

Relationship of Extraversion & Motivation with Decision Making – Mediating Role of Psychological Well-Being

Project submitted for partial fulfillment of the degree of
MASTERS OF ARTS
IN
PSYCHOLOGY



THAPAR INSTITUTE
OF ENGINEERING & TECHNOLOGY
(Deemed to be University)

SUBMITTED BY:

Trisha Kohli

Roll No- 862002030

UNDER THE SUPERVISION AND GUIDANCE OF

Dr. Santha Kumari

Thapar School of Liberal Arts & Science

Thapar Institute of Engineering and Technology, Patiala

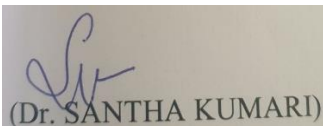
CERTIFICATE

This is to certify that the thesis entitled, '**Relationship of Extraversion and Motivation with Decision-Making- Mediating Role of Psychological Well-Being**' is being submitted in partial fulfillment of requirements for the award the of the degree of **Master of Arts in Psychology**, presented in the **Thapar School of Liberal Arts & Sciences, Thapar Institute of Engineering and Technology, Patiala** is a bonafide work carried out under the supervision of Dr. Santha Kumari, Professor & Program Chair, Thapar School of Liberal Arts & Sciences, Thapar Institute of Engineering and Technology, Patiala and that no part of this project has been submitted for the award of any other degree.



(TRISHA KOHLI)

This is to certify that the above statement made by the student concerned is correct and true to the best of my knowledge.



(Dr. SANTHA KUMARI)

(Dr. SANTHA KUMARI)

Professor & Program Chair, TSLAS

Thapar Institute of Engineering and Technology, Patiala

CANDIDATE'S DECLARATION

I hereby declare that the work presented in this thesis entitled, '**Relationship of Extraversion and Motivation with Decision-Making- Mediating Role of Psychological Well-Being,**' submitted in partial fulfillment of requirements for the award the of the degree of **Master of Arts in Psychology**, presented in the **Thapar School of Liberal Arts & Sciences, Thapar Institute of Engineering and Technology, Patiala**, is an authentic record of my work carried out under the supervision and guidance of Dr. Santha Kumari, Professor & Program Chair, Thapar School of Liberal Arts & Sciences, Thapar Institute of Engineering and Technology, Patiala and refers other researchers' work which are duly listed in the reference section.

The matter embodied in this thesis has not formed the basis for awarding any other degree at this or any other university.

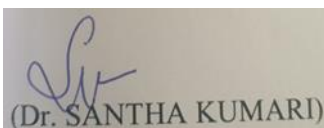
Date- June, 2022

Place- Patiala



(TRISHA KOHLI)

This is to certify that the above statement made by the student concerned is correct and true to the best of my knowledge.



(Dr. SANTHA KUMARI)

(Dr. SANTHA KUMARI)

Professor & Program Chair, TSLAS

Thapar Institute of Engineering and Technology, Patiala

ACKNOWLEDGEMENT

I would like to thank my esteemed supervisor – Dr. Santha Kumari, for her invaluable supervision. This Research Project would not have been possible without her exceptional support. I am eternally grateful to her for her guidance throughout my research work. Her enthusiasm, knowledge, and exacting attention to detail have been an inspiration and kept my work on track. Also, her unwavering faith in me, and constant encouragement, have helped me sail through my inhibitions during the research work. Therefore, I consider her the primary reason for my ability to reach the goal of this research.

I would also like to extend my heartfelt thanks to my friends and family, who helped me throughout this research project by providing all the support.

At last, I would like to thank all the participants of the study, who were extremely patient and took great interest in this research. This research would not have been possible without their involvement.

Table of Content

Abstract	1
Chapter -1 Introduction	2
Chapter -2	
2.1 Literature Review	5
2.2 Research Gap	14
2.3 Conceptual Framework	14
2.4 Objectives	15
2.5 Hypotheses	15
Chapter -3 Methodology	17
3.1 Sample	17
3.2 Research Design	17
3.3 Tools Used	19
3.4 Procedure	19
3.5 Instructions & Precautions	19
Chapter – 4 Results	21
Chapter -5 Discussion	27
Chapter- 6	31
6.1 Conclusion	31
6.2 Implication	31
6.3 Limitation & Future Direction	31
References	32
<i>Appendix A</i>	37
<i>Appendix B</i>	38
<i>Appendix C</i>	39
<i>Appendix D</i>	43
<i>Appendix E</i>	44

Abstract

The cognitive process of choosing between two or more alternatives, ranging from the relatively simple to the complex choices, is termed as Decision Making. Decision-Making is fundamentally a pervasive aspect of managerial action, and personality type plays a vital role. Motivation is a significant factor that urges individuals to give their best execution. Psychological well-being is the overall well-being of an individual. It acts as a mediator between the Extraversion Personality type and the Decision-Making and between an individual's Motivation and Decision-Making ability. Therefore, the present study is conducted on the relationship among four variables that are, Extraversion (IV_1), Motivation (IV_2), Decision-Making (DV), and Psychological Well-Being (MV). Data was collected using the Big 5 Inventory, Ryff's Well-Being Scale, Work Extrinsic and Intrinsic Motivation Scale (WEIMS), and Flinders' Decision-Making Scale, which was used to assess 200 individuals (100 males and 100 females) of Indian Corporate Profession between the age group of 23-55. There was an indirect relationship between the independent variables, Extraversion, and Motivation, with the dependent variable Decision-Making mediated by Well-Being. Psychological Well-Being acted as a perfect mediator between Extraversion Personality type and Decision-Making and between Motivation and Decision-Making. Therefore, there is full mediation.

Keywords: Extraversion, Psychological Well-Being, Motivation, Decision-Making, Indirect Relationship.

Chapter- 1

Introduction

A man's success depends on his personality and habits. Personality plays a vital role in developing an individual in his professional life. In today's ongoing scenario, researchers are more interested in the concept of work-life balance, which will facilitate an informed understanding of the demands of the modern lifestyles of the 21st century. It is a proven fact in psychology that every individual is unique. Every person possesses different habits and understanding towards dealings with others, and here personality plays an important role. Many individuals often succeed because of their humble persona and how they treat other fellow individuals. Their behavior, the way of presenting themselves, the kind of choices they make, and the practice of decision-making are all majorly influenced by the individual's personality.

Until recently, gender roles were specific in that males were employed in the workforce and females were expected to be at home as caregivers, which typically meant in the two-parent house. But ongoing trends of the modern world, it is increasingly common for partners to be working, and in this way, the new families are structured. Also, extended families are becoming geographically dispersed (Greenblatt 2002) since most of the family needs are met by working couples. In the 21st century, the gender role transformations and the altering nature of work have all been catalysts for this interest (Thomson, & De Bruin, 2007).

The workforce is now not only culturally diverse (Finestone & Snyman, 2005), but it also has to adapt to being part of the global economy (Bezuidenhout, 2005). To participate in the growing global economy, corporate employees often have to adjust to Western business standards (Athota, Budhwar, et al., 2020). Through the literature on organizational behavior, it is clear that the researchers are trying to investigate how the level of personality attributes, attitudes, behavior, motivational level, and factors so on and so forth, help in assessing whether employees will thrive in the organization (Mushtaq, Abid, et al., 2017; Porath et al., 2012). The research has also determined many personality traits to understand the personality differences among individuals (Akhtar, Hussain, et al., 2021).

It is of utmost importance in any organization to find the 'right person for the right job.' It is common how the employees are catapulted into a workplace fraught with tensions around global competition, global work standards, affirmative action, and multicultural workforces (Thomson, & De Bruin, 2007). Often, personal preferences and personality traits influence an individual in making career choices (Facci, Chartier, et al., 2008). Personality is the characteristic of an individual that contains a set of traits and modes of thoughts, feelings, and behavior (McAdams, 2008). Personality provides a sense of continuity, stability, and consistency about what the individual does, how and what he thinks, and his experiences (Okhakhume et al., 2014). Aspects include experience at work, physical, emotional, mental, or social, and the personality traits that affect the individual while s/he is at the workplace and working towards target achievements, decision-

making, problem-solving, etc. Some studies, for example, Judge et al. (1999), note that Extrovert individuals appear to be related to career success.

Decision-making is critical to any organization's success (Alam, 2013). Besides personality traits, a habit-based propensity to react in a specific way in some specified decision-making context (Scott & Bruce, 1995) is a significant aspect of working in a corporate setting. Understanding how people make decisions within a regular domain is essential. Decision-making process often involves a choice of a course of action. It is derived from a judgment about a problem or a condition that demands an option and is a part of personal beliefs about what resources can allow someone to achieve their own goals (Baron, 2008; Janis & Mann, 1977). The manager's effectiveness is directly influenced by the quality of decision-making, which affects the organization's success or failure (Leonard, Scholl & Kowalski, 1999). Researchers have investigated and found that personality factors predict decision-making; for instance, maximization can be strongly predicted by neuroticism and low conscientiousness, and extraversion (Purvis, Howell, & Iyer, 2011; Hashemi, 2015). Managers tend to have the ability to think using logic and reason, but their personality shapes their thinking style and preferences. Both introverts and extroverts feel in different ways and different approaches to various aspects of life. Castro thought that introverts and extroverts have different opinions. Still, their brains also operate in different ways, which is the main motive behind the drastic difference in their approach to dealing with the same matter (Khalil, 2016). In light of these conflicting findings, an in-depth investigation should better capture the profiles of decision-makers.

Besides these factors, the decision-making and performance of the employees also depend on motivation; It is considered the underlying drive of individuals to accomplish tasks and goals. It is essential to motivate employees to meet their full potential. Motivation is a vital element. It helps to retain good employees. For example, managers with decades of experience or a new hire finishing their first week on the job (Nevada Association of Employers). The organization's culture also plays a huge role in motivating employees and management alike. The concept of motivation is mainly psychological. It relates to those forces operating within the individual employee or subordinate that compels him to act or not act in specific ways and make confident decisions. Motivation is considered highly individualistic as well as the essence of human behavior. It is regarded as a core function of management such that every manager must try to induce it in their employees to extract the best performance (Sarma, Kakati & Kakati, 2018). Studies show that motivated employees tend to perform and make good decisions compared to employees who are not enthusiastic about their work.

The human resource office still grapples with the contemporary organization in inducing and sustaining the motivation of the workers, which is one of the major concerns. But according to nature's law, the human spirit tends to diminish so that individuals themselves reject their responsibilities. As a result, researchers are focusing on studies associated with the relationship between the type of motivation and the well-being of the employees in the workplace setting (Bosch & Taris, 2018). When employees engage in meaningful and

pleasurable activities congruent to their targets, goals, values, and interests, they experience a high level of dedication and feel internally motivated toward their accomplishments (Bosch & Taris, 2018). Recently, psychologists and other social scientists have become more interested in understanding the factors influencing individuals' psychological and subjective well-being and how it impacts their professional decision-making skills in the work setting (Kaur, 2013).

The Decision-making of an individual is influenced by factors like self-esteem, communication style, social connectedness, motivation, well-being, interpersonal relationship, etc. The results of such studies have been varied. The individual's decision-making ability affects performance, influenced by psychological well-being and the ability to handle interpersonal relationships. As per SCHM (2007), the well-being of the employees is relevant to society's mental and physical health in general and is occupationally relevant in terms of performance. The most consistent and robust findings attempt to explain that psychological well-being is that component of the construct that is moderately related to Personality (Diener & Lucas, 1999). Psychological well-being directly affects decision-making, which is considered the primary life skill. De Neve and colleagues (De Neve & Cooper, 1998) suggested that how individuals organize and make sense of social experiences through attributions, appraisals, and self-regulation emphasizes a way that sustains well-being. Further, it is gradually documented that workers' mental fitness is a critical determining factor in their health.

By understanding the aspects of personality and motivation and how these affect the well-being of the employees in the work setting, management can take a whole different approach towards aligning the interests of personnel in the organization. Pertinent methods can adopt by the organizations to understand personnel as being of other attributes and tailor motivation strategies that will induce well-being and positive organizational behavior and enhance the decision-making skills (Nuckcheddy, 2018). For the organization's greater good, employees should work collaboratively with full enthusiasm, putting to the best of their abilities by making the right decisions at the right time, strengthening their propensity. Using these techniques, it is highly likely that there will be a success in human resource strategies.

Decision-making is a pervasive aspect of executive action (Mintzberg, 1973). Research on managerial decision-making also emphasized the different domains which affect it in the workplace settings. (Sohail & Saeed, 2002).

Summary

Although prior studies and literature have supported the notion that decision-making skills are affected by communication style, motivation level, self-esteem, and leadership skills, in this research, we concisely update the Relationship of Extraversion and Motivation with Decision-making, mediated by Well-Being specifically in the corporate work culture.

Chapter- 2

2.1 Literature Review

According to Ruderman, finding the ‘right person for the right job’ is essential. When recruiting employees, further evaluating the applications, and finally offering jobs, recruiters examine several aspects of the candidates like personality type, self-esteem, communication skills, well-being, problem-solving, leadership skills, etc., during the selection process. Organizational behavior literature suggests that various individual-level personality attributes, attitudes, and behavior help assess whether employees will thrive in the organization (Mushtaq, Abid, et al., 2017; Porath et al., 2012).

Personality

Personality traits play a critical role in how we experience, approach, and appraise our lives (Anglim, Horwood, et al., 2019). Personality traits and personal preferences often influence people’s career choices (Facci, Chartier, et al., 2008). Personality traits describe a relatively long-lasting effect, cognition, and behavior pattern. According to early history and research, personality traits were characterized by the massive proliferation of trait constructs and measuring scales (Anglim, Horwood, et al., 2019).

Personality is the characteristic of a person that contains a set of traits, models of thought, feelings, and behavior (McAdams, 2008). One of the reasons for using the term personality is to provide a sense of continuity, stability, or consistency about what a person does, thinks, or experiences (Okhakhume et al., 2014). Looking back at the history of personality, one can learn about Allport, who cataloged the traces of personality traits in fifty distinct personality meanings, including literary, theological, philosophical, juristic, and sociological traditions and others stressing external appearance or psychological constructs. According to Allport’s view, personality synthesized several psychological meanings of the concept and highlights attributes that are seen as residing within the individual. It was defined as “personality is the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment.” It also highlights attributes that are seen as residing within the individual (Barrick et al., 2004).

Moving further, Carl Jung attributed the popular conceptions of Introversion and Extraversion. Additionally, Hans Eysenck, in the 1940s, distinguished a dimension of introversion- extraversion from neuroticism-stability (Eysenck & Eysenck, 1985). He noticed that psychological distress seemed independent of active sociability or lack thereof. His model showcased both the theoretical and empirical aspects. They suggested that extraversion results from chronic under-stimulation. The model shows that extroverts seek compensatory stimulation in risky, social, and generally active behavior (Zelenski, Sobocko & Whelan, 2014). Extroverts prefer to work collectively and get work done more quickly due to their gregarious nature (Akhtar, Hussain, et al., 2020).

Trait theory is among several theories of personality, which primarily focuses on the measurement of traits. Traits are habitual patterns of behavior, thought, and emotions that are relatively stable over time and differences among individuals (e.g., some people are outgoing whereas others are shy). It influences the behavior of an individual. It is considered a lasting characteristic of a person who differs from another. They can be described as individual variables or dimensions (Hall, Calvin & Lindzey, 1978).

The famous five broad factors or dimensions of personality discovered through empirical research are better known as The Big Five personality traits. It includes the factors like Openness, Conscientiousness, Extroversion, Agreeableness, and Neuroticism. They are referred to as the Five-Factor Model (FFM). It can be used in the acronym OCEAN. Many studies conducted through this model suggest that an individual's workplace behavior and social behavior can somewhat be predicted using these traits. A deeper understanding of the organizational behavior of an individual can help the workers and managers create trust, build better professional relations, and cultivate a more substantial workplace culture (Robbins & Judge, 2018).

Research and literature suggest that through the assessment of the Five-Factor Model, it can be deduced that Extroverts people usually take charge of the situation in their hands. A high score on extroversion represents that the individual may have a strong leadership ability, high self-esteem, showcase better job performance, and are less likely to leave the organization. Instead, they will sustain efficiency. They are observed to be impulsive and quicker in decision-making (Robbins & Judge, 2018). Studies also show that an individual with an Extrovert personality type connects positively with expressions of the voice of the co-workers in an organizational setting (Li & Xu, 2020). It is also considered the most relevant personality trait among the Big Five-Factor Model to assess the candidate's voice during recruitment (Chamberlin et al., 2017). It has been proven that extroverts prefer to socialize with other people because they enjoy their company. They subsequently experience more significant positive effects because they have a higher baseline of positive impact regardless of the social situation and are more likely to react more strongly to positive stimuli (Lee, Dean, & Jung, 2008).

Moreover, Extraversion is considered a core higher-order trait of most personality taxonomies that are consistently associated with subjective well-being (Costa and McCrae, 1992; Depue & Collins, 1999; Watson & Clark, 1997). According to Eysenck, extraversion is a matter of excitation" in the brain itself. Excitation is the brain waking itself up, getting into an alert, learning state. (Dan & McAdams, 2008).

Most individuals on higher designations have an Extrovert personality type in an organizational setting. The CEOs mainly consist of finding and exploiting possible advantages of each source of finance, including debt tax shields and, more importantly, avoiding potential corresponding negatives like debt financial distress. Extrovert personality traits in CEOs contribute to challenging handling situations by putting the best foot forward and making profits for the organization by issuing new equity whenever the debt-to-equity ratio is

lower relative to the sector's ratio. Individuals who are high on extraversion are preferred at higher designations because they are good at exploiting possible advantages rather than avoiding possible negative consequences (Daskalakis & Kokkinaki, 2011). Also, it has been observed that employees who score high on extraversion tend to be optimistic and also possess the ability to make pecking order of financing decisions (Baker et al., 2004). Further, studies also suggest that employees who have this trait are more risk-tolerant and are good at initiating mergers and acquiring projects (Graham et al., 2009). These individuals are considered fair at forming corporate policies ultimately for the greater good of employees and the organization (Daskalakis & Kokkinaki, 2011).

Thus, it can be deduced from the studies that an extrovert individual will mainly possess qualities like high well-being, high self-esteem, good leadership and communication skills, and an ability to make quick and correct decisions at the right time.

Motivation

In this rising Globalization stage, each organization is furiously running itself in the focused market. Retention of employees in an organization is one of the most significant and tedious tasks. To recruit a new workforce and further provide training to them, the organization requires more assets. It is observed that the more force remains within the organization, the better it is for the association among employees and the organization itself (Jain, Gupta & Bindal, 2019).

According to a study on Employee Motivation in the Organization (Jain, Gupta & Bindal, 2019), to help an organization's capacity, Employee Motivation is considered a critical factor. A motivated team represents both a competitive advantage and a vital strategic asset for its organization. The topic of employee motivation (Hauser, Laurentiu, 2014) has been the subject of more theories than any other topic of organizational research (Baron, 1991). In developing practical approaches in organizational research, employee Motivation is considered a fundamental building block (Steers, Mowday, & Shapiro, 2004).

Studies show that motivation is a significant factor that urges individuals to give their best execution. It is the most critical factor for individuals at higher managerial levels, as it helps arrive at a significant business objective (Jain, Gupta & Bindal, 2019). Work Motivation is described as a set of energetic forces that originates both within and beyond an individual's being. This helps initiate work-related behavior and determine its form, direction, intensity, and duration (Pinder, 1998). Motivation is thus, manifested by willingness, attention, effort, and persistence (Tremblay, Blanchard, Taylor, et al., 2009).

Studies on individual differences in the employees' work motivation at the workplace have been rigorously investigated. It has been noticed that a solid positive inspiration can empower the employees, when expanding the yield of the workers (Tremblay, Taylor, et al., 2009). Blais, Lachance, Vallerand, Brie're, and Riddle (1993) were amongst the first who provided empirical support for self-assessment of work motivation in the early 1990s (Tremblay, Taylor, et al., 2009), which was firmly based on Self-

Determination Theory (SDT). The main focus of SDT is the “nature” of motivation, which means the “why of behavior.” This theory assumes that human beings are considered growth-oriented individuals whose natural inclination is to integrate psychic elements into a sense of self and integrate themselves into larger social structures (Deci & Ryan, 2000). The application of SDT mainly involves the task in which the employees are interested, which they find optimally challenging and aesthetically pleasing. It specifically includes activities that are not experienced; work, for example, is unlikely to be performed unless there is an extrinsic reason for doing them (Deci & Ryan, 2002).

Further, SDT also distinguishes between intrinsic as well as extrinsic motivation. Intrinsic motivation is when an activity is done for one’s own sake because one finds the training inherently exciting and satisfying, while extrinsic motivation is doing an action for an instrumental reason. Extrinsic motivation is of different types that are relatively controlled by external factors and are relatively autonomous. They are self-regulated similarly to an individual’s acquired goals and values. These different types of motivation are aligned along a continuum, representing how goals/ values have been internalized (Ryan & Deci, 2002). Amotivation is another factor that lies at the low end. The individual lacks the intention to act or act passively (Tremblay, Blanchard, Taylor, et al., 2009). Another aspect of Work Motivation includes External Regulation, which is described as doing an activity only to obtain a reward. The next element is Introjected Regulation, which regulates behavior through self-worth contingencies like self-esteem, guilt, etc. It also includes, Identified regulation, which refers to doing an activity because one identifies with its value, meaning accepts it as one’s own. Integrated regulation is another dimension included in Work Motivation. It refers to identifying oneself with the value of an activity. It is done to such a point that that activity becomes part of the individual’s sense of self. It is also a form of extrinsic motivation which is fully internalized and is, therefore, said to be autonomous (Tremblay, Blanchard, Taylor, et al., 2009). There is no pre-assumption in SDT that the Self-Determination continuum is developmental because individuals progress along with it in a specific stage (Ryan, 1995).

Engaging in personally meaningful and pleasurable activities at work similar to one’s interests and values would seem intuitively plausible and engaging (Tremblay, Blanchard, Taylor, et al., 2009). This will result in a higher level of dedication towards the work by the workers, helps them be absorbed by their jobs, and makes them feel energized, thereby positively affecting their Well-being. Studies suggest that highly motivated employees also experience a high level of work engagement, which further enhances their sense of Well-being (Schaufeli & Bakker, 2010; Van Beek et al., 2012). Government and private organizations, especially in developing countries, are increasingly focusing on employee Well-Being as it promotes an advantage to the organization of having a healthy workforce (Cooper & Robertson, 2001). Studies suggest that the dynamics of employee Motivation and Well-being are essential in understanding different domains that affect the quality of life at work (Krishantha, 2018). The Motivation level of the employees has a significant impact on their well-being, job performance, organizational behavior, and target achievements.

If the workforce is highly motivated, it is believed that it will contribute to the Well-Being of the employees, contributing to flexible efforts and reducing employee turnover and absenteeism (Judge et al., 2001; Krishantha, 2018). According to the previous research studies, the Well-Being of the employees is highly influenced by the motivation of the individuals at the managerial level (Judge & Watanabe, 1993). Greater well-being predicts a positive daily mood associated with motivation for striving for a goal for self-determined reasons, which further helps bring about intrinsic higher-level goals (Sheldon and Kasser, 1995). A closer analysis of research studies related to organizational behavior reveals that an individual's motivation, what one strives for, and why one pursues it independently affects well-being (Sheldon, Ryan, Deci & Kasser, 2004). Progress towards goal attainment is associated with positive affect, but the actual achievement of goals tends only to enhance well-being (Koestner, 2008; Sheldon and Kasser, 1998). In a study by Niemiec, Ryan, and Deci (2008), it was proved that the attainment of intrinsic aspirational goals was associated with psychological health and well-being (Sisley, 2010). The better handling of employee well-being may give many advantages to a company to achieve expected performance levels. On the other hand, it provides a long-term benefit in attaining corporate goals (Krishantha, 2018).

According to the research, Decision-making strategies are also affected by the individual's motivation level. Decision-making and motivation relate to the management of changes. Research studies suggest that highly Motivated employees more readily accept the planned changes and are more inclined to improve proposals. It is also observed that motivation is an essential element for making any change in the organization. It influences the whole process of change management and the organization itself (Pohankova, 2010).

Thus, the employee with a high level of motivation contributes positively to the team and the organization.

Psychological Well-Being

The concept of psychological well-being has progressed rapidly since the emergence of the field of Organizational Research over five decades ago. Studies psychologists and other social scientists have taken significant steps to understand the factors influencing psychological/ subjective well-being (Kaur, 2013). Employees' health and well-being have become a significant concern (Danna, Griffin, et al., 1999). Researchers and managers have generally recognized that low well-being can negatively affect workers and organizations (Danna, Griffin, et al., 1999). Well-being is considered highly important within service-dominated economies. It plays a vital role in progressing employee commitment and job satisfaction; thus, it impacts customer services and satisfaction (Barber, Hayday, & Bevan, 1999; Rhoades & Eisenberger, 2001). Service-based economies are predominantly reliant upon the "human capital" of the employee, emphasizing the need for proactive measures to monitor, manage and predict their well-being levels (Weerakkody, Sivarajah, et al., 2021).

In today's workplaces, happy employees are considered more satisfied with their work; they are more creative and less inclined to quit. Such individuals exhibit better in-role and extra-role performance,

according to the studies conducted by Diener and Biswas-Diener, in 2008. In a knowledge-based economy, a new paradigm highlights the importance of intangible assets such as knowledge, creativity, and human capital (Joo, Lim, et al., 2016). Great importance is attached to leadership in modern organizational approaches to assessing Psychological Well-Being (Yang, 2014). Investigating in Psychological Well-Being of the employees not only helps to improve employees' performance but also results in improved organizational performance (Joshi, Van Parys, Peer, & Michael, 2010)

Psychological well-being is how people evaluate their lives (Kaur, 2013). It includes the overall Well-Being of the individual that consists of a creative self, including intelligence, control, emotions, work, and cheerful humor. Further, it includes coping, leisure, stress management, self-worth, realistic beliefs; social self; physical self. Besides this, it contains an essential self with spirituality, gender identity, cultural identity, and self-care (Warr, 1987). These evaluations made by people may be in the form of cognition or effect (Kaur, 2013). Warr's (1987, 1990) framework suggests that "affective well-being" is one mental health component. It is conceptually similar to the primary medical criterion of "ill" or "not ill" and is a multi-dimensional construct (Daniels, Brough, Guppy, 1990; Peters-Bean, & Weatherstone, 1997). Another term that is frequently used by organizational psychologists nowadays is "subjective well-being," which describes a person's overall experience in life. It suggests that it essentially reflects a person's self-described happiness (Emmons & Diener, 1985).

However, Ryff (1989) brought together the aspects of all the previous conceptualizations and proposed a model that has acquired particular relevance in the scientific community. The model recognizes the subjective nature of psychological well-being. Individuals evaluate the variable according to their level of satisfaction with the six dimensions. Together, these six dimensions make up the model (Díaz et al., 2006). The six dimensions include self-acceptance, positive relations with others, environmental mastery, autonomy, purpose in life, and personal growth. These six dimensions measure the subjective self-perception of social and family relationships and the achievement of personal and professional goals. It also includes the extent to which these affect an individual's happiness (Uribe Urzola et al., 2018) and further including the later perception of satisfaction with the personal and professional goals achieved by the individual (Gallego, Lopez, et al., 2020)

In the current scenario, employee well-being has expanded beyond physical well-being to build a holistic well-being culture, including physical, emotional, financial, social, career, community, and purpose. The heart of this includes the growing need for flexibility in where, when, and how employees work (Meister, 2021). As per the Conservation of Resources (COR) theory, people are primarily motivated to obtain, retain, and protect what they value (Hobfoll, 1989). This helps employees get more resources which further starts a positive spiral of resources and positively influences well-being (Kalshoven & Boon, 2012).

Sauter, Lim, and Murphy (1996) define a healthy workplace as “maximizes the integration of worker goals for well-being and company objectives for profitability and productivity.” In the case of organizational well-being, interaction theories could be interpreted to suggest having a direct effect. Personality factors also influence how demands, effort, control, or reward affect well-being (Williams & Smith, 2016). It was estimated by McCrae (2002) that 20–25% of the well-being variance is accounted for by personality, specifically extroversion. Employees who are extroverts by nature are warm, gregarious, assertive, seek excitement, and exhibit positive emotions (Goldberg et al., 2006). These qualities impact well-being (Ryff, Keyes, & Shmotkin, 2002). Also, it is observed that extraversion plays a vital role in influencing well-being. Extroverts are simply more cheerful and high-spirited, as stated by the temperamental perspective. Other workplace factors such as high effort and high demands, and low reward or low control can result in poor well-being of employees (Tsutsumi & Kawakami, 2004; Van Der Doef & Maes, 1999). Therefore, assessing the potential causes of poor well-being or antecedents of positive well-being in the workplace is practical importance (Williams & Smith, 2016). Often employees experiencing poor health and well-being may be less productive, resulting in lower quality decisions (Boyd, 1997). These top-down approaches to Subjective Well-Being suggest that personality may influence the relationships between circumstances and outcomes, as well as have direct effects on the well-being of the employees (Brief, Butcher, George, & Link, 1993)

Often employees experiencing poor health and well-being are less productive, resulting in low-quality decisions (Boyd, 1997). These top-down approaches to Subjective Well-Being suggest that personality may influence the relationships between circumstances and outcomes. This has direct effects on the well-being of the employees (Brief, Butcher, George, & Link, 1993). Not working is generally considered a predictor of low levels of well-being. Having a job and increasing the workload to a certain point seems to bring about mostly positive outcomes (Facci, Chartier, et al., 2008). But increasing workload beyond a certain level will not improve well-being; instead, it might deteriorate the positive outcome, as decision-making is directly affected by the well-being of the employees. The better handling of employee well-being may give many advantages to a company to achieve expected performance levels. On the other hand, it provides a long-term benefit in attaining corporate goals (Krishantha, 2018).

Thus, the employee with good well-being works with more enthusiasm, motivating their fellow team members to achieve the targets. Before taking any major decision, the individual will study each aspect of the problem and measure all the pros and cons with vigilance to avoid wrong choices that might not be healthy in terms of his performance, performance for his team, and overall performance of his organization.

Decision-Making

Decision-making is a fundamental function of management. It is the primary activity of the administration. It reflects the success and failure of the management and the organization, which mainly hinges upon the quality of decisions. The decision-making role of the control is the ‘heart’ of the executive activities in the

organization (Satyendra, 2021). Also, decision-making is a pervasive aspect of managerial action. (Mintzberg, 1973). Research on managerial decision-making has also emphasized the different domains. (Sohail & Saeed, 2002).

'Decision' is defined as a choice made out of the available alternatives. It implies that to make a decision, and there must be some alternatives. These alternatives are analyzed, and finally, a particular choice is selected; that is, the decision is taken. If there are no alternatives, we have no option to choose. The review of the decision is also important to verify whether it meets the need of the decision-making situation. This process is known as decision-making. Decision-making involves the selection of a particular course of action. It is a mental activity requiring the consideration of different factors to make the best decision (Sarma, Kakati & Kakati, 2018).

Decision-Making Ability is a learnable skill, it can be increased over time, so it is not an individual's fixed quality (Parker, & Weller, et al., 2017). It is a domain-specific ability; its concept is changeable concerning the situation and type of decision (e.g., personal health decisions, strategic leadership decisions) (Jensen, & A. R, 1998). Many researchers define it as a way to choose one of the plausible choices' (Batool & Siddiqui). It is rightly stated that a wealth of information exists in managers' decision-making (Mintzberg, 1973).

Most of the classical studies of decision-making have usually focused on the internal validity of the research in this domain and are therefore frequently carried out in experimental settings (Ceschi, Demerouti, et al., 2017). However, research has increased appreciation for individual differences in decision-making processes and styles. The antecedent factors can predict sound decision-making and the predictive validity of rational responses (Parker& Fischhoff, 2005, Bruine de Bruin et al., 2007).

The rational decision-making model says the process of decision-making initiates as the person thinks to take a forward step (Batool & Siddiqui, 2020). In organizations' complex environments, a competent decision-maker requires various cognitive skills to continuously search for information to improve work performance (Bandura & Jourden, 1991). Only when an organization can build a cadre of capable, dedicated decision-makers that it can execute the process effectively and earn superior financial returns (Barney, 1986; Barney & Zajac, 1994; Lado & Wilson, 1994).

The effort required in decision-making processes rapidly leads to the depletion of personal resources. As a result, the executive function becomes less efficient when performing other tasks. More significant cognitive resources are needed for competent functioning as information processing increases (Wood et al., 1990). Performance can be undermined when individuals reach the limits of their cognitive capabilities because attention is diverted to self-evaluative concerns. This is because they are concerned about the consequences of failure (Humphreys and Revelle, 1984). The long-term effects of such a process may be emptying the individual's stamina and personal resources. This often results in a burnout condition and

ultimately affects performance. Thus, the Well-Being of an individual usually affects the individual's decision-making ability.

In 1977, Irving Janis and Leon Mann proposed a descriptive decision-making process model. They advanced the idea to decide involves a conflict that engenders stress (Heredia, Arocena & Gárate, 2004). This model suggests that the presence or absence of three antecedent conditions determines which decisional conflict pattern the individual chooses to follow: (1) awareness of a severe risk if nothing is done, (2) the hope of finding a better alternative, and (3) belief that there is enough time to learn about and assess the situation and choose the best alternative. The five resulting patterns are unconflicted adherence, unconflicted change, defensive avoidance, hypervigilance, and vigilance.

Vigilance is when the decision-maker clarifies objectives to be achieved by the decision, canvasses an array of alternatives, and searches, painstakingly for relevant information. According to the conflict model, vigilance is the only coping pattern that allows sound and rational decision-making.

Hypervigilance is a panic-like state, and the decision-maker searches fanatically for a way out of dilemmas. The full range of consequences is overlooked because of emotional excitement, perseveration, and limited attention.

Defensive avoidance is when the decision-maker avoids the decision making; leads to the incomplete and biased evaluation of information which further includes: - a) procrastination, which is putting off decision-making;(b) buck-passing in which the decision-maker prefers to leave Decision-making to others, as well as, (c) rationalization wherein after taking the decision, the decision taker convinces oneself that it was correct.

According to the definition offered by the model, only the last of these, vigilance, is adaptive, characterized by "the systematic search for information, careful consideration of all viable alternatives, and the unhurried, non-impulsive making of the final decision." The model proposed by Janis and Mann (1977) has been widely acclaimed among researchers working in the field of decision making (Mann, Burnett, Radford, et al., 1997).

Stress theorists have deemed it an exciting contribution (Lazarus and Folkman, 1986). It has inspired research into decision-making under threat engendered stress (Keinan, 1987) and suggested new decision-making frameworks in complex situations.

So, when an employee faces conflict during decision-making, his choice of strategy depends on his personality type, motivation level, well-being, type of problem, team management skills, etc. Thus, decision-making coping strategies involve several factors which affect the kind of coping strategy that will be opted by the employee when faced with stress during decision making.

Therefore, we can conclude that personality, well-being, and motivation significantly affect an individual's decision-making strategy.

2.2 Research Gap

Decision-making is a fundamental function of management. It is the primary activity of the control, which is majorly affected by the employee's well-being, motivation, and personality. Also, decision-making is a pervasive aspect of executive action (Mintzberg, 1973). Research on managerial decision-making has also emphasized the different domains. (Sohail & Saeed, 2002)

While the relationship between decision-making and other aspects like well-being, motivation, and personality, specifically extraversion, has already been formed in various individual studies. The present study is being conducted on 100 Males and 100 Females in the corporate sector to explore and develop a mediational relationship specifically between extraversion and personality traits among the significant five personality factors with decision-making strategies. Also, motivation with decision-making strategies through important managerial factors which is well-being.

This research interest is also an attempt to provide a new perspective on why factors like personality, specifically extroversion, motivation, and psychological well-being, are significant contributors to the decision-making process besides the other perks and incentives generally offered in the organizations in the corporate sector.

2.3 Conceptual Framework

The path model shows the relationship between the Extraversion, the first Independent Variables, and Extraversion, the second Independent Variable, with Decision Making, the Dependent Variable mediated by Well-Being.

In this study, the proposed model posits that Psychological Well-Being could be mediating the association between Extraversion Personality type and Decision-Making and simultaneously between Motivation and Decision-Making.

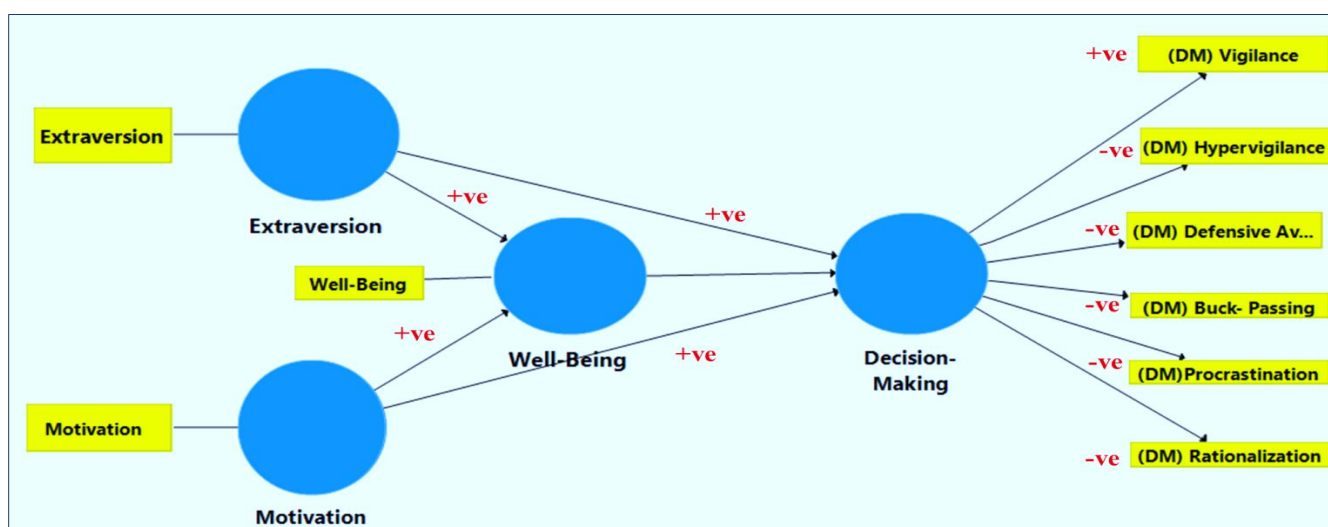


Figure No- 1 Path Model

According to the Big Five personality traits, there are five broad factors or dimensions of personality discovered through empirical research, and it is observed that Extroverts are people who take charge of situations and show better job performance, and are less likely to leave the organization instead sustain with efficiency (Robbins & Judge, 2018). Further, research suggests that individuals high in extroversion tend to have a good well-being, leading to positive affect. Then, the Self-Determination Theory (SDT) of work motivation focuses on the “nature” of motivation, that is, the “why of behavior,” generally applying to activities that people find interesting, optimally challenging, or aesthetically pleasing. Thereby contributing to enhancing the well-being of the individuals. Moving on, Ryff (1989) proposed a model of Well-Being that assesses the achievement of personal and professional goals. Along with this, it also assesses to what extent the achievement affects the happiness (Díaz et al., 2006; Costa and McCrae, 1992; Uribe, Urzola, et al., 2018). Then, the rational decision-making model, says the process of decision-making initiates as the person thinks to take a forward step (Heredia, Arocena & Gárate, 2004; Bandura & Jourden, 1991).

Thus, the premise of proposing this model is to understand if there is an underlying mechanism related to the functioning of Personality traits, particularly Extraversion for Decision-Making, to occur and simultaneously the function of Motivation for Decision-Making to take place and if Well-Being act as a precursor to the Decision-Making Process.

2.4 Objective

The present study is conducted to study if there exists any direct relationship between Extraversion and Decision-Making, and Motivation and Decision-Making, or if it is mediated by Psychological Well-Being, specifically.

2.5 Hypotheses

H₁: There exists a Positive relation between Extraversion and Psychological Well-Being.

H₂: There exists a Positive relation between Motivation and Psychological Well-Being.

H₃: Psychological Well-Being has a Positive relation with the Vigilance component of Decision Making.

H₄: Psychological Well-Being has a Negative relation with the Hypervigilance component of Decision-Making.

H₅: Psychological Well-Being has a Negative relation with the Defensive Avoidance component of Decision-Making.

H₆: Psychological Well-Being has a Negative relation with the Buck-Passing component of Defensive - Avoidance subscale of Decision-Making.

H₇: Psychological Well-Being has a Negative relation with the Procrastination component of the Defensive - Avoidance subscale of Decision-Making.

H₈: Psychological Well-Being has a Negative relation with the Rationalization component of the Defensive - Avoidance subscale of Decision-Making.

H₉: Psychological Well-Being acts as a mediator between Extraversion & Decision-Making and its components.

H₁₀: Psychological Well-Being acts as a mediator between Motivation & Decision- Making and its components.

Chapter- 3

Methodology

3.1 Sample

Inclusion criteria of participation were Males and Females who are corporate professionals between the age group of 23 years to 55 years, who are Computer literate and well versed with the English language. The survey was conducted to collect the required data. The sample size is 200, which includes 100 males and 100 females. The participants filled in their responses and their data were recorded and analyzed. Snowball sampling was done for the selection of the sample.

3.2 Research Design

Essentially several kinds of research have been done to study the relationship between Extroversion and Decision Making and Motivation and Decision-Making. Still, recent research has been done to form a mediational relationship between the two factors using Well- Being as a mediator.

This Correlational study is conducted to shed additional light on this, hoping to obtain data to quickly notice the existing relation of Extrovert Personality type and Motivation with Six Components of Decision-Making Strategies with Psychological Well-Being Mediating Factors.

In this correlational study, Extroversion and Motivation are the Independent Variables (IV), and Decision Making is the Dependent Variable (DV), whereas Psychological Well-Being is the Mediating variable (MV).

The study is mainly conducted to see Psychological Well-Being Act as Mediators of the Relationship between Extrovert Personality Type and Motivation with the Components of Decision Making among Indian Corporate Professionals.

3.3 Tools Used

In Total, 4 Scales were administered through Google forms via an online medium to collect the required data from the Indian Corporate Sector. The standardized questionnaires which are used are as follows: -

1. Big Five Inventory (BFI) -

BFI is a 44-item inventory that measures an individual on the Big Five Factors (dimensions) of Personality (Goldberg, 1993). The 5 dimensions are- (1) Openness; (2) Conscientiousness; (3) Extraversion; (4) Agreeableness; & (5) Neuroticism. The test requires 8-10 minutes for administration. The scale is a simple self-report, pencil-and-paper measure.

Reliability & Validity- The BFI shows high convergent validity with other self-report scales. The Reliability of the BFI typically ranged from 0.79 to 0.88.

Scoring- was done using a five-point, Likert- type scale indicating how people understand themselves and whether or not you believe each statement applies to you them by choosing among 1,2,3,4 or 5 (where, 1 = Strongly Disagree; 2 = Disagree a little; 3 = Neither agree nor disagree; 4 = Agree a little; 5 = Strongly Agree). Each dimension had a different number of questions, with a few questions which had reverse scoring.

2. Ryff's Well-Being Scale-

Carol D. Ryff developed the Well-Being scale, consisting of 18 items evaluating an individual on six subscales (1) Autonomy, (2) Environmental Mastery, (3) Personal Growth, (4) Positive Relations with Others, (5) Purpose in Life & (6) Self-Acceptance. The test requires 5 to 7 minutes for administration. The scale is a simple self-report, pencil-and-paper measure.

Reliability & Validity- In the 18-item questionnaire on Well-Being. The factor loadings were at least .60, and the reliability alpha coefficients were 0.92 and 0.60–0.75 for its six subscales. Additionally, a significant correlation with the Geriatric Depression Scale (GDS)-15 and quality of life criteria indicate very acceptable criterion-related validities.

Scoring- was done using Seven- point, Likert- type scale to indicate how much the test taker agrees or disagrees with the statements about themselves (where, 1 = strongly agree; 2 = somewhat agree; 3 = a little agree; 4 = neither agree or disagree; 5 = a little disagree; 6 = somewhat disagree; 7 = strongly disagree). Higher scores mean higher levels of psychological well-being.

3. Work Extrinsic and Intrinsic Motivation Scale (WEIMS) –

WEIMS is an 18-item that measures an individual's motivation level in their job. It indicates to what extent each item corresponds to why the individual is presently involved in their work. The scale is divided into 3-item six subscales, which correspond to the six types of motivation postulated by SDT that is: - (1) Intrinsic Motivation (IM); (2) Integrated Regulation (INTEG); (3) Identified Regulation (IDEN); (4) Introjected Regulation (INTRO); (5) External Regulations (EXT) & (6) Amotivation (AMO). The scale is a simple self-report, pencil-and-paper measure.

Reliability & Validity- Cronbach's alphas assess the internal consistency of the WEIMS's six subscales. Alpha values ranged from .64 to .83, suggesting adequate reliability. Overall, these subscales consist of only three indicators; they show good internal consistency.

Scoring- will be done on a Seven-point Likert-type scale, indicating to what extent each item corresponds to why the individual is presently involved in their work where (1= Does not correspond at all; 4 = Corresponds moderately; 7 = Corresponds precisely). The score of each subscale can be generated using the

mean score of the three items within the subscale. The Work Self-Determination Index (W-SDI) is used to express the attainment of either self-determined or non-self-determined motivational profiles. W-SDI is generated using the score of each subscale through the following formula:

$$\text{W-SDI} = (+3 \times \text{IM}) + (+2 \times \text{INTEG}) + (+1 \times \text{IDEN}) + (-1 \times \text{INTRO}) + (-2 \times \text{EXT}) + (-3 \times \text{AMO}).$$

The possible W-SDI score of this WEIMS ranges from b/w -36 to 36. The total score reflects individuals' relative level of self-determination. A positive score indicates a self-determined profile, and a negative score suggests a non-self-determined profile.

4. Flinders' Decision-Making Scale –

Flinders' decision-making was developed by Leon Mann (1982) and was based on Janes & Mann's (1977) conflict model of Decision Making. People differ in their decisions, so they were asked to indicate how they decided by ticking the response that best fitted their usual style for each question. The scale consists of 31 items consisting of 6 subscales, including (1) Vigilance; (2) Hypervigilance; (3) Defense Avoidance; (4) Buck-Passing; (5) Procrastination; (6) Rationalization.

Reliability & Validity - This tool possesses both contents and faces validity. The intrinsic validity of the tool was found to be ranging from 0.52 to 0.91 for the six styles. These values indicate that the tool is highly valid.

Scoring- it is a self-report scale having a 3-point scale where the respondents respond to the items by selecting 'True for Me,' which is scored as 2, 'Sometimes True,' which is scored as 1, and 'Not True for me' which is scored as 0.

3.4 Procedure

The study was conducted by sending out consent forms to 100 Males and 100 Females who were Corporate Professionals. After collecting the same, the four inventories, including the Big Five Inventory, Ryff's Well-Being Scale, Work Extrinsic and Intrinsic Motivation Scale & Flinders' Decision-Making Scale, were administered to 100 Males and 100 Females.

The consent forms and the responses were collected via an online medium (through Google Forms, sent via Whats App and E-mail). All the instructions were mentioned clearly at the top of each section in the Google Form. In case of any confusion or query, the participants were free to clear their doubts via E-mail.

After collecting all responses and their scoring, the results were calculated using Statistical Package for the Social Sciences (SPSS) version 21.0, Smart PLS, and Microsoft Excel 2019.

3.5 Instructions & Precautions

The Instructions regarding filling out the tests were mentioned clearly on the forms themselves. In case of any confusion, the participants were free to get in touch to get any kind of clarification.

Instructions for the Big Five Inventory were as follows, “Here are several characteristics that may or may not apply to you. For example, do you agree that you are someone who likes to spend time with others? Please select the appropriate option to indicate the extent to which you agree or disagree with that statement: - Strongly Disagree – Disagree a little – Neither Agree nor Disagree -- Agree a little -- Strongly Agree.”

Instructions for Ryff’s Well-Being Scale were as follows “Below are 18 statements. Select the response below each statement to indicate how much you agree or disagree where 1 = strongly agree; 2 = somewhat agree; 3 = a little agree; 4 = neither agree or disagree; 5 = a little disagree; 6 = somewhat disagree; 7 = strongly disagree.”

Instructions for Work Extrinsic and Intrinsic Motivational Scale (WEIMS) were as follows “Why Do You Do Your Work? Using the scale below, please indicate to what extent each of the following items corresponds to why you are presently involved in your work, where 1= Does Not Corresponds at all; 4 = Corresponds moderately; 7 = Corresponds exactly.

Instructions for Flinders’ Decision-Making Scale were as follows, “People differ in how they go about making decisions. Please indicate how you decide by ticking for each question the response which best fits your usual style among- True or Me; Sometimes True for me; Not True for Me.

Few precautions were kept in mind while recording the responses, which are as follows:

- Informed consent was taken from each participant.
- Each participant was ensured that their responses would be kept strictly confidential.
- All the participants were Males and Females Corporate Professionals.

Chapter- 4

Results

The study results were calculated using Microsoft Excel 2019, SPSS 22.0, and Smart PLS.

Microsoft Excel 2019 was used for compiling the individual scores of the four inventories of 200 participants (100 = Males; 100= Females). Thus, the mean scores were calculated. Further, SPSS 22.0 was used to calculate Descriptive Statistics and Correlation. At last, Smart PLS was used for a Mediation analysis among the four variables.

4.1 Descriptive Statistics

Table No – 1 Descriptive Statistics

	Mean	Std. Deviation	N
Extraversion	27.81	4.21	200
Motivation	4.34	6.11	200
Psychological Well-Being	94.54	13.74	200
(DM) Vigilance	9.62	2.03	200
(DM) Hypervigilance	4.43	2.11	200
(DM) Defensive -Avoidance	3.41	2.27	200
(DM) Buck- Passing	2.75	2.21	200
(DM)Procrastination	3.03	2.52	200
(DM) Rationalization	3.71	2.33	200

Table No-1 indicates the descriptive statistics of the four variables and their sub-scales. The N is 200 for each variable. Extraversion and motivation are independent variables, whose Mean came out to be 27.81 and 4.34, respectively, whereas the Standard Deviation came out to be 4.21 and 6.11, respectively. Further, Psychological Well-Being, which acts as a mediator, Mean came out to be 94.45, while the Standard Deviation came out to be 13.74. Decision- Making is the dependent variable with six subscales which include, Vigilance, Hypervigilance, Defensive-Avoidance, Buck- Passing, Procrastination, and Rationalization. The means of these came out to be 9.65, 4.43, 3.41, 2.75, 3.03, and 3.71, respectively, while the standard deviation was 2.03, 2.11, 2.27, 2.21, 2.52, and 2.33 respectively.

4.2 Inferential Statistics

Table No – 2 Correlations

	Extraversion	Motivation	Well-Being	Vigilance	Hyper vigilance	Defensive-Avoidance	Buck-Passing	Procrastination	Rationalization
Extraversion	1	0.081	.350**	.221**	-0.126	-.145*	-.156*	-.208**	-.242**
Motivation	0.081	1	.249**	.188**	-.241**	-.241**	-.220**	-.202**	-.182**
Well-Being	.350**	.249**	1	.292**	-.288**	-.379**	-.260**	-.360**	-.388**
Vigilance	.221**	.188**	.292**	1	-0.036	-.181*	-0.097	-.191**	-0.124
Hyper vigilance	-0.126	-.241**	-.288**	-0.036	1	.591**	.533**	.607**	.638**
Defensive Avoidance	-.145*	-.241**	-.379**	-.181*	.591**	1	.701**	.640**	.673**
Buck-Passing	-.156*	-.220**	-.260**	-0.097	.533**	.701**	1	.620**	.625**
Procrastination	-.208**	-.202**	-.360**	-.191**	.607**	.640**	.620**	1	.683**
Rationalization	-.242**	-.182**	-.388**	-0.124	.638**	.673**	.625**	.683**	1

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

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

Table No -2 indicates the correlation among the variables. First, there is a Positive relation between Extraversion and Psychological Well-Being, whose value came out to be .350, $r(200) = .350$, $p < 0.01$, which is significant.

Further, it is observed that there is a Positive relation between Motivation and Psychological Well-Being, and the value came out to be .249, $r(200) = .249$, $p < 0.01$, which is significant.

Next, it was hypothesized that Psychological Well-Being has a Positive relation with vigilance, a component of Decision-Making, whose value came out to be .292, $r(200) = .292$, $p < 0.01$, which is significant.

Then, it was hypothesized that Psychological Well-Being has a Negative relation with hypervigilance, a component of Decision-Making, and the value came out to be -.288, $r(200) = -.288$, $p < 0.01$, which is significant.

Next, it was hypothesized that Psychological Well-Being has a Negative relation with Defensive-Avoidance, a component of Decision-Making, whose value came out to be -.379, $r(200) = -.379$, $p < 0.01$, which is significant.

Further, it was hypothesized that Psychological Well-Being has a Negative relation with Buck- Passing, a component of Decision- Making, whose value came out to be -0.260 , $r(200) = -0.260$, $p < 0.01$, which is significant.

Then, it was hypothesized Psychological Well-Being has a Negative relation with Procrastination, a component of Decision- Making, whose value came out to be -0.360 , $r(200) = -0.360$, $p < 0.01$, which is significant.

At last, it was hypothesized that Psychological Well-Being has a Negative relation with Rationalization, a component of Decision- Making, whose value came out to be -0.388 , $r(200) = -0.388$, $p < 0.01$, which is significant.

4.3 Mediation Analysis

For the mediation analysis, we applied a bootstrap procedure. The bootstrap analyses were performed with 1,000 bootstrap samples, and the 95% bias-corrected confidence intervals were computed.

Table No – 3 Path Coefficients

			Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Extraversion	→	Decision-Making	-0.106	-0.104	0.065	1.638	0.102
Motivation	→	Decision-Making	-0.184	-0.186	0.062	2.989	0.003
Extraversion	→	Well- Being	0.332	0.334	0.053	6.213	0.000
Motivation	→	Well-Being	0.222	0.224	0.062	3.56	0.000
Well-Being	→	Decision-Making	-0.361	-0.367	0.072	5.005	0.000

Table No- 3 indicates path Coefficients Values among the four variables, including Extraversion and Motivation as Independent Variables; Psychological Well-Being as Mediator, and Decision-Making as Dependent Variable.

It can be observed from the table that there is no significant direct relationship between Extraversion and Decision-Making; instead, they are associated through Psychological Well-Being; on the other hand, motivation has a significant direct relationship with Decision-Making and it is also associated with Decision-Making through Psychological Well-Being.

The T-statistics of the pathway from Extraversion to Decision-Making was $t = 1.638$, $p > 0.05$, which is not significant. Therefore, there is no direct effect of Extraversion on Decision Making.

On the other hand, the T-statistics from Motivation to Decision-Making were $t = 2.989$, $p < 0.05$, which is significant. Therefore, there exists a direct effect of Motivation on Decision- Making.

Moving ahead, the T-statistics from Extraversion to Psychological Well-Being and from Motivation to Psychological Well-Being came out to be, $t = 6.213$, $p < 0.05$ & $t = 3.56$, $p < 0.05$, which is significant. Therefore, there is a significant positive relationship between Extraversion and Psychological Well-Being and Motivation with Psychological Well-Being.

Further, the T-statistics from Psychological Well-Being to Decision-Making were $t = 5.005$, $p < 0.05$, which is significant. Therefore, Psychological Well-Being has a significant relationship with Decision-Making. Thus, it perfectly acts as a mediator between the Independent and Dependent variables.

Table No- 4 Total Indirect Effect

			Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Extraversion	→	Decision- Making	-0.12	-0.123	0.032	3.774	0.000
Extraversion	→	Well-Being					
Motivation	→	Decision- Making	-0.08	-0.082	0.028	2.82	0.005
Motivation	→	Well-Being					
Well- Being	→	Decision- Making					

Table No- 4 represents the Total Indirect Effect. It can be observed that the T-statistics of Extraversion to Decision-Making as well as from Motivation to Decision-Making are Significant as the values came out to be, $t = 3.774$, $p < 0.05$; $t = 2.82$, $p < 0.05$, respectively.

Table No -5 Specific Indirect Effect

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Extraversion → Well-Being → Decision-Making	-0.12	-0.123	0.032	3.774	0.000
Motivation → Well-Being → Decision-Making	-0.08	-0.082	0.028	2.82	0.005

Table No- 5 represents the Specific Indirect Effect Pathways. It can be observed that the Well- Being is perfectly acting as a mediator between Extraversion and Decision- Making as well as between Motivation and Decision- Making, where the T- Statistics value came out to be significant, $t = 3.774$, $p < 0.05$; $t = 2.82$, $p < 0.05$, respectively.

Table No – 6 Model Fit Summary

	Saturated Model	Estimated Model
Root Mean Square Residual (SRMR)	0.074	0.074
Normed Fit Index (NFI)	0.907	0.907
Root Mean Squared (RMS _theta)	-	0.173

Table No- 6 represents Model Fit Summary. The estimated SRMR value was 0.074 (which is < 0.08), which is considered a good fit.

Further, the estimated value of NFI came out to be 0.907 (which is closer to 1) usually represents an acceptable fit.

At last, the rms theta value came out to be 0.173 (closer to 0), indicating a good model fit because it would imply that the correlations between the outer model residuals are very small.

Mediational Analysis

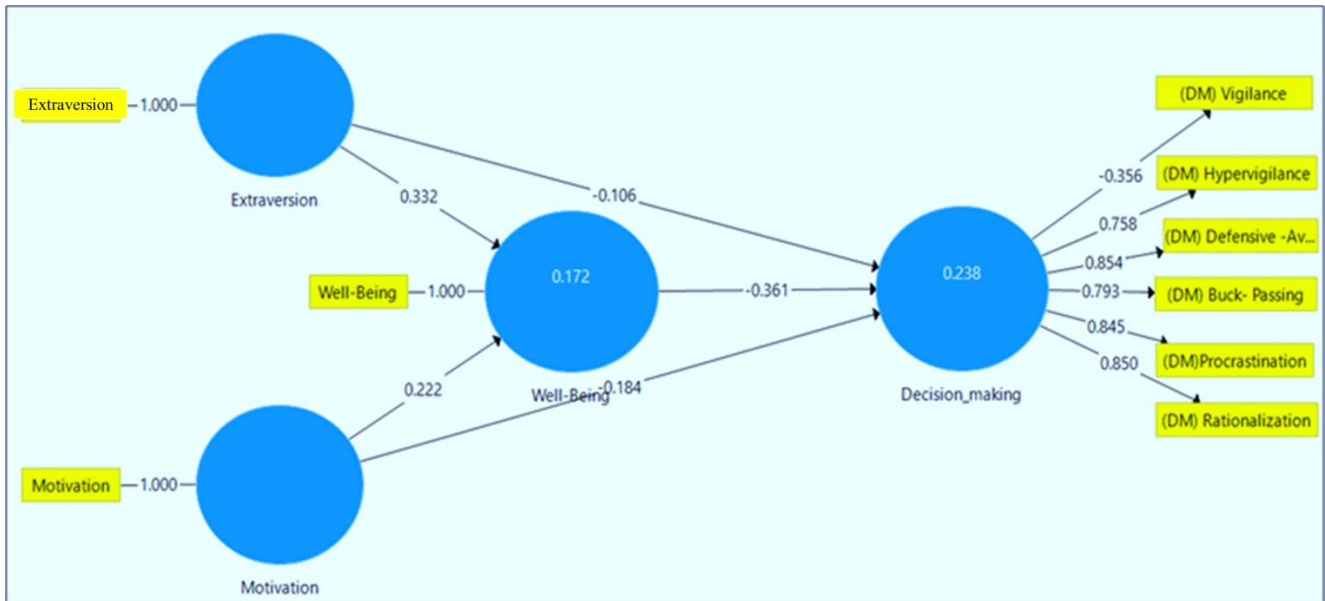


Figure No- 2 Mediational Analysis

Figure 1 represents the mediational model proposed in this study. The model consists of Extraversion and Motivation as Independent Variables, Psychological Well-Being as Mediating Variable, and Decision-making and its 6 Sub Components (including, Vigilance, Hypervigilance, Defensive-Avoidance, Buck-Passing, Procrastination, and Rationalization) as Dependent Variables.

Interpreting the figure- specific values are indicated on the endogenous variables of Psychological Well-Being and Decision-Making. These values represent the obtained R squared Values, which explain the Variance attributable to the model. Accordingly, we can interpret that 17% of Variance in Psychological Well-Being is collectively attributable to Extraversion and Motivation, and 23% of Variance in Decision-Making is collectively attributable to Extraversion, Motivation, and Well- Being.

Chapter- 5

Discussion

In the present study, efforts are made to explore if there is any relationship between Extraversion and Decision-Making and Motivation and Decision-Making, mediated by Well-Being. People often differ in their abilities to make competent decisions in everyday life, which involves choosing a course of action which depends on the individual's personality. Several studies suggest that positive affectivity and extraversion personality traits may underlie the Psychological Well-Being Association's social activity.

In the case of organizational Psychological Well-Being, extraversion influences positive affective influences on the Psychological Well-Being of the employees, which has a significant effect on the decision-making ability of the employees. In complex social environments such as workplace organizations, decision-making has been considered an essential factor contributing to organizational efficiency.

Further, decision-making and motivation relate to the management of changes. Research studies suggest that highly Motivated employees accept the planned changes more quickly and are more inclined to improve proposals. Motivation is an essential element in any change in the organization and influences the whole process of change management and the organization itself (Pohankova, 2010).

Based on the past literature and theories, few hypotheses were framed and tested for the current study.

Extraversion and Psychological Well-Being

At the beginning of the study, it was hypothesized that 'There is Positive relation between Extraversion and Psychological Well-Being,' and the current study's findings align with the existing body of literature. The correlational analysis and path coefficients (Table No-2 & Table No- 3 respectively) indicate the positive relationship between the two variables, indicating that the hypothesis is accepted. Many researchers who did the research related to the same variable have reported the same; for example, the study conducted by Margolis, Stapley & Lyubomirsky in 2019 on a total N = 1,879 individuals, which included samples of Asians, Latinos, and Caucasians. The results prove that the well-being measures were highly correlated to the Extraversion facets as all p values were significant.

Another such study was conducted in July 2013 on N =117 Lecturers from a public university in Malaysia, and the findings suggest that Extraversion was positively correlated to Well- Being. As per the study, extroverted individuals tend to be more friendly, talkative, assertive, and highly emotional expressiveness. Therefore, they feel more comfortable sharing their feelings with others and balancing their unwanted passionate emotions. They have a better coping mechanism to absorb negative thinking that might affect their overall Psychological Well-Being (Marzuki, 2013).

In conclusion, the results were significant, so the first hypothesis was accepted. Therefore, employees with high Extraversion traits will develop positive personalities and interact better with colleagues; they will acquire better psychological Well-Being.

Motivation & Psychological Well-Being

Based on the existing body of literature and research studies, it was hypothesized that ‘There exists a Positive relation between Motivation and Psychological Well-Being,’ and the current study’s findings are in line with the existing body of literature. The correlational analysis and path coefficients (Table No-2 & Table No- 3 respectively) indicate the positive relationship between the two variables, indicating that the hypothesis is accepted. A similar study was conducted on N = 912 Dutch individuals. The results proved that all the components of motivation were related to Psychological Well-Being, where p values were also significant (Bosch & Taris, 2018).

In conclusion, the results were significant, so the second hypothesis was accepted. Thus, it can be stated that a higher level of motivation towards the work by the workers helps them be absorbed by their jobs and make them feel energized, thereby positively affecting their Well- Being.

Psychological Well-Being and Decision Making

It was hypothesized after reading the literature that ‘Well- Being has a Positive relation with the Vigilance and Negative relation with Hypervigilance, Defensive-Avoidance, Buck-Passing, Procrastination, and Rationalization, which are components of Decision Making,’ and the findings are in line with the existing body of literature. The correlational analysis and path coefficients (Table No-2 & Table No- 3 respectively) indicate the respective relationships between the Well- Being and 6 Components of Decision-Making, further indicating that the Hypotheses are accepted.

Many studies have already been conducted to study the relationship between Psychological Well-Being and Decision-Making strategies. One of the studies was conducted on 1,262 students from the Region of Madrid (Spain) between 13–19 years of age. The results suggest that the correlation is positive, which shows that greater use of adaptive decision-making strategies is directly related to greater psychological Well-Being (Páez-Gallego, Gallardo-López, López-Noguera. et al., 2020).

A similar, exciting study was conducted on 100 Indians at the DAV Institute of Engineering and Technology in Jalandhar, Punjab, in which the results concluded that psychological Well-Being and Decision- Making competency are directly prepositional to each other hence high psychological Well-Being results in high Decision-Making competency (Ravneet, K., & Kawaljit, K.,2021).

In conclusion, the results were significant, so the third, fourth, fifth, sixth, seventh, and eighth hypotheses were accepted. Thus, it can be stated that decision-making is directly affected by well- the being of the employees. The better handling of employee well-being may give many advantages to a company to

achieve expected performance levels. On the other hand, it provides a long-term benefit in attaining corporate goals (Krishantha,2018).

Extraversion & Decision-Making- Mediating Role of Psychological Well-Being.

This study is of immense significance because it is a novel attempt to propose a model to understand the relationship between Extraversion, personality type, and Decision-Making through Psychological Well-Being, which has been contended to play a mediating role. This is already mentioned in the literature how these three variables are associated.

Furthermore, various available evidence contributes to developing the theoretical framework, which further guided the path model. It is important to state so because mediation, in a way, is used to establish causal relationships, which make sense only when there exists a theory to support the predictions and findings.

It was hypothesized that ‘Well- Being acts as a mediator between Extraversion & Decision-Making and its components,’ and the findings align with the existing body of literature. According to the results of the Mediation Analysis (Table No- 4 and Table No- 5), significant values suggest that there is no direct relationship between Extraversion and Decision-Making; instead, there is full mediation and Psychological Well-Being acts as a mediator between the two variables. Many studies have, as quoted previously, already found a positive relation between Extraversion and Well- Being and further in Well- Being and Decision-Making.

Therefore, it can be concluded that employees with high Extraversion traits will acquire better psychological Well-Being, and better handling of employee Psychological Well-Being may give many advantages to a company to achieve expected performance levels by making the right decisions at the right time, thereby providing a long-term benefit to attain corporate goals (Krishantha,2018).

Motivation & Decision-Making- Mediating Role of Psychological Well-Being.

The second contribution this study is making to the research arena is proposing another model to understand the relationship between Motivation and Decision-Making through Psychological Well-Being, which has been again contended to play a mediating role. The literature has already mentioned how these three variables are associated. Furthermore, various literature reviews contribute to developing the theoretical framework, which further guided the path model. It is important to state so because mediation, in a way, is used to establish causal relationships, which make sense only when there exists a theory to support the predictions and findings.

It was hypothesized that ‘Well- Being acts as a mediator between Motivation & Decision-Making and its components,’ and the findings align with the existing body of literature. According to the results of the Mediation Analysis (Table No- 4 and Table No- 5), significant values suggest that there is a direct

relationship between Motivation and Decision-Making, as well as there is mediation through Psychological Well-Being, between the two variables.

Therefore, it can be concluded that a higher level of motivation towards the work by the worker makes them feel energized, thereby positively affecting their Well- Being, which will further contribute to better decision-making. Before making any major decision, the individual will study each aspect of the problem and measure all the pros and cons with vigilance to avoid wrong choices, thereby making the decision that favors everybody. To summarize, the mediational model can be entirely accepted in both situations.

Chapter- 6

6.1 Conclusion

A man's personality and habits play an integral role in his personal and professional success. Also, people often differ in their ability to make competent decisions in everyday life, which affects their professional lives.

So, the present study attempted to propose a mediational model between the Extraversion personality trait and Decision-Making strategy and the Motivation and Decision-Making strategy of the corporate professionals through Psychological Well-Being.

The study's findings suggest that the mediational model is acceptable as Psychological Well-Being acts as a mediator between Extraversion and Decision-Making and between Motivation and Decision-Making. So, the model can be generalized to the Indian corporate professionals' samples.

6.2 Implication

In today's time, researchers are turning their attention to the concept of work-life balance to facilitate an informed understanding of the modern, 21st-century lifestyle demands. Since the workforce is now culturally diverse (Finestone & Snyman 2005), it has to adapt to the changing scenarios in the global economy (Bezuidenhout 2005).

So, the current study can contribute to assessing the personality traits, enhancing the Motivation level, which can further improve the Psychological Well-Being, which in turn has a significant impact on the decision-making ability of corporate employees. All this affects their performance and the overall performance of the organization.

6.3 Limitations & Future Directions

The current study was designed to validate the mediating role of Psychological Well-Being between extraversion and decision-making and motivation and decision-making. Despite the results of our findings, there are still some limitations.

Firstly, the study was limited to a sample of 200 Indian Corporate Professionals, including 100 females and 100 males, within 23 to 55. Secondly, the study only focused on the Extraversion personality type.

So, in the future, the study can be done by including individuals who work as corporate professionals in different parts of the globe, and further comparisons can be made among the corporate culture of different countries. Besides this, other personality types such as neuroticism might expand the scope of the study in the future.

References

- Ahmad Marzuki, N. (2013). The impact of personality on employee well-being. *European Scientific Journal*, 9(20), 43-52. (<https://repo.uum.edu.my/id/eprint/12642/1/1560-4682-1-PB.pdf>)
- Ang, S., Van Dyne, L., Koh, C., Ng, K. Y., Templer, K. J., Tay, C., & Chandrasekar, N. A. (2007). Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation, and task performance. *Management and organization review*, 3(3), 335-371. (doi: [10.1111/j.1740-8784.2007.00082.x](https://doi.org/10.1111/j.1740-8784.2007.00082.x))
- Batool, U., & Siddiqui, D. A. (2020). Effect of Emotional Intelligence and Psychological Health on Employee Performance with Mediating Role of Well-Being, Decision Making, and Problem-Solving Abilities. *Decision Making and Problem-Solving Abilities*. (<https://dx.doi.org/10.2139/ssrn.3641604>)
- Ceschi, A., Demerouti, E., Sartori, R., & Weller, J. (2017). Decision-making processes in the workplace: how exhaustion, lack of resources, and job demands impair them and affect performance. *Frontiers in psychology*, 8, 313. (<https://doi.org/10.3389/fpsyg.2017.00313>)
- Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357-384. (DOI:[10.1177/014920639902500305](https://doi.org/10.1177/014920639902500305))
- Daskalakis, N., Kokkinaki, F., Kalogeras, N., Hoffmann, A., & Chrysikopoulou, E. (2011). What drives capital structure decisions? The role of personality traits in corporate financial decision making. *Behavioral Finance*. (https://www.bayes.city.ac.uk/_data/assets/pdf_file/0010/79849/Daskalakis.pdf)
- DeNeve, K. M., & Cooper, H. (1998). The happy personality: a meta-analysis of 137 personality traits and subjective well-being. *Psychological Bulletin*, 124(2), 197. (<https://pdfs.semanticscholar.org/3d04/0abaa8c0b88098916a9b1a01294c6713a424.pdf>)
- De Heredia, R. A. S., Arocena, F. L., & Gárate, J. V. (2004). Decision-making patterns, conflict styles, and self-esteem. *Psicothema*, 110-116. (<https://reunido.uniovi.es/index.php/PST/article/view/8196>)

Dijkstra, M. T., van Dierendonck, D., Evers, A., & De Dreu, C. K. (2005). Conflict and well-being at work: The moderating role of personality. *Journal of Managerial Psychology*. (<http://dx.doi.org/10.1108/02683940510579740>)

Facci, E. L., & Chartier, G. (2008). A decision-making model for workload/salary choices and their effect on well-being. *The Journal of Socio-Economics*, 37(5), 1880-1905. (<https://doi.org/10.1016/j.socec.2007.06.015>)

Filiz, E., & Battaglio Jr, R. P. (2017). Personality and decision-making in public administration: the five-factor model in cultural perspective. *International Review of Administrative Sciences*, 83(1_suppl), 3-22. (DOI: [10.1177/0020852315585062](https://doi.org/10.1177/0020852315585062))

Garcia, D., & Erlandsson, A. (2011). The relationship between personality and subjective well-being: different association patterns when measuring the affective component in frequency and intensity. *Journal of Happiness Studies*, 12(6), 1023-1034. (<https://link.springer.com/article/10.1007/s10902-010-9242-6>)

Jain, A., Gupta, B., & Bindal, M. (2019). A study of employee motivation in organization. *International Journal of Engineering and Management Research (IJEMR)*, 9(6), 65-68. (<https://doi.org/10.31033/ijemr.9.6.11>)

Judge, T. A., & Ilies, R. (2002). Relationship of personality to performance motivation: a meta-analytic review. *Journal of applied psychology*, 87(4), 797. (DOI: [10.1037//0021-9010.87.4.797](https://doi.org/10.1037//0021-9010.87.4.797))

Khalil, R. (2016). Influence of extroversion and introversion on decision-making ability. *International Journal of Research in Medical Sciences*, 4(5), 1534-1538. (DOI: <http://dx.doi.org/10.18203/2320-6012.ijrms20161224>)

Krishantha, P. D. D. M. (2018). Employee well-being effectiveness on motivation and organizational performance. *International Journal of Advancements in Research & Technology*, 7(7), 23-40.

(<http://www.ijoart.org/docs/EMPLOYEE-WELLBEING-EFFECTIVENESS-ON-MOTIVATION-AND-ORGANIZATIONAL-PERFORMANCE.pdf>)

Leonard, N. H., Scholl, R. W., & Kowalski, K. B. (1999). Information processing style and decision making. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 20(3), 407-420. (<http://www.jstor.org/stable/3100298>)

Li, J., & Xu, S. (2020). Extraversion, neuroticism, and employee voice: a conservation of resources perspective. *Frontiers in Psychology*, 1281. (<https://doi.org/10.3389/fpsyg.2020.01281>)

Mann, L., Burnett, P., Radford, M., & Ford, S. (1997). The Melbourne Decision Making Questionnaire: An instrument for measuring patterns for coping with decisional conflict. *Journal of Behavioral Decision Making*, 10(1), 1-19. ([https://doi.org/10.1002/\(SICI\)1099-0771\(199703\)10:1<1::AID-BDM242>3.0.CO;2-X](https://doi.org/10.1002/(SICI)1099-0771(199703)10:1<1::AID-BDM242>3.0.CO;2-X))

Margolis, S., & Lyubomirsky, S. (2020). Experimental manipulation of extraverted and introverted behavior and its effects on well-being. *Journal of Experimental Psychology: General*, 149(4), 719. (<https://escholarship.org/content/qt8k72d542/qt8k72d542.pdf>)

Margolis, S., Stapley, A. L., & Lyubomirsky, S. (2020). The association between Extraversion and well-being is limited to one facet. *Journal of personality*, 88(3), 478-484. (DOI: [10.1111/jopy.12504](https://doi.org/10.1111/jopy.12504))

Nawaz, M., Abid, G., Arya, B., Bhatti, G. A., & Farooqi, S. (2020). Understanding employee thriving: The role of workplace context, personality and individual resources. *Total Quality Management & Business Excellence*, 31(11-12), 1345-1362. (<https://doi.org/10.1080/14783363.2018.1482209>)

Páez-Gallego, J., Gallardo-López, J. A., López-Noguero, F., & Rodrigo-Moriche, M. P. (2020). Analysis of the relationship between psychological well-being and decision making in adolescent students. *Frontiers in psychology*, 11, 1195. (<https://doi.org/10.3389/fpsyg.2020.01195>)

Park, I. J., Gu, M., & Hai, S. (2020). How can personality enhance sustainable career management? The mediation effects of future time perspective in career decisions. *Sustainability*, 12(3), 1167. (<https://doi.org/10.3390/su12031167>)

Pohankova, A. (2010). Motivation and decision-making process in managing change within the organization. *Human Resources Management & Ergonomics*, 4(2), 1-9. (https://frcatel.fri.uniza.sk/hrme/files/2010/2010_2_10.pdf)

Ravneet, K., & Kawaljit, K. (2021). Correlation between Mental Well-Being and Decision-Making Competency (DMC) among Early. *European Journal of Molecular and Clinical Medicine*, 8(2), 892-903. (https://ejmcm.com/article_7560.html)

Raja, F. U., Akhtar, N., & Hussain, S. Q. (2020). Exploring perception of professionals regarding introversion and extroversion in relation to success at workplace. *Journal of Educational Sciences*, 7(2), 184-195. (https://jesar.su.edu.pk/uploads/journals/Article_132.pdf)

Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American psychologist*, 55(1), 68. (<https://doi.org/10.1037/0003-066X.55.1.68>)

Soane, E., & Chmiel, N. (2005). Are risk preferences consistent? The influence of decision domain and personality. *Personality and Individual Differences*, 38(8), 1781-1791. (<https://doi.org/10.1016/j.paid.2004.10.005>)

Thomson, L. A., & De Bruin, K. (2007). Personality as predictor of life balance in South African corporate employees. *Journal of Contemporary Management*, 4(1), 68-85. (<https://journals.co.za/doi/pdf/10.10520/EJC51017>)

Tremblay, M. A., Blanchard, C. M., Taylor, S., Pelletier, L. G., & Villeneuve, M. (2009). Work Extrinsic and Intrinsic Motivation Scale: Its value for organizational psychology research. *Canadian Journal of*

Behavioral Science/Revue Canadienne des sciences du comportement, 41(4), 213.
(<https://doi.org/10.1037/a0015167>)

Van den Broeck, A., Lens, W., De Witte, H., & Van Coillie, H. (2013). Unraveling the importance of the quantity and the quality of workers' motivation for well-being: A person-centered perspective. *Journal of Vocational Behavior*, 82(1), 69-78. (<http://dx.doi.org/10.1016/j.jvb.2012.11.005>)

Van den Bosch, R., & Taris, T. (2018). Authenticity at work: Its relations with worker motivation and well-being. *Frontiers in communication*, 3, 21. (<https://doi.org/10.3389/fcomm.2018.00021>)

Williams, G., & Smith, A. P. (2016). Using single-item measures to examine the relationships between work, personality, and well-being in the workplace. *Psychology*, 7, 753-767.
(<http://dx.doi.org/10.4236/psych.2016.76078>)

Appendix A

Greetings!! ✨

I'm Trisha Kohli, a student of Psychology (Masters) - Thapar Institute of Engineering, Patiala. I'm conducting this survey to study "The Behaviour Pattern of Corporate Professionals," as a part of my Masters' Research Thesis. I request you to spare a little time to fill in your responses for the same, I shall be grateful to you. I assure that all the information provided will be kept strictly confidential.

In case of any query or clarification kindly mail at the following e-mail address.

Thank You!!

Trisha Kohli

(Email at: - tkohli_ma20@thapar.edu)

Consent Form

To participate in this research study, you must give your Consent. By agreeing to this statement, you indicate that you understand the nature of the research study and your role in that research and that you agree to participate in the research. Please consider the following points before giving your consent: -

- I understand that I am participating in psychological research.*
- I understand that I will engage in filling up required questionnaires.*
- I understand that my responses and my information will be kept confidential.*

Name-

Age-

E-mail Id-

Gender-

City/State-

Appendix B

The Big Five Inventory (BFI)

Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who likes to spend time with others? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

<i>Disagree strongly</i>	<i>Disagree a little</i>	<i>Neither agree nor disagree</i>	<i>Agree a little</i>	<i>Agree Strongly</i>
1	2	3	4	5

I see Myself as Someone Who...

- | | |
|--|---|
| <input type="checkbox"/> 1. <i>Is talkative</i> | <input type="checkbox"/> 23. <i>Tends to be lazy</i> |
| <input type="checkbox"/> 2. <i>Tends to find fault with others</i> | <input type="checkbox"/> 24. <i>Is emotionally stable, not easily upset</i> |
| <input type="checkbox"/> 3. <i>Does a thorough job</i> | <input type="checkbox"/> 25. <i>Is inventive</i> |
| <input type="checkbox"/> 4. <i>Is depressed, blue</i> | <input type="checkbox"/> 26. <i>Has an assertive personality</i> |
| <input type="checkbox"/> 5. <i>Is original, comes up with new ideas</i> | <input type="checkbox"/> 27. <i>Can be cold and aloof</i> |
| <input type="checkbox"/> 6. <i>Is reserved</i> | <input type="checkbox"/> 28. <i>Perseveres until the task is finished</i> |
| <input type="checkbox"/> 7. <i>Is helpful and unselfish with others</i> | <input type="checkbox"/> 29. <i>Can be moody</i> |
| <input type="checkbox"/> 8. <i>Can be somewhat careless</i> | <input type="checkbox"/> 30. <i>Values artistic, aesthetic experiences</i> |
| <input type="checkbox"/> 9. <i>Is relaxed, handles stress well</i> | <input type="checkbox"/> 31. <i>Is sometimes shy, inhibited</i> |
| <input type="checkbox"/> 10. <i>Is curious about many different things</i> | <input type="checkbox"/> 32. <i>Is considerate & kind to everyone</i> |
| <input type="checkbox"/> 11. <i>Is full of energy</i> | <input type="checkbox"/> 33. <i>Does things efficiently</i> |
| <input type="checkbox"/> 12. <i>Starts quarrels with others</i> | <input type="checkbox"/> 34. <i>Remains calm in tense situations</i> |
| <input type="checkbox"/> 13. <i>Is a reliable worker</i> | <input type="checkbox"/> 35. <i>Prefers work that is routine</i> |
| <input type="checkbox"/> 14. <i>Can be tense</i> | <input type="checkbox"/> 36. <i>Is outgoing, sociable</i> |
| <input type="checkbox"/> 15. <i>Is ingenious, a deep thinker</i> | <input type="checkbox"/> 37. <i>Is sometimes rude to others</i> |
| <input type="checkbox"/> 16. <i>Generates a lot of enthusiasm</i> | <input type="checkbox"/> 38. <i>Makes plans & follows through with them</i> |
| <input type="checkbox"/> 17. <i>Has a forgiving nature</i> | <input type="checkbox"/> 39. <i>Gets nervous easily</i> |
| <input type="checkbox"/> 18. <i>Tends to be disorganized</i> | <input type="checkbox"/> 40. <i>Likes to reflect, play with ideas</i> |
| <input type="checkbox"/> 19. <i>Worries a lot</i> | <input type="checkbox"/> 41. <i>Has few artistic interest</i> |
| <input type="checkbox"/> 20. <i>Has an active imagination</i> | <input type="checkbox"/> 42. <i>Likes to cooperate with others</i> |
| <input type="checkbox"/> 21. <i>Tends to be quiet</i> | <input type="checkbox"/> 43. <i>Is easily distracted</i> |
| <input type="checkbox"/> 22. <i>Is generally trusting</i> | <input type="checkbox"/> 44. <i>Is sophisticated in art, music, or literature</i> |

Appendix C

Ryff's Well- Being Scale

Instructions: Circle one response below each statement to indicate how much you agree or disagree.

1. *"I like most parts of my personality."*

- Strongly agree*
- Somewhat agree*
- A little agree*
- Neither agree nor disagree*
- A little disagree*
- Somewhat disagree Strongly disagree*

2. *"When I look at the story of my life, I am pleased with how things have turned out so far."*

- Strongly agree*
- Somewhat agree*
- A little agree*
- Neither agree nor disagree*
- A little disagree*
- Somewhat disagree*
- Strongly disagree*

3. *"Some people wander aimlessly through life, but I am not one of them."*

- Strongly agree*
- Somewhat agree*
- A little agree*
- Neither agree nor disagree*
- A little disagree*
- Somewhat disagree*
- Strongly disagree*

4. *"The demands of everyday life often get me down."*

- Strongly agree*
- Somewhat agree*
- A little agree*
- Neither agree nor disagree*

- A little disagree*
- Somewhat disagree Strongly disagree*

5. *“In many ways I feel disappointed about my achievements in life.”*

- Strongly agree*
- Somewhat agree*
- A little agree*
- Neither agree nor disagree*
- A little disagree*
- Somewhat disagree*
- Strongly disagree*

6. *“Maintaining close relationships has been difficult and frustrating for me.”*

- Strongly agree*
- Somewhat agree*
- A little agree*
- Neither agree nor disagree*
- A little disagree*
- Somewhat disagree Strongly disagree*

7. *“I live life one day at a time and don't really think about the future.”*

- Strongly agree*
- Somewhat agree*
- A little agree*
- Neither agree nor disagree*
- A little disagree*
- Somewhat disagree*
- Strongly disagree*

8. *“In general, I feel I am in charge of the situation in which I live.”*

- Strongly agree*
- Somewhat agree*
- A little agree*
- Neither agree nor disagree*
- A little disagree*

Somewhat disagree

Strongly disagree

9. 9. *“I am good at managing the responsibilities of daily life.”*

Strongly agree

Somewhat agree

A little agree

Neither agree nor disagree

A little disagree

Somewhat disagree

Strongly disagree

10. *“I sometimes feel as if I've done all there is to do in life.”*

Strongly agree

Somewhat agree

A little agree

Neither agree nor disagree

A little disagree

Somewhat disagree Strongly disagree

11. *“For me, life has been a continuous process of learning, changing, and growth.”*

Strongly agree

Somewhat agree

A little agree

Neither agree nor disagree

A little disagree

Somewhat disagree

Strongly disagree

12. *“I think it is important to have new experiences that challenge how I think about myself and the world.”*

Strongly agree

Somewhat agree

A little agree

Neither agree nor disagree

A little disagree

Somewhat disagree

Strongly disagree

13. *“People would describe me as a giving person, willing to share my time with others.”*

Strongly agree

Somewhat agree

A little agree

Neither agree nor disagree

A little disagree

Somewhat disagree

Strongly disagree

14. *“I gave up trying to make big improvements or changes in my life a long time ago”*

Strongly agree

Somewhat agree

A little agree

Neither agree nor disagree

A little disagree

Somewhat disagree

Strongly disagree

15. *“I tend to be influenced by people with strong opinions”*

Strongly agree

Somewhat agree

A little agree

Neither agree nor disagree

A little disagree

Somewhat disagree

Strongly disagree

16. *“I have not experienced many warm and trusting relationships with others.”*

Strongly agree

Somewhat agree

A little agree

Neither agree nor disagree

- A little disagree*
- Somewhat disagree*
- Strongly disagree*

17. *“I have confidence in my own opinions, even if they are different from the way most other people think.”*

- Strongly agree*
- Somewhat agree*
- A little agree*
- Neither agree nor disagree*
- A little disagree*
- Somewhat disagree*
- Strongly disagree*

18. *“I judge myself by what I think is important, not by the values of what others think is important.”*

- Strongly agree*
- Somewhat agree*
- A little agree*
- Neither agree nor disagree*
- A little disagree*
- Somewhat disagree*
- Strongly disagree*

Appendix D

Work Extrinsic and Intrinsic Motivation Scale

Why Do You Do Your Work?

Using the scale below, please indicate to what extent each of the following items corresponds to the reasons why you are presently involved in your work

Doesn't correspond at all

Corresponds Moderately

Corresponds Exactly

1

2

3

4

5

6

7

1. Because this is the type of work, I chose to do to attain a certain lifestyle. 1234567

2. For the income it provides me. 1234567

3. *I ask myself this question, I don't seem to be able to manage the important tasks related to this work.* 1234567
4. *Because I derive much pleasure from learning new things.* 1234567
5. *Because it has become a fundamental part of who I am.* 1234567
6. *Because I want to succeed at this job, if not I would be very ashamed of myself.* 1234567
7. *Because I chose this type of work to attain my career goals.* 1234567
8. *For the satisfaction I experience from taking on interesting challenges* 1234567
9. *Because it allows me to earn money.* 1234567
10. *Because it is part of the way in which I have chosen to live my life.* 1234567
11. *Because I want to be very good at this work, otherwise I would be very disappointed.* 1234567
12. *I don't know why; we are provided with unrealistic working conditions.* 1234567
13. *Because I want to be a "winner" in life.* 1234567
14. *Because it is the type of work, I have chosen to attain certain important objectives.* 1234567
15. *For the satisfaction I experience when I am successful at doing difficult tasks.* 1234567
16. *Because this type of work provides me with security.* 1234567
17. *I don't know, too much is expected of us.* 1234567
18. *Because this job is a part of my life.* 1234567

Appendix E

Flinders' Decision-Making Scale

People differ in the way they go about making decisions. Please indicate how you make decision by ticking for each question the response which best fits your usual style.

True for me

Sometimes true

Not true for me

When making decisions --

1. *I feel as if I'm under tremendous time pressure when making decisions.*
2. *I feel better about choosing if I can convince myself that the decision is not all that important.*
3. *I like to consider all of the alternatives.*
4. *When I have a decision to make, I try not to think about it.*

5. *I prefer to leave decisions to others.*
6. *Whenever I get upset by having to make decision I choose on the spur of the moment.*
7. *I try to find out the disadvantages of all alternatives.*
8. *I am inclined to blame others when decisions turn out badly.*
9. *I waste a lot of time on trivial matters before getting to final decision.*
10. *I feel uncomfortable about making decisions.*
11. *I consider how best to carry out the decision.*
12. *Even after I have made a decision, I delay acting upon it.*
13. *After making a decision I am inclined to undervalue the worth of alternatives I did not choose.*
14. *When making decision I like to collect lot of information.*
15. *I avoid making decisions.*
16. *I only want to hear information about my preferred alternatives.*
17. *when I have to make decision, I wait for a long time before starting to think about it.*
18. *I don't like to take responsibility for making decision.*
19. *I try to be clear about my objectives before choosing.*
20. *I forget or overlook important information about choice alternatives.*
21. *The possibility that some small things might go wrong cause me to swing abruptly in my preference.*
22. *If a decision can be made by me or another person, I let the other person make it.*
23. *Whenever I face a difficult decision, I feel pessimistic about finding a good solution.*
24. *I take a lot of care before choosing.*
25. *I make decision on the basis of small things.*
26. *I don't make decisions unless I really have to.*
27. *I delay making decisions until it is too late.*
28. *I prefer that people who are better informed decide for me.*
29. *After a decision is made, I spend a lot of time convincing myself that it was correct.*
30. *I put off making decisions*
31. *I can't think straight if I have to make decisions in hurry.*