

## The Detrimental Effects of Workplace Incivility and Cynicism on Employees' Well-Being: An Analysis of IT Sector Employees

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The study examines the impact of workplace incivility and organizational cynicism on employee well-being, focusing on the Positive and Negative Affect Schedule (PANAS), life satisfaction, flourishing, and overall well-being. The sample comprised 400 individuals from the Telecommunication sector. Significant negative correlations were found between experienced incivility, all forms of cynicism, and well-being measures. Hierarchical regression analyses revealed that workplace incivility significantly predicted negative outcomes across all well-being measures. Organizational cynicism also emerged as a strong negative predictor, influencing PANAS, life satisfaction, flourishing, and overall well-being. Among the dimensions of cynicism, affective cynicism consistently showed significant negative effects on well-being, while behavioural cynicism had no significant impact. These findings underscore the detrimental effects of workplace incivility and cynicism on employee well-being.

**Keywords:** Workplace incivility, Organizational Cynicism, Positive and Negative Affect, Life Satisfaction, Flourishing and Well-Being

Workplace incivility is characterized by low-intensity, rude, or discourteous behavior that violates norms of respect in the workplace. These behaviors are often ambiguous in intent, making them difficult to address directly. According to Andersson and Pearson (1999), incivility can create a spiraling effect, escalating into more severe forms of workplace aggression if not managed properly. Research indicates that workplace incivility is pervasive, with nearly 98% of employees reporting experiencing uncivil behavior at some point in their careers (Porath & Pearson, 2013).

Experienced workplace incivility refers to the subjective perception of being treated with disrespect or rudeness by colleagues, superiors, or subordinates. This can include actions such as interrupting conversations, making derogatory remarks, or excluding individuals from professional interactions. A

study by Lim, Cortina, and Magley (2008) found that experiencing workplace incivility can lead to significant psychological distress, reduced job satisfaction, and lower organizational commitment. Ongoing exposure to incivility can negatively impact employees' mental health, leading to issues such as anxiety, depression, and burnout (Cortina et al., 2001). The ripple effects of experienced incivility can extend beyond the individual, affecting team dynamics, productivity, and overall organizational culture.

Organizational cynicism is defined as a negative attitude towards one's employing organization, encompassing beliefs that the organization lacks integrity, negative emotions towards the organization, and tendencies towards disparaging and critical behaviors (Dean, Brandes, & Dharwadkar, 1998). This attitude often stems from unmet

expectations, perceived breaches of psychological contracts, and organizational changes perceived as unjust or poorly managed. Research indicates that organizational cynicism is widespread and has significant implications for both employees and organizations. For instance, Abraham (2000) found that higher levels of organizational cynicism are associated with lower job satisfaction, reduced organizational commitment, and increased turnover intentions. Additionally, a study by Johnson and O'Leary-Kelly (2003) demonstrated that organizational cynicism negatively impacts job performance and organizational citizenship behaviors, further exacerbating workplace dysfunction. Organizational cynicism can be contagious, spreading through social networks within the workplace and potentially creating a toxic organizational climate (Naus, van Iterson, & Roe, 2007). It not only undermines individual well-being but can also lead to decreased productivity, lower morale, and a diminished capacity for innovation and change within the organization.

Organizational cynicism reflects employees' negative attitudes toward their organization, encompassing three dimensions: cognitive, affective, and behavioral. Cognitively, employees believe the organization lacks integrity, often due to perceived breaches of promises or ethical standards, leading to distrust. Affectively, employees experience emotions like anger, resentment, or disgust from perceived injustices, impacting their mental health and job satisfaction. Behaviorally, employees exhibit negative actions such as criticism, sarcasm, or disengagement, which may manifest as reduced organizational citizenship behaviors, increased absenteeism, or sabotage. Together, these dimensions shape employees' overall experiences and interactions within the organization.

Diener's concept of well-being, known as subjective well-being, involves an individual's self-reported life satisfaction and emotional experiences. According to Diener (1984), well-being is a multifaceted construct with both cognitive and affective components. Life Satisfaction (cognitive component) represents an individual's overall assessment of their life quality and fulfillment, typically measured through self-reports like the Satisfaction with Life Scale developed by Diener et al. (1985). Positive Affect (affective component) pertains to the frequency and intensity of positive emotions such as joy and contentment, while Negative Affect involves the frequency and intensity of negative emotions like sadness and anger. Diener's concept of flourishing extends traditional well-being by incorporating psychological and social dimensions, including positive relationships, purpose and meaning, engagement, self-esteem, optimism, and positive emotions, to describe a fulfilling and meaningful life.

Workplace incivility, characterized by low-intensity deviant behavior with ambiguous intent to harm, can lead to significant psychological and emotional distress among employees. Studies by Cortina et al. (2001) and Porath and Pearson (2012) have established a connection between incivility and increased psychological distress, decreased job satisfaction, and lower psychological well-being. Given the pervasive nature of incivility in workplaces, it is crucial to explore its impact on broader measures of well-being, including life satisfaction and overall flourishing.

In the IT sector, experienced incivility—manifested as rude or disrespectful behavior—profoundly impacts employees' perceptions of their organization. Consistent exposure to incivility from colleagues, superiors, or subordinates erodes trust and confidence in the organization, fostering skepticism about its motives and actions. This

environment of negativity leads to the development of organizational cynicism, where employees harbor negative attitudes marked by distrust, pessimism, and suspicion toward the organization.

Cynicism often arises from perceived organizational betrayal and breaches of psychological contracts (Dean, Brandes, & Dharwadkar, 1998; Abraham, 2000). Consequently, incivility undermines teamwork, morale, and job satisfaction, causing increased stress and dissatisfaction among employees. These negative emotions further contribute to organizational cynicism, affecting overall workplace culture and leading to reduced collaboration, productivity, and well-being. The pervasive stress and negativity can result in burnout, anxiety, and diminished life satisfaction. While previous studies have examined the effects of workplace incivility and cynicism separately, this study integrates these factors to provide a comprehensive analysis of their combined impact on employee well-being. Understanding the dimensions of cynicism— affective, behavioral, and cognitive—and their differential impacts on well-being is essential for developing targeted interventions to reduce cynicism and improve employee outcomes. To prevent the spread of cynicism and promote a healthy work environment, organizations must actively address incivility by fostering respectful interactions, transparency, and ethical behavior. This approach is particularly critical in the fast-paced IT sector, where high-pressure environments and rapid technological changes prevail. By prioritizing respectful communication and addressing negative behaviors, organizations can maintain a productive and psychologically healthy workforce.

This study aims to examine the impact of workplace incivility and organizational cynicism on the psychological well-being of employees within the IT sector. By assessing

the prevalence and effects of incivility and cynicism, we seek to understand their implications for the mental health and overall well-being of IT professionals. Keeping in the view following objectives were formulated:

### **Objectives**

- 1) To examine the relationship between Workplace Incivility, Organizational Cynicism and Subjective Well-Being among IT sector employees.
- 2) To investigate the predictive impact of Workplace Incivility and Organizational Cynicism on Subjective Well-Being of IT employees.

### **Hypotheses**

In consideration of the study's objectives, the following hypotheses were formulated:

- 1) Workplace incivility will exhibit significant negative relationship with the well-being and its dimensions (PANAS, life satisfaction, flourishing) of IT sector employees.
- 2) Organizational cynicism and its components will be negatively related with well-being and its dimensions i.e., PANAS, life satisfaction, and flourishing of IT sector employees.
- 3) Workplace incivility and organizational cynicism will significantly predict over all well-being of IT sector employees.

### **Method**

#### **Sample**

The sample included 400 participants from various IT organizations, primarily natives of Uttar Pradesh cities like Deoria, Gorakhpur, Lucknow, Noida, and Ghaziabad. The studied data was collected following the convenient sampling method from the telecommunication-based IT employees. These employees were working with various telecommunication organizations, and designated as network engineers,

telecommunication consultants, wireless operators, customer service representatives and sales representatives. There were 188 (47%) male participants, and 212 (53%) were female participants. Age range of the participants was kept between 25-50 years. The academic qualifications of the participants were categorized, especially into two segments: undergrads and postgraduates, wherein 92 (23%) participants were undergrads and the other 308 (77%) were postgraduates. The tenure of the job was divided into four categories: up to 2 years, up to 5 years, up to 10 years, and others; there were 0 (0%), 06 (1.5%), 161 (40.25%), and 233 (58.25%) participants in each category, respectively.

### Measures

**Workplace Incivility Scale:** The Workplace Incivility Scale (Cortina, 2001) measures the frequencies of the participant's experiences of disrespectful, rude or condescending behaviours from supervisors or co-workers within the previous 5 years. It is to be noted that these disrespectful behaviours are not apparent but ambiguous or indirect in nature. The WIS includes 12-items with a 5-point rating scale ranging from never to many times response sets. The reliability of the test is 0.79. Higher scores reflect higher experiences of incivility at workplace.

**Organizational Cynicism Scale:** The Organizational Cynicism Scale (OCS), developed by Brandes, Dharwadkar, and Dean (1999), was utilized in this research.

This scale comprises 13 items divided into three dimensions: cognitive, affective, and behavioral. The cognitive dimension includes five items, the affective dimension has four items, and the behavioral dimension contains four items. Higher scores indicate stronger cynical attitudes. Participants respond to the items using a five-point rating scale. The reliability of the test is 0.93.

**Well-Being Scale:** The Subjective Well-Being Scale (Diener, 1998) comprises 30 items rated on a 5-point scale and includes three subsets: the Satisfaction with Life Scale (SWLS), a brief 5-item instrument measuring overall life satisfaction; the Scale of Positive and Negative Experience (SPANE), a 12-item questionnaire assessing positive and negative feelings with six items each, divided into general and specific subscales; and the Flourishing Scale, which includes eight items describing key aspects of human functioning, such as positive relationships, competence, and purpose in life. Higher scores indicate greater subjective well-being across these dimensions. The reliability of the test is 0.90.

### Results

The study employs Mean, SD, Pearson's correlation and hierarchical regression analyses to explore the relationships between workplace incivility, organizational cynicism, and employee well-being. By including demographic variables in the initial regression step, the analyses isolate the effects of incivility and cynicism, providing robust insights into their impact.

Table 1. Mean, SD and Correlation Co-efficient between Organizational Incivility, Organizational Cynicism and Subjective Well-Being along with the dimensions of IT Sector Employees (N = 400)

	Mean	SD	2	3	4	5	6	7	8	9	10	11	12
1. Age	38.65	6.86	.043	-.021	-.285**	.281**	-.131**	.266**	.067	.229**	.205**	.261**	.262**
2. Gender	1.53	.50	1	.012	-.050	-.118*	-.322**	-.119*	-.262**	-.043	.100*	-.036	.261**
3. Job Tenure	3.62	.53		1	.019	-.034	-.018	-.029	-.028	.020	.047	.018	.020
4. Workplace Incivility	30.39	13.26			1	-.880**	-.449**	-.832**	-.739**	-.848**	-.740**	-.820**	-.755**

5. Affective Cynicism	12.39	4.657				1	.519**	.914**	.839**	.797**	.699**	.767**	.613**
6. Behavioral Cynicism	12.27	9.24				1		.511**	.894**	.396**	.335**	.375**	.149**
7. Cognitive Cynicism	15.09	3.41					1		.827**	.748**	.680**	.730**	.583**
8. Overall Cynicism	39.75	14.98						1		.662**	.579**	.636**	.415**
9. PANAS	7.82	8.73							1		.675**	.772**	.770**
10. Life Satisfaction	20.76	3.19								1		.661**	.663**
11. Flourishing	37.88	10.48									1		.794**
12. Overall Well-Being	61.40	18.84										1	

\*\*p<0.01, \*p<0.05 level

Table 1 presents the Mean, SD, and correlation coefficients for the demographic variables (age, gender, and job tenure) along with the variables of Incivility, Cynicism, and Subjective Well-being (Positive and Negative Affect, Life Satisfaction, and Flourishing) among IT employees. Age of the participants is positively correlated with Affective Cynicism ( $r = .281, p < 0.01$ ), Cognitive Cynicism ( $r = .266, p < 0.01$ ), PANAS ( $r = .229, p < 0.01$ ), Life Satisfaction ( $r = .205, p < 0.01$ ), Flourishing ( $r = .261, p < 0.01$ ), and Subjective Well-Being ( $r = .262, p < 0.01$ ). Negative correlations are observed between age and Workplace Incivility ( $r = -.285, p < 0.01$ ) and Behavioral Cynicism ( $r = -.131, p < 0.01$ ). Gender of the participants is positively correlated with Life Satisfaction ( $r = .100, p < 0.05$ ) and Subjective Well-being ( $r = .261, p < 0.01$ ), but negatively correlated with Affective Cynicism ( $r = -.118, p < 0.05$ ), Behavioral Cynicism ( $r = -.322, p < 0.01$ ), Cognitive Cynicism ( $r = -.119, p < 0.05$ ), and Overall Organizational Cynicism ( $r = -.262, p < 0.01$ ). Job tenure shows no significant correlations with any of the variables.

Workplace Incivility exhibits negative correlations with both Organizational Cynicism and Subjective Well-being. Specifically, Workplace Incivility is negatively correlated with Affective Cynicism ( $r = -.880, p < 0.01$ ), Behavioral Cynicism ( $r = -.449, p < 0.01$ ), Cognitive Cynicism ( $r = -.832, p <$

$0.01$ ), and Overall Organizational Cynicism ( $r = -.739, p < 0.01$ ). Negative correlations are also found between Workplace Incivility and PANAS ( $r = -.848, p < 0.01$ ), Life Satisfaction ( $r = -.740, p < 0.01$ ), Flourishing ( $r = -.820, p < 0.01$ ), and Subjective Well-Being ( $r = -.755, p < 0.01$ ). Affective Cynicism shows positive correlations with Behavioral Cynicism ( $r = .519, p < 0.01$ ), Cognitive Cynicism ( $r = .914, p < 0.01$ ), Overall Organizational Cynicism ( $r = .839, p < 0.01$ ), PANAS ( $r = .797, p < 0.01$ ), Life Satisfaction ( $r = .699, p < 0.01$ ), Flourishing ( $r = .767, p < 0.01$ ), and Subjective Well-being ( $r = .613, p < 0.01$ ). Behavioral Cynicism is positively correlated with Cognitive Cynicism ( $r = .511, p < 0.01$ ), Overall Organizational Cynicism ( $r = .894, p < 0.01$ ), PANAS ( $r = .396, p < 0.01$ ), Life Satisfaction ( $r = .335, p < 0.01$ ), Flourishing ( $r = .375, p < 0.01$ ), and Subjective Well-being ( $r = .149, p < 0.01$ ). Cognitive Cynicism shows positive correlations with Overall Organizational Cynicism ( $r = .827, p < 0.01$ ), PANAS ( $r = .748, p < 0.01$ ), Life Satisfaction ( $r = .680, p < 0.01$ ), Flourishing ( $r = .730, p < 0.01$ ), and Subjective Well-being ( $r = .583, p < 0.01$ ). Overall Organizational Cynicism is significantly positively correlated with the dimensions of Subjective Well-being: PANAS ( $r = .662, p < 0.01$ ), Life Satisfaction ( $r = .579, p < 0.01$ ), Flourishing ( $r = .636, p < 0.01$ ), and Overall Subjective Well-being ( $r = .415, p < 0.01$ ). PANAS is positively correlated with

Life Satisfaction ( $r = .675, p < 0.01$ ), Flourishing ( $r = .772, p < 0.01$ ), and Subjective Well-being ( $r = .770, p < 0.01$ ), whereas Life Satisfaction shows significant

positive relationships with Flourishing ( $r = .661, p < 0.01$ ) and Subjective Well-being ( $r = .663, p < 0.01$ ). Flourishing is positively related to Subjective Well-being ( $r = .794, p < 0.01$ ).

Table 2. Summary of Hierarchical Regression Analysis for Workplace Incivility as a Predictor variable and Subjective Well-Being and its dimensions (PANAS, Satisfaction with Life, and Flourishing) as Criterion variables of IT sector employees (N=400)

Control variables	PANAS		Life Satisfaction		Flourishing		Well-Being	
	Step1	Step 2	Step1	Step 2	Step1	Step 2	Step1	Step 2
Age	.233	-.011	.199	-.013	.261	.028	.248	.039
Gender	-.053	-.086	.089	.060	-.048	-.080	.249	.220
Tenure	.023	.038	.056	.069	.028	.042	.029	.042
Independent Variable Incivility	-.856**		-.742**		-.818**		-.734**	
R square	.056	.728	.055	.560	.072	.684	.134	.629
Adjusted R square	.047	.724	.045	.554	.062	.680	.126	.624
R square Change	.0587	210.73	5.70	100.14	7.61	170.74	15.32	133.32
F Change	5.87	972.32	5.70	451.86	7.61	764.35	15.32	524.14

A hierarchical regression analysis was conducted to examine the effect of Workplace Incivility on Subjective Well-being and its components (PANAS, Life Satisfaction, and Flourishing), while controlling for demographic variables such as age, gender, and job tenure. Table 2 displays the results of this analysis. For PANAS, in the initial step (Step 1), the demographic variables explained 5.6% of the variance ( $\Delta R^2 = .056$ ), with  $F = 5.87$ . When Workplace Incivility was added in Step 2, it significantly improved the model, explaining an additional 67.2% of the variance ( $\Delta R^2 = .672$ ), with  $F = 210.73$ . Workplace Incivility had a strong negative effect on PANAS ( $\beta = -.856, p < .01$ ). For Life Satisfaction, the demographic variables accounted for 5.5% of the variance in Step 1 ( $\Delta R^2 = .055$ ), with  $F = 5.70$ . Adding Workplace Incivility in Step 2 significantly increased the

explained variance by 50.5% ( $\Delta R^2 = .505$ ), with  $F = 100.14$  and  $F \text{ Change} = 451.86$ . The effect of Workplace Incivility was strongly negative ( $\beta = -.742, p < .01$ ). For Flourishing, the demographic variables explained 7.2% of the variance in Step 1 ( $\Delta R^2 = .072$ ), with  $F = 7.62$ . Inclusion of Workplace Incivility in Step 2 added 61.3% to the explained variance ( $\Delta R^2 = .613$ ), with  $F = 170.74$  and  $F \text{ Change} = 764.35$ . Workplace Incivility had a significantly negative impact on Flourishing ( $\beta = -.818, p < .01$ ). For overall Well-Being, the demographic variables explained 13.4% of the variance in Step 1 ( $\Delta R^2 = .134$ ), with  $F = 15.32$ . The addition of Workplace Incivility in Step 2 increased the explained variance by 49.4% ( $\Delta R^2 = .494$ ), resulting in  $F = 133.32$ . Workplace Incivility was found to negatively influence overall Well-Being ( $\beta = -.734, p < .01$ ).

Table 3. Summary of Hierarchical Regression Analysis for the dimensions of Organizational Cynicism (Affective, Behavioral and Cognitive Cynicism) as a Predictor variable and Subjective Well-Being and its dimensions (PANAS, Satisfaction with Life, and Flourishing) as Criterion variables of IT sector employees (N=400)

Demographic variables	PANAS		Life Satisfaction		Flourishing		Well-Being	
	Step1	Step2	Step1	Step2	Step1	Step2	Step1	Step2
Age	.233	-.002	.199	-.007	.261	.039	.248	.033
Gender	-.053	.050	.089	.191	-.048	.051	.249	.305
Tenure	.023	.044	.056	.074	.028	.047	.029	.045
Independent Variables								
Affective Cynicism	.694**		.485**		.611**		.537**	
Behavioral Cynicism	.014		.017		-.006		-.117	
Cognitive Cynicism	.130		.254**		.170		.179	
R square	.056	.643	.055	.540	.072	.601	.134	.509
Adjusted R square	.047	.637	.045	.532	.062	.594	.126	.500
R square Change	.056	.587	.055	.486	.072	.530	.134	.347
F	5.879	100.860	5.702	65.864	7.619	84.522	15.323	57.961
F Change	5.879	214.775	5.702	138.160	7.619	173.731	15.323	99.522

Table 3 presents the results of hierarchical regression analysis for the dimensions of Organizational Cynicism as a Predictor variable and Subjective Well-Being and its dimensions (PANAS, Satisfaction with Life, and Flourishing) as criterion variables of IT sector employees (N=400). The hierarchical regression analysis was performed to examine the effects of Organizational Cynicism and its dimensions (affective cynicism, behavioral cynicism, and cognitive cynicism) on Subjective Well-Being and its components (PANAS, Satisfaction with Life and Flourishing) while controlling for demographic variables such as age, gender, and job tenure of the IT sector employees. In the initial step (Step 1), the demographic variables explained 5.6% of the variance in PANAS ( $\Delta R^2 = .056$ ), with  $F = 5.879$ . When affective cynicism, behavioral cynicism, and cognitive cynicism were added in Step 2, they

significantly improved the model, explaining an additional 58.7% of the variance ( $\Delta R^2 = .587$ ), with  $F = 100.860$  and  $F \text{ Change} = 214.775$ . Among the cynicism dimensions, affective cynicism had a strong positive effect on PANAS ( $\beta = .694$ ,  $p < .01$ ), while cognitive cynicism also had a positive impact ( $\beta = .130$ , not significant), and behavioral cynicism showed no significant effect ( $\beta = .014$ ).

For Life Satisfaction, the demographic variables accounted for 5.5% of the variance in Step 1 ( $\Delta R^2 = .055$ ), with  $F = 5.702$ . Adding the cynicism dimensions in Step 2 significantly increased the explained variance by 48.6% ( $\Delta R^2 = .486$ ), with  $F = 65.864$  and  $F \text{ Change} = 138.160$ . Affective cynicism had a positive impact on Satisfaction with Life ( $\beta = .485$ ,  $p < .01$ ), cognitive cynicism also contributed positively ( $\beta = .254$ ,  $p < .01$ ), while behavioral cynicism had no significant effect ( $\beta = .017$ ).

For Flourishing, the demographic variables explained 7.2% of the variance in Step 1 ( $\Delta R^2 = .072$ ), with  $F = 7.619$ . The inclusion of the cynicism dimensions in Step 2 added 53.0% to the explained variance ( $\Delta R^2 = .530$ ),  $F = 84.522$  and  $F \text{ Change} = 173.731$ . Affective cynicism positively influenced Flourishing ( $\beta = .611$ ,  $p < .01$ ), cognitive cynicism also had a positive effect ( $\beta = .170$ , not significant), while behavioral cynicism had a slight negative but not significant effect ( $\beta = -.006$ ). In the analysis for overall Well-

Being, the demographic variables explained 13.4% of the variance in Step 1 ( $\Delta R^2 = .134$ ), with  $F = 15.323$ . Adding the cynicism dimensions in Step 2 increased the explained variance by 34.7% ( $\Delta R^2 = .347$ ),  $F = 57.961$  and  $F \text{ Change} = 99.522$ . Affective cynicism had a significant positive impact on overall Well-Being ( $\beta = .537$ ,  $p < .01$ ), cognitive cynicism also contributed positively ( $\beta = .179$ , not significant), while behavioral cynicism had a negative but not significant effect ( $\beta = -.117$ ).

Table 4. Summary of Hierarchical Regression Analysis for Organizational Cynicism as a Predictor variable and Subjective Well-Being and its dimensions (PANAS, Satisfaction with Life, and Flourishing) as criterion variables of IT sector employees (N=400)

Demographic variables	PANAS		Life Satisfaction		Flourishing		Well-Being			
	Step1	Step2	Step1	Step2	Step1	Step2	Step1	Step2		
Age	.233	.180	.199	.149	.261	.210	.248	.209		
Gender	-.053	.129	.089	.259	-.048	.126	.249	.382		
Tenure	.023	.039	.056	.071	.028	.043	.029	.041		
Independent Variable	Organizational Cynicism		.685**		.639**		.656**		.502**	
R square	.056	.490	.055	.432	.072	.469	.134	.368		
Adjusted R square	.047	.484	.045	.424	.062	.463	.126	.360		
R square Change	.056	.434	.055	.377	.072	.389	.134	.233		
F	5.879	75.738	5.702	59.812	7.619	69.675	15.323	45.795		
F Change	5.879	335.274	5.702	261.224	7.619	295.200	15.323	145.290		

Table 4 presents the result of hierarchical regression analysis for Organizational Cynicism as a predictor variable and Subjective Well-Being and its dimensions (PANAS, Satisfaction with Life, and Flourishing) as criterion variables of IT sector employees (N=400). The hierarchical regression analysis was conducted to examine the impact of organizational cynicism on PANAS, Satisfaction with Life, Flourishing, and overall Well-Being, while controlling for demographic variables such as age, gender,

experience, and tenure. In the initial step (Step 1), the demographic variables accounted for 5.6% of the variance in PANAS ( $\Delta R^2 = .056$ ) with  $F = 5.879$ . When organizational cynicism was added in Step 2, it significantly improved the model, explaining an additional 43.4% of the variance ( $\Delta R^2 = .434$ ), with  $F = 75.738$  and  $F \text{ Change} = 335.274$ . Organizational cynicism had a strong negative effect on PANAS ( $\beta = .685$ ,  $p < .01$ ). For Satisfaction with Life, the demographic variables explained 5.5% of the



variance in Step 1 ( $\Delta R^2 = .055$ ) with  $F = 5.702$ . Adding organizational cynicism in Step 2 significantly increased the explained variance by 37.7% ( $\Delta R^2 = .377$ ), with  $F = 59.812$  and  $F \text{ Change} = 261.224$ . Organizational cynicism was found to negatively impact Satisfaction with Life ( $\beta = .639$ ,  $p < .01$ ). For Flourishing, the demographic variables accounted for 7.2% of the variance in Step 1 ( $\Delta R^2 = .072$ ) with  $F = 7.619$ . The inclusion of organizational cynicism in Step 2 added 38.9% to the explained variance ( $\Delta R^2 = .389$ ), with  $F = 69.675$  and  $F \text{ Change} = 295.200$ . Organizational cynicism negatively affected Flourishing ( $\beta = .656$ ,  $p < .01$ ). In the analysis for overall Well-Being, the demographic variables explained 13.4% of the variance in Step 1 ( $\Delta R^2 = .134$ ) with  $F = 15.323$ . Adding organizational cynicism in Step 2 increased the explained variance by 23.3% ( $\Delta R^2 = .233$ ) with  $F = 45.795$  and  $F \text{ Change} = 145.290$ . Organizational cynicism had a significant negative impact on overall Well-Being ( $\beta = .502$ ,  $p < .01$ ).

The results described above explored the connections between workplace incivility, cynicism, and subjective well-being among IT sector employees. Correlation findings revealed negative associations of workplace incivility with organizational cynicism and subjective well-being components like PANAS, Life Satisfaction, and Flourishing. Conversely, organizational cynicism correlated positively with workplace incivility and negatively with subjective well-being dimensions. Regression analysis demonstrated that workplace incivility significantly predicted lower PANAS scores, decreased Life Satisfaction, lower level of Flourishing, and overall lower Well-Being, even after demographic variables were considered. Moreover, organizational cynicism, particularly affective cynicism, strongly impacted subjective well-being components positively. These results highlight the detrimental effects of workplace

incivility and organizational cynicism on IT employees' emotional well-being, emphasizing the importance of cultivating positive workplace cultures in the IT industry to promote employee satisfaction and productivity.

## Discussion

The findings of this study shed light on the intricate relationships between workplace incivility, organizational cynicism, and subjective well-being among IT sector employees. Consistent with hypotheses, the correlation analysis revealed negative associations between workplace incivility and subjective well-being components, including Positive and Negative Affect Schedule (PANAS), Life Satisfaction, and Flourishing. This aligns with prior research indicating that experiences of workplace mistreatment can detrimentally impact employees' emotional states and overall well-being (Lim, Cortina, & Magley, 2008). Furthermore, the positive correlation observed between workplace incivility and organizational cynicism resonates with existing literature highlighting the reciprocal nature of these constructs (Cortina et al., 2001). Regression analysis reinforced these findings, demonstrating that workplace incivility significantly predicted lower levels of overall well-being among IT employees, even after controlling for demographic variables. Affective cynicism emerged as a particularly influential predictor of subjective well-being, underscoring its detrimental impact on employees' emotional experiences and job satisfaction (Cropanzano et al., 2017).

### Impact of Workplace Incivility

Workplace incivility, characterized by rude and discourteous behavior, was found to negatively affect employees' emotional states, life satisfaction, and overall mental health. This aligns with the study by Cortina et al. (2001), which linked incivility to increased psychological distress and

decreased job satisfaction. Similarly, Porath and Pearson (2012) found that targets of incivility experienced lower levels of psychological well-being and higher levels of emotional exhaustion.

Moreover, workplace incivility extends its detrimental effects beyond immediate emotional states to broader measures of life satisfaction and flourishing. Lim, Cortina, and Magley (2008) revealed that employees who experienced incivility reported lower life satisfaction and overall flourishing. This supports the findings of regression analysis, where workplace incivility significantly predicted lowered scores on PANAS, satisfaction with life, and flourishing. Schilpzand, Pater, and Erez (2016) confirmed these findings in a meta-analysis, demonstrating that incivility is associated with increased stress, reduced mental health, and lowered well-being.

### **Impact of Organizational Cynicism**

Organizational cynicism, which involves negative attitudes towards the organization, also showed a detrimental effect on employees' well-being. Dean, Brandes, and Dharwadkar (1998) characterized organizational cynicism as involving beliefs of organizational betrayal, contributing to reduced emotional well-being. This is corroborated by the regression analysis, where organizational cynicism significantly decreased positive affect (PANAS). Abraham (2000) found that cynical employees often report lower life satisfaction, attributing it to the perceived breach of psychological contracts by employers. The findings support this, showing a significant negative impact of organizational cynicism on life satisfaction.

The dimensions of cynicism—*affective*, *behavioral*, and *cognitive*—impact well-being differently. *Affective* cynicism, involving strong emotional responses like anger and frustration, had the most significant negative effects on well-being (Johnson & O'Leary-

Kelly, 2003). *Cognitive* cynicism, related to skeptical beliefs about the organization, also negatively impacted well-being but to a lesser extent. *Behavioral* cynicism, characterized by negative actions, showed no significant impact in some studies (Andersson & Bateman, 1997). High levels of organizational cynicism are associated with lower levels of individual flourishing and well-being, as highlighted by Wanous, Reichers, and Austin (2000). The findings of the present study align with this, indicating a strong negative impact on flourishing and overall well-being.

### **Complex Dynamics of Cynicism**

Interestingly, recent research has revealed positive associations between organizational cynicism and subjective well-being, particularly under specific conditions. Some studies propose that organizational cynicism can act as a coping mechanism, allowing employees to emotionally detach from toxic work environments and maintain a baseline level of well-being (Durrah et al., 2019). Moreover, in environments characterized by strong organizational support, cynicism may drive positive change by motivating management to address underlying issues, ultimately enhancing job satisfaction and overall well-being (Kakar et al., 2022). Paradoxically, the regression analysis indicated that affective cynicism had a positive predictive value on well-being measures, possibly due to the temporary emotional relief provided by venting frustrations (Cole, Walter, & Bruch, 2008; Zhang & Shi, 2017). However, this finding warrants further investigation as it contradicts the predominantly negative effects reported in the literature.

### **Implications and Limitations**

Understanding the detrimental effects of workplace incivility and organizational cynicism underscores the need for proactive organizational interventions. Strategies to address incivility and reduce cynicism can

enhance employee well-being, job satisfaction, and overall organizational health. However, the study has limitations. Its cross-sectional design prevents establishing causal relationships, and self-reported data may introduce biases. The sample may not represent all workplace contexts, limiting generalizability. Unmeasured confounding variables and common method bias should be considered. Future research should explore cross-cultural effects and address these limitations to inform effective interventions and policies.

### Conclusion

These findings contribute to our understanding of how workplace stressors impact employee well-being in the IT sector. By identifying the unique effects of workplace incivility and organizational cynicism on subjective well-being, this study emphasizes the importance of addressing negative workplace behaviors and fostering a supportive organizational climate. While organizational cynicism predominantly has a negative impact on employee well-being, there are instances where it can lead to positive outcomes, particularly when it prompts organizational improvements. Organizations aiming to enhance employee well-being and mitigate the detrimental effects of cynicism should implement interventions to address workplace mistreatment and cultivate a positive work environment. Transparency, effective communication, and conflict resolution training can mitigate incivility, while policies can reduce cynicism.

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## The Moderation Role of Gender and Educational Level in the Effect of Mental Well-being on Academic Procrastination

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This cross-sectional study investigates the relationship between mental well-being and academic procrastination among higher education students in Hyderabad, India. Additionally, it examines the influence of demographic factors, including gender and educational level, on these relationships. Method: A sample of 404 higher education students participated in this study. Mental well-being was assessed using the Warwick-Edinburgh Mental Well-being Scale (WEMWBS), while academic procrastination was measured using the academic procrastination scale. Demographic variables included gender (male, female, and LGBTQ+) and educational level (undergraduate, post-graduate, research). The bivariate correlation analysis revealed a significant negative relationship between mental well-being and academic procrastination ( $r = -0.499$ ,  $p < 0.05$ ). One-way ANOVA indicated no significant differences in academic procrastination levels among gender groups ( $p = 0.053$ ). However, there was a significant difference in mental well-being levels among gender groups ( $p < 0.001$ ), Significant differences in academic Procrastination among students at different educational levels ( $p < 0.001$ ), a significant difference in mental well-being among students at different educational levels ( $p = 0.000$ ) were found. Moderated multiple regression analysis revealed that the demographic variables of gender and educational level further influence the relationships. The study highlights a negative association between mental well-being and academic Procrastination. Moreover, it emphasises the impact of demographic factors on these relationships, suggesting that female and LGBTQ+ students and those at higher educational levels experience more significant reductions in academic Procrastination with improved mental well-being. These findings provide valuable insights for interventions to enhance higher education students' well-being and academic performance in Hyderabad, India.

**Keywords:** Mental Well-being, Academic Procrastination, Gender, Educational Level, Higher Education

Mental well-being (MWB), a multidimensional construct encompassing emotional, psychological, and social dimensions, is crucial in shaping students' academic experiences and outcomes (Alshehri, 2021). The World Health Organization defines mental well-being as allowing individuals to "realise their abilities, cope with life's stresses, work productively, and contribute to their community" (2018). On the other hand, Academic Procrastination (AP) refers

to the intentional delay of academic tasks despite knowing the negative consequences (Chen & Han, 2017; Ferrari, 2001; Steel, 2007). Understanding the factors influencing academic procrastination is essential for educators and students, as it can significantly impact their ability to manage their academic responsibilities effectively (Fentaw et al., 2022; Glick & Orsillo, 2015; Rozental et al., 2022; Solomon & Rothblum, 1984). The intersection of these two factors has

profound implications for students' success and overall quality of life (Baiju & R, 2021; Carpi et al., 2022; Glick & Orsillo, 2015; Lattie et al., 2019; Spagert et al., 2022).

Previous research has consistently shown an inverse relationship between mental well-being and academic procrastination (Glick & Orsillo, 2015; Liinamaa et al., 2022; Peixoto et al., 2021; Sutcliffe et al., 2019). Individuals with higher mental well-being tend to exhibit lower procrastination tendencies due to self-efficacy, self-regulation, and a positive mental state (Glick & Orsillo, 2015; Liinamaa et al., 2022; Sutcliffe et al., 2019). Individuals with better mental well-being often possess higher levels of self-efficacy and self-regulation, enabling them to effectively initiate and sustain academic tasks (Baiju, n.d.; Fancourt et al., 2022; Huang et al., 2023; Huberty et al., 2019; Linden & Stuart, 2020). A positive mental state fosters a sense of purpose and motivation, reducing the likelihood of procrastination (Kotera et al., 2022; Linden & Stuart, 2020). However, the influence of demographic factors such as gender and educational level remains debated (Wang et al., 2022). Some studies have reported gender-based differences in procrastination tendencies, with males being more prone to academic procrastination (Albursan et al., 2022). Contemporary research indicates evolving patterns, suggesting reduced gender-based disparities (Fentaw et al., 2022; Klassen & Kuzucu, 2009). Educational level is also a significant determinant of procrastination behaviour, as research-intensive programs, such as postgraduate and research scholars, often present unique stressors contributing to heightened procrastination tendencies (Gu et al., 2023; Vargas, 2017). Additionally, demographic variables such as gender and sexual orientation should be considered in the context of mental well-being and academic procrastination, as the experiences of LGBTQ+ students may differ from their

heterosexual peers due to factors such as social stigma, discrimination, and identity formation (Denney et al., 2021). Mental well-being is crucial in academic procrastination and demographic variables, but research gaps exist (Becker et al., 2014). Limited research has explored how mental well-being influences academic procrastination (Hernández et al., 2020; Kauhanen et al., 2023; Sureka & R, 2020; Zhou et al., 2022), and a deeper understanding of these processes could inform targeted interventions. The psychological pathways through which mental well-being affects academic behaviors, including self-regulation, motivation, and emotional well-being, are essential (Haider et al., n.d.; Kotera et al., 2022; Linden & Stuart, 2020; Zhou et al., 2022). Gender-based differences in procrastination behaviors require further investigation to identify driving factors. Research scholars face unique challenges in their academic journeys, and understanding how these challenges intersect with mental well-being and academic procrastination is crucial for providing practical support and resources. The literature underscores the complex relationship between mental well-being and academic procrastination among higher education students. However, questions surrounding the influence of demographic variables, including gender and educational level, persist. Addressing these gaps is essential for developing effective interventions that enhance students' well-being and academic success. The study investigates the relationship between mental well-being and academic procrastination among higher education students in Hyderabad, India. The study also examines the influence of demographic variables, including gender and educational level, on students' academic procrastination and mental well-being. The moderating role of gender and educational level in the

relationship between mental well-being and academic procrastination is assessed.

### Hypotheses

- H<sub>01</sub>: There is no significant relationship between mental well-being and academic procrastination among higher education students in Hyderabad, India.
- H<sub>02</sub>: There is no significant difference in academic procrastination levels between male, female, and LGBTQ+ students in higher education in Hyderabad, India.
- H<sub>03</sub>: There is no significant difference in academic procrastination levels among students at different educational levels (under graduation, post-graduation, and research) in Hyderabad, India.
- H<sub>04</sub>: There is no significant difference in mental well-being levels between male, female, and LGBTQ+ students in higher education in Hyderabad, India.
- H<sub>05</sub>: There is no significant difference in mental well-being levels among students at different educational levels (under graduation, post-graduation, and research) in Hyderabad, India.
- H<sub>06</sub>: The relationship between mental well-being and academic procrastination is not influenced by the demographic variables of gender and educational level among higher education students in Hyderabad, India.

### Method

#### Research Design

A cross-sectional investigation design was employed to examine the relationship between mental well-being, academic procrastination (Babu et al., 2019; Snehitha et al., 2022), and the influence of demographic variables among higher education students in Hyderabad, India. Cross-sectional research allows data collection at a single point, providing insights

into the associations and differences among variables within the studied population (Creswell & Creswell, 2017; Kothari, 2013).

### Participants

The study sample comprises 404 higher education students pursuing in different higher education institutes in Hyderabad, India. Participants were selected using random sampling. The sampling distribution involved is 110 under-graduation students (Male - 62, Female - 44, LGBTQ+ -4); 152 post-graduation students (Male - 71, Female - 73, LGBTQ+ - 8) and 142 research scholars (Male - 75, Female - 53, LGBTQ+ - 14).

Self-administered questionnaire used to collect the data. Participants were approached in person. Ethical approval was obtained before data collection to ensure participant consent, confidentiality, and data security.

### Measures:

The self-administered questionnaire included the participant's demographic variables, i.e. gender and educational level. Followed by "Warwick-Edinburgh Mental Well-being Scale" (Tennant et al., 2007) and Academic Procrastination Scale (APS) originally developed by Busko (1998) was used to measure the participants' academic procrastination.

### Results

Bivariate correlation analysis: The bivariate correlation analysis examined the relationship between mental well-being and academic procrastination.

Table 1. Bivariate Correlation analysis between mental well-being and academic procrastination.

Variables	MWB and AP
Pearson correlation	-0.499
Sig. (2-tailed)	0.000

Table 1 shows the results of bivariate correlation analysis.  $r = -0.499$  revealed a significant negative correlation between mental well-being and academic procrastination. This indicates that as mental

well-being levels increase, students tend to exhibit lower academic procrastination levels and vice versa. The correlation is statistically significant, as evidenced by the p-value (two-tailed), which is less than the commonly used significance level of 0.05.

Table 2. One-Way ANOVA Results for Academic Procrastination by Gender and Educational Level.

Academic_Procastination						
Gender	Volume	SS1	df	MS2	F	Sig.
	Between Groups	210.420	2	105.210	2.966	.053
	Within Groups	14226.422	401	35.477		
	Total	14436.842	403			
Educational level	Between Groups	2648.711	2	1324.355	45.051	.000
	Within Groups	11788.131	401	29.397		
	Total	14436.842	403			

SS1-Sum of Squares, MS2- Mean Squares

Table 3. Post-hoc multiple comparisons results for academic procrastination and educational level.

Dependent Variable: Academic_Procastination		
Tukey HSD		
Educational Level	Comparison	Sig.
	UG & PG	0.542
	PG & Research	0.000
	Research and UG	0.000

To test Hypothesis 2 regarding gender differences in academic procrastination levels among higher education students in Hyderabad, India, a one-way ANOVA test was performed, with results reported in Table 2. The result suggests no significant difference in academic procrastination levels among male, female, and LGBTQ+ students, as the p-value is 0.053, which exceeds 0.05.

Therefore, Hypothesis 2 is supported, indicating that gender does not significantly impact academic procrastination levels in this sample.

Hypothesis 3 focused on the impact of educational levels (under graduation, post-graduation, and research) on academic procrastination. Table 2 show a significant difference in academic procrastination levels among students at different educational levels ( $p = 0.000$ ). Post-hoc tests reported in Table 3 revealed a significant difference between undergraduate and research scholars and post-graduation and research scholars. However, no significant difference in academic procrastination levels was found between undergraduate and post-graduation students. This suggests that students engaged in research exhibit significantly different procrastination behaviors compared to those at lower educational levels.



Table 4. One-Way ANOVA Results for mental well-being by gender and educational Level.

Mental Well-being						
Gender	Source	SS1	df	MS2	F	Sig.
	Between Groups	2921.470	2	1460.735	28.275	.000
	Within Groups	20716.320	401	51.662		
	Total	23637.790	403			
Educational Level	Between Groups	2733.133	2	1366.567	26.214	.000
	Within Groups	20904.656	401	52.131		
	Total	23637.790	403			

SS1-Sum of Squares, MS2- Mean Squares

Table 5. post-hoc multiple comparisons results for mental well-being by gender and educational Level.

Dependent Variable: Mental Well-being		
Tukey HSD		
	Comparison	Sig.
Gender	Male & Female	0.000
	Female & LGBTQ+	0.001
	LGBTQ+ and Male	0.999
Educational Level	UG & PG	0.000
	PG & Research	0.011
	Research and UG	0.000

To test Hypothesis 4, which focuses on gender differences in mental well-being levels among higher education students in Hyderabad, India, another one-way ANOVA was conducted and reported in Table 4. The results indicate a significant difference in mental well-being levels among gender groups, as the p-value is less than 0.05. Post-hoc tests, as reported in Table 5, revealed a significant difference in mental well-being between male and female students, as well as between LGBTQ+ and female. However, no significant difference was observed between male and LGBTQ+ students. These findings suggest that

gender plays a role in mental well-being, particularly when comparing male and female students.

Another one-way ANOVA was conducted to test Hypothesis 5, which examines the influence of educational levels on mental well-being among higher education students in Hyderabad, India. Table 4 shows a significant difference in mental well-being among students at different educational levels ( $p < 0.001$ ). From Table 5, post-hoc tests revealed substantial differences between undergraduate and research scholars and post-graduation and research scholars. However, there was no significant difference in mental well-being levels between undergraduate and post-graduation students. This implies that research scholars experience significantly distinct levels of mental well-being compared to those at lower educational levels.

Hypothesis 6 aimed to explore whether the relationship between mental well-being and academic Procrastination is influenced by demographic variables, specifically gender and educational level. This moderated multiple regression analysis allows testing whether the relationship between mental well-being and academic procrastination varies depending on the levels of the moderator variables (gender and educational level).

Table 6. Coefficients and p-values for the main effects and interaction terms.

Model		B	Sig.
Main effects	(Constant)	48.798	0.000
	Mental Well-being	-0.343	0.000
	Gender	-0.908	0.031
	Educational level	-1.813	0.000
Interaction terms	(Constant)	31.302	0.000
	Mental Well-being_ Gender	-0.121	0.033
	Mental Well-being_ Educational Level	-0.150	0.001

a. Dependent Variable: Academic\_Procrastination

The coefficient for mental well-being is -0.343, and the p-value is < 0.001. This indicates a significant negative relationship between mental well-being and academic procrastination. As mental well-being increases, academic procrastination tends to decrease among students. The coefficient for gender is -0.908, and the p-value is < 0.05. This suggests a significant negative relationship between gender and academic procrastination. The coefficient for educational level is -1.813, and the p-value is < 0.001. This indicates a significant negative relationship between educational level and academic procrastination.

The coefficient for the interaction term mental well-being and gender is -0.121, and the p-value is < 0.05. This suggests that the relationship between mental well-being and academic procrastination is significantly influenced by gender. The coefficient for the interaction term mental well-being and educational level is -0.150, and the p-value is 0.001 ( $p < 0.001$ ). This indicates that the relationship between mental well-being and academic procrastination is significantly influenced by educational level. Overall,

these results suggest that mental well-being has a significant negative association with academic procrastination among higher education students in Hyderabad, India. The relationships are further influenced by the demographic variables of gender and educational level. Female and LGBTQ+ students and those at higher educational levels tend to experience more significant reductions in academic procrastination as their mental well-being improves.

### Discussion

The study reveals a significant negative correlation between mental well-being and academic procrastination, suggesting that students with higher levels of mental well-being are less likely to engage in procrastinatory behaviours. This finding aligns with previous research consistently highlighting the inverse relationship between these constructs (Glick & Orsillo, 2015; Liinamaa et al., 2022; Peixoto et al., 2021; Sutcliffe et al., 2019). The study emphasizes the importance of considering students' mental well-being as a crucial determinant of their academic behaviours. Interventions to enhance students' mental well-being may effectively reduce academic procrastination tendencies. By fostering a positive mental state, educational institutions can equip students with the psychological resources to overcome procrastination and engage more effectively in their academic tasks (Baik et al., 2019; Fentaw et al., 2022; Furlan & Cristofolini, 2022; Ghafari et al., 2021). However, the direction of causality remains an open question. Future longitudinal research could provide deeper insights into whether improvements in mental well-being led to reduced procrastination or vice versa.

The results indicate no significant difference in academic procrastination levels between male, female, and LGBTQ+ students in higher education in Hyderabad,

India. This contradicts some earlier studies that suggested gender-based variations in procrastination tendencies, with males often being more prone (HAYAT et al., 2020); some studies identified no significant differences in gender (Babu et al., 2019; Fentaw et al., 2022; Klassen & Kuzucu, 2009; Snehitha et al., 2022). The educational level is also one of the significant factors influencing procrastination behaviour. Our results indicated a significant difference in academic procrastination levels among students at different educational levels, with research scholars reporting higher procrastination tendencies than undergraduates and postgraduates. Previous research suggests no link between educational level and academic procrastination (Albursan et al., 2022; HAYAT et al., 2020; Lu et al., 2022; Sureka & R, 2020), but stressors in research-level programs contribute to heightened procrastination behaviours, necessitating targeted interventions (Vargas, 2017).

The significant differences in mental well-being among male, female, and LGBTQ+ students revealed in this study resonate with previous research. A survey by Lina Spagert, Christian Janssen, and Christoph Geigi (2022) found that gender differences exist in mental well-being, with women reporting higher levels of psychological distress. These findings are supported by other studies (Barbayannis et al., 2022; Carpi et al., 2022). Research on LGBTQ+ individuals has highlighted unique mental health challenges due to societal discrimination and stigma (Denney et al., 2021). However, some studies reported no gender difference in mental well-being (Alshehri, 2021; Baiju & R, 2021). The study reveals significant differences in mental well-being across educational levels, with no prior research supporting or contradicting these findings. As students progress to higher educational levels, academic demands and pressures may impact their mental well-being (Alshehri, 2021; Barbayannis et al.,

2022; Bewick et al., 2010; Sining et al., 2022; Spagert et al., 2022), necessitating future research.

The complex interplay between mental well-being, gender, educational level, and academic procrastination is moderated by gender and educational level. Female and LGBTQ students and those at higher educational levels tend to experience more significant reductions in academic procrastination as their mental well-being improves. While previous studies have explored the individual influences of mental well-being, gender, and educational level on academic procrastination (Albursan et al., 2022; Alshehri, 2021; Baiju & R, 2021; Barbayannis et al., 2022; Becker et al., 2014; Bewick et al., 2010; Carpi et al., 2022; Fentaw et al., 2022; HAYAT et al., 2020; Klassen & Kuzucu, 2009; Lu et al., 2022; Spagert et al., 2022; Sureka & R, 2020; Wang et al., 2022), they must delve into their combined effects. These findings underscore the importance of tailored interventions that consider the diverse needs of students based on their gender and educational level.

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## Hit that Changed the Behaviour: A Case of Moderate TBI

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A family-hit [TBI] that refreshed the Phineas Gage incident has been presented in this study. The event's significance attracted the attention of the researcher to explore the case in depth. The family-hit on the top right forehead just above the eyebrow was hard enough to knock down the 8-year-old child on the ground. It was a primary injury that took almost three weeks to heal. The physical injury seemed minor, but associated psychological trauma led to behavioural and personality upheaval in the child. The consequences associated with secondary injury had observable effects on the victim's behavioural expressions. For collection of historical accounts, a self-designed semi-structured questionnaire was used to interview the participant, parents, and teachers. The present case describes the causes and circumstances of the event and post-event analysis. The subject's intelligence was assessed using Coloured Progressive Matrices and the Seguin Form Board. The results indicated average intellectual capacity.

**Keywords:** TBI, psychological trauma, behavioural expression

Phineas P. Gage's case was a watershed event that transcended the scope of psychology beyond the mind, behaviourism and other schools. It was a clear case of traumatic brain injury (TBI). The Cavendish, Vermont (1848) incident changed our view about the relationship between mind and brain (O'Driscoll & Leach, 1998). The white and grey matter-smeared tampering rod that left Gage blind in the left eye also produced significant behavioural and personality changes. The incident is unique in psychology and has become a reference point for over five decades. "The injury to the prefrontal cortex of the frontal lobes of the brain can cause profound personality changes, without other apparent neurological deficits (Observations by David Ferrier in 1878). The event opened the floodgates of the brain for psychologists desirous of knowing the role of the brain in human behaviour with direct evidence.

In the present case, the rugged and rustic glass brimming with local wine replaced the tampering iron; though it did not pierce the head, it was significant enough to disturb the interior of the frontal lobe. The child suffered moderate traumatic brain injury, which can result from a simple blow to the head (Georges & Das, 2023). The eight-year-old male child, third in birth order from a low-income family, was struck above the tail end of the left eyebrow by none other than his father. It was a summer evening. The bleeding child screamed to the capacity of his lungs with excruciating pain. The intensity of the hit was so strong that the child's small body couldn't resist the projectile force and consequently crashed to the ground. The child was lucky enough to survive. According to the Indian Head Injury Foundation website, in India, only 1 out of 6 brain injury trauma victims did not survive, while in the US, this figure is 1 out of 200. In India, nearly 20 lakh



people sustain brain injuries, and almost 2 lakhs succumb to their injuries (Gururaj et al. 2005). The wound took nearly three weeks to heal, leaving a small vertical crescent scar at the top right forehead just above the eyebrow (Figure 1). The physical injury seemed minor, but associated psychological trauma led to behavioural and personality upheaval in the child. It was a case of primary head injury resulting from primary external impact (Galgano et al., 2015). The injury led to observable behavioural changes.



Figure 1. Vertical crescent scar at the top right forehead just above the eyebrow

#### Observed Behavioural Manifestation

- Significant agitation crisis symptoms (Luaute, et al., 2016).
- Intelligence (raw score 24)
- Physically hyper-active [overflowing energy] with significant attention deficiency
- Poor academic memory with a significant lack of interest in academics (Figure 2)
- Significantly sluggish in learning
- Non-cooperative on social issues such as poor peer relations
- Unanimous rejection by classmates
- Careless in self grooming
- Typical gaze of mistrust
- Poor eyesight (Nearsightedness/ Myopia)

- Poorly built physical structure

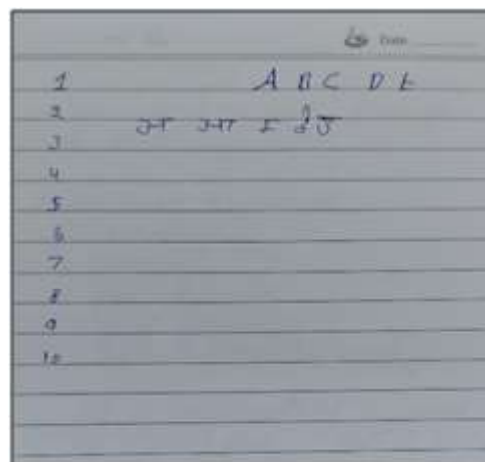


Figure 2. Sample of Observable Academic Output

#### Method

##### Sample

Single case study (13-year-old male child, age at the time of study), child's mother (Father refused to participate), classteacher, school psychologist and the intern student who were instrumental in the identification and closely associated with this case.

##### Data Collection

The self-designed semi-structured questionnaire was used to interview the child, parents, and teachers. All stakeholders were adequately briefed on the purpose of the study, and consequently, written consent was obtained. The questionnaire contained questions about events, pre- and post-incident behaviour, school behaviour, academic performance and intervention. Questionnaires for each category of participants were separate (Appendix I, II, III). However, specific questions were kept standard. Apart from that, open-ended questions were asked to gain deeper insights into the outcomes of the traumatic incident. Informal discussions were also held with the student's classmates and other school students familiar with him. The student was

administered a coloured progressive matrices test (CPM), which is an alternative form of Raven's progressive matrices (RPM) published in 1940 (Leavitt, 2011) and the Seguin Form Board Test was used to assess intelligence levels and compare the results.

### **Procedure**

At the outset, the researcher approached the child through her class teacher. A rapport was established at the preliminary stage, a monumental task. The apparent stigma of self-perceived shame loomed large on the face of the child. The child was reluctant to talk or share basic information with the researcher. The long-associated class teacher was called upon for help. The teacher could convince the child to initiate a talk with the researcher. It took two completed sessions of one hour each to establish workable rapport. Following workable rapport, the child was interviewed and administered with a semi-structured questionnaire. The following individuals were separately interviewed to gather information about the subject.

- Child's classmates-cum-playmates (three boys).
- Child's class teacher
- Child's mother
- Child's brother
- School Psychology teacher-cum-psychologist

### **Results**

#### **Intelligence**

The subject's IQ level was 70 (CPM), where he lies between the 25th and the 75th percentiles, encompassing the intellectually average category. For the Seguin Form Board Test (SFBT), the shortest time was 16.3 seconds, and the total time was 52.4 seconds. According to norms (Goel & Sen,

1984; Bharat, 1971), the subject's mental age is likely to be 12 years.

#### **Subject's responses**

The subject has a clear memory of the incident and knows who hit him and with which object he was hit. However, he did not understand why he was hit (response to the second question). When the child was asked who he loves to associate with (shares his personal information), he replied none. He has no recollection of being taken to the nearest primary health centre for treatment. In a clear case of attribution, he feels safe to blame his father and circumstances for the incident. He is reluctant to go to school. On further enquiry, he said he goes to school due to his father's fear, a midday meal and the freedom to play. He did not know the reason why he was hit, but his brother, who witnessed the scene, shared the blame for the incident equally among alcohol, father and subject. The subject stated that his father is cruel, non-cooperative and permanently remains under the influence of alcohol. He hates him. While he praised his mother for working hard and bearing the family burden, she sometimes gave her peace of mind.

#### **Parent's (Mother's responses)**

The subject's mother confessed that she was at home during the incident. In a joint response to the second and third questions, she said that creating a stir and resorting to violence is a regular phenomenon. We are afraid of evening. When probed further, she said that his bad habit (referring to the alcohol addiction of his husband) had deteriorated the family environment. When the researcher asked about help from the government or non-government organisations, she responded with a blunt no, with apparent disgrace on her premature, wrinkled face. Regarding emotional expression by her son (subject), she said that before the incident, he was an obedient child

with childish behaviour, calm and gentle, used to sleep for longer hours, had average food intake, engaged in troublemaking with lesser frequency and intensity, almost had no complaints, easily mingle with friends and more importantly he uses to share things among older and younger siblings. However, post-incident, everything has gone upside down. He is no more what he was. Immediately after the incident, he had several bouts of high fever. He does not listen, neighbours and peers regularly complain against him, is not interested in studies, sleeps less, regularly demands money, and is found to be engaged in stealing small objects. I have thrashed him several times but in vain. What should I tell? His father does not listen if I complain; he knows only one thing, i.e. to pick up a stick and thrash whoever comes before him. The incident has changed my son's behaviour and worldly perspective. She asked the researcher with typical innocence on her face, "Can you do something?" were her last words before the abrupt termination of the interview.

### **Teacher's responses**

No, this was the class teacher's answer to the first question (Appendix III). Discharging administrative responsibilities leaves me with less time to manage the classroom effectively. Additionally, I strive to provide individual attention to the needs of each student. Daily, students come to me to complain about the subject's rude behaviour. He seems to be omnipresent as far as negative affairs are concerned. He is the slowest learner and has very little academic knowledge. He cannot sit quietly even for a few seconds and does not pay attention. His eyes are always on go stance. No one likes to be his desk-mate, playmate, or friend. He seems to have anti-social dominant thoughts. No, he does not complete his homework. I have drained all my pedagogical resources. I have tried all strategies: audio-video aids, learning by doing, variable ratio schedule,

negative reinforcement, punishment, play therapy, friends' therapy and buddy teaching. Parents never bothered to cooperate with me; they (the only mother) visited the school for parent-teaching meetings twice in the last three years. Despite several regular telephonic or note reminders, they do not turn up. He expresses his negative emotions with more intensity and frequency. I rarely find him smiling or laughing. He regularly attends school but does not like to attend classes; instead, he loves to bunk classes and roam around. He showed little interest in other activities except where he was given leadership roles. He prefers an autocratic leadership style. Once, I made him a class monitor (giving responsibility) and asked him to write down the names of students on the board who make noise. Rather than writing the names on the board, he took the law into his hands and slapped several students. There was a stir in the class. Later, I learned that a group of students outside the school hours badly thrashed him. Other teachers had more or less similar views about the participants. In response to question No. 9 (Appendix III), the teacher admitted that she once met one of the participant's primary teachers during the department's one-day program and enquired about the participant's behaviour out of curiosity. Regarding general behaviour, the teacher responded with a gloomy outlook and said I do not think this school or we teachers are trained to handle children like him. He must be admitted to some other institution to receive appropriate intervention. If it remains unnoticed, he may find himself trapped in the pool of crime and drugs because he is on the threshold of adolescence.

### **Discussion**

The CPM-assessed IQ level indicates that the subject falls in the intellectual average category. The SFBT results indicate that the mental age is lesser by one year than the chronological age. However, the lower

intellectual category and mental age cannot be solely attributed to the specific incident. The meta-analysis found that moderate TBI can cause persistent intelligence impairment (Konigs et al., 2015). The present study subject's response pattern indicates average memory and a satisfactory understanding of the events. The discussed injury may or may not have influenced his cognitive functionalities, but it had left an indelible mark on his cognitive landscape, resulting in a behaviour change. The severe injuries have not been found to cause long-term major intellectual impairments (Wood & Rutterford, 2006). The subsequent behavioural manifestations could result from the secondary injury initiated internally after the primary injury, which has been attested in the findings (Marshall, 2000). The subject's mother asserts that the child underwent several bouts of high body temperature post-incident. Post-TBI, there occurs an increase in body temperature, which correlates with increased cytokine release. The mother's pre and post-incident behavioural observations of her son are indicative of significant changes in the cognitive domain. The changed behavioural outcomes seem to emerge from the secondary damage. Secondary brain damage contributes to the development of clinical symptoms. As evident from class teacher responses, the subject is a clear case of misfit and has a high chance of suffering from ADHD. The injury has caused a significant behaviour change, which has had a significant negative impact not only on the self or family but also on teachers and fellow students.

### Limitations

As the reported case is an ex-post facto study investigated five years after the incident, other factors may have influenced the behavior modification during that time. Because the study was conducted post-event, no standard behavior checklist was used. Consequently, the observable behavior

changes are entirely based on the narratives provided by various stakeholders.

### Conclusion

An eight-year-old child sustained a traumatic head injury; the intensity and subsequent outcomes warranted it to be classified as moderate. The first-hand responses of all stakeholders painted a behavioural picture, which showed the secondary impact of TBI. The behaviour has undergone significant change in a negative direction post-TBI. The intelligence test results showed that the individual falls under the intellectual average category.

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## Social Media Fatigue, Self-Esteem, and Unintentional Procrastination among College Students

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This study explores the link between college students' self-esteem, unintentional procrastination, and social media fatigue, an emerging behavioral research concept, and its impact on psychological aspects of human behavior, including task completion and decision-making. The sample consisted of 80 college students from the Varanasi and Trivandrum districts. The sampling method used to collect the data was convenience sampling. Rosenberg's Self-Esteem Scale, Unintentional Procrastination Scale, and Social Media Fatigue Scale were used to measure Self-esteem, Unintentional procrastination, and social media fatigue. This study discovered a significant negative correlation between self-esteem and both unintentional procrastination and social media fatigue, suggesting that promoting healthier digital habits could be an effective intervention strategy. Enhancing self-esteem via psychological interventions can have a beneficial effect on individuals.

**Keywords:** Social media, fatigue, self-esteem, procrastination

The tendency to disengage from social media platforms due to overwhelming feelings due to the excessive use of these platforms is known as social media fatigue (Techopedia, 2017). The continuing growth of online connections with friends and followers on these sites is the cause of this overwhelming feeling (Bright et al., 2015). Fatigue represents the feeling of tiredness, which can be considered a subjective experience with varying duration, intensity, and mood disturbances. (Piper et al., 1987). Fatigue is classified into two types: Physical and Psychological fatigue (Zhang et al., 2016). Physical fatigue constitutes a decrease in physiological capacity, whereas psychological fatigue involves negative subjective perception (Eidelman, 1980). Prior research has consistently shown a negative relation between self-esteem and fatigue, indicating that individuals with lower self-

esteem tend to experience greater fatigue. (Cramer et al., 2016).

Self-esteem is a person's internal assessment of their own worth, encompassing their thoughts, emotions, and self-image. (Rosenberg, 1965). Satisfying self-esteem needs leads to feelings of personal strength, self-assurance, and a sense of being useful and important (Maslow, 1943). Self-esteem is a kind of self-analysis, and the result from that self-analysis we get a picture of ourselves, and this self-analysis could be both positive as well as negative. High self-esteem helps us boost self-confidence and self-worth. Whereas someone with low self-esteem will lack confidence, might be always in a doubtful state about their potential and capabilities, they might have the tendency to compare themselves with others and thereafter regret the person they are. Having positive self-esteem is essential to lead a life

with good well-being (Vanbuskirk, 2023). An Indian study, conducted in Gorakhpur found a significant gender difference in self-esteem, where females had high self-esteem, also a negative association was there between the users and their self-esteem (Hasan, 2018). Research connecting the link between depression, self-esteem, and Internet addiction among college students was done using a descriptive correlational approach (Bahrainian et al., 2014). The study's conclusions showed that 40.7% of the pupils were addicted to the Internet. Depression, internet addiction, and self-esteem were all significantly correlated.

Procrastination is an act of postponement of the task at hand which is considered a failure in self-regulation (Ferne et al., 2016). This kind of behavior can lead to a reduction in task performance and can negatively affect one's life goals in the long run. There are 2 types of procrastinators: Active and passive procrastinators (Lay, 1986). People who actively procrastinate are the ones who purposefully procrastinate on a particular task so that they can put more focus on tasks that are more significant, whereas passive procrastinators denote the traditional concept of procrastinators, who won't have any intention to procrastinate but they will be doing so due to the inability to make decisions quickly. The two domains of procrastination include Intentional and Unintentional procrastination (Ferne et al., 2016). Unintentional procrastinators have perceived involuntary control of procrastinating tasks, decision initiation, and completion of a task at hand. On the other hand, Intentional procrastinators have a perceived voluntary control of procrastinating. There are various scales to measure procrastination in different contexts, including the General Procrastination Scale, Decisional Procrastination Scale, and Active Procrastination Scale (Mann, 1982; Choi & Moran, 2009; Franz, 2020). There are only

a few studies available on unintentional procrastination in the Indian setup.

### **Purpose of the Study**

This study investigates the link between social media fatigue, self-esteem, and procrastination among college students. Current studies indicate that experiencing privacy concerns contributes to social media fatigue. Moreover, individuals possessing high self-esteem demonstrate an ability to effectively navigate these privacy concerns. This indicates that people with elevated self-esteem exhibit confidence in managing their privacy issues, making privacy concerns less persistently troublesome (Yang & Zhang, 2022). Overexposure to information available on social media platforms can cause emotional exhaustion leading to behavioral changes, including procrastination, lack of concentration, temporary memory loss, irritability, and anxiety (Leonard, 2018; Muppalla et al., 2023). Social media has a wide variety of contents available, and a person with moderate to high self-esteem might have a hygienic usage with these contents in terms of an understanding between what should be consumed and what needs to be expelled. Research have indicated that procrastination is linked to low self-esteem. Several studies have identified self-esteem as a reliable predictor of procrastination (Hajloo, 2014). When someone is unintentionally procrastinating their responsibilities and duties, they might tend to have decrease in attention, and an inability to make quick decisions and complete an already committed task. A person who is high in self-esteem will be more aware and focused about their targets and there is a chance for such people to avoid procrastinating traits. With this brief background, the present study intends to evaluate the association between social media fatigue, self-esteem, and unintentional procrastination among college students.

## Method

### Sample

A convenience sample of 80 college students was used to collect data for the study. The collected data had participants aged between 18-31 years. The mean age of the sample is 23.6. The number of males and females was 15 and 65 respectively in the sample.

### Measurements

The Social media fatigue scale is a multidimensional scale that has 15 items that are used to measure social media fatigue. The scale was devised and verified by Zhang et al (2021). The scale is based on 3 dimensions: cognition, behavioral, and emotional. For rating, this Likert scale has 7 points ranging from 1 to 7 (Totally disagree to totally agree). The McDonald's Omega coefficient was 0.83.

Rosenberg's (1965) Self-esteem Scale is a 10-item scale, which is intended to measure both positive and negative feelings, in order to determine an overall sense of worth. The scale ranges from 4 (strongly agree) to 1 (strongly disagree) for positive statements, and is reverse-scored for negative statements. There are 5 positive and 5

negative items. Self-esteem scores are designed so that higher scores indicate greater self-esteem, whereas lower scores denote lower self-esteem. The internal consistency value was 0.77.

The Unintentional Procrastination Scale comprises six items, which is a Likert scale that has 4 points, ranging from 1 (Do not agree) to 4 (Agree Strongly). Fernie et al. (2016) developed this scale, and the original study reported favorable attributes, including good internal consistency, as well as construct and divergent validity.

### Procedure

The data was collected from the participants and informed consent was taken. There were 3 questionnaires – Social Media Fatigue Scale, Rosenberg Self-esteem Scale, and Unintentional Procrastination Scale. The forms were distributed to college students over 18, and the completion time for all three scales was approximately 15 minutes.

## Results

The Pearson correlation was analyzed among social media fatigue, self-esteem, and unintentional procrastination, the findings are outlined in Table 1.

Table 1. The intercorrelation the variables for the entire sample (N = 80).

	Unintentional Procrastination	Social Media Fatigue	Cognitive Experiences	Behavioural Experiences	Emotional Experiences
Self Esteem	-0.28*	-0.27*	0.05	-0.28*	-0.32**

\* $p < 0.05$  \*\* $p < 0.01$

The association between Self-esteem and unintentional procrastination was found to be significantly negative,  $r = -0.28^*$ ,  $p < 0.05$ . A significant negative correlation was also discovered between self-esteem and social media fatigue,  $r = -0.27^*$ ,  $p < 0.05$ , and with only 2 dimensions of social media fatigue such as Behavioural and Emotional, self-

esteem was having significant negative correlation,  $r = -0.28^*$ ,  $p < 0.05$  and  $r = -0.32^{**}$ ,  $p < 0.01$ .

### Simple Regression analyses

Simple linear regression analyses had been conducted and the results are summarized in Table 2.



Table 2. A brief overview of simple linear regression for self-esteem predicting social media fatigue (SMF) in college students (N = 80).

Response variable	C	B	SEB	$\beta$	T	SE	R <sup>2</sup>	F	P
SMF	78.18	-0.8	0.31	-0.27	-2.52	13.1	0.08	6.38	0.01

Table 3. A brief overview of simple linear regression for Self-esteem predicting behavioural dimension of SMF in college students (N = 80).

Response variable	C	B	SEB	$\beta$	T	SE	R <sup>2</sup>	F	P
Behavioural Dimension	28.85	-0.4	0.16	-0.27	-2.56	6.6	0.07	6.57	0.01

Table 4. A brief overview of simple linear regression for Self-esteem predicting emotional dimension of SMF in college students (N = 80).

Response Variable	C	B	SEB	$\beta$	T	SE	R <sup>2</sup>	F	P
Emotional Dimension	28.45	-0.4	0.13	-0.32	-2.9	5.52	0.1	8.9	0.00

Note. Predictor: Self-esteem; - C represents the constant term; B shows the unstandardized beta coefficient; SEB displays the standardized error of the beta coefficient;  $\beta$  represents the standardized beta coefficient; t values of beta (t) indicate the significance of each independent variable; SE is the standard error of the estimate; R<sup>2</sup> (coefficient of determination) shows the proportion of variance in the dependent variable explained by the independent variables; F value (F) indicates the overall significance of the regression model; p (significance level) shows the probability of observing the results by chance, with lower values indicating greater significance.

As shown in Table 2, self-esteem accounts for a significant 7.6% of the variation in social media fatigue (SMF),  $R^2 = 0.076$ , adjusted  $R^2 = 0.064$ ,  $F(1,78) = 6.38$ ,  $p < .05$ . The link between self-esteem and social media fatigue was found to be significantly negative,  $\beta = -0.27$ ,  $p < .05$ , with a decline in social media fatigue being associated with a rise in self-esteem among college students.

From Table 3 it is conveyed that Self-esteem accounted for a significant 7.8% of the variation in the Behavioural Dimension,  $R^2 = 0.078$ , adjusted  $R^2 = 0.06$ ,  $F(1,78) = 6.57$ ,  $p < .05$ . The link between self-esteem and behavioral dimension was found to be significantly negative,  $\beta = -0.27$ ,  $p < .05$ , with

a decline in Behavioural Experiences being associated with a rise in self-esteem among college students.

From Table 4, it is revealed that a statistically significant 10% variance in the emotional dimension of social media fatigue was explained by self-esteem,  $R^2 = 0.102$ , adjusted  $R^2 = 0.09$ ,  $F(1,78) = 8.9$ ,  $p < .05$ . The link between self-esteem and emotional dimension was found to be significantly negative,  $\beta = -0.32$ ,  $p < .05$ , with a decline in emotional experiences were associated with a rise in self-esteem among college students. Regression analyses were conducted to explore the impact of self-esteem and unintentional procrastination (N = 80). The outcomes are detailed in Table 5.

Table 5. An overview of simple regression analyses used to determine how college student's self-esteem predicted their unintentional procrastination (N = 80).

Response variable	C	B	SEB	$\beta$	T	SE	R <sup>2</sup>	F	P
Unintentional Procrastination	20.5	-0.23	0.1	-0.27	-2.53	3.79	0.07	6.51	0.01

According to Table 5, a statistically significant 7% variance in unintentional procrastination was explained by self-esteem,  $R^2 = 0.077$ , adjusted  $R^2 = 0.065$ ,  $F(1,78) = 6.51$ ,  $p < .05$ . Negative correlation was found between self-esteem and unintentional procrastination,  $\hat{\beta} = -0.27$ ,  $p < .05$ , an increase in self-esteem is linked to a decline in unintentional procrastination among college students.

### Discussion

This study aimed to analyze the relationship among college-going students' social media fatigue, self-esteem, and unintentional procrastination. The findings indicate a significant negative relationship between unintentional procrastination and self-esteem. The possible reasons could be due to an inability to make decisions quickly or a delay between initiating a decision and completion of tasks, reduced confidence in one's ability to complete a task, and an environment that could be highly distracting. A study conducted among undergraduate psychology students, examining the correlation between self-efficacy, self-esteem, and procrastination, discovered that individuals prone to procrastination exhibit low self-esteem, leading to a propensity for delaying and avoiding tasks (Hajloo, 2014). A study employing a moderation-mediated model was conducted, and the results indicated that students demonstrating procrastination tendencies are more inclined to experience lower academic performance, well-being, and self-esteem (Duru & Balkýs, 2017).

The study discovered that as social media fatigue increases, self-esteem tends to decrease, indicating a significant negative correlation between these two variables. The major reasons behind social media fatigue will be due to Cognitive experiences, Behavioural experiences, and Emotional experiences. The cognitive experiences after

consuming social media include a sense of anger while realizing time had been wasted, being overwhelmed by the enormous number of content available, and often getting distracted by other information available when the real intention was to look for something more important. Behavioral Experiences include confusion, and forgetfulness. A study carried out among Business Management students in Pakistan indicated a detrimental influence of Facebook on self-esteem (Jan et al., 2017). As per this literature one hour spent on Facebook suggested to decrease the level of self-esteem as there was an upward comparison which made the users feel envy and jealous whenever they were surfing through Facebook profiles of others. The users start to compare how superior and better off others are. This will in turn bring down their self-esteem.

### Limitations

- The study used non-probability sampling which limits the generalizability of the findings.
- The study used a survey method to obtain data from the samples which can result in various biases like respondent misunderstanding of scale items which could have influenced the validity and reliability of the collected data.
- Social desirability bias has also been a drawback of this research as respondents might have chosen their responses based on what they have viewed as socially acceptable responses.

### Conclusion

The study's findings imply that self-esteem plays a crucial role in social media use and the propensity to procrastinate unintentionally among college students. Future research should explore these areas widely and interventions should be aimed at

enhancing self-esteem and reducing social media fatigue and unintentional procrastination.

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## Impact of Privatization on Mental Health of Rashtriya Ispat Nigam Employees in Visakhapatnam

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The present research was an endeavor to evaluate the impact of privatization on the mental health of Rashtriya Ispat Nigam Limited (RINL) employees in Visakhapatnam. The study was conducted to identify the impact of various demographical variables on the privatization of Rashtriya Ispat Nigam Limited's Mental Health. The location for the study was restricted to Rashtriya Ispat Nigam Limited (RINL) in Visakhapatnam. The total sample size was comprised of 96 employees who were selected by using convenient sampling. Our Research design was Quantitative data. The analysis was conducted through SPSS(Statistical package for the Social Science). Results showed that Demographic variables (Age, Educational Qualification, Annual Income, and Designation) have significance in various dimensions of mental health such as Positive Self-evaluation, Perception of Reality, Integration of Personality, Group-oriented attitudes, and Environmental Mastery. Research found that due to the privatization of the Steel Plant above 46 age group and above 11 lakhs annual income group employees have a high mental illness. Moreover, Executive employees have more mental illness than non-executive employees. Multiple regression analysis results show that due to the privatization of the Steel Plant, those above 46 age group and post-graduates are at greater risk for mental health issues than those remaining employees in Rashtriya Ispat Nigam Limited (RINL) Visakhapatnam.

**Keywords:** mental health, privatization, steel plant, age, qualification, multiple regression

The steel plant is situated in the southern region of Visakhapatnam city, within the state of Andhra Pradesh state, India. It is a central public sector undertaking, it falls under the ownership of the Ministry of Steel, Government of India. The facility stands as India's first shore-based integrated steel plant built with state-of-the-art technology. Visakhapatnam Steel Plant (VSP), has a production capacity of 7.3 million metric tonnes per annum (MTPA). The establishment of the Visakhapatnam Steel Plant involved the acquisition of land from approximately 16,000 families. Many of these families persist in their advocacy alongside the plant's workers, arguing that selling these lands to private corporations would betray the original intention and the promise given to the people. Over the years, these families,

together with trade unions, have successfully fought to ensure 8,000 jobs were created for them, their advocacy persists as they continue to fight for more recruitment. A prominent aspect of this ongoing struggle is the popular agitation against proposals to privatize the steel plant, aimed at halting any such moves towards privatization. This resistance underscores the commitment of local communities and workers to preserve the plant's public ownership and the promises made to them during its establishment.

### Mental Health

The idea of being healthy is stretched further than the appropriate functioning of the body. Health refers to the harmonious functioning of mind, body, and soul. A person's behavior is determined by both

physical and mental dynamics. Mental health is an elementary aspect that contributes to the preservation of physical health as well as social efficiency and effectiveness.

The term 'Mental Health' comprises two words 'Mental' and 'Health'. Mental Health, consequently, refers to a comprehensive mental state or a condition of the well-being of the psyche or liberty from psychological or mental diseases and disorders. It is believed that a healthy body governs a sound psyche and conversely, a sound psyche survives within healthy soma.

Wikipedia Dictionary (2010) explains the meaning of mental health as a state of emotional and psychological well-being in which an individual can effectively utilize his or her cognitive and emotional capabilities, function in society, and meet the ordinary demands of everyday life. Robert M. Goldenson (1984) describes mental health as a state of mind characterized by emotional well-being, relative freedom from anxiety and disabling symptoms, and the ability to cope with ordinary demands and stresses of life. Deighton (1971) emphasizes mental health is more than simply the absence of mental illness. Rather mental health is seen as the optimal functioning of both the individual and social group across emotional and intellectual areas. JeSymonds (2010) presented the four-fold concept of mental health: Balance between the demands of society and the desire of the individual; Maturity, the absence of an infantile and childish pattern of behavior; Adequate functioning, the ability to manage burnout/release threats and frustrating situations; and Compromise between inner desire of individual and the demands of the society.

World Health Organization (2006) depicts that mental status has two possibilities: health or illness, emphasizing that mental health transcends the mere absence of mental illness. Mental Health includes the ability to

enjoy life, resilience, balance, flexibility, and self-actualization. Positive mental health involves protection and development, satisfying human relationships, and the reduction of hostile tensions in individuals and groups. The chief characteristic of mental health is adjustment. The greater the degree of successful adjustment, the higher the levels of mental well-being in the individual. Therefore, mental health is the ability to establish adjustment to difficult situations in life.

Mental health is a state of being conducive to harmonious and effective living. Mental health is a hard-earned wealth. But this wealth can't always be earned alone, in other terms; the individual is seldom unable to achieve an adequate degree of sound mental health utterly through his own efforts rather it can be achieved through a conducive external set of forces at home and work life.

Virtuous mental health signifies respecting one's attainments and accepting one's inadequacies. A mental disorder may cause a superiority or inferiority complex, an undesirable body image, and strong feelings of self-hatred anger, anguish, disgust, and hopelessness, which could transform into mild, moderate, or deep depression, psychosocial disorders, and psycho-somatic disorders. Mental healthiness majorly contributes to the functioning of human associations. Mental disorders may obstruct even the most basic interfaces with family, friends, and colleagues. People suffering from psychological difficulties find it tough to cherish relationships; they have difficulties fulfilling relationship obligations and may suffer from sexual health issues.

McDonald et al. (1998) discussed the following elements of mental health: Physical Health: A sound physique is essential to maintain good mental health. Persons who have some physical defects or deformities may develop various types of complexes and

frustrations which result in ill mental health; Intellectual Health: Intellectual health is another important element of mental health. Intellectual persons can adjust well to changing and frustrating situations. Thus, good intelligence keeps the mental health of the individual intact; Emotional Health: Emotional stability is emphasized as crucial for mental health. An emotionally stable individual enjoys better mental health, whereas emotional instability conditions cause maladjustments and mental disorders. Interests and Aptitudes: The alignment of an individual's interests and inclinations with their activities is essential for mental well-being. Engaging in work that aligns with interests and aptitudes ensures the success and development of a balanced personality. Conversely, if the work assigned to an individual is not according to his/her interests and aptitudes, it leads to lack of confidence and, hence, suffers from frustration and ill mental health.

The Need for this study arose from the Central Government's proposal to privatize the Rashtriya Ispat Nigam Limited (RINL) in Visakhapatnam. The popular agitation against the privatization aimed to halt the proposed move. The study seeks to assess the mental health of RINL employees in Visakhapatnam. The outcomes of this study help to understand the mental health status of employees, this research aims to identify areas for improvement that could enhance employee performance and well-being amidst the backdrop of ongoing changes within the organization.

Researchers examined the mental health issues of employees in various organizations. Rongxi Wang, Yujie Liu et.al.(2023), a cross-sectional study conducted in Shenzhen, China a total of 2023 industrial workers. The participants completed a self-administered survey consisting Job Stress Scale, Interpersonal Needs Questionnaire, Defeat Scale, Centre for Epidemiological Studies

Depression Scale, Generalized Anxiety Disorder Scale, as well as two face-valid questions for social support and socio-demographic information. The study findings confirmed the mediating role of defeat and the moderate role of social support in the relationship between stress and depression/anxiety among industrial workers. Workers who reported more work and interpersonal stress reported more defeated feelings, and exhibited more depression and anxiety symptoms; this mediation effect was stronger for those who had lower social support, respectively.

S Paviè Žeželj, O Cvijanoviè Pelozo, F Mika, S Stamenkoviè, S Mahmutoviè Vraniè, S Šabanagiè Hajriè(2019) studied the prevalence of depression and anxiety symptoms among offshore workers of an oil and gas company, to identify the main stressors that lead to symptoms of these disorders. 1,747 workers employed in an offshore oil and gas company in the Middle East completed the Generalized Anxiety Disorder (GAD-7) and Patient Health (PHQ-9) questionnaires. Anxiety and depressive symptoms were estimated from these surveys. Young workers, with longer rotations and those with few years of service were more likely to report anxiety symptoms. Moreover, older local workers and expatriates had a lower prevalence of anxiety symptoms than younger local workers. Future recommendations should address improvements in psychological health of offshore workers in the gas and oil industries.

Bubonya, Cobb-Clark & Wooden (2016) conducted a study with the help of National representative panel data, to explore the relationship between Mental Health and two alternative measures of workplace productivity: Absenteeism and Presenteeism. These relationships were moderated by the character of the job i.e., Workers' Self-Reported Degree of Job Control, Job Security, Job Stress and Job Complexity. The

study analyzed on how employers can manage productivity more effectively in the difficult times of employee health. The result reported that absence rates were approximately five percent higher among workers who report being in poor mental health. Furthermore, Job Conditions were found to be related to both Presenteeism and Absenteeism, even after accounting for Workers' Self-Reported Mental Health Status. Job conditions were found to be comparatively more important in understanding diminished productivity at workplace if workers are in good rather than poor Mental Health. Initiatives to help workers manage job stress seem to be the most promising avenue for improving the productivity of workers irrespective of their Mental Health state or gender.

Sheldon Rao and Ramesh's (2015) study focuses on assessing depression, anxiety, and stress levels among industrial workers. They used a socio-demographic questionnaire and a Depression Anxiety Stress Scale (DASS)-21 as a mental health screening tool. A total of 90 completed questionnaires were analyzed for the study. Their analysis involved 90 completed questionnaires, revealing a prevalence rate ranging from 18% to 36% for anxiety and stress among factory workers.

This survey aims to examine the organizational wellbeing of the services provided by the Department of Mental Health (DSM) in Lanusei (Italy) and the correlations between job satisfaction and the psychosomatic health of its workers. Descriptive-correlational study on a population of 43 mental health workers. Organizational wellbeing, as well as workers' job satisfaction and psychosomatic health, were measured using the "Multidimensional Organizational Health Questionnaire" (MOHQ). 31 workers (72%) participated in the survey. Regarding the organizational wellbeing of DSM, the general profile

mean±sd was 2.66±0.28 (values from 1 to 4: 1=never, 4=often). Job satisfaction was negatively correlated with headaches and concentration difficulties ( $R=-.584$ ,  $p=0.001$ ), nervousness, restlessness, anxiety ( $R=-.571$ ,  $p=0.001$ ), sense of excessive fatigue ( $R=-.634$ ,  $p=0.000$ ) and sense of depression ( $R=-.558$ ,  $p=0.001$ ) reported by workers. There were significant correlations between workers' job satisfaction and their psychosomatic health.

Lailun Nahar et.al., (2013) study, the researchers investigated the relationship of job satisfaction, job stress, and mental health among government and non-government employees. It was believed that there will be a significant difference between government and non-government employees in various job-related factors that affect the job performance of employees. So, it was important to know how job satisfaction, job stress, and mental health differ in terms of types of jobs. Their sample comprised 100 employees, evenly split between government and non-government sectors. The study employed the Job Satisfaction Scale, Occupational Stress Index, and General Health Questionnaire for data collection and analysis. Data were analyzed by using means, Pearson Product Moment Correlation, and ANOVA test. Findings indicated a significant positive correlation between job stress and job type ( $r = .282$ ,  $P < .01$ ), with non-government employees experiencing more significant stress due to factors such as perceived job insecurity and high workload. Additionally, a significant negative correlation was observed between job satisfaction and gender ( $r = -.204$ ,  $P < .05$ ), indicating lower satisfaction levels among female employees, particularly those in lower-paying positions with less social security.

### **Objectives of the study**

The present research aimed to assess the mental health status of employees at



Rashtriya Ispat Nigam Limited (RINL) in Visakhapatnam.

- To find out the significant difference between demographic variables (Age, Educational qualification, Annual income, and Designation) on Mental health of employees.
- To find out multiple regression among various variables i.e. privatization of steel plant and various demographic variables (age, educational qualification, annual income, and designation) on mental health of steel plant employees.

### **Hypotheses**

- There is a significant difference among various age groups of employees with respect to dimensions of Mental health.
- There is a significant difference among various educational qualifications of employees with respect to dimensions of Mental health.
- There is a significance difference among various annual income groups of employees with respect to dimensions of Mental health.
- There is a significant difference between Executive and Non-Executive employees with respect to dimensions of Mental health.

### **Sample**

The criteria for selection of the respondents of the study were the full-time employed executives and non-executives in Rashtriya Ispat Nigam Limited (RINL) Visakhapatnam. The total sample size comprised 96 executive and non-executive employees. The samples were collected using the purposive sampling method.

### **Procedure**

The sample consisted of 96 executives and non-executives. The samples were

collected using the purposive sampling method. The study was conducted in Rashtriya Ispat Nigam Limited (RINL), Visakhapatnam. The subjects were administered a Mental Health Inventory (MHI) to assess the mental health of respondents.

### **Tools**

Mental Health Inventory (MHI) developed and standardised by Jagdish & A.K Srivastava (2001). This inventory aims to assess mental well-being, satisfaction, and the absence of psychophysiological complaints. It comprises 56 items, including both true-keyed and false-keyed items. The reliability of the MHI scale, Cronbach's alpha coefficient, was 0.73, and validity of the scale was 0.54.

### **Statistical analysis**

In this study, the researcher used one way ANOVA, correlation and regression through SPSS (statistical package for the Social Science).

### **Result and Discussion**

Hypothesis I: There is a significance difference among various age groups of employees with respect to dimensions of Mental health.

Null Hypothesis I: There is a significance difference among various age groups of employees with respect to dimensions of Mental health.

Since, P value is less than 0.05, the null hypothesis statement has been rejected at 5% level of significance. Hence, there is a significance difference among different age groups with regard to Positive self-evaluation. Specifically, the above 46 age group has a high score which indicates that they have high self-confidence, self-identity and feel worth wholeness because their accumulated experience than others. However, it's noteworthy that this age group may also experience heightened mental health issues possibly due to increased developmental transitions in their life span.

Table 1: One way ANOVA test for significant difference among different age groups with respect to various dimensions of Mental Health Inventory

Dimensions of Mental Health	Age						F-value	P value
	25-35		36-45		Above 46			
	Mean	SD	Mean	SD	Mean	SD		
Positive self-evaluation	24.62	1.83	24.36	2.36	25.0	2.71	3.63	0.03*
Perception of reality	20.20	2.34	18.63	1.77	19.58	1.73	3.63	0.03*
Integration of personality	32.66	3.30	30.31	3.38	32.01	3.54	2.60	0.07
Autonomy	13.54	2.57	12.63	2.45	12.81	2.34	0.96	0.38
Group Oriented attitudes	23.66	3.07	22.78	2.43	22.98	2.85	0.63	0.53
Environmental Mastery	25.16	2.71	24.05	2.34	24.66	3.16	0.77	0.46

P<0.05\*,P<0.01\*\*

Since, P value is less than 0.05, the null hypothesis statement has been rejected at 5% level of significance. This indicates, there is a significance difference among age groups with regard to the dimension of Perception of Reality. Notably, the age group 25-35 exhibit a higher mean score, indicating high perception of reality than other age groups. which seems to broad outlook on the world, they are updated with technology and

also due to the privatization of steel Plant they are searching for jobs in other places.

Hypothesis II: There is a significance difference among various Educational Qualifications of employees with respect to dimensions of Mental health.

Null Hypothesis II: There is no significance difference among various Educational Qualifications of employees with respect to dimensions of Mental health.

Table 2: One way ANOVA test for significant difference among different Educational Qualifications with respect to various dimensions of Mental Health Inventory.

DomainsMental Health	Educational Qualification						F- value	P value
	Diploma		Graduation		Postgraduation			
	Mean	SD	Mean	SD	M	SD		
Positive self- evaluation	24.64	2.97	24.79	2.11	25.00	2.32	0.13	0.87
Perception of reality	19.2	2.53	19.81	1.53	19.4	1.81	0.71	0.49
Integration of personality	30.70	3.67	32.18	3.600	32.77	2.89	2.67	0.07
Autonomy	12.61	2.33	13.04	2.59	13.27	2.25	0.52	0.59
Group Oriented attitudes	22.5	3.22	23.13	2.55	23.90	2.65	1.58	0.21
Environmental Mastery	24.16	3.61	24.46	2.51	25.77	2.28	2.21	0.11

P<0.05\*,P<0.01\*\*

Since, all the P value is greater than 0.05, the null hypothesis statement has been accepted. Hence there is no significance difference among different Educational Qualifications on various mental health factors, i.e., Positive Self-evaluation, Perception of Reality, Integration of Personality, Autonomy, Group-Oriented attitudes and Environmental Mastery. Based on this mean score, the Education Qualification with PG students, seems to have more Overall score than the other Diploma/

ITI and Graduated students. Thereby they have more mental illness.

Hypothesis III: There is a significance difference among different annual income groups of employees with respect to dimensions of Mental health.

Null Hypothesis III: There is no significance difference among different annual income groups of employees of employees with respect to dimensions of Mental health.

Table 3: One way ANOVA test for significant difference among different annual income groups of employees with respect to various dimensions of Mental Health Inventory

Domains of Mental Health	Annual Income						F-value	P-value
	3-5lakhs		6-10lakhs		Above11 lakhs			
	Mean	SD	Mean	SD	M	SD		
Positive self -evaluation	23.30	2.78	24.92	2.66	25.11	1.89	2.94	0.05*
Perception of reality	19.8	2.67	19.5	2.07	19.51	1.57	0.166	0.84
Integration of personality	30.38	3.04	30.68	3.14	33.64	3.34	10.3	0.00**
Autonomy	13.07	3.06	13.22	2.42	12.61	2.19	0.67	0.51
Group Oriented attitudes	23.15	3.10	23.04	3.00	23.17	2.58	0.02	0.97
Environmental Mastery	25.38	3.79	24.25	2.95	24.89	2.50	0.97	0.38

P<0.05\*,P<0.01\*\*

Since, P value is less than 0.05, the null hypothesis statement has been rejected at 5% level of significance. Hence, there is a significant difference among different Annual Income groups with regard to the Factor of Positive Self–evaluation. Based on the mean score, 6-10lakh annual income employees seem to have high score than the 3-5 lakh and above 11 lakh annual income employees. By this, it can be inferred that these employees often have over confidence, high self-identity and realization of their potentialities and seniority and high experience. Due to these reasons, they seem to be more experiencing symptoms of mental illness.

Since, P value is less than 0.01, the null hypothesis statement has been rejected at 1% level of significance. Hence, there is a significance difference among different Annual Income groups with regard to the Factor of Integration of Personality. Based on the mean score, above 11 lakh annual income employees seem to have more Integration of Personality than the 3-5 lakh and 6-10 lakh annual income employees. By this, it can be inferred that the main problem with high ability to understand other people's emotions and also, they are interested to participate in other activities. Above 11 lakh annual income employees have high mental illness due to the privatization of steel plant.

Hypothesis IV: There is a significance difference between Executive and Non-Executive of employees with respect to dimensions of Mental health.

Null Hypothesis IV: There is no significance difference between Executive and Non-Executive of employees with respect to dimensions of Mental health.

Table 4: One way ANOVA test for significant difference between Executive and Non-Executive of with respect to various dimensions of Mental Health Inventory

Domains of Mental Health	Designation				F value	F value
	Executive		Nonexecutive			
	Mean	SD	Mean	SD		
Positive self- evaluation	29.38	2.83	26.95	3.49	14.16	0.00**
Perception of reality	22.32	2.06	21.40	3.09	2.99	0.05*
Integration of personality	34.28	3.57	31.06	3.80	18.21	0.00**
Autonomy	12.96	2.15	12.95	2.73	0.01	0.98
Group Oriented attitudes	26.38	2.23	24.34	3.34	12.71	0.00**
Environmental Mastery	26.28	2.46	24.22	3.87	10.14	0.00**

P<0.05\*,P<0.01\*\*

Since, P value is less than 0.01, the null hypothesis statement has been rejected at 1% level of significance. Hence there is a significance difference between Executive and Non-Executive employees with regard to the Factor of Positive Self-evaluation. Based on the mean score, the Executive employees seems to have more Positive Self-evaluation than the Non-executive employees. This can be inferred that Executive employees with self-confidence, high self-identity in society has high potentials in the plant than non-executives. And also, they are worried about the privatization of steel plant.

Since, P value is equal to 0.05, the null hypothesis statement has been rejected at 5% level of significance. Hence there is a significance difference Executive and Non-executive employees with regard to the Factor of Perception of reality. Based on the mean score, the Executives employees seems to have more Perception of reality than the Non-executive employees. Because Executive sometimes feels that they are doing

a great job at supporting their workers and accommodating their diverse lifestyles. This perception may not match up with the reality that employees face. Perception of their opportunities for advancement and salary or hours versus that of other workers can severely affect their job satisfaction. And also, they are worried about the consequences of the privatization of steel plant.

Since P value is less than 0.01, the null hypothesis statement has been rejected at 1% level of significance. Hence there is a significance difference between Executive and Non- Executive employees with regard to the Factor of Integration of Personality. Based on the mean score, the Executive employees, seem to have more Integration of personality than the Non-executive employees. The main problem with well-integrated Personalities is that they have a greater insight into almost every aspect and have a greater understanding of their environment and the forces with which they must deal. They plan ahead but do not fear the future. This makes them over-thinking

and daydreamers, and overconfident in facing the reality, which are all the traits leading to the negative consequences of Mental illness.

Since P value is less than 0.01, the null hypothesis statement has been rejected at 1% level of significance. Hence there is a significance difference between Executive and Non- Executive employees with regard to the Factor of Group Oriented attitudes. Based on the mean score, the Executive employees, seem to have more Group Oriented attitudes than the Non-executive employees. By this, it can be inferred that, the executives strives to do the best as per their higher level of knowledge, like coordinating well with their team members, cooperating with them, tolerating them, focus on supporting, motivating and developing the people on their teams and the relationships within and they even tend to think in a group-oriented way which in turn when expectations fail, they seem to be more depressed and experience the symptoms of mental illness.

Since P value is less than 0.01, the null hypothesis statement has been rejected at 1% level of significance. Hence there is a significance difference between Executive and Non- Executive employees with regard to the Factor of Environmental Mastery. Based on the mean score, the Executive employees, seem to have more Environmental Mastery than the Non-executive employees. By this, it can be inferred that having a greater sense of mastery, that is a stronger belief that one can control or influence one's environment and outcomes. High mastery may reflect primary control, that is, directly controlling behaviour to alter one's environment or roles in line with one's wishes.

### Multiple Regression Analysis of Mental Health

Regression analysis is a mathematical measure of the average relationship between

two or more variables in terms of the original units of the data. Dependent Variable (regressed or explained variable.) Independent Variable (regressor or predictor or explanatory variable).

Dependent variable: Mental Illness (Y)

Independent variables:

- Privatization of steel plant (X1)
- Age (above 46) (X2)
- Educational Qualification (Post - Graduation) (X3)

Multiple R value: 0.44

R Square value: 0.20

F value: 4.51

P value: <0.001\*\*

Table -5 Variables in the Multiple Regression Analysis

Variables	Estimate (B)	S.E of B	t-value	P value
Constant	166.31	10.09	16.48	0.001**
Privatization of steel plant	16.1	4.01	2.35	0.002**
Age (above 46)	11.31	3.94	2.86	0.004**
Educational qualification (Post Graduation)	11.80	3.48	3.39	0.001**

P<0.05\*,P<0.01\*\*

The multiple correlation coefficient is 0.44 measures the degree of relationship between the actual values and the predicted values of the Mental illness. Because the predicted values are obtained as a linear combination of Privatization of steel plant (X1) and age (Above 46) (X2) and Educational Qualification (PG) (X3) the coefficient value of 0.44 indicates that the relationship between Mental illness and the three independent variables is quite strong and positive.

The Coefficient of Determination R-square measures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus, the value of R square is 0.20 simply means that about 20.0% of the variation in Mental illness is explained by the estimated SRP that uses Occupational Stress, Age (Above 46) and Educational Qualification (PG) as level.

The multiple regression equation is  $Y = 166.31 + 16.1 X_1 + 11.31 X_2 + 11.80 X_3$ .

Here the coefficient of privatization of steel plant  $X_1$  is 16.1 represents the effect of privatization of steel plant on Mental illness, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Mental Health would increase by 16.1 for every unit increase in privatization of steel plant and this coefficient value is significant at 5% level.

The coefficient of  $X_2$  is 11.31 represents the effect of Age (Above 46) on Mental illness, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Mental health would increase by 11.31 for every unit increase in Age (Above 46) and this coefficient value is significant at 1% level.

Moreover, the coefficient of  $X_3$  is 11.80 represents the effect of Educational Qualification (PG) on Mental illness, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Mental health would increase by 11.80 for every unit increase in Educational Qualification (PG) and this coefficient value is significant at 1% level.

Based on the analysis, it appears that the privatization of the steel plant emerges as a significant factor contributing to mental illness among employees. Furthermore, employees in the above 46 age group and those with

postgraduate qualifications are identified as particularly vulnerable populations. This is largely due to a combination of factors such as increased job responsibilities, pressure to perform, and the abstract nature of their work. Additionally, they may contend with feelings of social isolation and inadequacy, further impacting their mental well-being.

The unique challenges faced by employees in these categories, including the burden of managing responsibilities, making critical decisions, and enduring long work hours, can significantly contribute to stress levels and elevate the risk of developing mental illness.

### Conclusion

The Visakhapatnam Steel Plant (VSP) holds significant importance as India's first shore-based integrated steel plant, built with state-of-the-art technology, representing a milestone in the nation's industrial development. However, the recent privatization of the plant has brought about challenges for its employees, leading to mental health problems among them.

Visakhapatnam Steel Plant (VSP) is the first India's shore-based integrated steel plant. Our research results indicate that above 46 age group, postgraduate employees facing more mental health issues compared with others. Mental health is a crucial aspect of well-being, essential for leading a harmonious and productive life. It is often likened to a valuable asset that requires careful nurturing. However, achieving sound mental health is not solely the responsibility of individuals; rather, it requires supportive environments both at home and in the workplace.

Given the impact of privatization on employee mental health, governments must prioritize public welfare and make informed decisions regarding policies affecting industries and workers. This includes

implementing measures to safeguard employee well-being during transitions such as privatization, ensuring access to mental health support services, and fostering supportive work environments conducive to mental well-being.

Conclusively, while mental health is indeed a personal responsibility, it is also influenced by external factors beyond individual control. Governments and organizations must recognize their role in creating environments that promote positive mental health outcomes for employees, thereby contributing to overall societal well-being.

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## Relationship between Dark-Triad and Internet Addiction: Mediating Effect of Motives of Cyber-Dating

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Dark triad traits (psychopathy, narcissism, and Machiavellianism) may predispose individuals to engage in online dating to fulfil their needs for attention and affirmation, and motives behind cyber dating (romance, escape into a virtual realm, and adventure) may partially explain the strong correlation between these traits and internet addiction. This study investigates the relationships between dark triad traits, cyber dating motives and internet addiction among 360 young adults aged 18-24. Utilising self-report measures such as the Cyber Relationships Motive Scale, Short Dark Triad, and Six-item Version of the Internet Addiction Test, and employing correlation, mediation, and t-test analyses. The findings highlight significant correlations between variables and the mediating role of cyber dating motives in the relationship between dark triad traits and internet addiction, with observed gender differences. These results provide crucial implications for relationship counselling, understanding digital-age behaviour, and developing strategies for healthier online interactions and policies.

**Keywords:** cyber-dating motives, dark triad traits, internet addiction, mediation

The last 20 years have seen a remarkable change in how people engage in interpersonal interactions (Ackland 2009; Lewis and West 2009; Wysocki 1998). For young adults, romantic relationships are a significant theme (Claxton & Van Dulmen, 2013). Location-based, user-friendly, and with game-like aspects like swiping to connect with potential mates, mobile dating apps are becoming increasingly popular (David & Cambre, 2016; Miles, 2017; Sumter et al., 2017; Timmermans & De Caluwé, 2017). Therefore, it is not unexpected that young adults make up the majority of dating app users (Heino et al., 2010; Ramirez et al., 2015).

According to research (Ranzini & Lutz, 2017; Sumter et al., 2017; Timmermans & De Caluwé, 2017), there are a variety of motives, i.e., the reasons behind the emergence of behaviour for using dating apps. Personality factors that influence reasons for cyber-dating can also result in

adverse facets of internet use, like addiction, according to Hardie and Tee (2007). Internet addiction is a maladaptive pattern of problematic or excessive internet use for non-essential, private internet activities that extends online time and results in significant life changes (Ali et al., 2021; Tudorel et al., 2019).

The Dark Triad qualities were created to overcome the constraints of conventional personality studies. The three separate and dysfunctional personality qualities that make up The Dark Triad are psychopathy, narcissism, and Machiavellianism (Malesza & Ostaszewski, 2016). The Dark Triad's core values include callousness and a lack of empathy (Book et al., 2016). Additionally, there are distinguishing features, such as narcissism is characterised by a sense of entitlement (Raskin & Terry, 1988), long-term manipulative strategising is a hallmark of Machiavellianism, according to Jones and Paulhus (2014), while psychopathy is