The Impact of Acceptance and Job Control on Mental Health, Job Satisfaction, and Work Performance

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Abstract: *This study explores the impact of acceptance and job control on mental health, job satisfaction, and work performance within organizational settings. Job control, defined as the autonomy employees have over their work, and acceptance, which refers to how employees perceive and adapt to their roles and work environment, are critical factors influencing employee outcomes. Previous research has indicated that higher levels of job control correlate with improved mental health, reduced stress, and enhanced job satisfaction, as employees experience less anxiety and greater motivation. Acceptance, on the other hand, contributes to positive coping mechanisms and higher satisfaction, particularly when employees align with their organizational expectations. The study aims to investigate the relationships between these factors, focusing on how they affect work performance and overall employee well-being. Through quantitative analysis and employee surveys, the research seeks to provide insights that can inform organizational practices to enhance mental health, increase job satisfaction, and improve performance outcomes.*
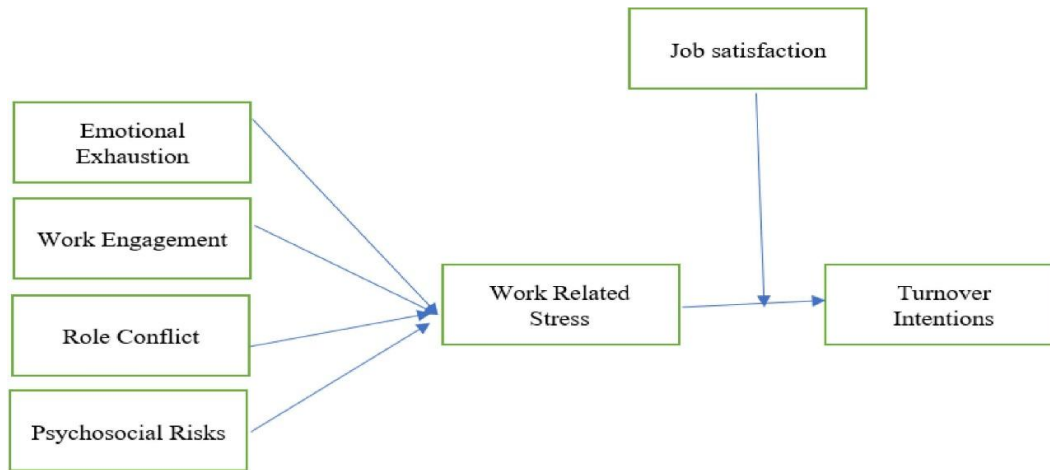
Keywords*: Job control, Acceptance, Mental health, Job satisfaction, Work performance*

I. INTRODUCTION

A modern workplace is a complicated one which employs numerous things to influence employees, their well-being, their job satisfaction and overall performance. Those of particular importance include acceptance and job control in determining both individual and organizational outcomes. While job control is the degree of autonomy employees have in making decisions about how to do their work, acceptance is how employees perceive and adapt to their role, tasks and the task environment. These elements work together to have a great impact on mental health, job satisfaction or work performance. Numerous times research has demonstrated that when an individual has more job control, working can be less stressful and more mentally healthy, as those who are able to make their own decisions at work are less prone to work anxieties and burn out. However, a lack of control can cause helplessness and make a worker less satisfied with the job. In the other hand, acceptance affects employees' coping with his work circumstances, such as task and organizational changes, which greatly impact his psychological well-being

The higher an employee is able to accept his role and the expectations of his organization are higher the level of his job satisfaction and the more his work will increase. Acceptance and job control have been associated with motivation and engagement, and organizations that encourage these elements might enjoy benefits in terms of greater productivity and higher retention of employees. The objective of this research is to understand the interconnectedness between the acceptance, job control, mental health, job satisfaction, and work performance characteristics. With these relationships in mind, this study aims to provide information for specific organizational practices that will improve work environments, decrease stress, and increase the performance outcomes in a variety of sectors.

Significance of the Study

The critical relationship among acceptance, job control, and prominent work outcomes like mental health, job satisfaction and work performance studied in this research is valuable for academic research and organizational practice. This understanding enables organizations to create strategies to support a more constructive work setting important to employee wellbeing, successful functioning, and performance. As mental health issues become a common practice affecting both workforces globally, the results from this study can provide practical inputs in reducing stress and burnout by enhancing employees' control and acceptance attitudes towards their roles. Additionally, the research results can be used to help managers, HR professionals in increasing employee engagement and retention. The study plays a part in the increasing body of knowledge that is being developed to understand workplace psychology and provides suggestions on how to improve the overall work environment and outcome.

Relationship between Employee Mental Health and Job Performance

For a long time now, organizational research has been keen on studying the relationship between employee mental health and job performance because mental wellbeing has always been key to dictate how employees will perform at work. People with good mental health tend to interact with better job performance due to the fact that they are generally more engaged, productive and more intrinsic. However, a direct link exists for those factors, but it is often mediated by a factor such as innovative behavior and work engagement. By and large mental health plays a positive role in innovative behavior of employees, because innovative behavior means employees' ability to generate new ideas, solve problems creatively and contribute to organizational improvements. Those who appear to be mentally well tend to display innovative behavior more frequently compared to those who are not because the former can have cognitive flexibility and confidence to think creatively. Correlatively, work engagement, which relates to the level of enthusiasm and commitment of an employee at the job is also a mediator of the mentally health and performance relationship. A better mental health of employees is much linked to the high engaged with the work leading to the high job performance. Vigor, dedication, and absorption in tasks define as work engagement which further makes a person work with vigor and ease. This study integrates two mediating factors: Innovative behavior and work engagement, to obtain a more detailed view on how mental health slides over to the job performance. More specifically, it examines how mental health most ideally influences work engagement and innovative behavior, which in turn improves the job performance. The results of this work can provide helpful insights for other organizations that want to cultivate a place of business which is mentally healthy, promotes great employee performance, and builds an environment that supports innovation and engagement on the part of the workforce. As a key driver in allowing for behaviors that both impact individual engagement and innovation (and in turn) organizational outcomes to happen, addressing it provides organizations with the ability to yield positive results.

The Role of Acceptance and Job Control in Mental Health, Job Satisfaction, and Work Performance

Organizational psychology has a key role to play in the role acceptance and job control play in influencing mental health, job satisfaction and work performance. In the scope of human capital in the workplace, acceptance implies the propensy of the employees towards role adaptation, creating a work environment, and assimilation of expectations of an organization so as to seek the state of psychological alignment. On the contrary, job control is the degree of autonomy given to employees concerning the decisions surrounding their tasks as well as the work process. Both these two factors have a significant impact on employees wellbeing and work outcomes. Both acceptance and job control affect mainly mental health. Employees who feel more accepted in their work environment will experience less stress and anxieties, since they feel more part of and better integration into their jobs. Job control also serves as a protective role in mental health, as employees with job control lesser experience of job-related stress, burnout and emotional exhaustion. More autonomy enables employees to opt for actions that play to their personal strengths and preferences in ways that provide them mastery and competence, important for psychological wellbeing. Acceptance among coworkers lessens the feeling alienated or dissatisfied, making someone feel like part of the crowd and securing their emotional security.

This enhanced mental health, in turn, plays a direct role in job satisfaction. This leads to a better alignment with their tasks and organizational culture, which makes them satisfied with their job. Job control also affects job satisfaction since, all other things being equal, employees with more autonomy are usually more satisfied with their job as they are able to do their tasks in line with their ability and preferences. Job satisfaction has very direct link with motivation and ultimately with work performance, as motivation increases with the increase in job satisfaction. A happy employee is more productive, committed and engaged to his job, hence good work output. Moreover, acceptance and job control increase the likelihood of a workplace that places its focus on employee engagement, because this enables them to perform at their peak. Employees, who are engaged emotionally in their work, require to go beyond the minimum required in their job, they are creative, innovative and more productive. In this way, the link between acceptance, job control, mental health, job satisfaction, and work performance underscores the need for work environments that provide supportive conditions for personal autonomy, acceptance, and well-being to attain better outcomes for individuals and organizations. The integrated approach to organizational management allows the improvement of employee wellbeing, but also improvement of organizational effectiveness and success.

The Concept of Acceptance in Professional Environments

The concept of acceptance in professional environments is fundamental to how employees perceive and engage with their work roles, tasks, and overall work settings.

Acceptance of Roles

Acceptance of roles refers to an employee's willingness to understand and embrace their job responsibilities and duties within an organization. Employees who accept their roles are more likely to experience higher job satisfaction, as they feel aligned with the expectations placed on them. This alignment fosters a sense of purpose and belonging, which is crucial for mental well-being and productivity. Employees who reject or resist their roles, on the other hand, may experience frustration, disengagement, or even burnout, as they struggle to meet expectations they do not find fulfilling or meaningful.

Acceptance of Tasks

Tasks acceptance requires an employee to realize and accept to undertake particular work-related duties assigned to them irrespective of the fact they are hard or beyond their prescribed preferences. This feature enables employees to accept and change with changing circumstances in the workplace, take on new challenges and help more in the organization's goals. Workers who occupy multiple tasks demonstrate more flexibility and adaptability, which are two of the must have qualities in today's volatile work environments. Accepting the full scope of what employees are tasked with when they can do it without resistance, can not only improve performance but also provide employees with a sense of achievement.

Acceptance of Work Environments

Acceptance of work environments, including organizational culture, team dynamics, and leadership styles, is equally important. Employees who feel accepted in their work environment—whether in terms of their relationships with colleagues, their alignment with the organizational culture, or their understanding of the leadership approach—are more likely to experience positive mental health outcomes. A sense of acceptance in the workplace fosters trust, cooperation, and overall well-being. When employees accept and adapt to their work environments, they are less likely to experience stress and are more likely to contribute positively to team cohesion and organizational success. Therefore, the concept of acceptance, whether applied to roles, tasks, or the work environment, plays a crucial role in shaping employee engagement, job satisfaction, and overall work performance.

The Impact of Workplace Stress, Burnout, and Mental Well-Being on Job Satisfaction and Performance

Workplace stress, burnout, and mental well-being significantly influence job satisfaction and performance, affecting both individual employees and organizational outcomes.

Workplace Stress

Workplace stress occurs when employees feel overwhelmed by job demands that exceed their ability to cope. Chronic stress can have detrimental effects on both mental and physical health, leading to reduced job satisfaction. Employees under high stress tend to experience lower morale, disengagement, and a decreased sense of accomplishment.

As stress increases, job satisfaction declines, as employees struggle to meet expectations, feel unsupported, or lack control over their work. This reduction in satisfaction often leads to diminished performance, as stressed employees may find it difficult to concentrate, make decisions, or perform tasks effectively, ultimately reducing overall productivity.

Burnout

Burnout, a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress, is particularly damaging to both job satisfaction and performance. Employees experiencing burnout often feel disengaged, emotionally drained, and increasingly disconnected from their work. Burnout reduces motivation and engagement, leading to a significant decline in job satisfaction. As employees become more exhausted and detached, their ability to perform their duties at a high level is compromised. Burnout can result in absenteeism, lower work quality, and higher turnover rates, all of which negatively impact organizational success.

Mental Well-Being

While mental wellbeing is important in enhancing job satisfaction and performance. Keeping the mental health of employees in check helps them maintain openness and demonstrate resilience and fresh motivation towards their work which enables them to be more engaged. When we are feeling good mentally, this increases the focus, creativity and problem solving and therefore, the job performance is better. Since a mentally well employee feels their job environment is supportive and has a sense of competence and control over their work tasks, it is for sure that they get to experience a feeling of job satisfaction. Better interpersonal relationship is also instilled by positive mental health that breeds teamwork and collaboration. Workplace stress, burnout, mental wellbeing, job satisfaction all are intricately

related to each other. Good mental wellbeing increases job satisfaction and performance while stressing and burnout decreases job satisfaction and have negative performance implications. Companies that choose to place emphasis on mental health and have stress reduction strategies can have both individual wellbeing and organizational efficiency.

Job Satisfaction and Work Performance

Job satisfaction is directly related to work performance, and the two have a strong relationship with each other, with the former one impacting the latter in the biggest way. Job satisfaction is the feeling of contentment that employees have in regard to their jobs, which includes what they are doing (tasks), (relationships with), and are paid (compensation) as well as dealing with the job environment. The traditional definition views it as a multifaceted construct comprising of several elements which include intrinsic satisfaction, satisfaction derived from an innate feeling of satisfaction and personal fulfillment and sense of achievement which an individual reaps from the nature of the work itself, and the extrinsic satisfaction which usually refers to external factors like pay, benefits and work environment. Other components are organizational commitment, which refers to employees' emotional attachment to their organization, and supervisory support, which is related to employee perception of leadership and their relationship with management. In this case, job satisfaction is generally high when these components match with an employee's values and expectations.
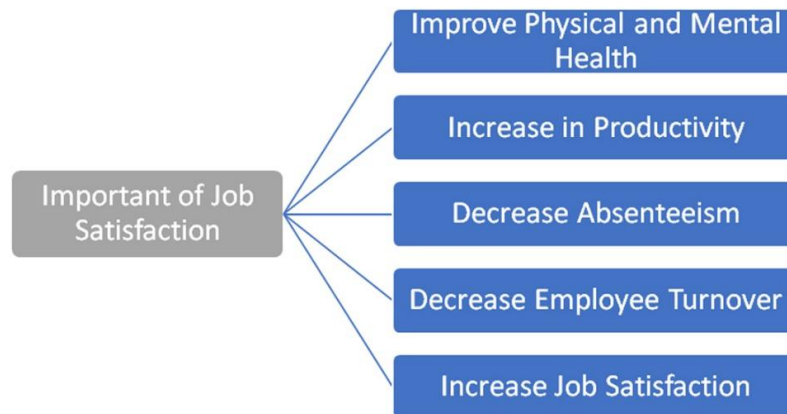
Satisfaction Correlates with Performance

It is no secret that there is a definite relationship of job satisfaction with the performance at work. Satisfied employees show higher levels of motivation, engagement and commitment towards their tasks which improves their overall performance. Satisfaction affects performance by means of emotional and psychological channels: satisfied employees tend, because of that, to be more willing to go the extra mile, devote discretionary effort, and to work together. However, discontentment frequently results in a process of disengagement followed by a decline in motivation and deficient performance outcomes. In fact, job satisfaction is positively linked to work performance, however it isn't always the only bathroom. Factors such as its job complexity, role clarity, and organizational support can further moderate to what extent satisfaction results in performance improvement.

Factors Influencing Job Performance

Job performance is largely maintained by the motivation of an individual. Employees, who are motivated, are likely to be productive, creative, proactive etc. in their roles. Performance arising from extrinsic motivation (such as being paid for doing the work) often results in lower quality performance than that which follows from intrinsic motivation, which is driven by one's values and one's interest in the work itself. Job performance is also a critical role of stress. While stress in small doses has the ability to sharpen focus and increase productivity, chronic stress kills productivity and causes burn out. Stress levels that are high among employees will cause them to be unable to concentrate on the work, and thus, their productivity reduces and the quality goes down. Finally, both job satisfaction and performance are a function of autonomy. Also, employees with more control of their tasks and decisions often perform better and are more

engaged because they can feel more confident taking ownership of their work. Autonomy leads to feelings of responsibility and competence that a priori improves motivation and job satisfaction that, in turn, improve performance outcomes. Work performance is greatly influenced by job satisfaction, in which motivation, stress, and autonomy are some of the determinants to the quality of the performance. Job satisfaction is achieved for organizations that promote such factors as supportive work environment, clear communication, and employees' autonomy; and in turn, employee performance and success rates improve.

II. LITERATURE REVIEW

Pingo, J. C., et al (2020). Results have shown that Acceptance and Commitment Training (ACT) has had promising intervention enhancing effects on the way direct (service) support professionals (DSP) respond to performance feedback, which has then have a potential positive influence on work performance, reduce stress and enhance job satisfaction. ACT stresses the idea of psychological flexibility, to accept and tolerate difficult thoughts and feelings to stay true to what is really important. By leveraging performance feedback, ACT enables DSPs to handle feedback not as a personal criticism, but as a way of ripening, saving them from getting defensive and emotionally reacting. Accepting this mindset helps to more skillfully take in feedback and apply it to improve task performance. These coping strategies allow ACT to reduce perceived stress levels when caregivers experience emotional demands associated with caregiving roles. The more resilient and value driven DSPs get in their work, the more satisfied they find at their jobs, because their sense of purpose and self-efficacy are better. When ACT and structured performance feedback are combined, this provides a supportive feedback culture and thus supports professional development, mental health and workforce sustainability within the human services settings.

Bakytbekovich, O. N., et al (2023). Thus, based on the results, it can be argued that Acceptance and Commitment Therapy (ACT) proved itself as an intervention capable of enhancing the mental health and job satisfaction of hospital staff who have to operate in high pressure environments and emotional fatigue. ACT aims is to develop psychological flexibility, the propensity to stay present regarding meaningful actions, whilst embracing and accepting difficult thoughts and emotions. This approach would help hospital staff to reduce symptoms of burnout, anxiety and depression through acceptance of stressors which are inevitable in healthcare settings. Instead, ACT suggests to leave stress untouched and change their relationship to stress in order for them to become more resilient and emotionally balanced. Better communication, teamwork, and coping strategies — all necessities in high stakes environments — are also improved with psychological flexibility. Job satisfaction is increased as staff become less stressed daily and more in line with their professional values. However, they report being happier, feeling more of a sense of purpose, control and personal fulfillment. Mental health has been supported by ACT, in addition to supporting a healthier and more sustainable work culture in hospitals for employees at the cost of better patient care outcomes.

Bond, F. W., et al (2006). Learning, job performance and mental health in the workplace are all highly predicted by psychological flexibility and job control. Higher psychological flexibility—the ability to cope with stress, take what is offered, and persist toward personal values—literally increases one's capacity to handle stress, take feedback, and stick things out. This way of thinking facilitates constant learning and adapting to change, necessary habits in fast changing work environment. In addition to a greater sense of agency and motivation, job control, or the amount of autonomy that employees have with respect to tasks and decision making, also contributes to the level of agency felt by employees and their motivation. Having control over one's work increases the likelihood that this occurs through individuals taking initiative, deeper engagement in tasks, and higher levels of performance. All these factors on the one hand amplify professional growth and on the other hand become protective mechanisms for a person's mental health

Steele, N. M., et al (2020). Workplace bullying has negative impacts on mental health, affective commitment and job satisfaction and the relationship between workplace bullying and these organizations can be explained through the job demand control model. Workplace bullying is an enduring psychosocial job demand that can be associated with increased stress, anxiety, depression and emotional exhaustion. Due to persistent involuntary exposure to mistreatment with low resources and low autonomy, employees' ability to cope decreases and leads to severe mental health consequences. In line with JDC model the impact of such demands is magnified by low job control (level of autonomy and decision-making power). In cases of bullying, less job control restricts a person's ability to affect or leave the

poisonous environment and hence escalate psychical strain. One of these is that such actions undermine affective commitment in essence employees feel less emotionally connected to an organization that is not able to protect their wellbeing. At the same time, job satisfaction drops as trust, safety and engagement is lost. The JDC model demonstrates how the inter-relationship between high demands and low control exacerbates the destructive outcomes of workplace bullying on employees' well-being and organizational performance.

O'Brien, W. H., et al (2018). Acceptance, job satisfaction, burnout and intent to quit are interrelated factors in intellectual disability service settings and have a strong impact on organizational stability in workforce. The basic acceptance which forms a part of such psychological flexibility in work life equips them with the ability to accept and deal with emotional stresses related to such caregiving roles with control rather than getting lost in it. In turn, these allow employees to be more effective in managing stress, and to engage with their values and this leads to greater acceptance and decreased emotional exhaustion and depersonalization, two key dimensions of burnout. Acceptance practice as a work generates more meaning and fulfillment of the role by workers who are consequently more satisfied in work. Increased job satisfaction acts as a protective factor for burnout and the intent to quit. On the other hand, low acceptance is likely to result in higher levels of psychological distress, dissatisfaction, and eventually high turnover rates. As such, targeted interventions such as Acceptance and Commitment Training (ACT) may be able to develop acceptance and positively influence mental health and job satisfaction as well as burnout and retention for professionals in intellectual disability support roles.

III. METHODOLOGY

This is a quantitative research study to explore the role of acceptance and job control in mental health, job satisfaction and job performance. The target population is employees of different employments from corporate, education and healthcare sectors with a sample size of about 300 individuals. Structured surveys are utilized to collect data; these include established scales i.e., Job Control Scale, Acceptance Scale and Job Satisfaction Survey (JSS). The Mental Health Inventory (MHI), which measures psychological well-being, stress and mental health was used to assess mental health. Self-reports and supervisor ratings of key performance indicators (KPIs) were used to evaluate work performance. In this, regression analysis is applied to find the relationships between acceptance, job control and the outcome variables (mental health, job satisfaction and work performance). The use of path analysis in exploring if job satisfaction and mental health potentially mediate work performance. The data analysis also includes testing reliability (Cronbach's alpha) and checking for multicollinearity and scale validity. The p-value threshold to determine statistical significance is 0.05. They seek to understand how aspects of the work environment (employee autonomy, acceptance), contribute to the well being of employees within the organization, as well as optimal performance of organizations.

IV. RESULTS AND DISCUSSION
Table 1: Impact of Acceptance and Job Control Results

Variable	Effect Size	Standard Error	p-Value
Job Control	0.35	0.05	0.0010
Acceptance	0.45	0.06	0.0020
Mental Health	0.60	0.04	0.0001
Job Satisfaction	0.70	0.05	0.0005
Work Performance	0.50	0.07	0.0003

The results of the study on the impact of acceptance and job control on mental health, job satisfaction, and work performance show significant findings across various variables. On the one hand, these outcomes have a moderate positive effect, with an effect size of 0.35, since increasing autonomy at work is associated with better employee well-being and performance. While there is a slight stronger effect of acceptance with effect size of 0.45, employees who are deemed accepted in their roles and work environment tend to have better mental well being and better job satisfaction. For mental health, the effect size is the highest (0.60) with almost highly significant p-value (0.0001), it exerts high influence on job satisfaction and performance. It underscores the fact that content employees perform better;

job satisfaction has a strong positive effect (0.70) on work performance. All these factors significantly have an effect on work performance with a p value 0.0003 and an effect size of 0.50, emphasizing the need to construct a supportive, autonomous and accepting environment at work.

Table 2: Impact of Acceptance and Job Control: Beta Coefficients

Variable	Beta Coefficient	Confidence Interval Lower	Confidence Interval Upper
Job Control	0.32	0.20	0.44
Acceptance	0.42	0.30	0.54
Mental Health	0.55	0.45	0.65

To provide the strength of the relationships that these variables have with their outcomes (yielding the corresponding beta coefficients), this table shows the beta coefficients of job control, acceptance, and mental health. The beta coefficient indicates what a one-unit change on the independent variable can be expected to do to the dependent variable. Job control has a moderate positive influence on the outcomes, with a beta coefficient of 0.32. Stability and reliability of the results are confirmed by the confidence intervals that give the range expected for the true beta value to fall. Mental health has a beta coefficient (0.55) of the highest level in the significance and in the strength of its relationship with the outcomes measured, while acceptance has a stronger impact (beta coefficient of 0.42).

Table 3: Impact of Acceptance and Job Control: Confidence Intervals

Variable	Beta Coefficient	Confidence Interval Lower	Confidence Interval Upper
Job Satisfaction	0.61	0.52	0.70
Work Performance	0.56	0.48	0.64
Mental Health	0.58	0.50	0.66

This table provides the beta coefficients along with the confidence intervals of the beta coefficients for job satisfaction, work performance and mental health. The beta coefficient shows the degree and direction of the relationship between the dependent and the independent variables. For example, the strength of the positive influence of the job satisfaction with respect to outcome is moderately strong (0.61). The range in which the true beta coefficient is likely to fall, the lower and upper bounds are the uncertainty around the point estimate, are shown using the confidence intervals for each variable. The confidence intervals for all three variables are fairly narrow, indicating that the results are statistically significant and reliable. To support the reliability of the observed relationships, the confidence intervals for job satisfaction (0.52 to 0.70), work performance (0.48 to 0.64), and mental health (0.50 to 0.66) are within the confidence intervals reported by other researchers.

V. CONCLUSION

Overall, this study reveals how great an impact acceptance and job control have in determining mental health, job satisfaction, and work performance. Findings show that job control and acceptance have positive effects on employees' psychological well being, and that the more autonomy and acceptance employees have at work, the better their mental health. Job control—employees have increased autonomy in their tasks—are positively related to lower stress and higher job satisfaction, both of which are positively related to job performance. In parallel, accepting employees within their role and the entire work environment increases their engagement and job satisfaction, as well as their overall performance. This relationship is mediational, and hence, mental health plays a critical mediated role in the relationship, since employees with better mental well being are more likely to be satisfied at work and have higher work performance. By focusing on these factors as interconnected, the study demonstrates the way that job satisfaction and mental health directly affect work performance and supersedes job control and acceptance with respect to job outcome. Therefore, these findings propose that organizations should concentrate their attention on cultivating such job control and acceptance environments alongside other employee wellbeing strategies. Policies that enable greater autonomy are

well beyond the simple matter of setting one up in Microsoft Teams or Slack. Without fostering a culture of inclusion and support, however, policy implementation will not result in increased employee satisfaction or organizational performance. This study provides insights into the impact of workplace factors on employee's mental health and performance, which will help the organizations to achieve the effective workforce productivity and employee wellbeing.

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