortScale	3008	1.476	.045	2.775	.089
TurnoverIntentScale	3007	.699	.045	-.484	.089
ProfSelfAcceptScale	3009	.952	.045	.656	.089
JobGrowthScale	3009	.612	.045	-.358	.089
EnvMasteryScale	3009	.920	.045	1.115	.089
PosWorkRelScale	3009	1.022	.045	.569	.089
JobPurposeScale	3009	.869	.045	.791	.089
AutonomyScale	3009	.849	.045	.775	.089
PosWorkAffectScale	3001	.952	.045	.066	.089
NegWorkAffectScale	3001	-.386	.045	-.779	.089
JobSatisfactionScale	3008	.874	.045	.680	.089
OWBScale	3009	.670	.045	.412	.089
Valid N (listwise)	2995				

Correlations among the Study Variables

Correlation refers to the degree of relationship between two independent variables. In this study, the variables will be in terms of the measures enumerated in table 3. Table 5 presents the correlation matrix on the 12 measures composing of the six POW-B measures, three SOW-B measures, turnover intention, discretionary behavior, and OWB. To determine the relationship between the various measures, the Pearson's correlation test is conducted. The test computes for the p-value of the Pearson's r coefficient which range between -1and +1 to test the significance of the relationship. P-value is significant if it is equal or less than the level of significance value set at 5%. The level of significance represents the critical limit to determine the significance of the statistical test. If the p-value is significant, it indicates correlation between the two measures. After which, the strength and direction of the correlation is determined with the value and sign of the correlation r coefficient, respectively. A positive correlation between variables exists when the correlation coefficient is positive while a negative correlation exists when the value is negative. Positive correlation means that that change of independent variable results to the same direction of change for the dependent variable (i.e. variable B increases if variable A increases). On the other hand, a negative correlation means that the relationship is opposite (i.e. variable B decreases if variable A increases, or the other way around).

A value of 0.70 and above for the Pearson's correlation coefficient signifies a strong correlation between two variables while a value of 0.30 and below signifies a weak correlation; and a value in between 0.30 and 0.70 indicates a moderate level of correlation between two variables. It can be seen from the resulting correlation matrix that all pair wise correlation between variables are all significant with p-values equal to 0. This indicates that each of the 12 measures is correlated with each other. Almost all correlation coefficient indicate values of positive and strong or moderation correlation between variables which means that each pair of measures behaves the same way. An exception can be observed with the correlation between the 11 measures with negative work affect wherein a negative and moderate correlation were observed for each. The same case is also observed between the correlation of discretionary behavior and negative work affect which had a negative and a weak correlation coefficient.

Table 5

Correlations among Study Variables

		DiscretionaryEffortScale	TurnoverIntentScale	ProfSelfAcceptScale	JobGrowthScale	EnvMasteryScale	PosWorkRelScale	JobPurposeScale	AutonomyScale	PosWorkAffectScale	NegWorkAffectScale	JobSatisfactionScale	OWBScale
DiscretionaryEffortScale	Pearson Correlation	1	.333**	.507**	.428**	.476**	.507**	.522**	.330**	.434**	-.271**	.441**	.619**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	3008	3006	3008	3008	3008	3008	3008	3008	3000	3000	3007	3008
TurnoverIntentScale	Pearson Correlation	.333**	1	.589**	.519**	.473**	.451**	.563**	.343**	.538**	-.370**	.608**	.676**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	3006	3007	3007	3007	3007	3007	3007	3007	3000	3000	3007	3007
ProfSelfAcceptScale	Pearson Correlation	.507**	.589**	1	.758**	.710**	.684**	.769**	.560**	.714**	-.487**	.749**	.888**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	3008	3007	3009	3009	3009	3009	3009	3009	3001	3001	3008	3009
JobGrowthScale	Pearson Correlation	.428**	.519**	.758**	1	.726**	.627**	.677**	.529**	.616**	-.431**	.646**	.832**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	3008	3007	3009	3009	3009	3009	3009	3009	3001	3001	3008	3009

EnvMasteryScale	Pearson Correlation	.476**	.473**	.710**	.726**	1	.704**	.705**	.536**	.570**	-.343**	.586**	.824**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	3008	3007	3009	3009	3009	3009	3009	3009	3001	3001	3008	3009
PosWorkRelScale	Pearson Correlation	.507**	.451**	.684**	.627**	.704**	1	.687**	.596**	.626**	-.452**	.569**	.813**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	3008	3007	3009	3009	3009	3009	3009	3009	3001	3001	3008	3009
JobPurposeScale	Pearson Correlation	.522**	.563**	.769**	.677**	.705**	.687**	1	.517**	.654**	-.423**	.667**	.853**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	3008	3007	3009	3009	3009	3009	3009	3009	3001	3001	3008	3009
AutonomyScale	Pearson Correlation	.330**	.343**	.560**	.529**	.536**	.596**	.517**	1	.495**	-.353**	.460**	.672**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	3008	3007	3009	3009	3009	3009	3009	3009	3001	3001	3008	3009
PosWorkAffectScale	Pearson Correlation	.434**	.538**	.714**	.616**	.570**	.626**	.654**	.495**	1	-.647**	.749**	.789**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	3000	3000	3001	3001	3001	3001	3001	3001	3001	2997	3001	3001

NegWorkAffectScale	Pearson Correlation	-.271**	-.370**	-.487**	-.431**	-.343**	-.452**	-.423**	-.353**	-.647**	1	-.535**	-.423**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	3000	3000	3001	3001	3001	3001	3001	3001	2997	3001	3001	3001
JobSatisfactionScale	Pearson Correlation	.441**	.608**	.749**	.646**	.586**	.569**	.667**	.460**	.749**	-.535**	1	.809**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	3007	3007	3008	3008	3008	3008	3008	3008	3001	3001	3008	3008
OWBScale	Pearson Correlation	.619**	.676**	.888**	.832**	.824**	.813**	.853**	.672**	.789**	-.423**	.809**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	3008	3007	3009	3009	3009	3009	3009	3009	3001	3001	3008	3009

**. Correlation is significant at the 0.01 level (2-tailed).

Reliability of Survey Instrument

The reliability of the survey results was tested through Cronbach's alpha reliability statistics. Since each of the study variables were measured using various with a multiple-item scale asking participants to indicate their level of agreement with various statements pertaining to a particular measure, the reliability of the scales should be tested to examine the consistency of the question items measuring that particular measure variable. The Cronbach's alpha measured the internal consistency of the scores of each item in the questionnaire per measure variable. Thus, the Cronbach's alpha for each study variable will be computed separately. For instance, the Cronbach's alpha for discretionary behavior will only composed of the reliability of the two different questions composing it. The computed Cronbach's Alpha statistics are summarized in tables 6 to 16.

The Cronbach's Alpha for the scale items measuring positive work affect (.934) has an excellent internal consistently. Cronbach's alpha values greater than a value of .9 falls in the category of excellent level of internal consistency and reliability. On the other hand, Cronbach's Alpha for the scale items measuring job growth (.877), positive working relationships (.831), job purpose (.874), negative work affect (.821), and job satisfaction (.876) are also considered to have high level of internal consistency for the scale response and categorized in the "good range" of Cronbach's alpha values 0.8 to 0.9. The Cronbach's Alpha for the scale items measuring professional self-acceptance (.759) and environmental mastery at work (.702) falls in the "acceptable" range between .7 and .8. Only these measures had internally consistent and highly reliable survey results. The measure of discretionary behavior (.331), turnover intent (-.135), autonomy (.435) had an unacceptable Cronbach's alpha values. This means that the scale items measuring these variables were not internally consistent and unreliable.

Table 6

Reliability Statistics of Discretionary Effort

Cronbach's Alpha	N of Items
.331	2

Table 7

Reliability Statistics of Turnover Intent

Cronbach's Alpha[a]	N of Items
-.135	2

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Table 8

Reliability Statistics of Professional Self-Acceptance

Cronbach's Alpha	N of Items
.759	4

Table 9

Reliability Statistics of Job Growth

Cronbach's Alpha	N of Items
.877	6

Table 10

Reliability Statistics of Environmental Mastery at Work

Cronbach's Alpha	N of Items
.702	8

Table 11

Reliability Statistics of Positive Working Relationships

Cronbach's Alpha	N of Items
.831	4

Table 12

Reliability Statistics of Job Purpose

Cronbach's Alpha	N of Items
.874	9

Table 13

Reliability Statistics of Work Autonomy

Cronbach's Alpha	N of Items
.453	4

Table 14

Reliability Statistics of Positive Work Affect

Cronbach's Alpha	N of Items
.934	3

Table 15

Reliability Statistics of Negative Work Affect

Cronbach's Alpha	N of Items
.821	3

Table 16

Reliability Statistics of Job Satisfaction

Cronbach's Alpha	N of Items
.876	3

Analysis and Results for Hypothesis 1a

The first analysis will involve conducting a first order confirmatory factor analysis (CFA) to address hypothesis 1a that SOW-B is comprised of 3 factors: negative work affect, positive work affect, and job satisfaction. All tests involving CFA will be conducted using the AMOS program. The first analysis for the CFA will involve the assessment of the model fit. The assessment will include evaluating the indices of the chi-square statistics, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and the Root Mean Square Error of Approximation (RMSEA). The fit indices are summarized in table 17 while the path diagram is illustrated in figure 1.

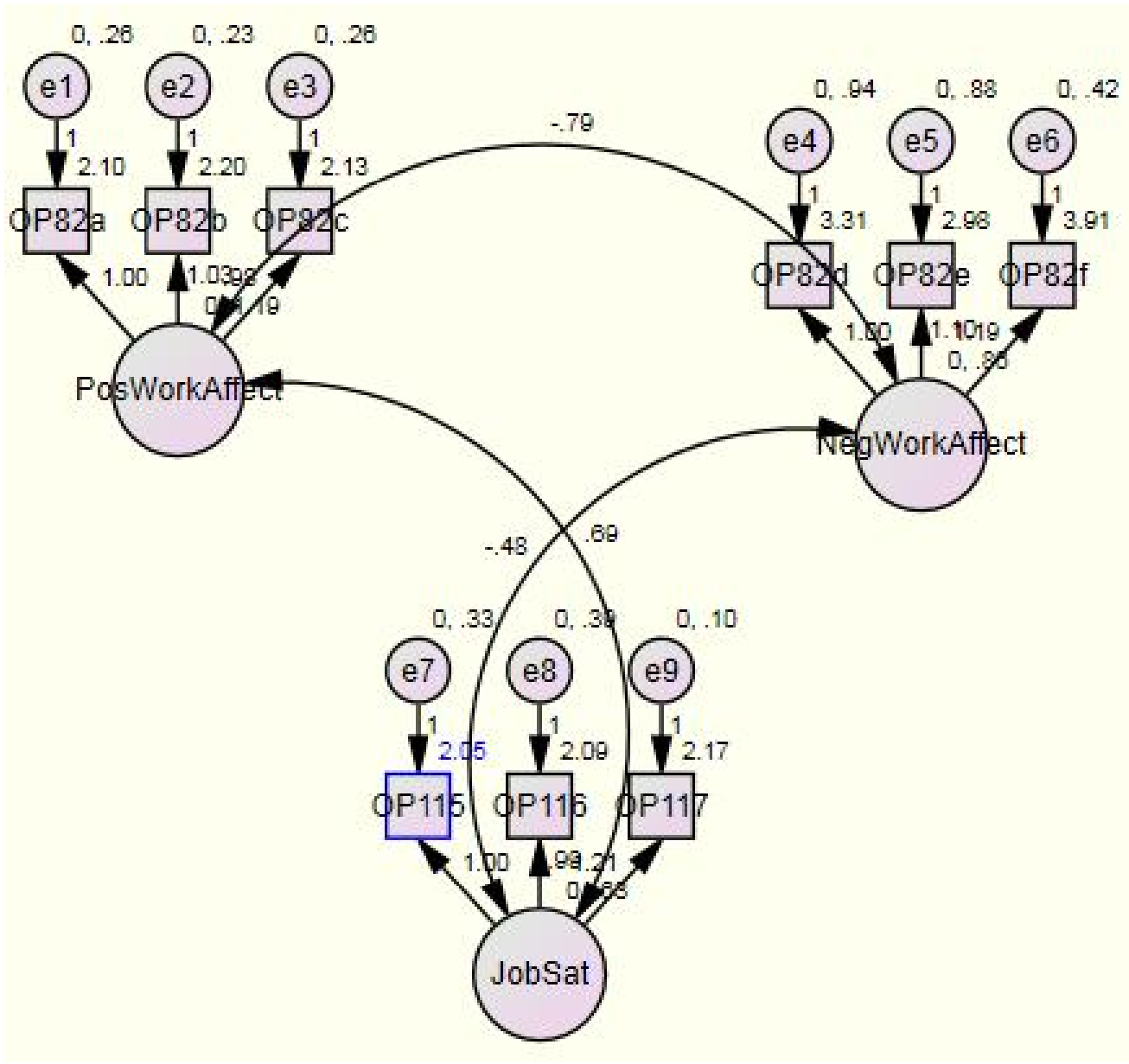

Figure 1

Standardized Path Coefficients for the Structural Model of SOW-B

For the computed chi-square statistic, the statistic for the model fit is significant (p-value=0) which indicate that the null hypothesis that the data is a good fit for the model. In evaluating the CFI and TLI, indices value of .95 and above indicates good model fit (Hu & Bentler, 1999) while for RMSEA value less than .05 indicates good model fit; value less than .08 indicates reasonable fit; and value less than .10 has poor fit (Brown & Cudeck, 1993). The CFI (.96) value was within the .95 and above range. However, both TLI and RMSEA did not fall into the acceptable range for model fit. The TLI (.926) is less than the .95 limit while the RMSEA (.107) value was not within the acceptable range exceeding the .05 cut-off for accepting the model fit. Overall, the different tests indicated that the model was not a good fit to the data.

Index	
Chi-square	850.854
Degrees of freedom	24
Sig.	.000
Comparative fit index (CFI)	0.96
Tucker-Lewis index (TLI)	0.926
Root mean squared error (RMSEA)	0.107

In addition to evaluating the model fit as a whole, the significance of the individual parameters was also assessed. Parameters were evaluated at the .05 level. The direction of the standardized path coefficients was checked to see if it was consistent with expectations of the hypothesis. The regression weights, standardized regression weights,

correlations, and squared multiple correlations were assessed. First analysis will be the regression weights which is the unstandardized estimates or loadings. The unconstrained estimates of all items are significant. Each unstandardized regression coefficient represents the amount of change in the dependent or mediating variable for each one unit change in the variable predicting it. For instance, OP82 increases by 1 for each 1 increase in positive work affect or OP116 increases by .992 for each 1 increase of job satisfaction.

			Estimate	S.E.	C.R.	P	Label
OP82a	<---	PosWorkAffect	1.000				
OP82b	<---	PosWorkAffect	1.025	.013	80.757	***	
OP82c	<---	PosWorkAffect	.975	.013	76.918	***	
OP82d	<---	NegWorkAffect	1.000				
OP82e	<---	NegWorkAffect	1.098	.031	35.373	***	
OP82f	<---	NegWorkAffect	1.189	.030	39.193	***	
OP115	<---	JobSat	1.000				
OP116	<---	JobSat	.992	.020	48.489	***	
OP117	<---	JobSat	1.213	.020	60.314	***	

Table 19 summarized the statistics on standardized regression weights. This statistic can be interpreted as the correlation between the observed variable and the factor it is measuring. It evaluates the relative contributions of each predictor variable to each outcome variable. The resulting weights have moderate to strong standardized loadings indicating that OP82a, OP82b, and OP82c are reliable indicators of the variable positive work affect; OP82d, OP82e, and OP82f are reliable indicators of negative work affect; and OP115, OP116, and OP117 are reliable indicators of job satisfaction.

			Estimate
OP82a	<---	PosWorkAffect	.906
OP82b	<---	PosWorkAffect	.920
OP82c	<---	PosWorkAffect	.902
OP82d	<---	NegWorkAffect	.692
OP82e	<---	NegWorkAffect	.737
OP82f	<---	NegWorkAffect	.862
OP115	<---	JobSat	.807
OP116	<---	JobSat	.783
OP117	<---	JobSat	.950

Table 20 shows the statistics on the correlation between the factors. It shows that a negative and strong correlation (-.782) between positive work affect and negative work, a positive and strong correlation (.802) between job satisfaction and positive work affect, and a negative and moderate correlation (-.651) between job satisfaction and negative work.

			Estimate
PosWorkAffect	<-->	NegWorkAffect	-.782

			Estimate
JobSat	<-->	PosWorkAffect	.802
JobSat	<-->	NegWorkAffect	-.651

	Estimate
OP117	.902
OP116	.613
OP115	.652
OP82f	.743
OP82e	.543
OP82d	.478
OP82c	.813
OP82b	.847
OP82a	.821

In summary, the hypothesis 1a that SOW-B is comprised of 3 factors: negative work affect, positive work affect, and job satisfaction is acceptable based on the findings from the first order CFA. It appears that there are three observed factors or items measuring each of the common factors of positive work affect, negative work affect, and job satisfaction. The current survey measures for each variable were reliable based on the standardized regression weights and the squared multiple correlation.

Analysis and Results for Hypothesis 1b

The second analysis will involve conducting a second order confirmatory factor analysis (CFA) to address hypothesis 1b that the 3 dimensions assessed by the scale load onto a higher-order factor, Subjective Occupational Well-being. The assessment of the model fit will also include evaluating the indices of the chi-square statistics, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and the Root Mean Square Error of Approximation (RMSEA). The fit indices are summarized in table 22 while the path diagram is illustrated in figure 2.

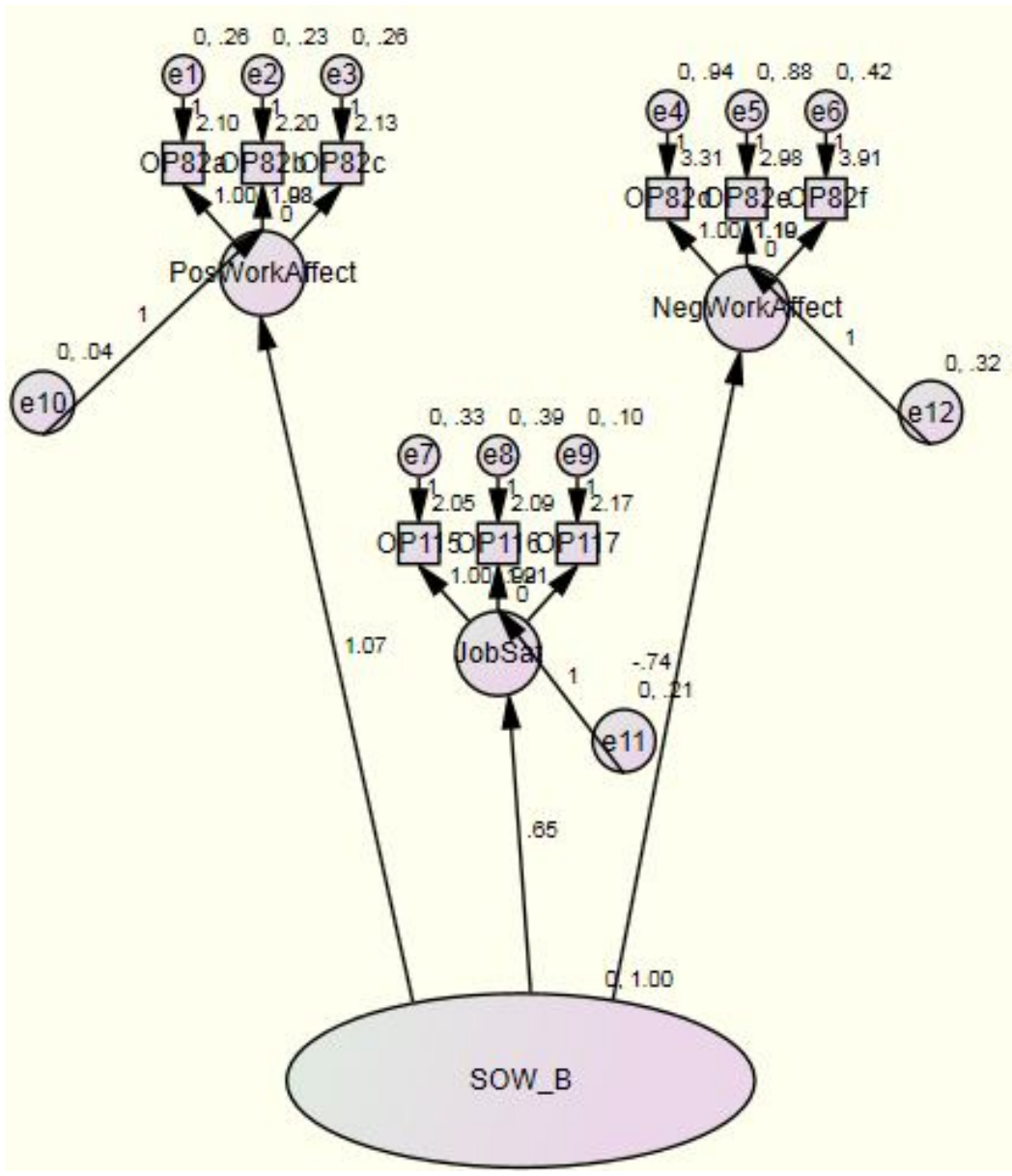

Figure 2

Standardized Path Coefficients for the Structural Model of the Higher-order factor SOW-B

For the computed chi-square statistic, the statistic for the model fit is significant (p-value=0) which indicate that the null hypothesis that the data is a good fit for the model. Like the results for the analysis of hypothesis 1a, the CFI (.96) value was within the acceptable range while both TLI (.926) and RMSEA (.107) did not fall into the acceptable range for model fit of the .95 and above range and less than the .05, respectively. The model indices indicated that the model was not a good fit to the data in testing hypothesis 1b.

Index	
Chi-square	850.854
Degrees of freedom	24
Sig.	0
Comparative fit index (CFI)	0.96
Tucker-Lewis index (TLI)	0.926
Root mean squared error (RMSEA)	0.107

Evaluating of the individual parameters was also assessed at the .05 level. The regression weights, standardized regression weights, correlations, and squared multiple correlations were assessed to address hypothesis 1b. The regression weights or the unconstrained estimates were all significant.

			Estimate	S.E.	C.R.	P	Label
PosWorkAffect	<---	SOW_B	1.070	.019	55.948	***	
JobSat	<---	SOW_B	.647	.016	40.206	***	
NegWorkAffect	<---	SOW_B	-.740	.022	-33.148	***	

			Estimate	S.E.	C.R.	P	Label
OP82a	<---	PosWorkAffect	1.000				
OP82b	<---	PosWorkAffect	1.025	.013	80.757	***	
OP82c	<---	PosWorkAffect	.975	.013	76.918	***	
OP82d	<---	NegWorkAffect	1.000				
OP82e	<---	NegWorkAffect	1.098	.031	35.373	***	
OP82f	<---	NegWorkAffect	1.189	.030	39.193	***	
OP115	<---	JobSat	1.000				
OP116	<---	JobSat	.992	.020	48.489	***	
OP117	<---	JobSat	1.213	.020	60.314	***	

Table 24 summarized the statistics on standardized regression weights. This statistic can be interpreted as the correlation between the observed variable and the factor it is measuring. The resulting weight values for the path model of SOW-B to positive work affect (.982), negative work affect (-.796), and negative work affect (.818) were high which can be categorized in either a moderate or strong standardized loadings. It can be observed that the negative work affect had a negative correlation with SOW-B. Other than this observation, it can be said that these three indicators or variables are considered as reliable indicators of SOW-B.

			Estimate
PosWorkAffect	<---	SOW_B	.982
JobSat	<---	SOW_B	.818
NegWorkAffect	<---	SOW_B	-.796
OP82a	<---	PosWorkAffect	.906
OP82b	<---	PosWorkAffect	.920
OP82c	<---	PosWorkAffect	.902
OP82d	<---	NegWorkAffect	.692
OP82e	<---	NegWorkAffect	.737
OP82f	<---	NegWorkAffect	.862
OP115	<---	JobSat	.807
OP116	<---	JobSat	.783
OP117	<---	JobSat	.950

	Estimate
JobSat	.668
NegWorkAffect	.634
PosWorkAffect	.963
OP117	.902
OP116	.613
OP115	.652

	Estimate
OP82f	.743
OP82e	.543
OP82d	.478
OP82c	.813
OP82b	.847
OP82a	.821

3 dimensions assessed by the scale load onto a higher-order factor, Subjective Occupational Well-being is accepted since the second order CFA proved high reliability of measurement based on the standardized regression weights and the squared multiple correlation.

Analysis and Results for Hypothesis 2a

The analysis for this hypothesis will involve conducting a first order CFA to address hypothesis 2a that the POW-B is comprised of 6 factors: Job Satisfaction, Positive Affect, Negative Affect, Job Purpose, Environmental Mastery, Job Growth, Positive Work Relationships, Job Autonomy, and Professional Self-Acceptance. The assessment of the model fit will also include evaluating the indices of the chi-square statistics, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and the Root Mean Square Error of Approximation (RMSEA). The fit indices are summarized in table 26.

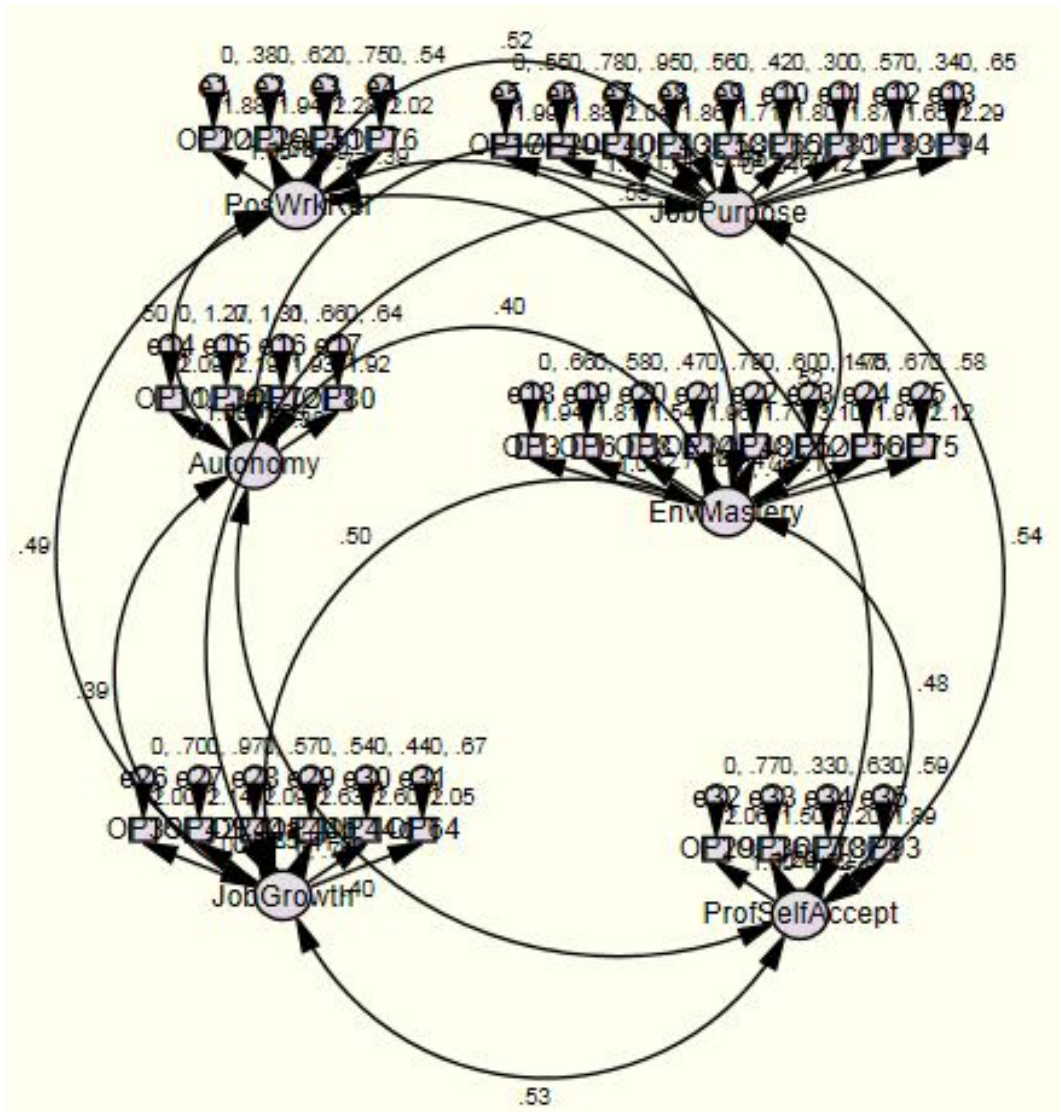

Figure 3

Standardized Path Coefficients for the Structural Model of POW-B

For the computed chi-square statistic, the statistic for the model fit is also significant (p-value=0) which indicate that the null hypothesis that the data is a good fit for the model. The CFI (.785), TLI (.751) and RMSEA (.089) did not

fall into their respective acceptable range for model fit. The different statistics concluded that the generated model was not a good fit to the data in testing hypothesis 2a.

Table 26

Index	
Chi-square	13397.6
Degrees of freedom	545
Sig.	0
Comparative fit index (CFI)	0.785
Tucker-Lewis index (TLI)	0.751
Root mean squared error (RMSEA)	0.089

The regression weights, standardized regression weights, correlations, and squared multiple correlations were assessed to address hypothesis 2a. Table 27 summarized the results of the unstandardized regression weights. The regression weights for the unconstrained estimates were all significant.

Table 27

			Estimate	S.E.	C.R.	P	Label
OP22	<---	PosWrkRel	1.000				
OP25	<---	PosWrkRel	.778	.021	37.704	***	
OP51	<---	PosWrkRel	1.066	.025	43.346	***	
OP76	<---	PosWrkRel	1.085	.023	47.945	***	
OP17	<---	JobPurpose	1.000				
OP20	<---	JobPurpose	.806	.026	31.493	***	
OP40	<---	JobPurpose	.742	.027	27.675	***	
OP43	<---	JobPurpose	.826	.023	35.412	***	
OP58	<---	JobPurpose	.752	.021	36.409	***	
OP65	<---	JobPurpose	.887	.021	42.684	***	
OP81	<---	JobPurpose	.716	.022	32.129	***	
OP83	<---	JobPurpose	.692	.019	36.966	***	
OP94	<---	JobPurpose	1.123	.028	39.971	***	
OP11	<---	Autonomy	1.000				
OP30	<---	Autonomy	-.124	.036	-3.433	***	
OP72	<---	Autonomy	1.069	.046	23.259	***	
OP80	<---	Autonomy	1.278	.052	24.447	***	
OP3	<---	EnvMastery	1.000				
OP6	<---	EnvMastery	.824	.028	29.869	***	
OP8	<---	EnvMastery	.742	.025	29.803	***	
OP34	<---	EnvMastery	.874	.031	28.190	***	
OP48	<---	EnvMastery	1.016	.031	32.840	***	

			Estimate	S.E.	C.R.	P	Label
OP52	<---	EnvMastery	-.468	.038	-12.469	***	
OP56	<---	EnvMastery	.906	.030	30.134	***	
OP75	<---	EnvMastery	1.127	.033	34.622	***	
OP35	<---	JobGrowth	1.000				
OP42	<---	JobGrowth	.750	.027	28.251	***	
OP44a	<---	JobGrowth	1.102	.027	40.529	***	
OP44b	<---	JobGrowth	1.346	.031	43.641	***	
OP44c	<---	JobGrowth	1.407	.031	45.204	***	
OP64	<---	JobGrowth	.987	.027	37.147	***	
OP29	<---	ProfSelfAccept	1.000				
OP36	<---	ProfSelfAccept	.591	.020	29.330	***	
OP78	<---	ProfSelfAccept	1.285	.036	35.892	***	
OP93	<---	ProfSelfAccept	1.020	.031	33.309	***	

Table 28 summarized the statistics on standardized regression weights. The resulting weights have moderate to strong standardized loadings. However, this is not true for OP 30 (-.067) and OP52 (-.239) which have a weak weights which indicates that these items are unreliable indicators to work autonomy and environment mastery, respectively. Also, almost all of the values were positive except for the weights between work autonomy and OP11; and environment mastery and OP52 which had a negative relationship. Other than those two items, because of the moderate to strong strength of the relation between the common factors and the measured factor these indicates that each of the scales are reliable indicators of job satisfaction, positive affect, negative affect, job purpose, environmental mastery, job growth, positive work relationships, job autonomy, and professional self-acceptance. Table 28

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
OP22	<---	PosWrkRel	.819
OP25	<---	PosWrkRel	.656
OP51	<---	PosWrkRel	.734
OP76	<---	PosWrkRel	.793
OP17	<---	JobPurpose	.734
OP20	<---	JobPurpose	.591
OP40	<---	JobPurpose	.522
OP43	<---	JobPurpose	.663
OP58	<---	JobPurpose	.680
OP65	<---	JobPurpose	.792
OP81	<---	JobPurpose	.605
OP83	<---	JobPurpose	.690

			Estimate
OP94	<---	JobPurpose	.744
OP11	<---	Autonomy	.481
OP30	<---	Autonomy	-.067
OP72	<---	Autonomy	.633
OP80	<---	Autonomy	.705
OP3	<---	EnvMastery	.650
OP6	<---	EnvMastery	.603
OP8	<---	EnvMastery	.602
OP34	<---	EnvMastery	.566
OP48	<---	EnvMastery	.674
OP52	<---	EnvMastery	-.239
OP56	<---	EnvMastery	.610
OP75	<---	EnvMastery	.718
OP35	<---	JobGrowth	.710
OP42	<---	JobGrowth	.540
OP44a	<---	JobGrowth	.777
OP44b	<---	JobGrowth	.839
OP44c	<---	JobGrowth	.872
OP64	<---	JobGrowth	.711
OP29	<---	ProfSelfAccept	.639
OP36	<---	ProfSelfAccept	.598
OP78	<---	ProfSelfAccept	.764
OP93	<---	ProfSelfAccept	.696

Table 29

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
OP93	.484
OP78	.583
OP36	.358
OP29	.408
OP64	.506
OP44c	.760
OP44b	.704
OP44a	.604
OP42	.291

	Estimate
OP35	.505
OP75	.515
OP56	.372
OP52	.057
OP48	.454
OP34	.320
OP8	.363
OP6	.364
OP3	.423
OP80	.497
OP72	.401
OP30	.005
OP11	.232
OP94	.554
OP83	.475
OP81	.366
OP65	.627
OP58	.462
OP43	.440
OP40	.272
OP20	.349
OP17	.538
OP76	.629
OP51	.539
OP25	.431
OP22	.671

As a summary, the hypothesis 2a POW-B is comprised of 6 factors: Job Satisfaction, Positive Affect, Negative Affect, Job Purpose, Environmental Mastery, Job Growth, Positive Work Relationships, Job Autonomy, and Professional Self-Acceptance is acceptable based on the findings from the first order CFA especially if the two items of OP30 and OP52 are removed. This is because they have very low weights implying their weak contribution in measuring the variables it is measuring. Other than these two items, the current survey measures for each variable were reliable based on the standardized regression weights and the squared multiple correlation.

Analysis and Results for Hypothesis 2b

The analysis for this hypothesis will involve conducting a second order CFA to address hypothesis 2b that the 6 dimensions assessed by the scale load onto a higher-order factor, Psychological Occupational Well-being. The

assessment of the model fit will also include evaluating the indices of the chi-square statistics, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and the Root Mean Square Error of Approximation (RMSEA). The fit indices are summarized in table 30.

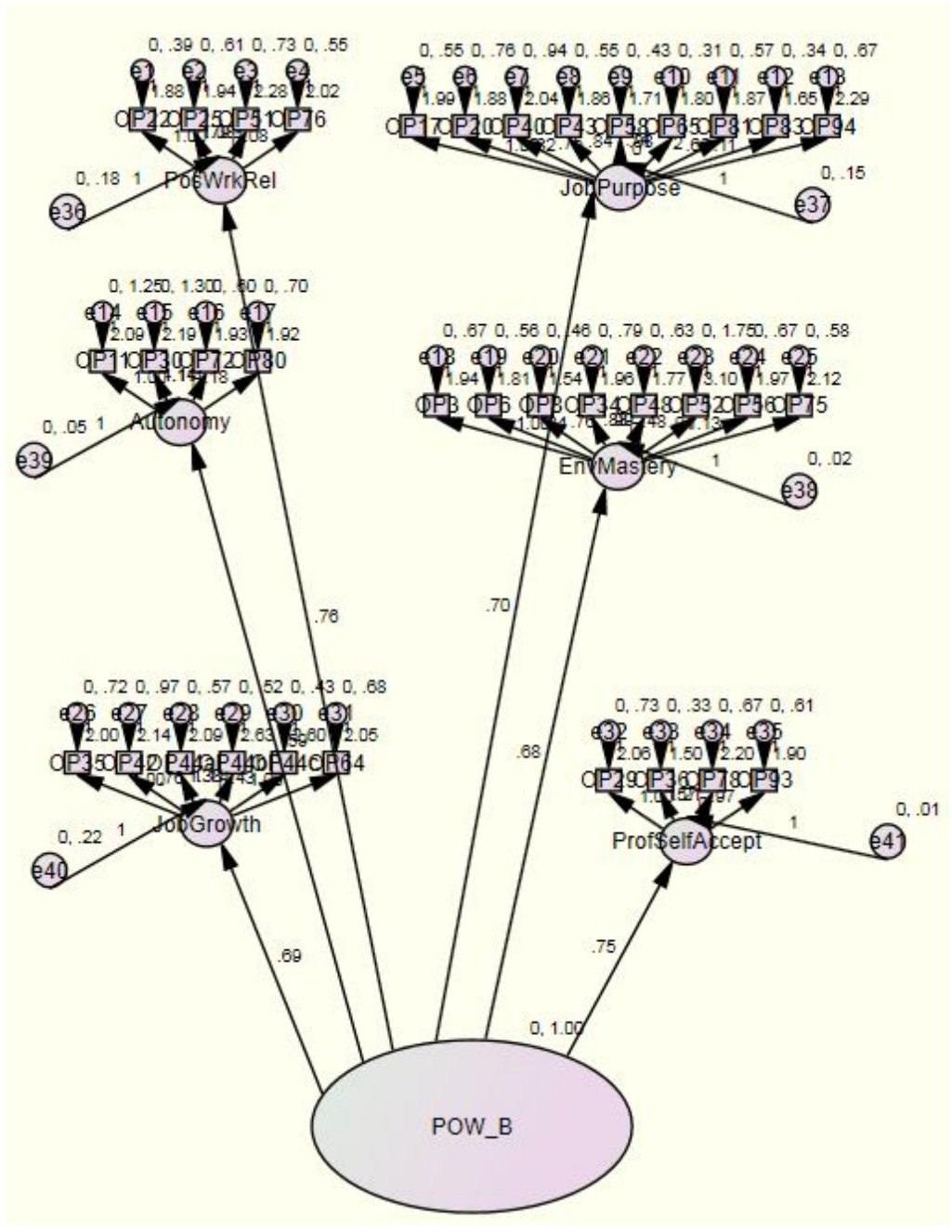

Figure 4

Standardized Path Coefficients for the Structural Model of the Higher-Order POW-B

For the computed chi-square statistic, the statistic for the model fit is also significant (p-value=0) which indicate that the null hypothesis that the data is a good fit for the model. Like hypothesis 2a, the CFI (.776), TLI (.749) and RMSEA (.09) did not fall into their respective acceptable range for model fit. The different statistics concluded that the generated model was not a good fit to the data in testing hypothesis 2b.

Table 30

Index	
Chi-square	13926.368
Degrees of freedom	554
Sig.	0
Comparative fit index (CFI)	0.776
Tucker-Lewis index (TLI)	0.746
Root mean squared error (RMSEA)	0.09

The regression weights of the unstandardized estimates are summarized in table 31. All the unconstrained estimates of all items are significant at the level of significance of 0.05 when all the scale items are loaded onto a higher order factor of POW-B.

			Estimate	S.E.	C.R.	P	Label
JobGrowth	<---	POW_B	.688	.019	36.902	***	
Autonomy	<---	POW_B	.590	.023	26.046	***	
PosWrkRel	<---	POW_B	.762	.017	44.666	***	
JobPurpose	<---	POW_B	.703	.017	40.433	***	
EnvMastery	<---	POW_B	.684	.018	38.180	***	
ProfSelfAccept	<---	POW_B	.752	.019	39.553	***	
OP22	<---	PosWrkRel	1.000				
OP25	<---	PosWrkRel	.787	.021	37.541	***	
OP51	<---	PosWrkRel	1.080	.025	43.148	***	
OP76	<---	PosWrkRel	1.080	.023	46.537	***	
OP17	<---	JobPurpose	1.000				
OP20	<---	JobPurpose	.821	.026	32.021	***	
OP40	<---	JobPurpose	.745	.027	27.754	***	
OP43	<---	JobPurpose	.837	.023	35.879	***	
OP58	<---	JobPurpose	.743	.021	35.893	***	
OP65	<---	JobPurpose	.882	.021	42.389	***	
OP81	<---	JobPurpose	.720	.022	32.264	***	
OP83	<---	JobPurpose	.689	.019	36.739	***	
OP94	<---	JobPurpose	1.111	.028	39.485	***	
OP11	<---	Autonomy	1.000				
OP30	<---	Autonomy	-.142	.036	-3.946	***	
OP72	<---	Autonomy	1.110	.046	24.042	***	
OP80	<---	Autonomy	1.184	.049	23.927	***	
OP3	<---	EnvMastery	1.000				
OP6	<---	EnvMastery	.841	.028	30.127	***	
OP8	<---	EnvMastery	.757	.025	30.051	***	
OP34	<---	EnvMastery	.877	.031	28.024	***	
OP48	<---	EnvMastery	.992	.031	31.883	***	
OP52	<---	EnvMastery	-.482	.038	-12.735	***	
OP56	<---	EnvMastery	.910	.030	29.988	***	
OP75	<---	EnvMastery	1.135	.033	34.485	***	
OP35	<---	JobGrowth	1.000				
OP42	<---	JobGrowth	.759	.027	27.991	***	
OP44a	<---	JobGrowth	1.115	.028	39.782	***	
OP44b	<---	JobGrowth	1.375	.032	43.107	***	

			Estimate	S.E.	C.R.	P	Label
OP44c	<---	JobGrowth	1.434	.032	44.465	***	
OP64	<---	JobGrowth	.997	.027	36.513	***	
OP29	<---	ProfSelfAccept	1.000				
OP36	<---	ProfSelfAccept	.570	.019	30.011	***	
OP78	<---	ProfSelfAccept	1.206	.033	36.407	***	
OP93	<---	ProfSelfAccept	.966	.029	33.822	***	

Table 32 summarized the statistics on standardized regression weights to determine if the 6 dimensions assessed by the scale load onto a higher-order factor, Psychological Occupational Well-being or not. Except for items OP30 and OP 52, the resulting weights have moderate to strong standardized loadings indicating that each are reliable indicators. However, attention should be given to the first six weights which matched the higher-order factor to each of the six dimensions. The values range from .828 to .990 indicating a strong correlation between the POW-B factor with the six dimensions. This indicates that the six dimensions are reliable indicators of POW-B.*Standardized Regression Weights*

			Estimate
JobGrowth	<---	POW_B	.828
Autonomy	<---	POW_B	.930
PosWrkRel	<---	POW_B	.871
JobPurpose	<---	POW_B	.877
EnvMastery	<---	POW_B	.983
ProfSelfAccept	<---	POW_B	.990
OP22	<---	PosWrkRel	.815
OP25	<---	PosWrkRel	.661
OP51	<---	PosWrkRel	.740
OP76	<---	PosWrkRel	.786
OP17	<---	JobPurpose	.734
OP20	<---	JobPurpose	.602
OP40	<---	JobPurpose	.524
OP43	<---	JobPurpose	.673
OP58	<---	JobPurpose	.671
OP65	<---	JobPurpose	.788
OP81	<---	JobPurpose	.609
OP83	<---	JobPurpose	.687
OP94	<---	JobPurpose	.737
OP11	<---	Autonomy	.493
OP30	<---	Autonomy	-.079
OP72	<---	Autonomy	.673

			Estimate
OP80	<---	Autonomy	.669
OP3	<---	EnvMastery	.649
OP6	<---	EnvMastery	.614
OP8	<---	EnvMastery	.613
OP34	<---	EnvMastery	.566
OP48	<---	EnvMastery	.656
OP52	<---	EnvMastery	-.246
OP56	<---	EnvMastery	.611
OP75	<---	EnvMastery	.721
OP35	<---	JobGrowth	.701
OP42	<---	JobGrowth	.539
OP44a	<---	JobGrowth	.776
OP44b	<---	JobGrowth	.846
OP44c	<---	JobGrowth	.876
OP64	<---	JobGrowth	.709
OP29	<---	ProfSelfAccept	.665
OP36	<---	ProfSelfAccept	.600
OP78	<---	ProfSelfAccept	.746
OP93	<---	ProfSelfAccept	.685

dimensions are reliable indicators of POW-B.

Table 33

Squared Multiple Correlations

	Estimate
ProfSelfAccept	.980
JobGrowth	.685
EnvMastery	.966
Autonomy	.865
JobPurpose	.768
PosWrkRel	.759
OP93	.470
OP78	.557
OP36	.361
OP29	.442
OP64	.503
OP44c	.768

	Estimate
OP44b	.715
OP44a	.601
OP42	.291
OP35	.491
OP75	.520
OP56	.374
OP52	.060
OP48	.431
OP34	.321
OP8	.375
OP6	.377
OP3	.421
OP80	.447
OP72	.453
OP30	.006
OP11	.243
OP94	.543
OP83	.472
OP81	.370
OP65	.621
OP58	.451
OP43	.453
OP40	.275
OP20	.362
OP17	.538
OP76	.618
OP51	.548
OP25	.436
OP22	.665

The analysis showed that the hypothesis 2b is accepted wherein the 6 dimensions assessed by the scale load onto a higher-order factor, Psychological Occupational Well-being. It appears that there are 6 dimensions composing and assessing the POW-B The current survey dimensions were reliable indicators based on the standardized regression weights and the squared multiple correlation.

Analysis and Results for Hypothesis 3

The analysis for this hypothesis will involve conducting a two hierarchy model to address hypothesis 3 that the 9 dimensions within SOW-B and POW-B load onto a higher order factor, Occupational Well-being. The assessment of the model fit will also include evaluating the indices of the chi-square statistics, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and the Root Mean Square Error of Approximation (RMSEA). The fit indices are summarized in table 34.

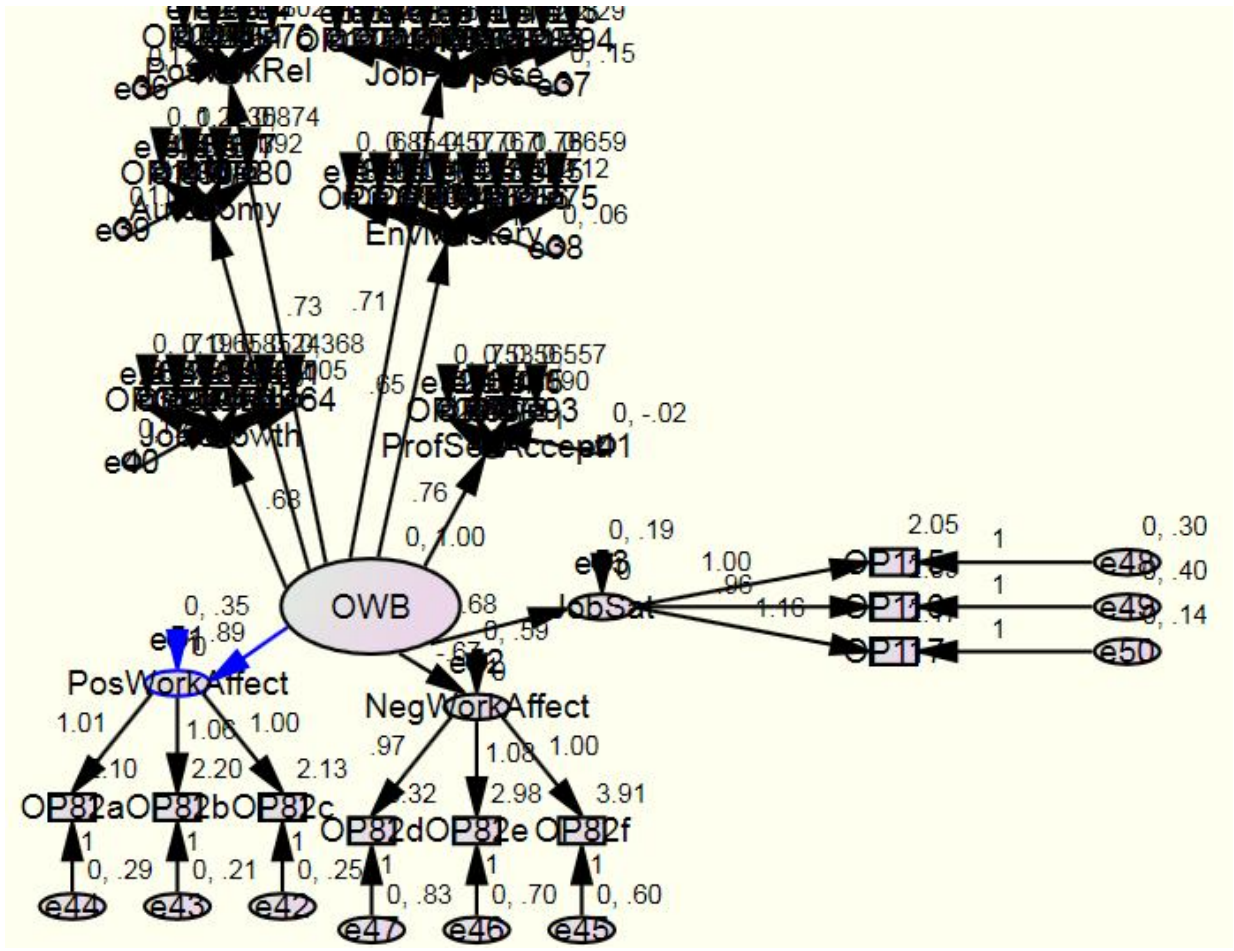

Figure 5

Standardized Path Coefficients for the Structural Model of SOW-B

For the computed chi-square statistic, the statistic for the model fit is also significant (p-value=0) which indicate that the null hypothesis that the data is a good fit for the model. The CFI (.794), TLI (.771) and RMSEA (.081) did not fall into their respective acceptable range for model fit. The different statistics concluded that the generated model was not a good fit to the data in testing hypothesis 3.

Table 34

Model Fit Summary

Index	
Chi-square	1665.351
Degrees of freedom	893
Sig.	0
Comparative fit index (CFI)	0.794
Tucker-Lewis index (TLI)	0.771
Root mean squared error (RMSEA)	0.081

The direction of the standardized path coefficients was checked to see if it was consistent with expectations of the hypothesis. First analysis will be the regression weights which are shown in table 35. It is observed that all the unstandardized estimates or loading are significant.

Table 35

Regression Weights

			Estimate	S.E.	C.R.	P	Label
JobGrowth	<---	OWB	.676	.019	36.503	***	par_30
Autonomy	<---	OWB	.600	.022	26.785	***	par_31
PosWrkRel	<---	OWB	.732	.017	42.791	***	par_32
JobPurpose	<---	OWB	.707	.017	40.794	***	par_33
EnvMastery	<---	OWB	.646	.018	36.375	***	par_34
ProfSelfAccept	<---	OWB	.756	.019	39.931	***	par_35
PosWorkAffect	<---	OWB	.887	.018	48.811	***	par_42
NegWorkAffect	<---	OWB	-.669	.021	-31.747	***	par_43
JobSat	<---	OWB	.685	.015	44.404	***	par_44
OP22	<---	PosWrkRel	1.000				
OP25	<---	PosWrkRel	.800	.022	37.024	***	par_1
OP51	<---	PosWrkRel	1.122	.026	43.497	***	par_2
OP76	<---	PosWrkRel	1.081	.024	44.650	***	par_3
OP17	<---	JobPurpose	1.000				
OP20	<---	JobPurpose	.796	.026	31.159	***	par_4
OP40	<---	JobPurpose	.743	.027	27.778	***	par_5
OP43	<---	JobPurpose	.817	.023	35.143	***	par_6
OP58	<---	JobPurpose	.751	.021	36.502	***	par_7
OP65	<---	JobPurpose	.887	.021	42.863	***	par_8
OP81	<---	JobPurpose	.715	.022	32.202	***	par_9
OP83	<---	JobPurpose	.691	.019	37.025	***	par_10
OP94	<---	JobPurpose	1.128	.028	40.331	***	par_11
OP11	<---	Autonomy	1.000				
OP30	<---	Autonomy	-.153	.035	-4.382	***	par_12
OP72	<---	Autonomy	1.094	.044	24.973	***	par_13
OP80	<---	Autonomy	1.100	.046	24.098	***	par_14
OP3	<---	EnvMastery	1.000				
OP6	<---	EnvMastery	.878	.029	30.309	***	par_15
OP8	<---	EnvMastery	.786	.026	30.087	***	par_16
OP34	<---	EnvMastery	.911	.032	28.133	***	par_17
OP48	<---	EnvMastery	.964	.032	30.153	***	par_18
OP52	<---	EnvMastery	-.531	.039	-13.681	***	par_19
OP56	<---	EnvMastery	.932	.031	29.659	***	par_20
OP75	<---	EnvMastery	1.130	.034	33.212	***	par_21
OP35	<---	JobGrowth	1.000				

			Estimate	S.E.	C.R.	P	Label
OP42	<---	JobGrowth	.765	.027	28.252	***	par_22
OP44a	<---	JobGrowth	1.105	.028	39.544	***	par_23
OP44b	<---	JobGrowth	1.374	.032	43.179	***	par_24
OP44c	<---	JobGrowth	1.432	.032	44.507	***	par_25
OP64	<---	JobGrowth	.998	.027	36.608	***	par_26
OP29	<---	ProfSelfAccept	1.000				
OP36	<---	ProfSelfAccept	.559	.019	29.313	***	par_27
OP78	<---	ProfSelfAccept	1.246	.034	37.004	***	par_28
OP93	<---	ProfSelfAccept	1.019	.029	35.067	***	par_29
OP82c	<---	PosWorkAffect	1.000				
OP82b	<---	PosWorkAffect	1.057	.013	81.460	***	par_36
OP82a	<---	PosWorkAffect	1.011	.013	75.224	***	par_37
OP82f	<---	NegWorkAffect	1.000				
OP82e	<---	NegWorkAffect	1.082	.026	40.839	***	par_38
OP82d	<---	NegWorkAffect	.970	.025	38.357	***	par_39
OP115	<---	JobSat	1.000				
OP116	<---	JobSat	.961	.020	49.249	***	par_40
OP117	<---	JobSat	1.157	.019	62.213	***	par_41

Table 36 summarized the statistics on standardized regression weights. The resulting weights of the 9 dimensions of job satisfaction, positive affect, negative affect, job purpose, environmental mastery, job growth, positive work relationships, job autonomy, professional self-acceptance, negative work affect, positive work affect, and job satisfaction have strong standardized loadings indicating that the 9 dimensions are reliable indicators of the higher order factor of OWB. All of the dimensions except for negative work affect have a positive correlation with OWB which indicates that an increase of OWB will result to the same direction of change to the dimensions. On the other hand, it is observed that negative work affect is negatively correlated with OWB where OWB have a negative and moderate loading to negative work affect.

Table 36

Standardized Regression Weights

			Estimate
JobGrowth	<---	OWB	.813
Autonomy	<---	OWB	.910
PosWrkRel	<---	OWB	.849
JobPurpose	<---	OWB	.880
EnvMastery	<---	OWB	.939
ProfSelfAccept	<---	OWB	1.015

			Estimate
PosWorkAffect	<---	OWB	.832
NegWorkAffect	<---	OWB	-.658
JobSat	<---	OWB	.842
OP22	<---	PosWrkRel	.804
OP25	<---	PosWrkRel	.662
OP51	<---	PosWrkRel	.759
OP76	<---	PosWrkRel	.775
OP17	<---	JobPurpose	.735
OP20	<---	JobPurpose	.584
OP40	<---	JobPurpose	.523
OP43	<---	JobPurpose	.657
OP58	<---	JobPurpose	.680
OP65	<---	JobPurpose	.793
OP81	<---	JobPurpose	.606
OP83	<---	JobPurpose	.689
OP94	<---	JobPurpose	.749
OP11	<---	Autonomy	.512
OP30	<---	Autonomy	-.088
OP72	<---	Autonomy	.689
OP80	<---	Autonomy	.645
OP3	<---	EnvMastery	.641
OP6	<---	EnvMastery	.634
OP8	<---	EnvMastery	.629
OP34	<---	EnvMastery	.582
OP48	<---	EnvMastery	.631
OP52	<---	EnvMastery	-.268
OP56	<---	EnvMastery	.619
OP75	<---	EnvMastery	.710
OP35	<---	JobGrowth	.702
OP42	<---	JobGrowth	.544
OP44a	<---	JobGrowth	.770
OP44b	<---	JobGrowth	.846
OP44c	<---	JobGrowth	.876
OP64	<---	JobGrowth	.711
OP29	<---	ProfSelfAccept	.652

			Estimate
OP36	<---	ProfSelfAccept	.578
OP78	<---	ProfSelfAccept	.756
OP93	<---	ProfSelfAccept	.709
OP82c	<---	PosWorkAffect	.904
OP82b	<---	PosWorkAffect	.928
OP82a	<---	PosWorkAffect	.896
OP82f	<---	NegWorkAffect	.795
OP82e	<---	NegWorkAffect	.796
OP82d	<---	NegWorkAffect	.735
OP115	<---	JobSat	.829
OP116	<---	JobSat	.779
OP117	<---	JobSat	.930

within SOW-B and POW-B load onto a higher order factor, Occupational Well-being.Table 37

Squared Multiple Correlations

	Estimate
JobSat	.710
NegWorkAffect	.433
PosWorkAffect	.692
ProfSelfAccept	1.031
JobGrowth	.660
EnvMastery	.882
Autonomy	.828
JobPurpose	.774
PosWrkRel	.721
OP117	.865
OP116	.606
OP115	.687
OP82d	.540
OP82e	.633
OP82f	.631
OP82a	.803
OP82b	.861
OP82c	.818
OP93	.503
OP78	.572

	Estimate
OP36	.334
OP29	.425
OP64	.505
OP44c	.768
OP44b	.716
OP44a	.593
OP42	.296
OP35	.492
OP75	.504
OP56	.383
OP52	.072
OP48	.398
OP34	.339
OP8	.396
OP6	.402
OP3	.411
OP80	.416
OP72	.475
OP30	.008
OP11	.262
OP94	.561
OP83	.475
OP81	.367
OP65	.629
OP58	.463
OP43	.432
OP40	.274
OP20	.341
OP17	.540
OP76	.601
OP51	.576
OP25	.438
OP22	.646

Analysis and Results for Hypothesis 4a

This section of the analysis will examine if the hypothesis that occupational well-being influences intent to leave an organization, in that higher levels of OWB are associated with lower levels of turnover intention is acceptable or not. A regression analysis is conducted to examine the relationship between the independent variable of OWB scale and the dependent variable of turnover intent. Multiple regressions assume a linear relationship between the independent variables and dependent variables.

Multiple regression begins by writing an equation in which the DV is a weighted linear combination of the independent variables. In general, the regression equation may be written as $Y = b0 + b1X1 + b2X2 + \cdots + bpXp + e$ (Aiken & West, 2003). Y is the dependent variable, each of the Xs is an independent variable, each of the bs is the corresponding regression coefficient (weight), and e is the error in prediction (residual) for each case. The linear combination excluding the residual, $b0 + b1X1 + b2X2 + \cdots + bpXp$, is also known as the predicted value or $\hat{Y}$, the score expected on the dependent variable based on the scores on the set of independent variables. The regression analysis will involve using a level of significant value of 0.05 indicating a 95% confidence level of statistical results. This means that the computed p-value should be less than 0.05 to reject the null hypothesis indicating a relationship between variables.

Table 38 summarizes the model fit measured in terms of r-square of the generated linear regression model by SPSS. The r-square or the coefficient of determination is the indicator of how well the model fits the data. R-square is 1 minus the ratio of residual variability. The prediction from a regression equation is good if the variability of the residual values around the regression line relative to the overall variability is small. An r-square close to 1.0 indicates that almost all the variability contributed by the independent variables is accounted in the model. It is ideal to have the highest r-square possible.

Based from table 38, the model does not have high value, for r-square and adjusted r –square of .457 and .456, respectively. This indicates that the regression model predicting the influence of OWB to turnover intent was not able to take into account the variability of the survey responses in the model.

Table 38

Model Summary of OWB as Predictor of Turnover Intent

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676[a]	.457	.456	.50678

a. Predictors: (Constant), OWBScale

The next table summarizes the ANOVA results using F-test of the linear regression model. In this statistical test, the hypothesis that there is a linear relationship between OWB and turnover intention is tested. The probability value computed from the f-test indicates that the regression ($F(2524.927) = 0.00$) is highly significant ($p\text{-value} < 0.5$) meaning that there is a linear relationship between the variables in the model. This indicates that the model is good enough for prediction. Thus, the model is significant and a good predictor of the dependent variable.

Table 39

ANOVA of Regression of OWB as Predictor of Turnover Intent

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	648.470	1	648.470	2524.927	.000[a]
	Residual	771.766	3005	.257		

Total	1420.237	3006

a. Predictors: (Constant), OWBScale

b. Dependent Variable: TurnoverIntentScale

Table 40 shows the multiple linear regression equation estimates including the intercept and the probability value of significance of the intercepts of OWB. For the model, both the constant and predictor variable of OWB are significant which have p values of 0.00 less than the level of significance value of 5%.

To determine the independent contribution and the relative importance of each variable in predicting the dependent variable, the beta coefficient is analyzed. It can be seen that the beta coefficient values of the constant and OWB are .320 and .870, respectively. Based on this figures, it can be said that OWB has a high contribution to the model which means that it highly contributes in predicting the scale response of turnover intention. The dependent variable of turnover intention will increase by the figure of the Beta coefficient for every increase of the independent variables. The analogy is that each time the value of OWB increased by 1 it has a .870 contribution in the value of turnover intention. The relationship between the independent and dependent variables is moderately positive, where as the independent variable increases the dependent variable also increases. This finding proved the hypothesis that occupational well-being influences intent to leave an organization, in that higher levels of OWB are associated with lower levels of turnover intention. Thus, the linear regression model is as follows:

- Turnover Intention = $.320 + .870X_{OWB}$

Table 40

Coefficients of OWB as Predictor of Turnover Intent

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.320	.038		8.396	.000
	OWBScale	.870	.017	.676	50.249	.000

a. Dependent Variable: TurnoverIntentScale

Analysis and Results for Hypothesis 4b

For this section, the analysis will focus in determining if the magnitude of the relationship between positive affect and turnover intention will be greater than that of the relationship between negative affect and turnover intention is true or not. Another set of regression analysis is conducted incorporating negative work affect and positive work affect as the predictor or independent variable to the dependent variable of turnover intent.

Table 41 summarizes the model fit measured in terms of r-square of the generated linear regression model. Based from resulting statistics, the model also had a very low fit values with values of .290 for both r-square and adjusted r –square. The regression model predicting the influence of negative work affect and positive work affect to turnover intention was not able to take into account the variability of the residuals survey responses in the model.

Table 41

Model Summary of Positive Work Affect and Negative Work Affect as Predictor of Turnover Intent

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539[a]	.290	.290	.57908

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539[a]	.290	.290	.57908

a. Predictors: (Constant), NegWorkAffectScale, PosWorkAffectScale

The next table summarizes the ANOVA results using F-test of the linear regression mode to test the hypothesis that there is a linear relationship between negative work affect and positive work affect with turnover intention. The probability value computed from the f-test indicates that the regression (F (611.895) = 0.00) is highly significant (p-value < 0.5) meaning that there is a linear relationship within the model. This indicates that the model is a good predictor of the dependent variable incorporating the enumerated predictor variables.

Table 42

ANOVA of Regression of Positive Work Affect and Negative Work Affect as Predictor of Turnover Intent

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	410.378	2	205.189	611.895	.000[a]
	Residual	1003.653	2993	.335		
	Total	1414.030	2995			

a. Predictors: (Constant), NegWorkAffectScale, PosWorkAffectScale

b. Dependent Variable: TurnoverIntentScale

Table 43 shows the multiple linear regression equation estimates including the intercept and the probability value of significance of the intercepts. Based from the tests statistic, only the positive work affect has a significant relationship and a significant predictor of turnover intention since the computed p-value (0.0) is within the acceptable range equal or less than .05. The constant in the regression is also significant indicating its inclusion to the regression model. On the other hand, the negative work affect does not predict turnover intention.

In terms of the independent contribution and the relative importance of the constant and positive work affect in predicting turnover intention, the beta coefficient is analyzed. It can be seen that the beta coefficient values of the constant and OWB are 1.589 and .313, respectively. The positive work affect does not have a high contribution in predicting turnover intention in the model since the beta coefficient of the constant is higher. This means that it least contributes in predicting the scale response of turnover intention. For every increase of positive work affect by 1, it has a .313 contribution in the value of turnover intention. The relationship between the positive work affect and turnover intention is weakly positive, where as the independent variable increases the dependent variable also increases. The findings of this analysis proved the hypothesis that magnitude of the relationship between positive affect and turnover intention will be greater than that of the relationship between negative affect and turnover intention and is accepted since negative work affect is not related with turnover intention. Thus, the linear regression model is as follows:

- Turnover Intention = $1.589 + .313X_{\text{positive work affect}}$

Table 43

Coefficients of Positive Work Affect and Negative Work Affect as Predictor of Turnover Intent

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.589	.063		25.416	.000

PosWorkAffectScale	.313	.012	.513	25.416	.000
NegWorkAffectScale	-.023	.012	-.038	-1.903	.057

a. Dependent Variable: TurnoverIntentScale

Analysis and Results for Hypothesis 5

For this section, the analysis will focus in determining if the occupational well-being is positively related to Discretionary Behavior in an organization in that higher levels of OWB are associated with higher levels of contextual performance is true or not. Another set of regression analysis is conducted incorporating OWB as the predictor or independent variable to the dependent variable of discretionary behavior.

Table 44 summarizes the model fit measured in terms of r-square of the generated linear regression model. Based from resulting statistics, the model also had a very low fit values with values of .383 and .382 for r-square and adjusted r –square, respectively. The regression model predicting the influence of OWB to discretionary behavior was also not able to take into account the variability of the residuals survey responses in the model.

Table 44

Model Summary of OWB as Predictor of Discretionary Effort

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619[a]	.383	.382	.48959

a. Predictors: (Constant), OWBScale

The next table summarizes the ANOVA results using F-test of the linear regression mode to test the hypothesis that there is a linear relationship between OWB and discretionary behavior. The probability value computed from the f-test indicates that the regression (F (1864.207) = 0.00) is highly significant (p-value < 0.5) meaning that there is a linear relationship within the model. This indicates that the model is a good predictor of the dependent variable incorporating OWB as the predictor variable.

Table 45

ANOVA of Regression of OWB as Predictor of Discretionary Effort

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	446.613	1	446.613	1863.207	.000[a]
	Residual	720.541	3006	.240		
	Total	1167.154	3007			

a. Predictors: (Constant), OWBScale

b. Dependent Variable: DiscretionaryEffortScale

Table 46 shows the multiple linear regression equation estimates including the intercept and the probability value of significance of the intercepts. Based from the tests statistic, only the predictor variable of OWB but not the constant of the regression model have a significant relationship as predictor of discretionary behavior since the computed p-value (0.0) is within the acceptable range equal or less than .05. In terms of the independent contribution of the predictor variable, it can be seen that the beta coefficient values of OWB is .722. It has a high contribution in predicting discretionary behavior in the model since the beta coefficient is almost equal to 1. For every increase of OWB by 1, it has a .722 contribution causing that increase in the value of discretionary behavior. The relationship

between the OWB and discretionary behavior is highly positive, where as the independent variable increases the dependent variable also increases. The findings of this analysis proved the hypothesis that occupational well-being is positively related to Discretionary Behavior in an organization in that higher levels of OWB are associated with higher levels of contextual performance. Thus, the linear regression model is as follows:

- Discretionary Behavior = $.722X_{OWB}$

Table 46

Coefficients of OWB as Predictor of Discretionary Effort

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.012	.037		-.323	.746
	OWBScale	.722	.017	.619	43.165	.000

a. Dependent Variable: DiscretionaryEffortScale

Analysis and Results for Hypothesis 6a

For hypothesis 6a to 6g, the analysis will center on examining the impact of demographic factors of age and gender to various components of OWB. First will be the examination of hypothesis 6a which aims to prove if the hypothesis that age will be positively related to job satisfaction, the cognitive dimension of Occupational Well-being is true or not. A regression analysis is conducted incorporating age as the predictor or independent variable of dependent variable of job satisfaction.

Table 47 summarizes the model fit measured in terms of r-square of the generated linear regression model. Based from resulting statistics, the model had a significantly low fit values with values of .025 for both r-square and adjusted r –square, respectively. Same as the previous regression models, the regression model predicting the influence of age to job satisfaction was also not able to take into account the variability of the residuals survey responses in the model.

Table 47

Model Summary of Age as Predictor of Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.160[a]	.025	.025	.87877

a. Predictors: (Constant), Age

The next table summarizes the ANOVA results using F-test of the linear regression mode to test the hypothesis that there is a linear relationship between age and job satisfaction. The probability value computed from the f-test indicates that the regression (F (75.656) = 0.00) is highly significant (p-value < 0.5) meaning that there is a linear relationship within the model. This indicates that the model is a good predictor of the dependent variable incorporating age as the predictor variable of job satisfaction.

Table 48

ANOVA of Regression of Age as Predictor of Job Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.425	1	58.425	75.656	.000[a]

	Residual	2237.963	2898	.772
	Total	2296.388	2899	

a. Predictors: (Constant), Age

b. Dependent Variable: JobSatisfactionScale

Table 49 shows the multiple linear regression equation estimates including the intercept and the probability value of significance of the intercepts. Based from the tests statistics, both the predictor variable of age and the constant of the regression model have a significant relationship as predictor of job satisfaction since the computed p-value (0.0) is within the acceptable range equal or less than .05. In terms of the independent contribution of the predictor variable and the constant, it can be seen that the beta coefficient values of the constant and age is 2.555 and -.149, respectively. The constant has a higher contribution as compared to the beta coefficient of age. Also, the contribution of age is negative. 722. For every increase of age by 1, it results to a decrease of -.149 in the value of the job satisfaction of the employee. This indicates that the relationship between the age and job satisfaction is weak and negative, where as the independent variable increases the dependent variable decrease or the other way around. The findings of this analysis disproved the hypothesis that age will be positively related to job satisfaction, the cognitive dimension of Occupational Well-being. A negative relationship is concluded on the other hand. Thus, the linear regression model is as follows:

- Job Satisfaction = 2.555 - .149X_{age}

Table 50

Coefficients of Age as Predictor of Job Satisfaction

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.555	.055		46.577	.000
	Age	-.149	.017	-.160	-8.698	.000

a. Dependent Variable: JobSatisfactionScale

Analysis and Results for Hypothesis 6b

For this section of the analysis, the hypothesis that there is no significant relationship between gender and job satisfaction, the cognitive dimension of Occupational Well-being; levels of job satisfaction for males and females will not be statistically significant from one another is tested to determine its acceptability. An independent t-test is conducted to determine if the job satisfaction of the employees differ across the difference of gender. The independent t-test will use a level of significance of 0.05 implying a 95% confidence level of rejecting the null hypothesis.

Prior to conducting the independent t-test, the descriptive statistics of the job satisfaction measure of the respondents separating the scores of the male and female employees were obtained to compare the resulting statistics. This is summarized in table 51. The descriptive statistics shows that the male respondents have a higher mean scale rating for job satisfaction as compared to the female respondents. This measure employed a five-point Likert-type scale with scale points ranging from “very satisfied” (1) to “very dissatisfied” (5(). Obtaining a mean score closer to the scale of one indicates that the respondent is highly satisfied. Looking back at the descriptive statistics, it can be observed that the male and female respondents have almost the same mean response with the female respondents having a slight

lesser value which indicates that female are more satisfied with their jobs as compared to the male respondents. This will be further evaluated through the t-test of difference.

Table 51

Descriptive Statistics of Job Satisfaction across Genders

	Gender	N	Mean	Std. Deviation	Std. Error Mean
JobSatisfactionScale	Male	1548	2.1714	.89660	.02279
	Female	1398	2.0222	.87877	.02350

The independent t-test is summarized in table 52. First, looking at Levene's test for equality of variances, the p-value (.175) is greater than the level of significance value of 0.05 implying that the variances across the gender groups on the job satisfaction measure are equal. Thus, the "equal variances assumed" will be used in the analysis. Now, looking at the t–test statistics for equality of means, the computed p-value is 0.000. This implies that the t-test rejected the null hypothesis that there is no significant relationship between gender and job satisfaction, the cognitive dimension of Occupational Well-being; levels of job satisfaction for males and females will not be statistically significant from one another. This implies that the job satisfaction responses of the different gender groups are significantly different. This means that the gender and job satisfaction are significantly related.

Looking at the mean difference column, it can be observed that the mean difference is +.14923 implying that the male employees have a higher mean scale ratings by that figure as compared to the female employees. This indicates that females are more satisfied with their jobs as compared to the male employees as proven in the descriptive statistics. Thus, the hypothesis proposed is disproved.

Table 52

Independent Samples t-Test Results for Job Satisfaction Scale Measures across Gender Group Difference

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Job Satisfaction Scale	Equal variances assumed	1.844	.175	4.554	2944	.000	.14923	.03277	.08497	.21348
	Equal variances not assumed			4.558	2924.377	.000	.14923	.03274	.08504	.21342

Analysis and Results for Hypothesis 6c

For this section, the analysis will focus in determining if the age will be positively related to the work autonomy dimension of Occupational Well-being, in that autonomy will increase as age increases is true or not. Another set of regression analysis is conducted incorporating age as the predictor or independent variable to the dependent variable of work autonomy scale.

Table 53 summarizes the model fit measured in terms of r-square of the generated linear regression model. Based from resulting statistics, the model also had a very low fit values with values of 0.00 for both r-square and adjusted r –square. The regression model predicting the influence of age to work autonomy was also not able to take into account the variability of the residuals survey responses in the model.

Table 53

Model Summary of Age as Predictor of Work Autonomy

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.011[a]	.000	.000	.70985

a. Predictors: (Constant), Age

The next table summarizes the ANOVA results using F-test of the linear regression mode to test the hypothesis that there is a linear relationship between age and work autonomy. The probability value computed from the f-test indicates that the regression (F (.327) = .567) is not significant (p-value > 0.5) meaning that there is no linear relationship included in the model. This indicates that the model is not a good predictor of the dependent variable of work autonomy incorporating age as the predictor variable.

Table 54

ANOVA Regression of Age as Predictor of Work Autonomy

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.165	1	0.165	0.327	.567[a]
	Residual	1460.78	2899	0.504		
	Total	1460.95	2900			

a. Predictors: (Constant), Age

b. Dependent Variable: AutonomyScale

Table 55 shows the multiple linear regression equation estimates including the intercept and the probability value of significance of the intercepts. Based from the tests statistic, the predictor variable of age does not have a significant relationship with work autonomy since the computed p-value (.567) does not lie within the acceptable range of equal or less than .05. This means that age is not a significant predictor to work autonomy. However, the constant is a significant predictor. The findings of this analysis disproved the hypothesis that age will be positively related to the autonomy dimension of Occupational Well-being, in that autonomy will increase as age increases since age is not related at all to work autonomy. Thus, the linear regression model is as follows:

- Work autonomy = 2.002

Table 55

Coefficients of Age as Predictor of Work Autonomy

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.002	.044		45.191	.000
	Age	.008	.014	.011	.572	.567

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.002	.044		45.191	.000
	Age	.008	.014	.011	.572	.567

a. Dependent Variable: AutonomyScale

Analysis and Results for Hypothesis 6d

For this section, the analysis will focus in determining if age will be positively related to the environmental mastery dimension of Occupational Well-being, in that environmental mastery will increase as age increases is true or not. Another set of regression analysis is conducted incorporating age as the predictor or independent variable to the dependent variable of environmental mastery at work.

Table 56 summarizes the model fit measured in terms of r-square of the generated linear regression model. Based from resulting statistics, the model also had a very low fit values with values of .001 and .000 for r-square and adjusted r –square, respectively. The regression model predicting the influence of age to environmental mastery at work was also not able to take into account the variability of the residuals survey responses in the model.

Table 56

Model Summary of Age as Predictor of Environmental Mastery at Work

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.026[a]	.001	.000	.60960

a. Predictors: (Constant), Age

The next table summarizes the ANOVA results using F-test of the linear regression mode to test the hypothesis that there is a linear relationship between age and environmental mastery at work The probability value computed from the f-test indicates that the regression (F (1.978) = 0.00) is not significant (p-value > 0.5) meaning that there is no linear relationship included in the model. This indicates that the model is not a good predictor of the dependent variable of environmental mastery at work incorporating age as the predictor variable.

Table 57

ANOVA of Regression of Age as Predictor of Environmental Mastery at Work

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.735	1	.735	1.978	.160[a]
	Residual	1077.301	2899	.372		
	Total	1078.036	2900			

a. Predictors: (Constant), Age

b. Dependent Variable: EnvMasteryScale

Table 58 shows the multiple linear regression equation estimates including the intercept and the probability value of significance of the intercepts. Based from the tests statistic, the predictor variable of age does not have a significant relationship with environmental mastery at work since the computed p-value (.160) does not lie within the acceptable range of equal or less than .05. This means that age is not a significant predictor to environmental mastery at

work. However, the constant is a significant predictor. The findings of this analysis disproved the hypothesis that age will be positively related to the environmental mastery dimension of Occupational Well-being, in that environmental mastery will increase as age increases since age is not related at all to environmental mastery at work. Thus, the linear regression model is as follows:

- Environmental Mastery at Work = 2.073

Table 58

Coefficients of Age as Predictor of Environmental Mastery at Work

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.073	.038		54.488	.000
	Age	-.017	.012	-.026	-1.406	.160

a. Dependent Variable: EnvMasteryScale

Analysis and Results for Hypothesis 6e

For this section, the analysis will focus in determining if age will be negatively related to the job purpose dimension of Occupational Well-being, in that job purpose will decrease as age increases is true or not. Another set of regression analysis is conducted incorporating age as the predictor or independent variable to the dependent variable of job purpose.

Table 59 summarizes the model fit measured in terms of r-square of the generated linear regression model. Based from resulting statistics, the model also had a very low fit values with values of .007 and .006 for r-square and adjusted r –square, respectively. The regression model predicting the influence of age to job purpose was also not able to take into account the variability of the residuals survey responses in the model.

Table 59

Model Summary of Age as Predictor of Job Purpose

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.081[a]	.007	.006	.70981

a. Predictors: (Constant), Age

The next table summarizes the ANOVA results using F-test of the linear regression mode to test the hypothesis that there is a linear relationship between age and job purpose. The probability value computed from the f-test indicates that the regression (F (19.280) = 0.00) is highly significant (p-value < 0.5) meaning that there is a linear relationship within the model. This indicates that the model is a good predictor of the dependent variable incorporating age as the predictor variable of job purpose.

Table 60

ANOVA of Regression of Age as Predictor of Job Purpose

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.714	1	9.714	19.280	.000[a]
	Residual	1460.585	2899	.504		
	Total	1470.299	2900			

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.714	1	9.714	19.280	.000[a]
	Residual	1460.585	2899	.504		
	Total	1470.299	2900			

a. Predictors: (Constant), Age

b. Dependent Variable: JobPurposeScale

Table 61 shows the multiple linear regression equation estimates including the intercept and the probability value of significance of the intercepts. Based from the tests statistic, both the constant and the predictor variable of age have a significant relationship as predictor of job purpose since the computed p-value (0.00) both age and the constant are within the acceptable range equal or less than .05. In terms of the independent contribution of the predictor variable, it can be seen that the beta coefficient values of age is -.061. It has a negative contribution in predicting job purpose in the model and also age has a lesser contribution in terms of the value of the beta coefficient as compared to the constant. For every increase of age by 1, it has a -.061 contribution causing that decrease in the value of discretionary behavior. The relationship between the age and job is weak and negative, where as the independent variable increases the dependent variable decreases or the other way around. The findings of this analysis proved the hypothesis that age will be negatively related to the job purpose dimension of Occupational Well-being, in that job purpose will decrease as age increases. Thus, the linear regression model is as follows:

- Job Purpose = 2.078 -.061X_{age}

Table 61

Coefficients of Age as Predictor of Job Purpose

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.078	.044		46.906	.000
	Age	-.061	.014	-.081	-4.391	.000

a. Dependent Variable: JobPurposeScale

Analysis and Results for Hypothesis 6f

For this section, the analysis will focus in determining if age will be negatively related to the job growth dimension of Occupational Well-being, in that job growth will decrease as age increases is true or not. Another set of regression analysis is conducted incorporating age as the predictor or independent variable to the dependent variable of job growth.

Table 62 summarizes the model fit measured in terms of r-square of the generated linear regression model. Based from resulting statistics, the model also had a very low fit values with values of .000 for r-square and adjusted r – square, respectively. The regression model predicting the influence of age to job growth was also not able to take into account the variability of the residuals survey responses in the model.

Table 62

Model Summary of Age as Predictor of Job Growth

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.018[a]	.000	.000	.97263

a. Predictors: (Constant), Age

The next table summarizes the ANOVA results using F-test of the linear regression mode to test the hypothesis that there is a linear relationship between age and job growth. The probability value computed from the f-test indicates that the regression (F (.965) = 326) is not significant (p-value > 0.5) meaning that there is no linear relationship included in the model. This indicates that the model is not a good predictor of the dependent variable of job growth incorporating age as the predictor variable.

Table 63

ANOVA of Regression of Age as Predictor of Job Growth

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.912	1	.912	.965	.326[a]
	Residual	2742.505	2899	.946		
	Total	2743.418	2900			

a. Predictors: (Constant), Age

b. Dependent Variable: JobGrowthScale

Table 64 shows the multiple linear regression equation estimates including the intercept and the probability value of significance of the intercepts. Based from the tests statistic, the predictor variable of age does not have a significant relationship with job growth since the computed p-value (.326) does not lie within the acceptable range of equal or less than .05. This means that age is not a significant predictor to job growth. However, the constant is a significant predictor. The findings of this analysis disproved the hypothesis that age will be negatively related to the job growth dimension of Occupational Well-being, in that job growth will decrease as age increases. The regression model goes as follows:

- Job Growth = 2.300

Table 64

Coefficients of Age as Predictor of Job Growth

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.300	.061		37.896	.000
	Age	-.019	.019	-.018	-.982	.326

a. Dependent Variable: JobGrowthScale

Analysis and Results for Hypothesis 6g

For this section of the analysis, the hypothesis that gender will be significantly related to the positive work relationships dimension of Occupational Well-being such that women will demonstrate significantly higher levels than men is tested to determine its acceptability. An independent t-test is conducted to determine if the work relationships of positive working relationships of the employees differ across the difference of gender.

Prior to conducting the independent t-test, the descriptive statistics of the positive work relationships measure of the respondents separating the scores of the male and female employees were obtained to compare the resulting

statistics. This is summarized in table 65. Like the job satisfaction difference between genders, the descriptive statistics shows that the male respondents have a slightly higher mean scale rating for positive work relationships as compared to the female respondents. This measure employed a five-point Likert-type scale with scale points ranging from “agree” (1) to “disagree” (5). Obtaining a mean score closer to the scale of one indicates that the respondent is highly agreeing to the statements pertaining to positive work relationships. The female respondents having a slight lesser value which indicates that female employees agreed more that they have a positive work relationships as compared to the male respondents. This will be further evaluated through the t-test of difference.

Table 65

Descriptive Statistics of Positive Work Relationships Scale across Genders

	Gender	N	Mean	Std. Deviation	Std. Error Mean
PosWorkRelScale	Male	1548	2.0454	.91030	.02314
	Female	1399	2.0041	.96023	.02567

The independent t-test is summarized in table 66. First, looking at Levene’s test for equality of variances, the p-value (.003) is lesser than the level of significance value of 0.05 implying that the variances across the gender groups on the positive work relationships measure are not equal. Thus, the “equal variances not assumed” row will be used in the analysis. Now, looking at the t–test statistics for equality of means, the computed p-value is 0.231. The value is greater than the level of significance value of 0.05 implying that the t-test failed to reject the null hypothesis that gender will not be significantly related to the positive work relationships dimension of Occupational Well-being such that women will demonstrate significantly higher levels than men. This implies that the positive work relationships responses of the different gender groups are not significantly different. This means that the gender and positive work relationships are not significantly related. This indicates that the proposed hypothesis that gender will be significantly related to the positive work relationships dimension of Occupational Well-being such that women will demonstrate significantly higher levels than men is not true at all.

Table 66

Independent Samples t-Test Results for Positive Work Relationships Work Measures across Gender Group Difference

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
PosWorkRelScale	Equal variances assumed	8.963	.003	1.199	2945	.231	.04132	.03447	-.02626	.10891
	Equal variances not assumed			1.196	2876.416	.232	.04132	.03456	-.02644	.10909

Summary of Results

Most of the findings of the analysis of the15 hypotheses adhered to the expected results. All of the hierarchy models constructed for hypotheses 1a, 1b, 2a, 2b, and 3 had poor model fit which implied that the generated model for the respective hypothesis was not a good fit to the data. For hypothesis 1a, it was hypothesized that the SOW-B is comprised of 3 factors: negative work affect, positive work affect, and job satisfaction. The first order CFA showed that resulting standardized regression weights have moderate to strong correlation values indicating that that the observed factors or items measuring each of the common factors of positive work affect, negative work affect, and job satisfaction were reliable indicators. For hypothesis 1b, it was hypothesized that the3 dimensions assessed by the scale load onto a higher-order factor, Subjective Occupational Well-being. The second order CFA showed that resulting standardized regression weights have strong correlation between the 3 dimensions and the higher order factor of SOW-B. It indicates that values indicating that that the 3 dimensions were reliable indicators for SOW-B.

For hypothesis 2a, it was hypothesized that POW-B is comprised of 6 factors: Job Satisfaction, Positive Affect, Negative Affect, Job Purpose, Environmental Mastery, Job Growth, Positive Work Relationships, Job Autonomy, and Professional Self-Acceptance. The first order CFA showed that resulting standardized regression weights have moderate to strong standardized loadings between the 6 factors and the observed items measuring these factors. However, it is true items OP 30 and OP52 were observed to have weak weights indicating unreliable measures for work autonomy and environment mastery, respectively. It is recommended that these items be removed the 6 dimensions assessed by the scale load onto a higher-order factor, Psychological Occupational Well-being. The second order CFA confirmed the hypothesis which had strong weights or correlation with POW-B. This indicates that the six dimensions were reliable indicators of POW-B.For hypothesis 3, it was hypothesized that 9 dimensions within SOW-B and POW-B load onto a higher order factor, Occupational Well-being. The generated hierarchy model proved that the 9 dimensions of job satisfaction, positive affect, negative affect, job purpose, environmental mastery, job growth, positive work relationships, job autonomy, professional self-acceptance, negative work affect, positive work affect, and job satisfaction have strong standardized loadings indicating that the 9 dimensions are reliable indicators of the higher order factor of OWB.

For hypothesis 4a, it was hypothesized that that occupational well-being influences intent to leave an organization, in that higher levels of OWB are associated with lower levels of turnover intention is acceptable or not. The regression analysis proved that that OWB has a high and positive contribution in prediction in the model and is significantly related turnover intention. For hypothesis 4b, it was hypothesized that the magnitude of the relationship between positive affect and turnover intention will be greater than that of the relationship between negative affect and turnover intention. The regression analysis showed that positive affect and turnover intention are positively related while negative affect is not related with turnover intention. Also, the magnitude of the relationship between positive affect and turnover intention was greater than that of the relationship between negative affect and turnover intention since negative work affect is not related with turnover intention.

For hypothesis 5, it was hypothesized that occupational well-being is positively related to Discretionary Behavior in an organization in that higher levels of OWB are associated with higher levels of contextual performance. The regression analysis showed that OWB had a strong and positive relationship as predictor of discretionary behavior.

For hypothesis 6a, the resulting regression analysis showed that demographic factors of age negatively and has a minimal impact to job satisfaction. On the other hand, the results of the analysis for hypothesis 6b involving an independent t-test of difference showed that the cognitive dimension of Occupational Well-being; levels of job

satisfaction for males and females were statistically significant different from one another with the female employees observed to be more satisfied with their jobs as compared to the male employees. For hypothesis 6c, the regression analysis disproved the hypothesis that age will be positively related to the autonomy dimension of Occupational Well-being, in that autonomy will increase as age increases since age is not related at all to work autonomy. For hypothesis 6d, the regression analysis also disproved the hypothesis that age will be positively related to the environmental mastery dimension of Occupational Well-being, in that environmental mastery will increase as age increases since age is not related at all to environmental mastery at work. For hypothesis 6e, the regression analysis proved the hypothesis that age will be negatively related to the job purpose dimension of Occupational Well-being, in that job purpose will decrease as age increases. Age has also a minimal and weak impact to job purpose. For hypothesis 6f, the regression analysis disproved the hypothesis that age will be negatively related to the job growth dimension of Occupational Well-being, in that job growth will decrease as age increases since age is not related with job growth. Lastly, the results for the analysis of hypothesis 6g showed that gender will be significantly related to the positive work relationships dimension of Occupational Well-being such that women will demonstrate significantly higher levels than men is not true at all. This is because the independent t-test of difference showed that positive work relationships responses of the male and female employees were not significantly different. A discussion as well as the implications of these results, and suggestions for future research is discussed in the following chapter.

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