

Mental health of employees

~Approach from external and internal resources mediated by job satisfaction~

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This paper examines the relationship between external and internal resources as mediated by job satisfaction in terms of employee mental health. Previous studies have shown that job satisfaction has a positive influence on employee mental health (e.g., Bennett, Plint, & Clifford, 2005; Faragher, Cass, & Cooper, 2005; Mishima, Nagata, Kubota, Haratani, Kawakami, & Araki, 1996; Scott & Judge, 2006). However, most studies have examined its impact on organizational profits, such as productivity, as an outcome variable, instead of individual factors like mental health. Additionally, factors that improve job satisfaction have not yet been fully examined (Kanauchi & Nonaka, 2018). This paper focuses on job satisfaction as a positive emotion, which improves the mental health of employees and aims to conduct an exploratory examination of the resources that lead to job satisfaction.

According to Hobfoll (1998), resources are defined as anything that is beneficial, useful, or needed by individuals, including internal resources such as personal characteristics, self-esteem, and work skills of an individual. Whereas social support, employment, financial status, etc., which cannot be owned by an individual, are classified as external resources. Based on Hobfoll's theory (1998), we examined the effects of the relationship with bosses and colleagues within the job as well as family relationships on job satisfaction as external resources. We selected personality traits and proactive behaviors as an internal resource, which involves predicting the situation and environment as well as act actively in advance. Personality was measured using the Temperament and Character Inventory (TCI) (Cloninger, Svrakic & Przybeck, 1993), and proactive behaviors were measured by Ashford & Black's (1996) 7-factor, Proactive Socialization Tactics scale.

Firstly, on examining job satisfaction, which is influenced by the bosses and fellow colleagues (external resource), it was found that good relationships with the bosses and colleagues are effective in increasing job satisfaction. Next, we examined the effects of proactive behaviors and the seven factors of TCI, on job satisfaction. For proactive behaviors, the positive frame, which indicates a tendency to see things from a positive outlook, and TCI -Self-Directedness, which indicates a tendency to control, adjust, and regulate behavior to suit the situation, were shown to have an effect on job satisfaction.

Furthermore, using SEM analysis, we examined the influence of, Self-Directedness and positive frame (internal resources), and relationships with bosses and family members (external resources), on job satisfaction and mental health. The quality of relationship with the family, as examined in this paper, does not indicate the division of roles such as housework, but the psychological connection and relationship as an index. It was observed that Self-Directedness not only had a direct effect on mental health and job satisfaction but also influenced mental health through the balance of power with the spouse, which is an external resource. Additionally, it was shown that a positive frame effects mental health with mediating job satisfaction and has an effect on mental health-through relationship with

bosses as an external resource and on job satisfaction. Marital satisfaction with a spouse had a direct effect on mental health. Overall, it was suggested that internal resources affect external resources, and external resources mediate job satisfaction and affect mental health.

Hobfoll (1998) states that internal and external resources influence each other. Boulton and Smith (1992) reported that various factors associated with positive emotions influence the development of social relationships and ultimately become an individual's social resource. In other words, it is thought that a positive frame, which is a positive emotion, has an impact on society and leads to the expansion and acquisition of one's own external resources. It is also speculated that good relationships in the workplace are related to having a positive frame. Furthermore, it is possible that a high degree of Self-Directedness, which has an adjustment function according to the situation, plays a role in appropriately selecting what kind of resources should be utilized. It is presumed that the interaction between internal and external resources leads to the expansion of each resource as well as the acquisition and appropriate selection of new resources.

Additionally, almost consistent results have been obtained in other studies, in that, high job satisfaction not only has an effect on improving the mental health of employees, but also contributes to the profits of organizations (e.g., Böckerman., & Ilmakunnas., 2012; Fassoulis, & Alexopoulos, 2015; Imran, Majeed, & Ayub., 2015). Therefore, job satisfaction of employees should be regarded as an important factor for the organization as well as for the individual employee.

Utilization and expansion of resources are important for increasing job satisfaction. Thus, it is important for each employee to lead a fulfilling life not only in their professional lives but also in their private lives, and therefore, expand their resources. On the other hand, business owners are also focusing on reducing employees' long working hours and encouraging them to take annual paid leaves, so that they can have a work-life balance, increased job satisfaction, and prevent mental health problems.