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# The Role of Psychological Well-Being in Strengthening Job Satisfaction and Reducing Turnover Intentions: A Secondary Research Study

**Sunil R Hegde[1], Vivek Gupta[2], Dr. Sana Saima[3]**

[1,2,3]Assistant Professor, Jain (Deeemed to be) University, Centre for Management studies, Bangalore-560092

**Abstract**

Employee well-being has become a critical organizational concern that directly influences productivity, satisfaction, and retention. Among various dimensions of well-being, psychological well-being (PWB) has emerged as a significant predictor of employees' attitudes and behaviors in the workplace. This secondary research paper aims to synthesize existing empirical and theoretical literature to examine the role of psychological well-being in enhancing job satisfaction and reducing turnover intentions. Drawing upon theories such as the Job Demands-Resources (JD-R) model, Social Exchange Theory (SET), Herzberg's Two-Factor Theory, and Positive Psychology, this paper analyzes how PWB affects employees' affective states, motivation, and retention decisions. Findings from prior studies consistently demonstrate that high levels of PWB enhance job satisfaction, reduce burnout, strengthen engagement, and significantly diminish turnover intentions. Job satisfaction also emerges as a powerful mediator between well-being and retention. The implications underscore the need for organizations to design well-being-centric HR policies, strengthen work-life balance, reduce job stressors, and promote supportive leadership. Limitations and directions for future research are discussed to advance scholarly understanding in this field.

**Keywords**: psychological well-being, job satisfaction, turnover intentions, employee retention, organizational behavior, HR

## 1. Introduction

Employee turnover has evolved into a global challenge across industries, posing significant costs related to recruitment, training, productivity loss, and institutional knowledge drain. As organizations increasingly compete for skilled human capital, understanding the factors that influence employees' intentions to stay or leave becomes an imperative strategic priority. One factor gaining prominence in recent scholarship is psychological well-being (PWB), which reflects an individual's emotional, cognitive, and social functioning.

Organizations have traditionally emphasized job satisfaction as a predictor of retention. However, growing research suggests that job satisfaction is itself influenced by deeper psychosocial factors-particularly psychological well-being. Employees with higher levels of PWB demonstrate greater positivity, resilience,

motivation, and satisfaction, all of which contribute to their overall likelihood of staying with an organization. Conversely, poor psychological well-being often results in stress, burnout, disengagement, and increased turnover intentions.

This paper conducts a comprehensive secondary research synthesis to examine:

- How psychological well-being enhances job satisfaction
- How job satisfaction influences turnover intentions
- The direct and indirect effects of PWB on retention

Theoretical models underpinning these relationships The paper fills a scholarly gap by integrating multi-disciplinary perspectives-positive psychology, human resource management, occupational health psychology, organizational behavior-and offering a consolidated conceptual understanding. As workplaces undergo major transformations driven by global uncertainty, remote work, and employee expectations, understanding PWB's strategic impact becomes increasingly relevant.

## 2. Review of Literature

### 2.1 Psychological Well-Being (PWB)

Psychological well-being refers to an individual's perception of life quality, psychological functioning, and emotional balance. Ryff (1989) conceptualized PWB as consisting of six dimensions: autonomy, personal growth, self-acceptance, environmental mastery, purpose in life, and positive relationships. Seligman's (2011) PERMA model further expands it to include positive emotions, engagement, relationships, meaning, and achievements.

In the workplace, PWB is influenced by job resources, work environment, leadership, social support, autonomy, and role clarity (Bakker & Demerouti, 2017). High PWB enhances productivity, emotional resilience, creativity, and satisfaction (Warr, 2013). Conversely, poor PWB results in stress, burnout, and counterproductive behaviors.

### 2.2 Job Satisfaction

Job satisfaction is a positive emotional state resulting from one's evaluation of job experiences (Locke, 1976). It encompasses intrinsic factors (autonomy, recognition, achievement) and extrinsic factors (salary, working conditions, security). Herzberg's Two-Factor Theory (1959) distinguishes motivators (leading to satisfaction) and hygiene factors (preventing dissatisfaction).

Studies consistently show that job satisfaction predicts performance, engagement, and turnover intentions (Judge et al., 2001).

### 2.3 Turnover Intentions

Turnover intention is an employee's conscious desire to leave an organization. It is shaped by stress, dissatisfaction, lack of growth opportunities, poor relationships, and low well-being (Tett & Meyer, 1993). High turnover intention is a strong predictor of actual turnover.

Turnover imposes both financial and non-financial costs, making organizations increasingly invested in understanding its drivers.

### 2.4 Relationship Between Psychological Well-Being and Job Satisfaction

The relationship between psychological well-being and job satisfaction has been widely investigated in organizational psychology, and the evidence overwhelmingly suggests a strong, positive association between the two constructs. Employees with higher levels of psychological well-being tend to interpret their work environment more positively, perceive greater meaning in their tasks, and respond more constructively to workplace challenges. Psychological well-being enhances cognitive flexibility,

emotional resilience, and adaptive coping styles, which collectively contribute to a higher sense of satisfaction with one's job. An individual who experiences positive emotions, maintains a sense of purpose, and feels capable of managing work-related demands is naturally more inclined to evaluate job experiences favorably. Research across various sectors supports the idea that psychologically healthy employees are more motivated, more engaged, and more productive, all of which feed into their overall job satisfaction.

Ryff's multidimensional model of psychological well-being offers a useful lens through which to understand this connection. When employees feel autonomous, confident in their abilities, connected to others, and purposeful, their interaction with the job environment becomes more fulfilling. They are not merely performing tasks but are experiencing work as an extension of their personal growth and identity. Such positive internal states significantly shape the emotional evaluation of work roles. Studies by Wright and Cropanzano (2000) further highlight this relationship, demonstrating that psychological well-being predicts job satisfaction better than many situational factors. The implication is clear: organizations focusing exclusively on external motivators, such as rewards or work conditions, may miss the deeper psychological mechanisms that drive satisfaction. Enhancing psychological well-being provides a more sustainable pathway toward cultivating a satisfied workforce.

**2.5 Job Satisfaction and Turnover Intentions**

The link between job satisfaction and turnover intentions is one of the most robust findings in organizational behavior research. Job satisfaction is widely recognized as a powerful predictor of employees' intentions to stay or leave an organization. Individuals who are satisfied with their work tend to develop stronger emotional bonds with their organization, perceive greater alignment between personal and organizational goals, and demonstrate higher levels of commitment. They are more likely to view their job favorably, experience pride in their role, and feel motivated to contribute to organizational success, which in turn reduces the likelihood of contemplating resignation. Conversely, employees who experience dissatisfaction, whether due to unmet expectations, poor relationships, inadequate recognition, or stressful work conditions, are more prone to withdrawal behaviors and the intention to leave.

Mobley's (1977) model of employee turnover provides a conceptual understanding of how dissatisfaction triggers a psychological withdrawal process. Employees begin by evaluating their current job negatively, mentally comparing it to potential alternatives, and contemplating the costs and benefits of leaving. As dissatisfaction increases, the intention to quit strengthens and often culminates in actual turnover. Numerous studies have reaffirmed that job satisfaction is inversely related to turnover intentions across various industries, cultures, and job types. Griffeth, Hom, and Gaertner's (2000) meta-analysis further consolidates this understanding by demonstrating that employees who report low satisfaction consistently show higher turnover tendencies. In summary, job satisfaction acts as a buffer that protects organizations from losing valuable employees, making it a crucial component of long-term retention strategies.

**2.6 Direct Relationship between Psychological Well-Being and Turnover Intentions**

While job satisfaction plays an important mediating role, psychological well-being also has a direct and independent effect on turnover intentions. Employees who experience low psychological well-being often report feelings of emotional exhaustion, stress, frustration, and disengagement, which make them more susceptible to considering leaving their jobs. Poor well-being diminishes employees' capacity to cope with workplace challenges, undermines their motivation, and reduces their overall organizational attachment. As a result, employees with diminished well-being are more likely to seek alternative employment environments that might offer better emotional and psychological conditions. This direct relationship has

been validated by research showing that psychological strain, burnout, and reduced mental health significantly increase the likelihood of turnover intentions.

Conversely, high levels of psychological well-being serve as a protective factor that reduces turnover tendencies. Employees who feel positive, mentally balanced, and psychologically fulfilled exhibit a greater tolerance for workplace stressors and a stronger desire to remain with their employer. Their emotional stability and sense of personal accomplishment create a psychological anchor that discourages withdrawal and promotes loyalty. Studies on burnout have also demonstrated that individuals who maintain strong psychological well-being are less likely to reach the critical thresholds of exhaustion that lead to quitting. This indicates that psychological well-being influences turnover intentions not only through satisfaction but also through its direct effect on emotional stability, stress management, and overall mental resilience. Thus, improving psychological well-being can have a double impact on reducing turnover, both directly and through its effect on satisfaction.

### 2.7 Mediating Role of Job Satisfaction

The mediating role of job satisfaction has been widely discussed in the literature, and it provides a more nuanced understanding of how psychological well-being influences turnover intentions. Psychological well-being enhances positive emotional experiences at work, and these experiences subsequently translate into satisfaction with one's job. In turn, high job satisfaction reduces the likelihood of turnover intentions. This means that job satisfaction often acts as a bridge through which psychological well-being exerts its influence on retention. Several empirical studies support this view, demonstrating that psychological well-being positively affects job satisfaction, which then significantly reduces turnover intentions. In some cases, job satisfaction partially mediates the relationship, meaning that while psychological well-being independently reduces turnover, part of its effect operates through satisfaction. In other cases, job satisfaction fully mediates the relationship, suggesting that employees' evaluation of their job plays a critical role in shaping how well-being impacts retention.

This mediational process highlights the interconnected nature of psychological and work-related factors in shaping employee behavior. An employee may have high levels of general well-being, but if they perceive their job as unsatisfying, the protective effect of well-being on turnover intention becomes weaker. Conversely, enhancing well-being can elevate job satisfaction, which then serves as a strong deterrent to turnover. Zhang et al. (2021) emphasized that psychological well-being improves employees' perceptions of work experiences, relationships, and organizational support, all of which contribute to satisfaction. By improving job satisfaction, organizations can maximize the retention benefits derived from enhancing psychological well-being. This interconnectedness underscores the importance of addressing both psychological health and job-related factors in developing effective retention strategies.

## 3. Theoretical Framework

The theoretical foundation of this study rests on several key frameworks that explain how psychological well-being, job satisfaction, and turnover intentions are connected. Positive Psychology Theory, pioneered by Seligman, argues that individuals flourish when they experience positive emotions, meaningful engagement, supportive relationships, a sense of purpose, and accomplishments. In the workplace, these elements manifest as psychological well-being, which subsequently shapes work attitudes and behaviors. Employees who flourish psychologically experience their jobs more positively, express higher levels of intrinsic motivation, and behave in ways that support long-term engagement.

The Job Demands-Resources (JD-R) model offers another valuable perspective, explaining that employee

well-being is influenced by the balance between job demands and job resources. Job demands, such as workload or emotional strain, can deplete psychological resources, whereas job resources-such as autonomy, support, recognition, and growth opportunities-bolster psychological well-being. When job resources outweigh demands, employees experience higher well-being and are less likely to exhibit turnover tendencies. Job resources also foster engagement, which is closely linked to job satisfaction.

Herzberg's Two-Factor Theory further deepens the understanding by distinguishing between hygiene factors and motivators. Although hygiene factors prevent dissatisfaction, true satisfaction emerges from motivators such as achievement, recognition, responsibility, and personal growth. Employees with strong psychological well-being are more likely to benefit from motivators and interpret their work in ways that enhance satisfaction. Social Exchange Theory (SET) adds a relational dimension, suggesting that when organizations invest in employee well-being, employees reciprocate through positive attitudes such as satisfaction and loyalty, ultimately reducing turnover intentions.

Collectively, these theories converge on a crucial principle: psychological well-being is not merely a personal condition but an organizational asset that shapes employees' attitudes and decisions. It enhances job satisfaction, strengthens emotional attachment to the organization, and decreases the probability of turnover. The conceptual linkage aligns with the proposed model in which psychological well-being influences job satisfaction, which in turn reduces turnover intentions, while also exerting a direct effect on turnover independently.

## 4. Research Methodology

This study employs a secondary qualitative research design, specifically following the integrative review approach, which allows for the synthesis of diverse theories, empirical studies, and conceptual models to develop a comprehensive understanding of the topic. The methodology is appropriate for a research problem that has already received significant scholarly attention, making it possible to consolidate existing findings rather than gather new primary data. The research relied on academic journals, books, meta-analyses, and systematic reviews from reputable databases such as Google Scholar, Scopus, and Web of Science. The selection of sources was guided by their relevance, recency, and credibility.

Publications from the years 2000 to 2025 were chosen to ensure that the review captured contemporary developments in psychological well-being, job satisfaction, and turnover research. Only studies conducted within organizational contexts were included, ensuring the findings remained directly relevant to employee behavior and workplace dynamics. Articles that lacked conceptual clarity, did not address psychological well-being in a work context, or were not written in English were excluded. The method of analysis involved identifying recurring themes, synthesizing theoretical arguments, comparing empirical results, and integrating insights into a coherent narrative. This approach enabled the development of a strong theoretical and empirical foundation linking psychological well-being, job satisfaction, and turnover intention

## 5. Findings

The analysis of existing literature reveals that psychological well-being plays a central role in shaping employees' work-related attitudes and behaviors. One of the strongest findings is that psychological well-being consistently enhances job satisfaction. Employees who report high psychological well-being are better equipped to manage workplace stress, maintain a positive outlook, and derive meaning from their jobs. These psychological strengths contribute to a more favorable evaluation of job experiences, resulting

in higher satisfaction levels. Across multiple studies, the pattern remains consistent: employees who feel psychologically healthy tend to experience greater fulfillment, engagement, and enjoyment in their work. The review also confirms that job satisfaction significantly reduces turnover intentions. Employees who are satisfied with their job are far less likely to consider leaving the organization. Satisfaction fosters organizational commitment, strengthens positive workplace relationships, and cultivates a sense of belonging, all of which discourage turnover. This finding remains robust across different industries and cultural contexts, highlighting the universal importance of job satisfaction in retention.

Furthermore, psychological well-being has a direct negative relationship with turnover intentions. Employees with low well-being often experience stress, burnout, or emotional exhaustion, which makes them more inclined to seek alternative employment. Conversely, high well-being promotes stability, resilience, and emotional connection to one's role, reducing the desire to leave. The literature also confirms that job satisfaction frequently mediates the relationship between well-being and turnover. In other words, psychological well-being enhances satisfaction, and this heightened satisfaction subsequently reduces turnover intentions. These findings underscore the interconnected nature of psychological and job-related variables in shaping retention outcomes.

## 6. Discussion

The synthesis of theoretical and empirical literature confirms that psychological well-being is a foundational determinant of employees' job satisfaction and turnover intentions. The modern workplace has undergone profound changes due to technological advancement, globalization, and the post-pandemic shift in employee expectations. Employees increasingly prioritize mental health, work-life balance, meaningful work, and supportive organizational cultures. In this new landscape, psychological well-being has emerged as a crucial factor influencing not only performance and engagement but also long-term retention. Organizations that neglect psychological health face higher rates of burnout, dissatisfaction, and turnover, which can undermine productivity and competitive advantage.

The JD-R model supports these findings by showing that workplaces rich in job resources foster higher well-being. When employees have autonomy, social support, and opportunities for development, they experience greater engagement and satisfaction. Conversely, excessive demands erode well-being and heighten turnover intentions. Positive Psychology Theory also reinforces that individuals who experience positivity, meaning, and achievement are more likely to remain committed to their organization. Job satisfaction emerges as a pivotal mechanism translating well-being into retention; employees who feel good mentally and emotionally are more prone to evaluate their job positively, which in turn strengthens their desire to stay.

This interconnected relationship suggests that retention strategies must evolve beyond traditional incentives such as pay increases or job security. While these factors are important, they do not address the deeper psychological needs of employees. Organizations must adopt well-being-centered approaches that cultivate emotional resilience, promote mental health, and enhance intrinsic motivation. When employees feel psychologically supported, they are more likely to experience satisfaction and less likely to consider leaving. This highlights the strategic importance of psychological well-being as both a preventive and promotive factor in organizational retention.

## 7. Practical Implications

The findings of this research have significant implications for organizational leaders, human resource ma-

nagers, and policy makers. Organizations should view psychological well-being not as a supplementary initiative but as a strategic priority that directly influences job satisfaction and retention. Investing in well-being programs that address emotional, mental, and social health can foster a more resilient and satisfied workforce. Such programs may include counseling services, resilience training, mindfulness workshops, and initiatives that promote social cohesion among employees. Creating a psychologically safe workplace where employees feel valued, heard, and supported contributes immeasurably to their well-being.

Human resource departments must integrate psychological well-being metrics into employee engagement and retention strategies. This could involve regular assessments of employee well-being and job satisfaction, coupled with actionable interventions designed to improve workplace conditions. Managers must be trained to recognize signs of psychological strain and to engage in supportive, empathetic leadership practices. Transformational and servant leadership styles, which emphasize empathy, mentorship, and personal development, can significantly strengthen employees' psychological well-being. Enhancing job autonomy, reducing unnecessary workload, and providing opportunities for growth are also essential elements of a well-being-centered HR approach.

From a broader organizational perspective, promoting a culture that values mental health and open communication can significantly improve employee satisfaction and reduce turnover. When employees feel psychologically secure and recognized for their contributions, they are more likely to develop long-term loyalty and emotional attachment to the organization. Improving psychological well-being is therefore not just a moral obligation but also a strategic tool for enhancing retention and sustaining organizational performance.

## 8. Limitations

Although this study offers comprehensive insights into the relationships among psychological well-being, job satisfaction, and turnover intentions, it is constrained by several limitations inherent in secondary research. Since the study relies entirely on published literature, it may reflect a degree of publication bias, as studies with significant or positive findings are more likely to be published than those with non-significant results. Additionally, psychological well-being and job satisfaction are complex constructs that can vary across industries, cultures, and demographic groups. This review did not differentiate findings based on sector or geographical context, which may influence the generalizability of conclusions.

Another limitation lies in the variations in how psychological well-being and turnover intentions are conceptualized and measured across studies. Different research instruments and operational definitions can create inconsistencies in findings. The reliance on cross-sectional studies in much of the existing literature also limits the ability to infer long-term causation. Finally, without primary data collection, the study is unable to test the conceptual model empirically or explore variables such as leadership style, organizational culture, or personality traits, which may moderate the relationships examined.

## 9. Future Research Directions

Future research should consider conducting primary empirical studies to validate the proposed conceptual model and deepen the understanding of how psychological well-being influences job satisfaction and turnover intentions. Structural Equation Modeling (SEM) could be particularly useful in testing the mediating role of job satisfaction and examining potential moderating variables such as organizational culture, leadership behavior, work-life balance, and burnout. Longitudinal studies would also provide

valuable insights by tracking changes in psychological well-being, satisfaction, and turnover intentions over time, especially in dynamic work environments.

Sector-specific research could also enhance the applicability of findings by examining differences across fields such as healthcare, education, information technology, and manufacturing. As the workplace continues to evolve-especially with the rise of remote and hybrid work-future studies should explore how virtual work environments influence psychological well-being and retention. Researchers could also investigate cultural differences in the importance of psychological well-being, as employee expectations vary across societies. Expanding research into cross-country comparisons would deepen global understanding of well-being-driven retention strategies.

## 10. Conclusion

This research paper underscores the central role of psychological well-being in strengthening job satisfaction and reducing turnover intentions. Psychological well-being emerges as both a direct and indirect determinant of employee retention, influencing satisfaction and shaping long-term behavioral intentions. Employees who experience high levels of mental well-being are more likely to evaluate their work positively, remain emotionally engaged, and develop strong organizational attachment. Job satisfaction acts as a crucial mediator in this process, translating well-being into reduced turnover intentions. Conversely, poor psychological well-being leads to stress, burnout, disengagement, and ultimately, stronger intentions to quit.

The findings reveal that organizations must move beyond traditional retention strategies and adopt a holistic, well-being-centered approach to human resource management. Investing in psychological well-being not only enhances satisfaction but also builds a resilient, motivated, and loyal workforce. The implications for leaders, HR managers, and policy makers are profound, highlighting the need to build supportive workplace environments that prioritize mental health, autonomy, recognition, and meaningful work. Ultimately, enhancing psychological well-being is not simply a wellness initiative-it is a strategic imperative that shapes organizational performance, culture, and sustainability.

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