

# Chapter 17

## Modified General Employee Well-Being Scale

**Bruce E. Winston**  
Regent University, USA

### ABSTRACT

*Taylor et al. evaluated Dupuy's general employee well-being measurement instrument and pointed out two concerns: a combination of positive and negative item wording and two different measurement response methods. Taylor et al. collected new data, ran a principal component analysis, and found three of Dupuy's five reported scales. In this study, the author reworded Taylor et al.'s final 18 items so that all items were worded positively, used a common measurement response, and removed double-barreled wording, which Taylor et al. did not note. The author of this current chapter conducted two studies. The first study's analysis of the new data produced a single eight-item scale with Cronbach alpha of .96 that explained 77% of the variance. The second study used confirmatory factor analysis that showed a four-item scale with GFI = 0.98, AGFI = 0.89, RMSEA = 0.13, and Chi-square = 9.96,  $df = 9$ ,  $p < 0.000$ . The four-item scale had a Cronbach alpha of 0.86.*

### INTRODUCTION

The purpose of this chapter is to follow up on Taylor et al.'s (2003) evaluation of Dupuy's (1978) General Employee Well-being (GWB). Taylor et al. noted two serious concerns about Dupuy's instrument: (a) the use of both positive and negative wording of the items and two different response methods. DeVellis (2017) also cautioned about avoiding negative wording. Taylor et al., though, did not report that the 18 items from the Dupuy's (1978) study used multiple concepts in several items, such as "Have you been in firm control of your behavior, thoughts, emotions, or feelings?" (Taylor, 2003, p. 34). DeVellis cautioned against using "double-barreled" (p. 116) items when creating scale development items. The current chapter author conducted two studies, one used an Exploratory Factor Analysis and the second study used both an Exploratory Factor Analysis and a Confirmatory Factor Analysis. The author reports the results of each study's analysis and a recommendation for a four-item scale to measure employees' self-perception of well-being.

DOI: 10.4018/978-1-7998-7665-6.ch017

## **EMPLOYEE WELL-BEING**

Ryan and Deci (2001) posited that employee well-being emerged from two research streams: hedonic studies that examined well-being related to pleasure and the absence of pain; and eudaimonic studies that explored happiness as self-realization. Ryan and Deci considered employee well-being as a multi-dimensional concept including both hedonic and eudaimonic properties. According to Fisher (2003), higher levels of employees' perceptions of well-being positively correlate with employees' productivity. Grant et al. (2007), Baptiste (2008), and Zheng et al. (2015) concurred with Fisher and purported that employee well-being is important to organizations' performance as well as survival because of the positive relationship between employees' perception of well-being and employees' performance. Grant et al. defined employees' well-being as "the overall quality of an employee's experience and functioning at work" (p. 52). Page and Vella-Brodrick (2009) reported that employee well-being (EWB) consisted of "high-levels of positive impact, low levels of negative impact, and cognitive evaluation of one's satisfaction with their life as a whole" (p. 443) and that someone with positive well-being is said to be in a state of "positive psychological functioning" (p. 443). Poulsen and Ipsen (2017) added to the discussion of well-being by pointing out that managers' attitudes and behaviors contribute to perceived well-being by both on-site and distance-based employees.

Zheng et al. (2015) emphasized the importance of employee well-being in that the concept has interested scholars since the earliest of times, thus tying the concept to human flourishing, which is, according to Kleinig and Evans (2013), similar to Aristotle's concept of eudaimonia that includes both process and achievement and has, as its end goal, to achieve a high quality of life and well-being for themselves and others (p. 540-541). Hendrix et al. (1994) concluded that low levels of employee well-being contributed to absenteeism, which Hendrix et al. inferred to be an avoidance tactic by employees who were seeking to improve their short-term well-being.

## **TESTING DUPUY'S GENERAL WELL-BEING SCALE**

Taylor et al. (2003) conducted a factor analysis study of "599 African-American women from four geographic regions of the United States" (p. 32) using Dupuy's (1978) instrument. Taylor et al.'s study focused on participants' two conditions that might contribute to the participants' perception of well-being: (a) all participants were overweight with (b) low to moderate physical activity. Taylor et al. used Dupuy's original items but did not find the six dimensions reported by Dupuy (1978). Taylor et al. found three highly correlated factors indicating a possibility that fewer factors might be useful. Taylor et al. also posited that using both positive and negative wording may have led to the creation of three factors in their study. Taylor et al. conducted another factor analysis using four of the highest correlated items of Dupuy's instrument with the 18-item total score. They found that the four items explained 85% of the variance.

Chitra and Karunanidhi (2013) used Dupuy's scale and reported a Cronbach's alpha of 0.94 and significant negative correlation with occupational stress, a positive correlation with resilience, and a positive correlation with job satisfaction. Salles et al. (2014) researched the relationship of employee well-being, using Dupuy's scale, with grit and burnout in medical residents. Salles et al. found a significant correlation between employee well-being and along with a significant correlation between employee well-being and the emotional exhaustion sub-scale of Maslach's Burnout Inventory.

8 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

[www.igi-global.com/chapter/modified-general-employee-well-being-scale/285201](http://www.igi-global.com/chapter/modified-general-employee-well-being-scale/285201)

## Related Content

---

### Investigating Innovative Social Technology for Elevating Employee Well-Being in the Business Context

H. Hajra and G. Jayalakshmi (2024). *Data-Driven Intelligent Business Sustainability* (pp. 75-91).

[www.irma-international.org/chapter/investigating-innovative-social-technology-for-elevating-employee-well-being-in-the-business-context/334737](http://www.irma-international.org/chapter/investigating-innovative-social-technology-for-elevating-employee-well-being-in-the-business-context/334737)

### Finance Strategies for Medium-Sized Enterprises: FinTech as the Game Changer

Chen Liu (2021). *Research Anthology on Blockchain Technology in Business, Healthcare, Education, and Government* (pp. 1323-1345).

[www.irma-international.org/chapter/finance-strategies-for-medium-sized-enterprises/268664](http://www.irma-international.org/chapter/finance-strategies-for-medium-sized-enterprises/268664)

### Deep Learning With Analytics on Edge

Kavita Srivastava (2022). *Research Anthology on Edge Computing Protocols, Applications, and Integration* (pp. 97-114).

[www.irma-international.org/chapter/deep-learning-with-analytics-on-edge/304300](http://www.irma-international.org/chapter/deep-learning-with-analytics-on-edge/304300)

### Understanding a Revolutionary and Flawed Grand Experiment in Blockchain: The DAO Attack

Muhammad Izhar Mehar, Charles Louis Shier, Alana Giambattista, Elgar Gong, Gabrielle Fletcher, Ryan Sanayhie, Henry M. Kim and Marek Laskowski (2021). *Research Anthology on Blockchain Technology in Business, Healthcare, Education, and Government* (pp. 1253-1266).

[www.irma-international.org/chapter/understanding-a-revolutionary-and-flawed-grand-experiment-in-blockchain/268659](http://www.irma-international.org/chapter/understanding-a-revolutionary-and-flawed-grand-experiment-in-blockchain/268659)

### Developing Peacemaking Soft Skills of Managers as a Method of Preventing Professional Burnout and Restoring Work-Life Balance: A Ukrainian Case Study

Liudmyla Ilich and Olena Akilina (2024). *Applications of Synthetic High Dimensional Data* (pp. 120-145).

[www.irma-international.org/chapter/developing-peacemaking-soft-skills-of-managers-as-a-method-of-preventing-professional-burnout-and-restoring-work-life-balance/342989](http://www.irma-international.org/chapter/developing-peacemaking-soft-skills-of-managers-as-a-method-of-preventing-professional-burnout-and-restoring-work-life-balance/342989)