

Impact of Work Engagement On General Well-Being and Control at Work with Mediating Role of Psychological Capital

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Abstract

This paper investigates how work engagement of healthcare employees enhances their general well-being and control at work with a mediation role of Psychological Capital. Work engagement refer to positive conduct of representatives at work. In this paper we have added three dimensions Vigor, Dedication and Absorption to enhance work engagement of employees and also add a performance. The main variable in this paper was WE which has a direct relation with these three dimensions (dedication, vigor, absorption). Work Engagement is indirectly related to General Well-Being and Control at Work with a mediating role of Psychological Capital. The targeted people in this model are healthcare employees. We performed SEM with the help of SPSS, Microsoft Excel and AMOS. This paper will be beneficial for healthcare organizations to improve their employee work engagement. This paper is limited to only healthcare employee WE. Recommendation, investigate impact of this model on other organization's employees.

Keywords: Work engagement, Vigor, Dedication, Absorption, General well-being, Control at work

Introduction

Overview and Background:

The idea of engagement of employees has been started becoming popular between professional therapists and experts essentially in light of its positive effect on representatives' prosperity and control at work (Shuck,2011) A stunning 90% managers felt an engagement methodology will enable representatives to improve their prosperity (Bahreini, 2015). Engaged employees are those employees who are lively, devoted & retained in the work environment. The prior researches recommend, drew in representatives are exceedingly profitable, thus associations need to encourage them divert their energies so that it prompts their prosperity (Luthans, 2013). And more control at work (Baharminejad, 2015). Nonetheless, the state that stays under looked into the component from which work involvement influences prosperity and control at work.

Present work environment is described as powerful, mind boggling and questionable. In such a work condition, just a representative that is sure, strong and proactive and can perform. Psychological Capital is an individual asset of representative that keeps a worker active, sure, cheerful, idealistic & flexible in working environment (Luthans,2016). Large Psychological Capital representatives do better practice of having command upon their work because they are strong and constant towards their objective. In this way, it tends to suppose that the workers who are higher on psychological capital are happier to their work attempts and satisfied with their life. in fact, earlier examinations have set up solid and positive relationship among work engagement and its results (Joo lee &Bakker, 2017). The present research means to step forward by moderating how Psychological Capital empowers connected with representatives to upgrade their general well-being and control at work. This examination is in light of (Seligman, 2014) contention that business related results are influenced by the degree to which people think emphatically. Researchers recommend that drawing in representatives working in basic jobs, for example, medicinal services is imperative since their job requires more noteworthy concentration and control (Gupta, 2016). In spite of that noteworthiness, the exploration relating to getting the job of Psychological Capital in the middle of WE furthermore, social results are meager in creating nations, for example, India, where variety in terms of statistic, majority rule government and client request is more conspicuous (Gupta & Pandey, 2018). In this manner, the principle target of the present investigation is to look at the interceding job of Psychological Capital among work engagement and wellbeing as well as work engagement and control at work.

Enhancing worker efficiency has been one of the most vital targets for many associations. This is on the grounds that larger amounts of representative profitability give an association and its workers with different points of interest. For example, higher profitability prompts positive monetary development, extensive productivity and better social advancement (Sharma & Sharma, 2014). Furthermore, representatives who are more gainful could get good pays and wages rates, better working conditions, and great business openings. In addition, higher profitability has a tendency to boost authoritative upper hand through cost decreases and change

in high caliber of yield (Bailey, 2005; Hill, 2014). These advantages have made representative efficiency commendable of consideration. Hence, taking a gander at its predecessors is imperative to guarantee hierarchical survival furthermore, long haul achievement. (Markos & Sridevi, 2010) exhibited that businesses ought to think about putting resources into workforce engagement, since ongoing investigates on this theme have obviously demonstrated that there is certain relationship among the work commitment and execution results, for example, Polishing worker absorbing ability and efficiency. (Richman, 2006) included that workers who are locked in or included with their occupations are seen to be more beneficial on the grounds that they are spurred toward achieving their work before any home variables. They are additionally more engaged than those of withdrew partners. Besides, workers who are locked in will be much of the time expected to work all the more proficiently and with the point of putting the accomplishment of the association in their brains as a top need.

Literature Review

Work Engagement:

Employee's work involvement is one of the fundamental business needs for authoritative administrators. Involvement depends upon the workers' observations and evaluations of their working foundation, including their supervisor, definitive pioneers, the action itself, and work condition. With the end goal to improve representative involvement, administrators ought to focus on the capabilities, information and incentives of their workers because when representatives get the knowledge about their skills and abilities, their level of involvement can get better, and this at last prompts better execution. Work Engagement can be shown by the imperativeness, conduct fulfillment, adequacy and inclusion. Likewise reasoned that involvement evaluation by the employees' fulfillment and work inspiration (Richman, 2006).

Psychological Capital:

Psychological capital deals to four kinds of positive mental states that incorporate self-viability, good faith, trust and versatility. Self-viability as "convictions in a single's abilities to prepare the inspiration, intellectual assets, and game-plans expected to meet given situational requests. Self-assured man who expects constructive and great things to transpire, while a doubter is constantly possessed with negative musings and accept that bothersome things will transpire. Expectation is characterized as a "positive motivational state" or, in other words the association of two variables organization (objective coordinated vitality) and pathways (emergency courses of action to accomplish an objective). Luthans characterized versatility as "positive mental ability to bounce back, to 'skip back' from difficulty, vulnerability, strife, disappointment, or even positive change, advance and expanded duty"(luthans, 2013).

Control at Work:

Control at work is portrayed as how much persons evaluate that could apply specialist over the decisions on their work. later on operational these thoughts by structure up their measures. Composing suggests that General prosperity and Control at work are apparently the potential results of Work commitment and Psychological capital, as portrayed in the following fragment (Shuck,2011).

General Well-being:

General well-being is identified with the general sentiment of joy and life fulfillment an individual encounter. Thus, a man's sense of general well-being would be impacted by his expert experience and be free of his work circumstance to a specific degree (Bakker and Demerouti, 2008).

Vigor:

Vigor can be portrayed as far as a representative's levels of vitality and the psychological flexibility while doing his work. Vigor alludes to the psychological and physical wellbeing of a worker. Then again, communicated devotion as far as being exceptionally associated with the work and is reflected through the sentiments of energy, test, and hugeness. The other measurement of work involvement which is known as retention was beforehand characterized by being totally drawn in and merrily participated in one's work, whereby the employee feels that time passes quickly and encounters issues with separating himself from work (Pappu & Quester, 2015).

Dedication:

Devotion deals to emphatically recognizing oneself with one's work with a vibe of weightiness, importance what's more, pride. Devoted representative is emphatically associated with his or her work and encounters a feeling of energy and criticalness. (Richman, 2006)

Absorption:

Absorption deals to a feeling of cheerful engagement and drenching in one's work to such a degree, to the point that one feels as though time is passing rapidly. being joyfully fascinated in one's work with full fixation (Gupta & Agarwal, 2016).

Performance:

A presentation variable is a deliberate result for an examination for a solitary segment, process, or conceivably a whole framework. A factor is a variable that may affect the presentation factors and normally speaks to things that can be changed amid an analysis. deals to a feeling of cheerful engagement and drenching in one's work to such a degree, to the point that one feels as though time is passing rapidly. being joyfully fascinated in one's work with full fixation. (tjedini & truman, 2008)

Relationships:

Work Engagement & Psychological Capital Relations:

The positive relation among WE and PC were found by many research considers (Bakkr et al, 2006; Hodges, 2010). (Xanthopoulou, 2007) distinguished the job of Psychological Capital (a marginally unique operationalization with self-adequacy, confidence and hopefulness these components are known as close to home asset) to foresee work engagement. (Avey, 2008) found that positive feelings intervene the relation among Psychological Capital and representative's state of mind. (larson, 2013) additionally affirmed the positive relation between representative's Psychological Capital and employee's commitment level of working.

Relationship between Work Engagement & General well-being:

WE technique would enable workers to improve their well-being (Bahreini, 2015). Engaged employees are those employees who are lively, devoted & retained in the work environment. Earlier research proposes that these engaged representatives are very gainful, thus associations need to encourage them direct their energies so that it prompts their well-being (Luthans, 2013).

Relationship between Work Engagement & Control at work:

Weigl, 2010 contended that engaged representatives can practice power over their work, for example, by work extension and making all the more difficult assignments for themselves. Researchers in the past have likewise discovered an immediate connection among work engagement and control at work. For example, (Kanten and Sadullah 2012), in a relationship contemplate, begin that work engagement had a critical relationship with certain control at work. Their rationale behind associating work engagement with certain control was that engaged employees are lively yet subjectively careful in their work, which empowers them to coordinate their excitement in such a way, to the point that they control their work and keep themselves beneficial to streamline their profitability.

Relationship between Psychosocial Capital & General-wellbeing:

Past investigations discovered proof for direct connection among Psychological Capital and General well-being can be found in the writing. For instance, (Nguyen and Nguyen, 2012) conveyed out an examination utilizing Vietnam advertisers and found that Psychological Capital had a positive relationship with general well-being. Their contention behind connecting these factors was that mentally fit representatives have individual assets and are not reliant on outside assets. This favorable position influences them to enhance their general well-being which involves three kinds of necessities, in particular, survival, fulfillment with having a place and fulfillment with learning.

Relationship between Psychological Capital & Control at work:

Ave, 2008 clarified with have the representatives' capacity that expand their very own assets with the type of higher Psychological Capital empowers can be certain and versatile to the various circumstances in the working environment, for example, working criteria. Clearly, this is critical to evaluate if mentally skilled (higher in Psychological Capital) workers encounter higher control at work. Consistently, the expand and-fabricate hypothesis sets that those mentally able representatives who can channelize their vitality by drawing in themselves in their work would have higher control at work.

Relationship between Performance & work engagement:

Engelbrecht, 2006 saw in her subjective examination that an exceedingly drawn in birthing specialist is administration disapproved and customer arranged according to her work, that can be seen in her speedy, quiet and calm response on customers. Until this point in time, just a couple quantitative investigations have demonstrated that work commitment is emphatically identified with occupation execution (Demeruti and Bakker, 2006). By the by, the outcomes look encouraging. (Bakker, 2004) demonstrated that drew in representatives got higher appraisals from their associates on in-job and additional job execution, showing that connected with representative's good performance and are eager to go on additional mile. Additionally, in their review between Dutch workers from a large scope of occupations, (Schaufeli, 2006) begin that work commitment is decidedly identified with in-job execution while workaholism isn't. These discoveries were extended in another ponder among 327 secretaries. Gierveld and Bakker (2005) found that locked in secretaries gained high on-job and additional job execution than their non-locked in partners. Also, results proposed that connected with secretaries had more effect on every day business. That was all the high frequently requested to do extra, testing errands, including work force pre-choice, the association of exchange shows and shows, and site upkeep.

Methodology

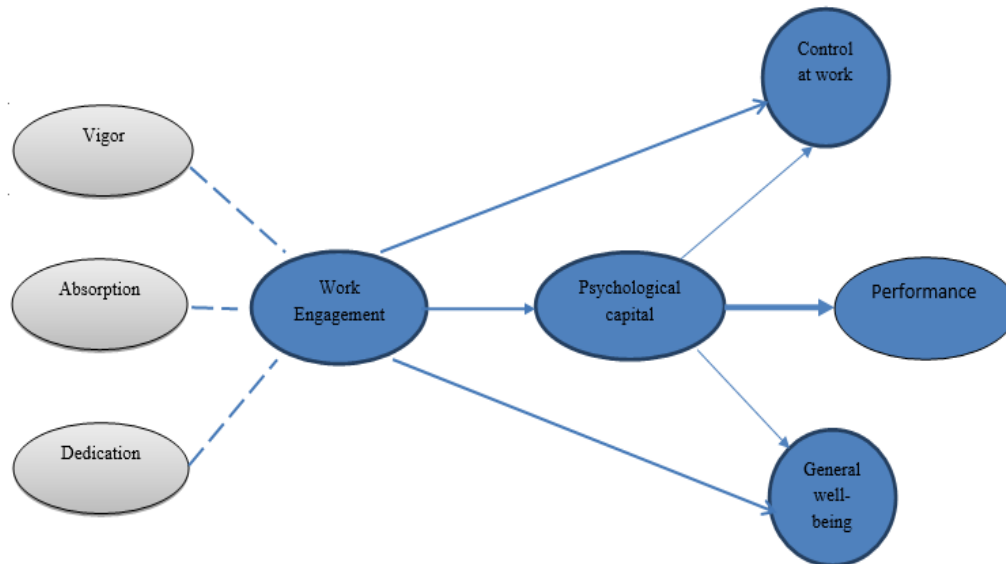
Method of data collection:

Health sector of Pakistan has now become far more competitive in terms of employees, customers. This study follows the quantitative approach to collect data from respondent. The questions of this research are taken from past studies to make sure that the participants can easily understand the context of this study. We randomly approach health care employees' e.g. senior doctors, young doctors, ward boys, nurses of Patel hospital and National hospital because these employees' are evolved to provide health care to the patients. As per the above mentioned literature review statement, Work engagement consists of 3 dimensions like, Vigor, Absorption and dedication. We have measured all the items of the questions on five measurements whereas "1= strongly disagree to 5= Strongly agree."

Sampling:

We collected data from many resources and we wanted to have credibility in our data and as per our convenience we have chosen Patel Hospital and National Hospital where we approach about 250 employees, who were related to health care, from which 199 employees, responded us accurately which is enough for our research because of two reasons. First reason is, In the previous research the author approached 200 respondents and collected the data and utilized it, and the second reason is our respondents should be 10 times multiplied by our questions. And we have additional respondents. We have approached the respondents from 17 years to 60 years. We have approached the respondents from Diploma to Masters qualified. We have approached the respondents from fresh to above 10 years of working experience. From our approached respondents 90 were male and 109 were female respondents.

Research Model:



Statistical techniques:

The gathered data was analyzed on Structural Equation Model (SEM) by using Microsoft Excel, SPSS and AMOS. Structural Equation Modeling (SEM) is an exceptionally broad, incredible multivariate examination system that incorporates specific forms of various different investigation techniques as uncommon cases. Structural Equation Model is utilized because of its qualities in yielding exact and solid outcomes. The questionnaire of our research was distributed manually to the employees of healthcare in order to perform the result first we tested the frequency of our respondents than we can move forward to test the variables of our research. Various test such as Factor analysis, Cronbach's alpha validity, Model fit test and Mediation model test or Direct and indirect estimate were directed to create the results of this study. The confirmatory factor analysis can be characterized as the procedure tests that how exact the develops are spoken to by the deliberate factors. This system is utilized in my exploration with the end goal to dismiss or acknowledge the estimation hypothesis. To which I got the desired outcomes for my examination. Direct and Indirect estimate technique was likewise used to check the connection between variables. To check the direct impacts of variable on one another and the indirect impact variables on one another as indicated by the variables used in our study.

Results and Analysis

Demographics:

Gender:

Demography	Frequency	% Percentage	Total
Male	90	44.9	199
Female	109	55.1	

Age:

Demography	Frequency	% Percentage	Total
Below 20 years	28	14.1	199
20-30 years	119	60.1	
31-40 years	29	14.6	
41-50 years	18	8.6	
51 onwards	05	2.5	

Household Income:

Household Income	Frequency	Percentage	Total
Below 25,000	16	8.1	199
25,000-30,000	44	22.2	
31,000-35,000	13	6.1	
36,000-40,000	48	24.2	
Other	78	39.4	

Qualification:

Qualification	Frequency	Percentage	Total
Metric	06	03	199
Intermediate	53	26.8	
Bachelors	91	46	
Masters	39	19.7	
Diploma certificate	09	04	
Other	01	0.5	

Work Experience:

Working exp.	Freq.	Percentage	Total
Less than 1 year	53	26.8	199
1-3 years	72	36.4	
4-6 years	54	27.3	
7-10	14	7.1	
Above 10 years	06	2.5	

The topic of our research is *Impact of Work Engagement on General Well-Being and Control at Work with Mediating Effect of Psychological Capital*. The data for this research was collected from different resources such as research papers, articles, from internet as well. The questionnaire that is filled by the individuals. In this research, the demography results show that male ratio is 44.9% less than the female ratio that is 55.1%, Because usually in medical Field the ratio of female respondents is much than male. The examinee was asked to analyze that, Work Engagement enhance General well-being and Control at work or not. The total is 199 of the demography result. We have collected this data from manual medium to which we can aware of

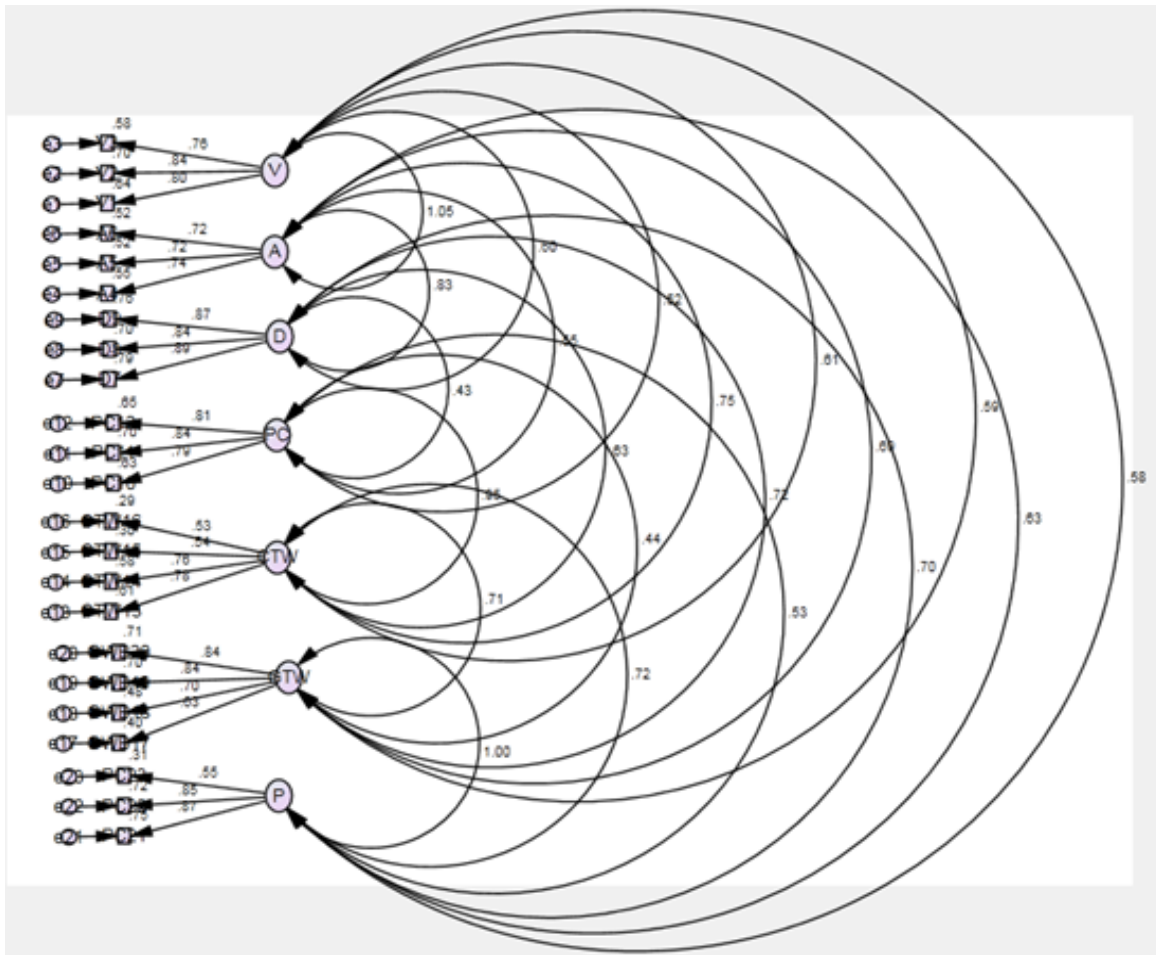
our research. We distributed this questionnaire among the employees of Patel hospital & National hospital. The questionnaire was distributed to 250 employees out of which 199 were successful and we got our perceived result.

The table shows the ages of the male examinee and female examinees. The topest frequency is 60.1% that is the age group from 20 to 30 years. However, the least ratio is 2.5 that is the result of 50 years and above. The topic that we selected for our study is *Impact of Work Engagement on General Well-Being and Control at Work with Mediating Effect of Psychological Capital*. The data for this research was collected from different resources such as research papers, articles, from internet as well. We have made a questionnaire which has to be filled among the individuals. The respondents were asked to analyze that, WE enhance General well-being and Control at work or not. The total is 199 of the demography result. We have collected this data from manual medium to which we can aware of our research. We distributed this questionnaire among the employees of Patel hospital & National hospital. The questionnaire was distributed to 250 employees out of which 199 were successful and we got our perceived result.

The table shows the Household income of the employees of Healthcare centers. The highest ratio is 39.4% that is more than Rs. 40,000. However, the least ratio is 6.1 that is Rs. 31,000 to 35,000. The data for this research was collected from different resources such as research papers, articles, from internet as well. The questionnaire was filled up by the individual respondents. The respondents were asked to analyze that, Work Engagement enhance General well-being and Control at work or not. The total is 199 of the demography result. We have collected this data from manual medium to which we can aware of our research. We distributed this questionnaire among the employees of Patel hospital & National hospital. The questionnaire was distributed to 250 employees out of which 199 were successful and we got our perceived result. According to the above mentioned demographic table, the highest ratio is 46 that is relates to bachelors group. Then 26.8 ratio for the Intermediate group and the 4 for the diploma certificate. The least in this chart is 3 and 0.5 that is for the Matric and others group. The data for this research was collected from different resources such as research papers, articles, from internet as well. The questionnaire was filled up by the individual respondents. The respondents were asked to analyze that, WE enhance General well-being and Control at work or not. The total is 199 of the demography result. We have collected this data from manual medium to which we can aware of our research. We distributed this questionnaire among the employees of Patel hospital & National hospital. The questionnaire was distributed to 250 employees. According to the above mentioned demographic table, the work experience of the respondent's highest ratio is 36.4% that is 1-3 years of experience. However, the least is 2.5% that is More than 10 years of experience. The data for this research was collected from different resources such as research papers, articles, from internet as well. The questionnaire was filled up by the individual respondents. The respondents were asked to analyze that, WE enhance General well-

being and Control at work or not. The total is 199 of the demography result. We have collected this data from manual medium to which we can aware of our research. We distributed this questionnaire among the employees of Patel hospital & National hospital. The questionnaire was distributed to 250 employees out of which 199 were successful and we got our perceived result.

Confirmatory Factor Analysis (CFA):



The CFA test performed which shows Composite Reliability value of all variables is above the standard point of 0.70 which show that the Explanatory observed variable is well constructed and consistent. The Observer variables are strong's to predicate the results. Average Variance Extracted (AVE) values of all variables are above the Standard required value of 0.50 which show that Average Variance Extracted of all variables are above 0.50 which shows the positive variance among variables. The Maximum Shard variances (MSV) Value of all Variables are smaller than the Value of the Average Variance Extracted (AVE) which means that every variable is unique in its self they are explain each other; their observatory variables are different in nature from each other variables. So the Overall CFA analysis explains that the Observatory sub variables of each variable are Strong's to predicate the results.

Construct/Indicators	Standardized Factor Loading (CFA-AMOS)	Construct Reliably		Construct Validity		
		Cronbach’s alpha	Composite Reliability (CR)	Convergent Validity	Discriminant Validity	
				Average Variance Extracted (AVE)	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
Work engagement (Vigor, Absorption & Dedication						
WE (Vigor 1)	.80					
WE (Vigor 2)	.84	.876	0.877	0.543	0.0784	0.0478
WE(Vigor 3)	.76					
WE (Absorption 1)	.74					
WE (Absorption 2)	.73					
WE (Absorption)	.72					
WE (Dedication 1)	.89					
WE (Dedication 2)	.84					
WE (Dedication)	.87					
Psychological Capital						
PC 1	.81	.888	0.890	0.730	0.0729	0.0451
PC 2	.84					
PC 3	.79					
General Well-being						
General well-being 1	.84	.932	0.932	0.775	0.2601	0.1302
General well-being 2	.84					
General well-being 3	.79					
General well-being 4	.89					
Control at Work						
CW 1	.74	.811	0.818	0.531	0.2601	0.1318
CW 2	.78					
CW 3	.69					
CW 4	.70					
Performance						
Performance 1	.79					
Performance 2	.81	.829	0.834	0.725	0.615	0.1437
Performance3	.75					
Reliability and Construct Validity Thresholds:		α > 0.70 (Nunnaly,1967)	CR > 0.70	i) AVE > 0.50 ii) CR > AVE	MSV < AVE	ASV < AVE

The Factor loadings those are Work engagement (vigor, absorption, dedication), Psychological capital, General well-being and Control at work. In the above chart all the factor loadings showed the result that is nearer to the 70% that is according to the range and we have not removed any of question from the data. The Cronbach's alpha of work engagement is 0.876, psychological capital is 0.888, general well-being is 0.932, control at work is 0.811 and performance is 0.829. Then the Composite Reliability are greater than 0.70 our research (CR) value of work engagement is 0.877, psychological capital is 0.890, general well-being is 0.932

and control at work is 0.818 and performance is 0.834. The Average Variance Extracted (AVE) of work engagement is 0.543, psychological capital is 0.730, general well-being is 0.775 and control at work is 0.531 and performance is 0.725. Then the Maximum Shared Variance (MSV) of work engagement is 0.0784, psychological capital is 0.0729, general well-being is 0.2601 and control at work is 0.2601 and performance 0.615. And the Average Shared Variance (ASV) of work engagement is 0.0478, psychological capital is 0.0451, general well-being is 0.1302 and control at work is 0.1318 and performance is 0.1437. The MSV and ASV are always lesser than AVE. And our values of ASV and MSV are lesser than AVE, that means our research values are according to the range. So now we can easily check the model fit.

Model Fitness:

Model Fit Indexes	Accepted Value	Results
Chi-square/df	< 3	1.741
P. Value	> 0.00	0.000
Goodness-of-Fit Index (GFI)	> 0.90	0.90
Adjusted Goodness of Fit Index (AGFI)	> 0.80	0.865
Comparative Fit Index (CFI)	> 0.90	0.945
Tucker-Lewis Index (TLI)	> 0.90	0.954
Root Mean Square Error of Approximation (RMSEA)	< 0.05	0.062

According to the above chart the value of Chi-square/df is 1.741, P-Value is 0.000, GFI value is 0.90, value of AGFI is 0.865, value of CFI is 0.954, value of TLI is 0.954 and the value of RMSEA is 0.062. These all values are according to the range that means our model is fit to predict the results.

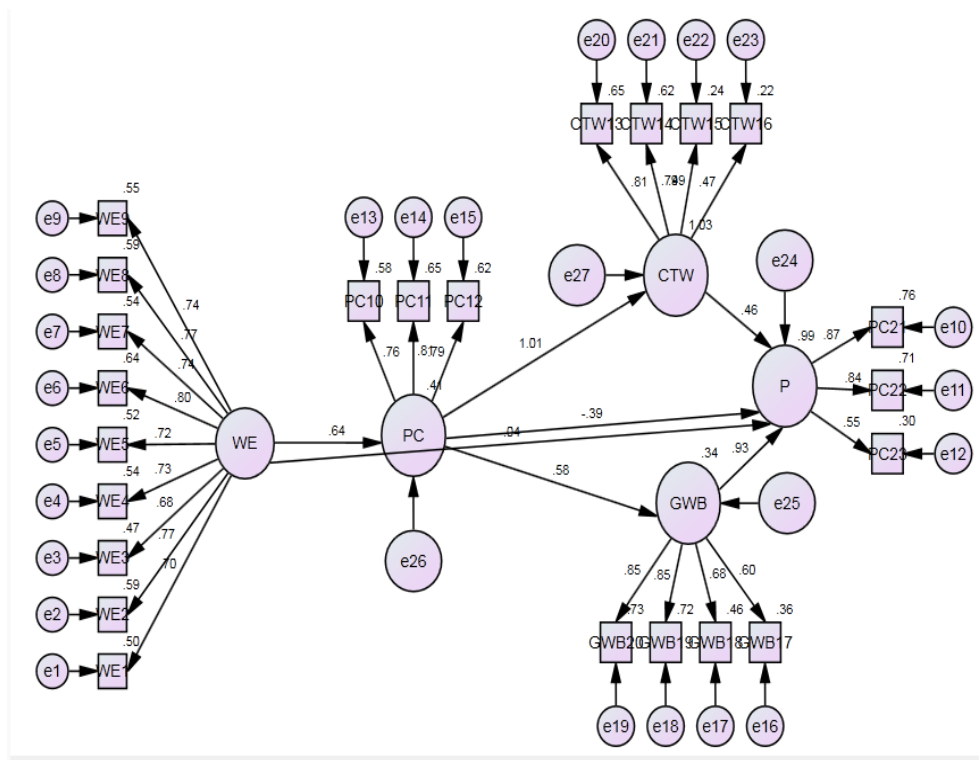
Hypothesis testing:

Structural Path	P value	Result
Direct Relationship		
Psychological Capital → Control at work	0.000	Significant
Work engagement → Control at work	0.018	Significant
Psychological Capital → General well-being	0.009	Significant
Work engagement → General well-being	0.002	Significant
Work engagement → Psychological Capital	0.581	Insignificant
Control at work → performance	0.004	Significant
General well-being → performance	0.01	Significant
Work engagement → performance	0.03	Significant
Indirect Relationship		
Work engagement → Psychological Capital → General well-being	0.002	Significant
Work engagement → Psychological Capital → Control at work	0.500	Insignificant
Work engagement → Psychological Capital → performance	0.001	Significant

The results from the above chart shows that, In the direct relationships, there is a significant relationship between Psychological Capital and Control at work, its P-value is 0.000

and our Ha is rejected. And the relationship of WE and Control at work is positive, its P-value is 0.018 and our Ha is rejected. And again, there is remarkable relationship between Psychological capital and General well-being, its P-value is 0.009 and our Ha is again rejected here. Then there is positive relationship among WE and General well-being, its P-value is 0.002 and our Ha is rejected. Then there is insignificant relationship between Work engagement and Psychological capital, its P-value is 0.581 and our Ha is accepted. And again, there is Significant relationship between Control at work and performance its P-value is 0.004 and our Ha is accepted. And again, there is significant relationship between General well-being, and performance its P-value is 0.01 and our Ha is accepted. There is significant relationship between Work engagement and performance its P-value is 0.003 and our Ha is accepted. In Indirect relationships, there is significant relationship between Work engagement and General well-being with the mediating role of Psychological capital and our Ha is accepted here. And there is insignificant relationship between Work engagement and Control at work with the mediating role of Psychological capital and our Ha is rejected. And there is also an important significant relation among Work engagement and performance with the mediating role of Psychological capital and our Ha is accepted.

Mediation testing:



The above model shows the direct and indirect relation to dependent variable that is competitive advantage through the mediator that is customer satisfaction and also they show the correlation between the independent variables. In that model the P value and beta value are cover to check either they are significant or insignificant. If the values are meet the criteria that show it is significant values and results are accepted but if they did not meet the criteria so they are insignificant values in result are rejected.

Direct/ Indirect Effects:

Direct/ indirect Effects - Two Tailed Significance (BC) (Group number 1 - Default model)

Indirect Effect	B			Significance
WG → PC →	0.01			Ha – accepted
Direct Effect	B	BE	P	
PC → WE	.001			Ha- accepted
GWB → PC	.014			Ha- accepted
CT → WPC		0.08		Ha- accepted
P → PC			.203	Ho- rejected
P → CTW	.003			Ha-accepted
P → GWB			0.000	Ha-accepted
P → WE	0.03			Ha-accepted

The mediation test shows that the indirect relation of Work engagement and performance with the mediating role of Psychological capital and our Ha is accepted. The relation of direct effect of work engagement in to Psychological capital is .001 that is accepted, the relation of Psychological capital directly impacts to performance that is also accepted and shows the positive relation and same is the case with Psychological capital to performance but the relation of Psychological capital to performance has a negative impact therefore it is rejected but null hypothesis is accepted because the value is more than 0.05 and also the there is significant relationship between General well-being, and performance its value are in the range and our Hais accepted. and the relation between a work engagement are also accept because is value are in range.

Conclusion and Discussion

The purpose of this research was to check that what is the relationship with the 3 dimensions of Work engagement (Vigor, absorption, dedication) with General well-being, Control at work and Psychological capital with the mediating role and their relation with performance. Our results are somehow same as the previous research results and the variables

were relevant. We have faced difficulty in getting questionnaires filled because, the understanding of respondents was not clear. That's why many of our questionnaires got rejected, the questionnaire was distributed to 250 employees out of which 199 were the accurate results to be accepted. The evaluation hypothesis showed that, In the direct relationships, and it is a sig. relationship between Psychological Capital and Control at work, its P-value is 0.000 and our Ha got rejected. And There are no direct relationships of WE and Control at work, its P-value is 0.018 so our Ha got rejected. And again, the relations of Psychological capital and General well-being is significant, its P-value is 0.009 and our Ha is again got rejected here. Then there is Significant relationship between Work engagement and General well-being, its P-value is 0.002 and our Ha got rejected. Then there is insignificant relationship between Work engagement and Psychological capital, its P-value is 0.581 so our Ha got accepted. In Indirect relationships there is significant relationship between WE and General well-being with the mediating role of Psychological capital and so Has got accepted here. And there is insignificant relationship between Work engagement and Control at work with the mediating role of Psychological capital, so our Ha got rejected.

Recommendations and Limitations

The limitations that we found in conducting this research. Healthcare sector is a vast field therefore we could not access the data from different Hospitals of Pakistan. There are different sources from which data is collected but according to our convenience we have collected this data from manual medium to which we can aware of our research. We distributed this questionnaire among the employees of Patel hospital & National hospital. The questionnaire was distributed to 250 employees out of which 199 were successful and we got our perceived result. Due to finance problem and less time, more variables could have been added to the model but because of some limitations we couldn't sampled in further organizations and sectors. In this manner, it is suggested that this model could be utilized by future analysts so as to acquire solid and significant connections of these develops and can be upgraded by including some more factors to get new measurements attempt to cover another division instead of the healthcare. So, this research would be broader and more significant.

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