



RESEARCH ARTICLE

PSYCHOLOGICAL ACCEPTANCE AND WORKPLACE WELL-BEING AS A PREDICTOR OF WORK-LIFE INTEGRATION

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Abstract

Work-life integration has emerged as an important concept of understanding in the field of organizational behavior theoretically as well as practically in the organizations. The present study was designed to comprehend the importance of work-life integration and analyze psychological acceptance and workplace wellbeing. Purposive sampling of 202 from IT sector was conducted from Delhi NCR region. It was hypothesized that work-life integration can be significantly predicted by psychological acceptance and workplace wellbeing. The results evidently indicate that psychological acceptance and workplace wellbeing shares significant covariance with work family conflict and family work conflict. A significant association was found between psychological acceptance and workplace well being. It can be concluded that organizations can take steps for better integration of human recourse policies also there can be skill-development programs in organizations for employees to deal with their work-family conflicts, by making them aware of the integration method.

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Introduction:-

This study attempts to understand the relationship shared by work-life integration and psychological acceptance and their association with workplace well-being. The ability to manage both work and life has become a significant conception in psychology over the past few years. Effectively integrating work and life has turned out to be an important skill that, at the present, organizations are also trying to seek in their employees. In the field of psychology, there have been many researches correlating work-life integration with other variables, one such variable is psychological acceptance. Appreciating the value of high workplace well-being of an individual, for organizational effectiveness, has also been a recent development in the organizational behavior sphere. This research paper tries to comprehend the kind of relationship that these three variables share.

Work-Life Integration:

The concept of work-family balance has initiated considerable fascination in the field of academics, over the last decade. Academicians contend that balance in work-family relationship plays a significant role in an individual's well-being which is essential for a healthy and well-functioning society (Halpern, 2005).

The key issue central to human resource development (HRD) is the work-family balance. Indicators of balance have been related with increased employee commitment, job satisfaction (Allen et al., 2000; Kossek & Ozeki, 1999), and

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organizational citizenship behavior (Bragger, Rodriguez-Srednicki, Kutcher, Indovino, & Rosner, 2005). Absence of this balance and significantly increased work-family conflict have been linked to higher turnover targets (Allen et al., 2000; Kossek & Ozeki, 1999) and higher sickness related absence from work (Jansen et al., 2006). Work-family balance has also been moderately linked to employee performance (Allen et al., 2000; Kossek & Ozeki, 1999). Whether stated expressly or implicitly, this data shows that work-family balance is at the core of HRD's important activities and that it may be a key factor in the enhancement of individual and organisational effectiveness both.

Evidence also suggests that the lack of work-family balance, which is usually characterised by high work-family conflict, may adversely affect both individual health and well-being (Frone, 2000; Frone, Russell, & Cooper, 1997; Grzywacz & Bass, 2003; Major, Klein, & Ehrhart, 2002), and organizational performance (Allen, Herst, Bruck, & Sutton, 2000; Kossek & Ozeki, 1998). The capacity to balance work and family is one of the most important social challenges of our time (Halpern, 2005).

Despite extensive academic and practical attention, the concept of work-family balance has been inconsistently defined. Researchers traditionally and frequently define work-family balance as the absence of work-family conflict, or the frequency and severity of work interfering with family life or family life getting in the way of work. Based on the role balance theory (Marks & MacDermid, 1996) and the former ostensible definitions (Clark, 2000; Kirchmeyer, 2000), Greenhaus, Collins and Shaw (2003) defined work-family balance as "the extent to which individuals are equally engaged in and equally satisfied with work and family roles". Influenced by the person-environment fit theory Voydanoff (2005) opined that work-family balance is "a global assessment that work resources meet family demands, and family resources meet work demands such that participation is effective in both domains". The most recent definition given by Greenhaus and Allen (2006) describes work-family balance as "the extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individual's life priorities." Researchers have provided with many strategies to deal with work-family conflicts, out of them, the most holistic approach is integration which incorporates successful and proficient coordination of efforts and energies among all associates sharing pursuits and advantages from workers having the ability to satisfy their own work, family and community commitments (Ashforth, Kreiner, & Fugate, 2000; Bailyn, Drago, & Kochan, 2001; Clark, 2000; Sutton & Noe, 2005).

In the recent time, it has become more important for HRD scholars to study the impediments and solutions related with work-life challenges and their potential implications (e.g., performance, health/well-being, enrichment) for working adults in integrating the workplace, the home, and the community (Bond, Galinsky, & Swanberg, 1998; Edwards & Rothbard, 2005; Frone, 2003; Greenhaus & Parasuraman, 1997), as more employees are managing family and work requirements.

Noor (2002) explained that over the last two decades the research in the work-family sphere has escalated radically because of the changing nature of responsibilities in work and life. Some of the reasons for stimulating high volume of research are inflated global competition producing mergers, acquisitions, and downsizing; changes in family socioeconomic demographic; amendments in government policies and regulations; increased challenges faced in fulfilling work and family roles; development and expansion of technology; increasing number of women entering the workforce; and increased degree of occupational stress and its effect on employee health and well-being (Perry-Jenkins, Repetti, & Crouter, 2000).

Researchers often treat the enduring relationship between work constructs and family constructs as discrete and conceptually distinct, within the theoretical approaches to work-family realm (Edwards & Rothbard, 2000). Although, recent trends in academics have expanded researchers focus and they have started recognizing the key link shared by the work-family constructs, that is community, which serve as an interactive backdrop influencing significant effects that form our awareness and understanding of how workplace and families function (Voydanoff, 2005).

Though this research only tends to focus exclusively on the province of work and family and, hence, has not assimilated broader frameworks, like community, into the methodological design of the study.

Integration is described as a reciprocal relationship between three spheres (i.e., work, family, community) with bidirectional influences (i.e., positive, negative) operating between each of them that can be considered additive, mediating, or moderating in influence. Integrated individuals have greater opportunity for coherence, unity,

fulfillment, happiness, maturity, health, and wellness because integrated individuals are never expected to “pretend” that sacrificing meaningful and highly valued components in the rest of their life is realistic (McCubbin & Patterson, 1983). As the individual’s line of sight is focused on a primary domain (e.g., work), which is usually temporary, integrated individuals never lose site of the other domains (e.g., family, community), which are always viewed in the background or backdrop.

There is a definitional overlap of work, family and community in the literature and it is most likely because three domains share common characteristics.

Work is defined as an “instrument activity intended to provide goods and services to support life” (Edwards & Rothbard, 2000). For most, the definition of family is highly controversial and complex. However, we consider family as all related people in a family household, which consist of a minimum of two members related by blood, adoption, marriage/remarriage, and a householder who owns or rents the residence. Family is about people who share something relationally (e.g., attachment), mentally (e.g., respect, rapport), spiritually (e.g., values, beliefs), psychologically (e.g., closeness, intimacy), physically (e.g., care, support), and economically (e.g., financial resources) with one another. Families come in various structures (e.g., intact, blended, binuclear), qualities (e.g., healthy, vibrant, dysfunctional), and systems (e.g., open, closed, chaotic) across the life cycle developmentally (e.g., married couple with no children, married with teenagers) (Olson & DeFrain, 1997; Strong, Devault, Sayad, & Cohen, 2001).

The literature of work-life integration clearly shows that this characteristic of an individual is associated with many other concepts, such as psychological acceptance.

Psychological Acceptance:

Psychological acceptance is defined as accepting thoughts and feelings and is the opposite of attempting to control thoughts and feeling (Hayes et al., 2004). Psychological acceptance involves a willingness to experience psychological events (thoughts, feelings, memories) without having to avoid them or let them unduly influence behavior. When one lets himself/herself to live actively, sort problems with new perspectives and complete goals effectively, instead of just spending time and mental resources on calculating psychological events.

Psychological acceptance (also referred to as acceptance) refers to a willingness to experience thoughts, feelings, and physiological sensations, especially those which are negatively evaluated (e.g. fear), without having to avoid them or let them determine one’s actions (Hayes, 1987; Hayes et al., 1999). By accepting these internal events, people can more effectively use their energies, formerly given over to resignation, avoidance, or control of these events, to act in a way that is congruent with their values and goals (Hayes et al., 1996). In other words, acceptance involves the transfer of scarce, attentional resources from controlling internal events to observing one’s environment and deciding on, and completing, the right course of action for goal attainment (e.g. paying more attention to task requirements). In order to enact this transfer, people need to be willing to experience even unwanted internal events (e.g. sadness), so that they do not use their attentional resources to change or control them; but, instead, to make and enact overt behavioral choices on the basis of what will lead to their own valued goals (e.g. having a meaningful, intimate relationship), and not on the basis of what emotions or thoughts they may be experiencing.

Consistent with this conceptualization of psychological acceptance, there is a great deal of research that implicates this individual characteristic in a wide range of psychological problems, from substance abuse to depression and suicide (Hayes et al., 1996). Psychological acceptance has been positively associated with psychotherapy and there are many studies concluding this (Hayes et al., 1996; Linehan, 1993). It may not be surprising, therefore, that acceptance-based treatments are now used in relation to many types of psychological problems (Hayes et al., 1994). Despite its growing popularity in theories of psychopathology, the concept of acceptance is only just beginning to have an impact on occupational psychology.

Studies of acceptance in the workplace by Bond and colleagues (2003) have shown the benefit of acceptance. Individuals with higher acceptance levels showed better mental health and job performance. Moreover, changes in mental health, resultant of greater job control, are mediated by acceptance. Across a variety of work environments with management, clerical and manual skilled workers, the role of acceptance on workplace well-being was associated with better general mental health and physical well-being.

There are three reasons for hypothesizing that greater acceptance is linked to better mental health. First, acceptance allows more psychological resources to be available for experiencing life events. Second, accepting (as opposed to avoiding) experience is less likely to lead to negative thought and mood rebound effects. Third, acceptance may allow people to engage in and enjoy a variety of experiences, as they do not need to avoid all situations that may elicit distress. For instance, a person might not attempt to run for a club office for fear of being rejected, while another person might run for office despite their fears.

Workplace well-being:

The importance of the concept of well-being in organizational behavior researches have begun recently, whether it is workplace well-being or psychological well-being. The awareness that employee needs to have high well-being in order to produce high performance as well as organizational effectiveness lead many researchers to study about employee well-being.

Well-being is about quality of one's life guided by a person's own set of criteria. Well-being includes factors related to one's job (i.e. work overload, long hours and travel), one's role in the organization (i.e. role ambiguity, role conflict, and the degree of responsibility), one's relationships at work, one's career development and the organizational structure and climate the person is part of (Cooper & Cartwright 1993).

More recently, the positive mental health movement has extended beyond clinical settings and has also found an important place in work settings. Notable developments linking well-being with organizational factors are positive organizational behavior, which aims to foster positive phenomena such as hope and resilience among employees (Luthans 2002; Luthans and Youssef 2004, 2007), and positive organizational scholarship, which is the study of what is positive, flourishing and life-giving, at the organizational level (Cameron and Caza 2004; Cameron et al. 2003).

Workplace wellbeing refers to mental, psychological or emotional aspect of employee's life. The awareness of management on the employees' wellbeing which takes into consideration the employees satisfaction, health and professional development is an effective approach in strengthening of an organizational performance.

Wellbeing at work has a long history - the 'happy' worker as a productive worker is not a new thesis. In fact the Hawthorne studies in the 1920s highlighted the role and contribution of happiness to productivity. Recent research has supported this hypothesis (Quick and Quick 2004; Wright and Cropanzano, 2004; 2007). For example, research investigating the connection between wellbeing and employee retention appear to be promising. Indeed Wright (2006; 2007) and Harter, Schmidt, and Hayes (2002; 2003) suggests that employee wellbeing may eventually prove to be a more robust predictor of whether employees decided to stay or leave their jobs than either job satisfaction or job commitment. Additionally, wellbeing has been related to improved physical health (Carver, Scheier, Segerstrom 2010), personal striving, coping with stress (Diener and Fujita 1995; Emmons, 1992; Folkman 1997), and satisfaction with important other life domains (Diener, 2000). As Wright (2006) suggests "happiness quite isolated from productivity and job satisfaction measures could become a desired outcome for organizations in itself.

The research of wellbeing at the workplace is becoming a growing topic. In the past this topic referred to the absence of disease and was bounded to physical health, while nowadays it has a broader connotation, involving physical, emotional, mental and social aspects.

The basic study of wellbeing comes from motivation theories which attempt to explain the reason why people behave the way they do and what causes of their behavior. Organization should consider employee's needs, investigate what makes them feel good and motivate them to work better.

A factor of well-being at workplace is occupational stress which also has direct impact on health and wellbeing. Occupational stress arises as a consequence of lack of harmony between individual needs and demands and those of the environment. In other words, occupational stress occurs when demands at work are above employee's capacity to deal with them.

Cooper and Marshal conceptualized six potential sources of occupational stress as follows: (1) factors intrinsic to the job (i.e. work overload, shift work, long hours, travel, risk and danger, new technology and the quality of the physical working environment), (2) role in the organization (i.e. role ambiguity, role conflict as well as the degree of

responsibility for others), (3) relationship at work (i.e. with superiors, colleagues and subordinates), (4) career development together with job insecurity, (5) organizational structure and climate (i.e. lack of participation and effective consultation, poor communication, politics and the consequences of downsizing), (6) home/work interface (balance between private and working life).

Psychological acceptance and work-life integration are both individual characteristics and researches have proved that they have a strong positive effect on an individual's well-being at the workplace.

Review Of Literature:-

Pettinger C, Bsanningan K, Nelder R, Nnoaham K (2017), aimed to make a model to appraise work place wellbeing ,with growing awareness organization are realizing the economic cost of ill health and thus workplace wellbeing is now a priority of public health. Employees of 4 workplaces were subjected to a cross case analysis. The study proved that employee wellbeing is important to employers and 'Thrive Plymouth' has helped in changing employee lifestyle.

Harminder Kaur Gujral and Pratyashi Bhardwaj (2017), focused on the role of Humor at work place. With growing stress & work related pressure at work places humor at work place can come across as a big catalyst in employee wellbeing. On the basis of the data collected from Humor Style Questionnaire - and Workplace Wellbeing Questionnaire on 100 employees of the IT sector the study concludes that self-enhancing humor tends to have a very positive effect on the employee well being, whereas aggressive humor shows a negligible contribution to wellbeing. On the other hand affiliative humor has a negative impact on employees. Annie Foucreaulta, ArianeOllier-Malaterreb and Julie Ménarda (2016) conducted a research

1. To determine if the organizational culture of an organizations gives freedom to its employees to segregate work and personal life as per personal preference.
2. How does a mismatch in the employee preference and organizational culture affect the employees' emotional state?

A total of 243 employees were selected based on snowball sampling and they responded to 4 scales for conducting the study. The study concluded that integrative policies have an adverse effect on the employee in areas of emotional exhaustion and psychological detachment. Thus it becomes essential to differentiate between personal preference on management boundaries between work and personal life and actual their actual behavior to enact these boundaries.

Deborah N. Smith, Deborah Roebuck, & Terri Elhaddaoui (2016). explored the challenges faced by workingmen in balancing work and family life. It's pretty clear that workers as well as organizations can benefit when employees have a healthy work life balance, the research explores the role of leadership in supporting employees achieve work-life balance. It also studies how male employees from three different generations – Gen Y, Gen X and Baby Boomers - view the leaders in helping them maintain a work life balance. The researcher conducted a survey of about 100 male employees. The data collected was analyzed using qualitative data analysis technique. The findings indicated –

1. Gen Y & X feel more pressure than Baby Boomers
2. Technology helps as well as hinders work life integration
3. Organizations are now more understanding of problems and challenges faced by men than they previously were.
4. Work life integration plays a very important role in pursuing leadership position.

Thus, in order to foster, raise and retain talented leaders in organization, companies should embrace new strategies to help employees achieve work life balance.

Wright, Nicola and Zakarian, Melissa and Blake, Holly (2016) studied views of Nurses on workplace wellbeing programmes. Work related stress is a common phenomenon amongst nurses and Complementary and Alternative Therapies (CATs) are being implemented at workplaces for stress management. 12 nurses were interviewed at lengths to study the effectiveness of CATs, using thematic analysis approach, both at workplace and otherwise. The approach was found effective, but there are barriers for its implantation, which need to be tackled.

Diane-Gabrielle Treamblay and Iida IiseIama (2015), studied work well being of employees in the support services sector. Owing to minimum support and rights at workplace their working conditions are difficult and employees struggle to find a work life balance. After a qualitative research of 33 semi structured interviews the study concluded

that older employees in the sector having adult children have a better work life balance and higher satisfaction since their role in their own homes is limited, while young single parent's complaint of a difficult life.

Spence, G. B. (2015), researched the effectiveness of wellbeing programs, it introduces the concept of receptivity of such programs amongst employees. Both Public and Private Organizations have been focusing on employee wellbeing and health and have introduced various programs to improve employee satisfaction. A 20 min interview was conducted on 60 employees. The study concludes that the receptivity of any wellbeing program depends on various factors:

1. Participation is may be low because they do not meet the employees need.
2. Receptivity of the employee about the programs.
3. Sorting out Human Relations issues may prove to be more effective than formal wellbeing programs.

Dzurizah Ibrahim (2015) analyzed the effects of state policy in the development of Work & Non work policies in public sector organizations of Malaysia. In depth Interview was conducted on 71 employees and 3 human resource managers. Thematic analysis was used to analyze the data which showed that state plays a very important role in shaping the work and non-work policies and hence the lives of the employees. While these policies were found to be beneficial and supportive of workers with young children, however they were found to be inadequate single parents. Moreover more policies and support is required for improving non-work environment.

KarmenDezmarKrainz (2015) conducted a study that focuses on how socially aware organizations take into consideration employee satisfaction and development while developing HRM policies. With growing consciousness and awareness, companies now have increased focus their social responsibility. Organizations now have an increased focus on employee welfare and wellbeing. The study concluded that sound HRM policies significantly contribute to the wellbeing and competitiveness of the organization.

Ian Hesketh, Cary L. Cooper and Jonathan Ivy (2015) studied the response of employee resilience to the organizational change programs. The study was conducted in employees of Public sector organizations in UK. 33 employees responded to the Short Stress Evaluation Tool (ASSET) which concluded that Employees tend to hide their sickness at the workplace; the studies showed that with effective workplace strategies, employer-employee relationship can reform and can contribute to the turnover.

Wustari L.H. Mangundjaya (2014), explored the role of workplace wellbeing in adapting to change. In recent times a lot of importance is being given to both psychological as well as workplace wellbeing. Employee wellbeing would lead better performance and as a result better organization performance. With changing times in order to keep up with the competition and industry requirements, organizations need to be very dynamic and adaptive to change in order to survive. A total of 568 employees of a state owned bank responded to 7 different scales. The study concluded that readiness to change was positively correlated to work satisfaction, however it was unrelated to workplace well being.

Tomonori TaTsumi, MS1, Takashi Takenouchi (2014), researched upon the relationship between psychological acceptance and process of rehabilitation from athletic injury. A total of 144 athletes who had suffered athletic injury participated in the originally prepared questionnaire – the Psychosocial Recovery Factor Scale (PSRF-S) and two more pre existing scales the Athletic Injury Psychological Acceptance Scale and the Athletic Rehabilitation Dedication Scale. The PSRF study concluded, factors affecting the acceptance are

1. Emotional stability
2. Social competence in the team
3. Temporal perspective
4. Communication with the team mates

The casual model, in which PSRF factors are mediated by psychological acceptance & influence on rehabilitation behaviors using structural equation modeling (SEM), was confirmed to be valid

Heather K. Spence Laschinger & Roberta Fida in (2014) tried to study the role of leadership, psychological capital in dealing with the problem of work related burnout particularly new nurses. A sample of 205 nurses was closely surveyed to conclude that effective leadership plays a protective role against burnout, work related stress and dissatisfaction. Kara J. Blacker, James D. Herbert, Evan M. Forman, and John Kounios (2012) focused on a

comparative study of effectiveness of acceptance based and changed based study strategies for acute pain management. After clearing a baseline pain tolerance test, the subjects underwent pain tolerance test of either strategy. There were a total of 32 participants. The study showed that both strategies were successful in increasing the baseline of pain tolerance, however subjects with high level of acceptance benefitted more from the acceptance based strategy and individuals with low acceptance were benefitted significantly more from change base strategy. D. Matthew T.Clark, Natalie J. Loxton (2012), a sample of 228 workers was closely interviewed to examine the relation between individual difference in FFS- fear and BIS anxiety. It used the moderated meditation analysis for study. The results suggested psychological acceptance techniques may be used to enhance work engagement in highly demanding jobs Pierre-Yves Sanseau and Mark Smith (2012) It explores the effect of changes in the rules and regulations on the work life. The research was conducted in the UK & France. The data from the European Working Condition Survey was used to study the average working time of the employees and work life integration. The study concludes that while work satisfaction improved in the UK with work life integration in the UK, it fell in France. Fixed working hours were enforced in France but not in the UK. The study shows that a mere drop in the number of working hours does not guarantee satisfaction, conflicts and tensions between employer and employee needs to be resolved.

Method:-

Aim:-

To study the relationship between work-life integration, psychological acceptance and workplace wellbeing.

Objectives:-

1. To study the relationship between workplace well-being and Work-life Integration.
2. To study the relationship between Psychological Acceptance and Work-life Integration.
3. To study the relationship between workplace well-being and Psychological Acceptance as a predictor of Work-Life Integration.

Hypothesis

1. It was hypothesized that Workplace Well-being holds a strong relationship with Work-life Integration and also play a role in predicting it.
2. There will be a significant positive correlation between Psychological Acceptance and Work-life Integration.
3. There will be a substantial association between Psychological acceptance and Workplace well-being.

Participants

Quantitative research was done where data was collected for 202 people (107 female and 94 male) selected by purposive sampling to assess the relationship. Questionnaires were filled on work-life integration, psychological acceptance and workplace-wellbeing scale. The sample ranged from 23 to 45 years and mean age of the sample participants was 27 years. They had been working in IT services for between 1 and 20 years. The sample came from the same region of Delhi NCR and constituted mainly, adults belonging from middle class in terms of their family background. Participants completed the questionnaires; an introductory paragraph explained that the purpose of the study was to learn the type of relationship between work-life integration, psychological acceptance and workplace well-being. They were assured there is no right or wrong responses to the given questions, and they could withdraw at any particular time without penalty.

Measures:-

Work-life Integration:

Work-life integration is assessed by self-report scales of Work-family conflict (WFC) and Family-work conflict (FWC) of 5-items each, developed by Richard G. Netemeyer and James S. Boles (1996). Responses were given on a 5-point scale with higher scores indicating greater conflicts between family and work. To assess scale dimensionality, discriminant validity and internal consistency, confirmatory factor analysis was used. The scale has no dimensions. Evidence of internal consistency is provided by construct reliability and coefficient alpha and the two alpha ranges from 0.82 to 0.90.

Psychological Acceptance:

To measure psychological acceptance of the participants, the Acceptance and Action Questionnaire-II (AAQ-II; Bond et al., 2010) was used. AAQ-II started out as a 10-item scale, but after final psychometric analysis has been reduced to 7-item scale with a 7-point response format and was designed as an updated version of AAQ (Hayes et

al., 2004). Internal consistency of the test is given by coefficient alpha, which were in acceptable range (i.e., .78-.88). Reliable results across three different samples suggest that covariance among the 7 items of AAQ-II is because of one sole dimension: psychological inflexibility, or experiential avoidance.

Workplace Well-Being:

Well-being in work place was assessed by the Workplace Well-being Questionnaire, a self-report measure (WWQ; Hyett, M.P. & Parker, G.B., 2011). It comprises of 31 items and has four dimensions, namely, work satisfaction, organizational respect for the employee, employee care, and intrusion of work into private life. Internal reliability of all the dimensions is 0.75. The test also displayed convergent as well as discriminant validity.

Statistical analysis

Correlation and Regression were the statistical tools used to obtain and interpret the results. Through correlation, significant association between the three variables was found and furthermore, through regression, significantly predicting variable was revealed.

Result:-

Work-life integration, psychological acceptance and workplace well-being were all measured on standardized scales. The data obtained was analyzed by using regression analysis and tables are given below.

Table 1:- Descriptive statistics ($N=202$).

Variables	M	SD
Work Satisfaction	25.52	7.58
Organizational Respect for the Employees	17.50	5.62
Employer Care	17.5	5.91
Intrusion of work into Private life	13.12	5.33
Acceptance and action	24.38	9.76
Family work conflict	12	5.08
Work family conflict	14.68	5.29

The above table shows the result of descriptive statistics of all the dimensions of the variables. Work satisfaction indicates the degree to which an individual view their work fulfilling, and whether it increases their sense of self worth. As it can be seen from table 1, work satisfaction score ($M = 25.52$, $SD = 7.58$) show evidence of medium level of work satisfaction.

Table 2:- Correlation.

Variables	WS	ORE	EC	IWP	AA	FWC	WFC
Work Satisfaction (WS)							
Organizational Respect for the Employees (ORE)	.805**						
Employer Care (EC)	.713**	.815**					
Intrusion of work into Private life (IWP)	-.223**	-.289**	-.303**				
Acceptance and action (AA)	-.167**	-.146**	-.186**	.336**			
Family work conflict (FWC)	-.177**	-.178**	-.199**	.360**	.369**		
Work family conflict (WFC)	-.262**	-.378**	-.387**	.625**	.287**	.525**	

1. Correlation is significant at the 0.01 level (2-tailed).
2. Correlation is significant at the 0.05 level (2-tailed).

The above correlation table shows that Psychological Acceptance is positively associated with intrusion of work into private life ($r = 0.336$, $p < 0.05$). However, consistent with our Hypothesis 2, there is a significant negative relation between psychological acceptance and other dimensions of workplace well-being, namely, work satisfaction ($r = -0.167$, $p < 0.01$), organizational respect for the employees ($r = -0.146$, $p < 0.01$) and employer care ($r = -0.186$, $p < 0.05$). Similarly, FWC shares a significantly negative correlation with work satisfaction ($r = -0.177$, $p < 0.01$), organizational respect for the employees ($r = -0.178$, $p < 0.01$), and employer care ($r = -0.199$, $p < 0.05$). On the contrary, FWC significantly correlates with psychological acceptance positively ($r = 0.369$, $p < 0.05$) and intrusion of work into private life ($r = 0.360$, $p < 0.05$) positively.

Consistent with our hypothesis, WFC has a positive and significant relationship with intrusion of work into private life ($r = 0.625$, $p < 0.01$) and psychological acceptance ($r = 0.287$, $p < 0.01$).

We can understand from all the correlations in the table 2 that work-life integration which has been measured by two dimensions of FWC and WFC shows a significant increase with the increase of intrusion of work into private life. It is also evident that work satisfaction, organizational respect for the employees and employer care positively contribute in the work-life integration.

Table 3:- Regression Table (a).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.453*	.205	.185	4.58

Note: - Predictors: (Constant), Acceptance and Action, Organizational Respect for the employee, Intrusion of work into Private Life, Work Satisfaction, Employer Care

Table 4:- Regression Table (b).

Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	1064.87	5	212.97	10.12	.000 ^b
	Residual	4123.12	196	21.03		
	Total	5188	201			

Note: a. Dependent Variable: Family Work Conflict

b. Predictors: (Constant), Acceptance and Action, Organizational Respect for the employee, Intrusion of work into Private Life, Work Satisfaction, Employer Care

Coefficient of determination (R^2) in table 3 represents the proportion of the total variance that is explained by the predictor variables; hence approximately 20% of the variability in FWC dimension of work-life integration can be explained by the predictors. Table 4 shows the regression coefficient from tests of the main effects and interaction between psychological acceptance and workplace well-being on FWC.

Table 5:- Beta Table.

Variables	B	t	P
Work Satisfaction	-.057	-.525	.600
Organizational Respect for the Employee	.019	.140	.888
Employer Care	-.049	-.431	.667
Intrusion of work into Private Life	.247	3.51	.001*
Acceptance and Action	.270	3.96	.000*

$p < 0.05$

Beta table shows that Intrusion of work into Private Life is a positive and significant predictor of FWC ($\beta = 0.247$, $p < 0.05$). Furthermore, psychological acceptance is a significant predictor of the criterion variable, FWC ($\beta = 0.270$, $p < 0.05$).

Tables 5:- Regression Table (c).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670*	.449	.435	3.97

Note:- Predictors: (Constant), Acceptance and Action, Organizational Respect for the employee, Intrusion of work into Private Life, Work Satisfaction, Employer Care

The above table evidently indicates that 45% of the variance of WFC can be determined by the different dimensions of workplace well-being and psychological acceptance. In other words, increase in work family conflict can be attributed to workplace wellbeing and willingness to experience of an individual.

The second regression analysis given in the table below reveals a significant interaction between psychological acceptance and workplace well-being on WFC. The analysis also shows that an increase in any of the predictor variables can attribute to the change in the criterion variable.

Table 6:- Regression Table (d).

Model		Sum Of Squares	Df	Mean Square	F	Sig.
	Regression	2529.25	5	505.85	31.93	.000 ^b
1	Residual	3104.46	196	15.83		
	Total	5633.72	201			

Note: a. Dependent Variable: Work Family Conflict

b. Predictors: (Constant), Acceptance and Action, Organizational Respect for the Employee, Intrusion of work into Private Life, Work Satisfaction, Employer Care

Table 7:- Beta Table.

Variables			B	t	P
Work Satisfaction			.137	1.50	.133
Organizational Respect for the Employee			-.211	-1.91	.057
Employer Care			-.139	-1.48	.140
Intrusion of work into Private Life			.527	8.99	.000*
Acceptance and Action			.077	1.34	.179

p<0.05

The above beta table illustrates that intrusion of work into private life has an interaction relationship with work family conflict ($\beta = 0.527$, $p < 0.05$). Consistent with the Hypothesis 1, this interaction relationship significantly predicts work family conflict.

Discussion:-

This research examined the impact of Work-life integration and psychological acceptance on workplace well-being. This study associated the different aspects of work-life integration and psychological acceptance. In this study it was hypothesized that there is a significant correlation between the different dimensions of the three variables, which means that if an individual has high workplace well-being and is psychologically accepting or is willing to experience, there are high chances that the individual develops work family conflicts and has a distorted balance in his work-life relationship. It is evident from results that dimension of workplace well-being, namely intrusion of work into private life significantly predicts family work conflict. It indicates that the variance in the family work conflict can be significantly determined by the extent of work intruding an individual's private life. Being psychologically accepting makes a person willing to experience, for example, participating in new projects in the organization, taking up novel situations and challenges. This may end up disrupting an individual's personal life resulting in the intrusion of work in their private life. There is a significant interaction between psychological acceptance and family work conflict, former significantly predicting the latter.

It is evident from the results that work satisfaction, organizational respect for the employee and employer care has been negatively associated with family-work and work-family conflict. These results simply help us to understand how workplace well-being influences work-family balance in an individual's life. From the results it can be drawn that psychological acceptance is positively correlated with both work-family conflict and family-work conflict. This indicates that the more psychologically accepting an individual is, there are chances that he may have problems in balancing work and life.

Work life integration in this study is measured by family work and work family conflict, these dimensions negatively correlates with work-life balance or integration. Williams and Allinger (1994) observed that family distress is predictive of family work conflict, but that work distress did not predict work family conflict. A high value placed upon family life requires the devotion of time and energy to the family domain. If these preferences are blocked by, for example, job demands, then work-family conflict will occur (Carlson and Kacmar, 2000).

F. W. Bond & E. J. Donaldson (2004) conducted a study on psychological acceptance and emotional intelligence, to compare their ability to predict their effect on workplace well-being, the results showed that acceptance predicted general mental health and physical well-being. These findings are consistent with previous research which indicated that acceptance affects mental health and job control, the beneficial effects of job control over performance were enhanced when people had higher levels of acceptance (Bond, F. W., & Bunce, D., 2003). A study conducted on academicians by Gail Kinman & Fiona Jones (2008) reveals that due to poor work-life balance they reported more work-family conflict and perceived a greater discrepancy between their present and ideal levels of work-life integration tended to be less healthy and less satisfied with their jobs.

Psychological acceptance and work-life integration are two individual characteristics that are hypothesized to affect well-being at work. R. Ilies, K. S. Wilson and D. T. Wagner (2009) carried out a longitudinal, multi method study examining the role of work-life integration in the spillover job satisfaction, and results support there is moderating effect of work-life integration on job satisfaction. As discussed earlier, work-life integration is a solution to resolve conflicts between work and family. Studies show that a consistent negative relationship exists among all forms of work-family conflict and job-life satisfaction (Ernst Kossek, E., & Ozeki, C., (1998).

This study emphasizes the importance of maintaining work-life balance and organizations can undertake various measures to train their employees. They can arrange a number of activities encouraging the involvement of employee's families, these activities can help reduce work-family conflicts. There can be numerous implications of this study but there are some limitations.

Conclusion:-

The study has been conducted to comprehend the importance of work-life integration. Moreover, the extent of psychological acceptance and workplace well-being of an individual can contribute in determining it. The present study highlights the importance of acquiring skills to establish work-life balance. Psychological acceptance and workplace well-being have been found to be significant predictors of work-life integration.

The future implication of this study can be to improve and increase integration in human resource policies. There can be an implementation of skill-development programs in organizations for employees to deal with their work-family conflicts, by making them aware of the integration method. As psychological acceptance has an effect on workplace well-being, organizations can organize recreational activities and pursuits which enhance their willingness to experience new things, by making them experience new things. Future research should make every effort for greater consistency and construct development of measures, also understanding that composition of sample influences findings.

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