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Impact of Self-Perceived English Language Proficiency on Job Anxiety and Job Depression of Employees Working in Multinational Telecommunication Companies

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ABSTRACT

Background: This study tries to find out how self-perception of English language proficiency of non-native English speaking employees predicts their job anxiety and job depression.

Methods: Employees of different hierarchical levels from four multinational telecommunication companies in Pakistan were selected as study samples. Data was collected from 235 Employees working in above mentioned companies. PLS-SEM was used to test the hypotheses.

Results: The result from this study found that self-perception of English language proficiency was a predictor of job anxiety and job depression. Multinational firms can promote wellbeing of the employees by initiating training programs and workshops.

Conclusion: This research is one of the innovative studies that empirically examine the predicting role of self-perceived English language proficiency by conducting research on non-native English speaking individuals.

Keywords: Job Anxiety, Job Depression, self-perceived English language Proficiency, Wellbeing.

1. INTRODUCTION

Feeling both negative and positive emotions is a natural part of human being. Emotions comprising of positive and optimistic traits help people not only to survive but also to succeed when opposed with antagonistic situations. Happiness is a common construct, replete when individual understand meaning of

his life. Happiness is likely to be treated as a dimension of psychological wellbeing, which also voiced as subjective well-being or emotional wellbeing (Rani, Garg, & Rastogi, 2012).

Positive or negative emotional state on the job is resulting from one's job appraisal and his personal abilities to perform his work (Ahmed, Mohammad, & Islam, 2013; Khaleel, Chelliah, Khalid, Jamil, & Manzoor, 2016; Williams, 2005) and is a serious concern in every work environment but its prominence is significantly higher in the field of telecommunication. It is due to the critical role of this sector in development and growth of every country's economy. Various industrial studies have reported the importance of psychological wellbeing in job performance and other job related outcomes. One such study revealed that employees working in telecommunication sector faces job stress due to both personal factors and environmental factors (Zafar, Ali, Hameed, Ilyas, & Younas, 2015). Studies focused on employees working in telecommunication sector mostly assessed the sources and predictors of psychological wellbeing and most of them indicated external factors as important predictors (Gilbreath & Benson, 2004). Whereas very few studies have explored the role of personal factors in shaping individual's psychological wellbeing (Aubé, Rousseau, Mama, & Morin, 2009). One such factor is self-perceived English language proficiency. With the changing work environment English language proficiency has become a key skill in achieving work and business objectives. People with lack of English proficiency skill tend to produce negative emotions resulting in lack of productivity both for themselves and the organization. Most of the telecommunication corporations operating in Pakistan are multinational and also the official language of Pakistan is English. But study has revealed that employees working in these corporations are not highly proficient in English language (Dar, 2013).

The purpose of this study is to investigate the self-perception of English language proficiency of the employees working in multinational telecommunication sector and its outcomes in term of job anxiety and job depression. This study did not represent all the employees from telecommunication sector but it gives understanding about their job related wellbeing that is rarely been examined.

Anxiety is part of everyday life (Sowmya & Panchanatham, 2014) as it is the provocation of inferiority feelings. Job Anxiety is a psychological state that arises when a person feels threat towards his job (Mishra & Yadav, 2013) resulting in negative and positive responses on the job. In terms of positive responses it can leads to the productive and motivated behavior of the employee (Sowmya & Panchanatham, 2014). However, in terms of negative responses job anxiety may also result in to harmful effects such as physical, psychological and emotional problems like heart diseases, infection, and depression (Jones, Latreille, & Sloane, 2011). Mishra and Yadav (2013) argued that job anxiety is an anxiety towards one's job, anxiety which is described as an extremely threatening sensation of danger. It is such a common trend in the world that almost everybody has experienced it at times, at least to a mild degree.

The workplace is an important part of individuals' lives and thus exerts a strong influence on general wellbeing and health. Muschalla, Heldmann, and Fay (2013) observed the significance of job-anxiety in workplace settings and found it related to the sickness and the absence from the workplace. Most of the studies on job anxiety have been investigated in clinical settings whereas Warr (1990) has conceptualized job anxiety as one of the dimension of wellbeing at workplace. Data from 1686 employees revealed that job anxiety is negatively related to occupational levels and positively related to work load and job uncertainty. There are various organizational factors that are influencing job anxiety in the workplace. For example Sowmya and Panchanatham (2014) examined job anxiety by conducting study on 100 public bank employees

in Chennai. Results of the study showed that organizational politics is the predictor of job anxiety. De Jonge and Schaufeli (1998) studied Warr's vitamin model using three dimensions of employee wellbeing at workplace (job satisfaction, job anxiety and emotional exhaustion) and job characteristics (Job demands, job autonomy and workplace social support). It was found in the study that job anxiety is negatively related to job characteristics.

Similar to job anxiety, job depression is also classified as a dimension of work related wellbeing. In clinical settings depression is defined as a period of intense, often continuous feeling of hopelessness and sadness followed by somatic and cognitive symptoms that usually require treatment (Wells & Sturm, 1995). There are various clinical and non-clinical symptoms of depression. Usually depression affects the way one eats and sleeps, the way a person perceives about things and the way a person thinks about himself (Shani & Pizam, 2009). According to Nolen-Hoeksema and Girgus (1994) most common symptoms of depression are lessen interest in daily activities, depressive moods, feelings of worthlessness, significant increase or decrease in weight, fatigue, sleep problems, and loss of energy, indecisiveness, less focus, and suicidal thoughts and in extreme case suicidal attempts. Similarly individual experiencing job depression will most probably show less interest in doing his job, less focused on his work, intend to leave the job and absence from the job. Job related depression is defined as intense feelings and depressive moods instigated at work environment (Shani & Pizam, 2009). Work related depression produces serious economic consequences for the organization. US faces \$23 billion loss due to depressed work force (Dan Witters, Diana Liu, & Agrawal, 2013). The direct costs of depression comprises of primary care, hospitalization, pharmaceuticals, outpatient care and rehabilitation. Still, the major financial loss due to depression stems from indirect costs, which include loss of productivity and absenteeism.

Sometimes outcomes of work related depressions are not directly observed. With the increase in competition around the world organizations are focusing on creative and innovative workforce. Dunnagan, Peterson, and Haynes (2001) argued that this creativity and innovativeness "can be stymied if the individual's mind is clouded with maladaptive stress, anger, and depression." The work environment itself is the common element in developing depression among employees. Zagorski (2007) associated several work environment aspects such as low level of social support within the workplace, increased psychological demands, high job strain and low employment security with the development of job related depression. One of the prominent cause of workplace depression is job related stress (Melchior et. al., 2007; Wang, 2005) which develops from negative work climate, culture or both (Dunnagan et. al., 2001).

Same like job anxiety, most of the studies on depression have been conducted in clinical settings. Moreover it has also been studied in organizational settings but they are very few in numbers. For example Kahill (1988) and Maslach, Schaufeli, and Leiter (2001) in their studies have examined antecedents of workplace depression, they found burnout, state of physical, mental and emotional exhaustion as the main predictors of job related depression. Warr (1990) and (Sparr & Sonnentag, 2008) in their studies have conceptualized job depression using depressed, gloomy and miserable situations at workplace and related it with the individual's wellbeing at workplace. Similar to Aubé et. al. (2009), present study examined personal factors as a predictor of job anxiety and job depression.

According to social cognitive theory the role of individual is highlighted as an agent, which means that outcomes are controlled on the basis of individual's behavior (Bandura, 1994). Bandura, 1986 argues that self-efficacy expectations and outcome expectations are the efficacy beliefs that stimulate individual's

behavior. Self-efficacy expectation is the confidence of a person in his ability to accomplish the desired goal in a given scenario and outcome expectations are the belief that successful accomplishment of a behavior will produce certain outcomes (Bandura, 1977, 1982). Outcome expectations and efficacy beliefs both stimulates behavior, and self-efficacy theory states that more resilient a person is on perception of his ability the more likely he or she will show consistent behaviors (Bandura, 1997). Therefore outcome expectations were distinguished from efficacy expectations because a person might rely on that he is capable of executing a behavior, but less likely to attempt the behavior unless he believes that it would result in to desirable outcome. In contrast to self-efficacy theory, people perception of their language proficiency skill stimulates their emotions accordingly.

English is the de facto global language (Crystal, 2003) and it is often recognized as the global business language for firms involved in international business (Crystal, 2003; Harzing & Pudelko, 2013). There is significant pressure and motivation for employees who speak English as a foreign language to improve their English language proficiency. Indeed, a number of studies e.g., (Harzing, Köster, & Magner, 2011; Neeley, Hinds, & Cramton, 2012) have reported negative emotional responses by non-native English speakers toward their English native colleagues' sense of superiority and their complacency for learning foreign languages. Harzing and Pudelko (2013) developed a model proposing the competency of English language in multinational subsidiaries around the world. In his model he has distributed the regions on the basis of language speaking in the subsidiaries as shown in the figure below. Asian countries have less English speaking labor and are characterized in to low English speaking zone. Multinational organizations in this region usually operate in the local language (Harzing & Pudelko, 2013).

Barner-Rasmussen and Aarnio (2011) in his study mentioned that lack of language proficiency leads to negative consequences in the organization such as low density of communication, lack of information sharing and trustworthiness. Presence of English language proficiency in individual working in the multinational organization in Asian countries (such as Pakistan) leads to effective communication, proper information sharing and trustworthiness resulting in positive job outcomes. For example Jablin (1987) in his study showed that communication is antecedent of job satisfaction and organizational commitment. Therefore based on previous literature this study hypothesizes that:

H1: There is a negative relationship between job anxiety and self-perceived English language proficiency.

H2: There is a negative relationship between job depression and self-perceived English language proficiency.

Quality of interpersonal relationship is an important situational variable that buffers the perception response relationship. Furthermore, Baloyi, Van Waveren, and Chan (2014), Bowen (2011) and Kula and Guler (2014) have highlighted that supervisor support represents one of the most possible and effective mean of alleviating adverse effect on work situation. Apart from direct effect on employees job outcomes, perceived supervisor support also buffer the relationship between the predictors and outcomes. For example Dysvik and Kuvaas (2013) conducted a study on 680 Norwegian employees from different public service organizations, results showed that perceived supervisor support moderates the relationship between perceived job autonomy and turnover intention. Soulen (2003) argued that support from supervisor not only enhances the job commitment but also increase the performance of employee and reduce the desire to leave the organization. Therefore, presence perceived supervisor support is helpful in improving perception of individual towards its organization.

English language proficiency is associated with individual personal self-efficacy (Yamao & Sekiguchi, 2015). It is found that there is strong relationship between self-efficacy and employee wellbeing at workplace (Schaubroeck & Merritt, 1997). Moreover, supervisor support have a positive association with individual self-efficacy (Gibson, Grey, & Hastings, 2009). Such as those individuals who perceive low level of English language proficiency supervisory support may reduce the impact of less perceived English language proficiency on employee wellbeing at workplace. Therefore it can be assumed that

H3: Perceived supervisor support will enhance the negative relationship between Self-perceived English language proficiency and job anxiety.

H4: Perceived supervisor support will enhance the negative relationship between Self-perceived English language proficiency and job depression.

2. METHODS

Data was collected from the employees working in multinational telecommunication companies in Pakistan. All companies were communicated through telephone, emails and personal visits to the HR departments and permission was granted for the data collection after elaborating the objective of the study. As the population of the employees working in these companies was unknown therefore non probability sampling was used and 400 questionnaires were distributed to the managers and employees who were working at different levels in the organizations and were also willing to participate in the study. Further they were informed that results of the survey would be available to them upon request. The collected questionnaire was 243 with the response rate of 60.7%. This moderate response rate was achieved by sending two e-mail reminders and a follow-up telephone call to encourage participation. After screening incomplete or inconsistent responses, 235 data sets were found to be usable for the further tests and analysis.

3. MEASUREMENT

Perceived English Language Proficiency

A four item, five-point Likert scale developed by Self-perceived English language proficiency is an independent variable. It was measured using a five-item scale by Yamao and Sekiguchi (2015). The Cronbach alpha was calculated to be 0.89. The perceived supervisor support questions were filled out by the employees.

Job Anxiety

Job Anxiety refers to a psychological state that arises when a person feels threat towards his job. To measure job anxiety in this study researcher used scale developed by Warr (1990). Scale was comprises of three measurement items and also previously used in the study of Sparr & Sonnentag (2008). Sample items of the measurement items are: When you think of last six months, how often did you feel worried? Respondents will answer the questions on 5 point Likert scale (1 = “never”, 5 = “always”).

Job Depression

Job related depression is defined as intense feelings and depressive moods originated from work environment. To measure job depression in this study researcher adopted scale developed by Warr (1990). Scale was

comprises of three measurement items and also previously used in the study of Sparr & Sonnentag (2008). Sample items of the measurement items are: When you think of last six months, how often did you feel depressed? Respondents will answer the questions on 5 point Likert scale (1 =“never”, 5 =“always”).

Perceived Supervisor Support

Perceived Supervisor Support was measured in the same manner as it had been done in previous studies (e.g., Rhoades, Eisenberger, and Armeli 2001; Shore and Tetrick 1991). Respondent rated the treatment received from their supervisor on 5 point Likert-type scales ranging from 1 “strongly disagree” to 5 “strongly agree”. A sample item reads “My sales manager really cares about my well-being”.

4. RESULTS

Form the analysis refers to Table 1, most of the respondents of the study were male participants 68.5% whereas female participants were consisted of 31.5% out of overall total respondents of 235. Majority of the respondents fall under the age range between 26 to 30 years old 42.1%. Respondents at the age of 25 and less years old were 20.4% followed by the age group of 31-35 years old 18.3%. Only 6.0% of the respondents were more than 41 years old. Further for the educational background, most of the respondents had degree 86.0% followed by the diploma holders 12.3%. There was no respondent under diploma level or form high school degree. In terms of respondents’ organization, majority of the respondents were from Mobilink 35.7% followed by respondents working in Zong 32.3%. Respondents working in Telenor were 17.9% and the least were respondents working in Warid 14.0%. As per experience, majority of the respondents had 1 to 5 year experience 67.2%. Respondent with 6 to 10 year experience were 19.1% followed by the respondents with less than 1 year experience 7.2%. Only 1.3% of the respondents had more than 15 year of experience. With regard to organizational position, most of the respondents were managers 48.5% followed by supervisors 26.8%. Customer care staff was consisted of 23.8%. Staffs with other designation were only 1.8%. As shown in Table 1.

Table 1
Respondents Profile

<i>Demographic Data</i>	<i>Frequencies n = 235</i>	<i>Percentage</i>
<i>Gender</i>		
Male	161	68.5
Female	74	31.5
<i>Age</i>		
25 and Less	48	20.4
26-30	99	42.1
31-35	43	18.3
36-40	31	13.2
More than 41	14	6.0
<i>Education</i>		
High School	0	0
Diploma	29	12.3
Degree	202	86.0
Others	4	1.7

<i>Demographic Data</i>	<i>Frequencies n = 235</i>	<i>Percentage</i>
<i>Company working</i>		
Mobilink	84	35.7
Telenor	42	17.9
Warid	33	14.0
Zong	76	32.3
<i>Experience</i>		
Less than 1 year	17	7.2
1-5	158	67.2
6-10	45	19.1
11-15	12	5.1
More than 15	3	1.3
<i>Position</i>		
Customer service officer	55	23.8
Supervisor	63	26.8
Manager	114	48.5
Others	3	1.3

Analysis Method: SEM

Initially data was analyzed using SPSS for Windows SPSS. Later Partial Least Squares Structural Equations Modeling (PLS-SEM, see Hair et. al., 2014) was used to analyze the path model. Smart PLS v2.0 software (Ringle, Wende, & Will, 2005) was used to test the proposed hypotheses (see explanation by Hair et. al., 2014). PLS-SEM is a second generation data analysis technique that analyzes and explains research model with many variables and constructs. PLS-SEM is a variance-based approach (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014) that enables the instantaneous analysis of up to 200 indicator variables, allowing the examination of extensive interactions among independent, dependent, mediator and moderator variables (Al-Gahtani, Hubona, & Wang, 2007).

5. MEASUREMENT MODEL

To solve the possible issue of bias, Harman Single factor test was applied. An un-rotated factor analysis supplemented on all measurement items extracted 3 factors with Eigen values greater than one In this study total 4 factors accounted for 70 percent of the total variance. Factor one accounted for only 42.23 percent of the variance, thus common method was not a persistent dilemma in this study. Because a single factor did not appear and the first factor was not accounted for variance more than 50%. Therefore this study concludes that the common method bias was not a major issue in this study. The goodness of measurement is analyzed by means of construct and convergent validity. In order to conclude the degree of validity, the recommended loading value is more than 0.50, and value with 0.70 as shown in Table 2 and above is considered good for one indicator (Hair et. al., 2014). In this study the degree of construct validity is equal to and more than 0.85. Factor loadings, average variance extracted and composite reliability should be considered to establish convergent validity. The benchmark value for AVE is 0.5 or greater as shown in Table 2. Therefore this study found that AVE is more than the suggested value. Moreover in

this study value of composite reliability (Range: 0.90-0.94) is more than the cut-off vale of 0.7(Nunnally, 1978). As Shown in Table 2.

Table 2
Results of Measurement Model

Construct	Measurement	EE	AVE	Composite Reliability
Job Anxiety	JA1	0.880	0.7943	0.9205
	JA2	0.922		
	JA3	0.872		
Job Depression	JD1	0.858	0.7897	0.9184
	JD2	0.916		
	JD3	0.892		
Self-Perceived Language Proficiency	LP1	0.871	0.7753	0.9452
	LP2	0.893		
	LP3	0.874		
	LP4	0.888		
	LP5	0.876		
Perceived Supervisory Support	SS1	0.895	0.8302	0.9514
	SS2	0.926		
	SS3	0.919		
	SS4	0.904		

Note: EE: Factors loadings, AVE: Average Variance

Therefore, this study validates all the criteria for convergent validity. Table 2 assesses the findings of the measurement model which determines that the items are all valid measures of their particular constructs.

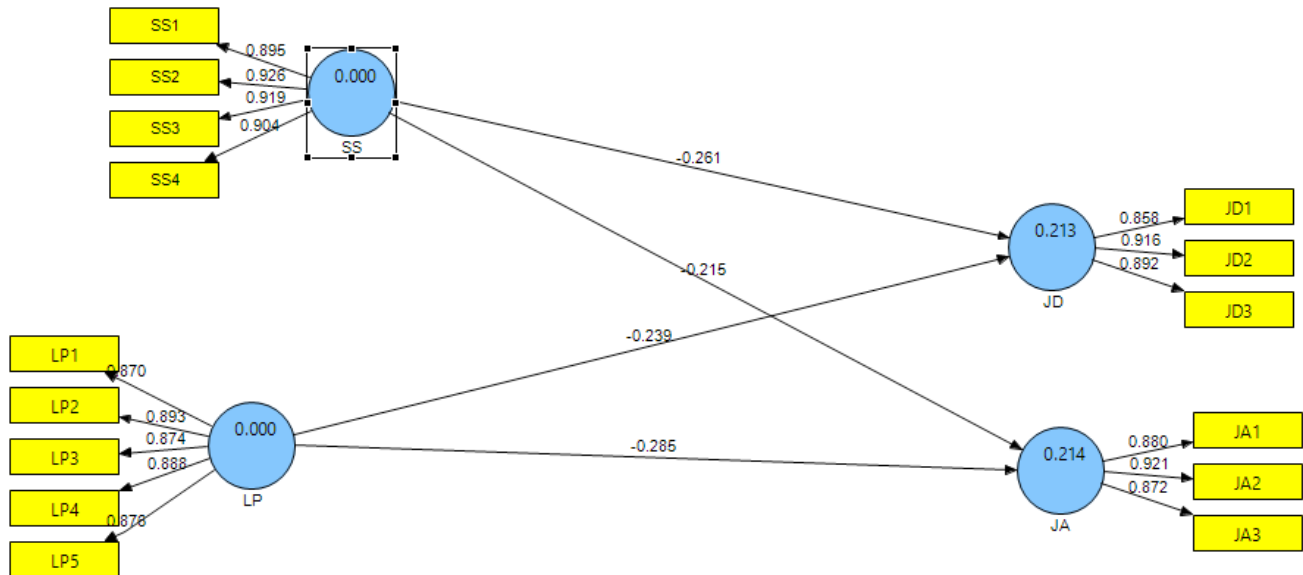


Figure 1: Measurement Model of the Framework

Figure 2 briefly explained the measurement model of the framework. Furthermore this study examined discriminant validity, which explains that how a single construct is different from the other constructs in the same model by using square root of AVE. To assess the discriminant validity square root of AVE is compared with the correlation of the other constructs. This study found that square root of AVE is higher than the value of correlation of other constructs. See Table 3.

Table 3
Discriminant Validity

<i>Variables</i>	<i>Job anxiety</i>	<i>Job Depression</i>	<i>Self-perceived Language Proficiency</i>	<i>Perceived Supervisory Support</i>
Job anxiety	0.891			
Job Depression	0.766	0.889		
Self-perceived Language Proficiency	-0.437	-0.423	0.881	
Perceived Supervisory Support	-0.415	-0.429	0.702	0.911

Thus measurement model is justified on the basis of discriminant validity and convergent validity.

6. ASSESSING STRUCTURAL MODEL

Table 4 reveals the results of independent and dependent variable in this empirical study. The endogenous variable (Job Anxiety and Job Depression) have R^2 of 0.190 and 0.179 respectively. Signifying that 19% (moderate) of variance on job anxiety is explained by self-perceived English language proficiency and 17.9% (moderate) variance on job depression is explained by self-perceived English language proficiency. A further analysis exhibited that the R^2 is significantly based on the guideline of R square by (Cohen, 1988) where the author recommended that 0.02 – 0.12 is weak, 0.13 – 0.25 is moderate and 0.26 and above is substantial. The result of the analysis proves there is significant impact of self-perceived English language proficiency on job anxiety and job depression. As shown in Table 4.

Table 4
Summary of Path Coefficient and Hypothesis Testing for Direct and Indirect effect

<i>Path</i>	<i>Standard Beta</i>	<i>Standard Error (STERR)</i>	<i>T value</i>	<i>Decision</i>
Self-perceived English language proficiency > Job Anxiety	-0.4365	0.0593	7.3558	Supported
Self-perceived English language proficiency > Job Depression	-0.4232	0.0566	7.4784	Supported

Note: **p < 0.01, * p < 0.05, (based on two-tailed test with 500 bootstrapping)

Self-perceived English language proficiency has a strong relationship with job anxiety as t-value is greater than the standard value 7.35 ($p < 0.01$). Furthermore Self-perceived English language proficiency is also found to be related with job depression as its t-value is 7.47, which is greater than the standard value. Thus both hypotheses proposed earlier in the study are supported.

In examining the interaction effect of moderator using PLS the product indicator approach as recommended by Chin et. al. (2003) was applied to detect the moderating effect of perceived supervisory

support on the relationship between self-perceived English language proficiency and workplace wellbeing (job depression & job anxiety). In order to assess the interaction effect is significant, a bootstrap re-sampling with 500 re-sampling was employed. It was found that perceived supervisory support have insignificant effect on the relationship between self-perceived English language proficiency and wellbeing at workplace as shown in Table 5.

Table 5
Summary of Path Coefficient and Hypothesis Testing for Moderation

<i>Path</i>	<i>Standard Beta</i>	<i>Standard Error</i>	<i>t-value</i>
Self-Perceived English Language Proficiency * Perceived Supervisory Support > Job Anxiety	0.1303	0.0736	1.7696
Self-Perceived English Language Proficiency * Perceived Supervisory Support > Job Depression	0.8217	0.3764	2.1829

Note: **p < 0.01, * p < 0.05, (based on two-tailed test with 500 bootstrapping)

Moderating analysis revealed that there is no significant effect of moderating variable on there is relationship between dependent and independent variable.

7. DISCUSSION

It has been stated above earlier that the foremost aim of current study is to examine the relationship between self-perceived English language proficiency and workplace wellbeing (job anxiety & job depression). In addition this study seeks to find the moderating role of perceived supervisory support. To achieve the objectives of this study researcher has applied a quantitative survey based. Data was obtained from the employees working in multinational telecommunication companies in Pakistan. The response rate for the survey was 78.3% consisted of 235 useable questionnaires. Demographic questionnaire represents that most of the respondents were male participants 68.5%. Majority of the respondents fall under the age range between 26 to 30 years old 42.1%. Further for the educational background, most of the respondents had degree 86.0%. In terms of respondents' organization, majority of the respondents were from Mobilink 35.7%. As per experience, majority of the respondents had 1 to 5 year experience 67.2%. All the above facts explain about the demographic information.

The data was examined in term of goodness and fitness through discriminate, validity convergent validity, and construct validity. The reliability of the data was evaluated with using composite reliability as a measure to test the reliability. Further, the results of this study found the range of 0.918 to 0.951, as composite reliability, which surpass the cut of value 0.7. Analysis of the structural model revealed that direct relationship between workplace wellbeing constructs and self-perceived English language proficiency have a strong relationship. Also it was found that perceived supervisory support did not justify the role of moderating variable.

As discussed earlier English language proficiency is considered as the key skill for the individuals working in multinational telecommunication companies. Especially for the employees working in telecommunication companies in Pakistan. Findings of this study revealed that there is a strong impact of self-perceived English language proficiency on job anxiety showing *t*-value 7.35 ($p > 0.001^{***}$). The main justification for this result is that employees are more concerned about their own abilities. Individuals who

perceive that they are proficient in communicating through English language tend to be less anxious about their job. Another possible justification could be their job role. As individuals who believe that they are not good in communicating in English language may consider them self-misfit for the position provided to them. This study supports the findings of Shafaei and Razak (2016), as they argued that self-perceived English language proficiency acts as a key predictor of psychological wellbeing.

Shani and Pizam (2009) asserted that job depression is the intense feelings and depressive moods originated from work environment. There are various factors that can contribute in developing intense feelings at work environment. Based on prior literature this study has tested the role of personal factor (self-perceived English language proficiency) on job depression. Results of this study revealed a strong negative relationship between self-perceived English language proficiency and job depression showing a t value of 7.47 ($p > 0.01^{***}$). Lack of proficiency in English language may become the possible reason in arising intense feelings. Employees working in multinational telecommunication companies are seriously concerned about their personal skills in accomplishing their tasks and if they cannot perform their job they have to leave the job. And it is difficult for them to switch their job as the economic condition of the country is not favorable. Therefore this intense feeling becomes a possible reason for the job depression. This study also supports the findings of Yamao and Sekiguchi (2015) as they found that self-perceived English language proficiency is the predictor of job outcomes.

Another finding of this study is the moderating role of perceived Supervisory Support. Results revealed a non-significant moderating effect of perceived supervisory support on the relationship between workplace wellbeing and self-perceived English language proficiency. The possible explanation for this finding is that English language proficiency is an individual's personal skill. External factors are less likely to moderate the relationship between self-perceived English language proficiency and employee wellbeing at workplace. This is why supervisory support does not show a significant role in influencing the relationship between the two. It can also be assumed that an external factor such as training and development can influence the relationship as employees with less proficiency can be trained to be proficient in their lacking skills. It can also be assumed that due to high power distance culture in Pakistan, supervisors do not play a significant role in mentoring or supporting their employees in job-related issues, resulting in an insignificant effect on the relationship between predictor and outcome variables. Therefore, this study reveals that perceived supervisory support does not moderate the relationship between workplace wellbeing and self-perceived English language proficiency.

8. LIMITATIONS & FUTURE SUGGESTIONS

The present study was carefully developed and designed to fulfill the proposed objectives but still this study has certain limitations. These limitations should be taken into account to accomplish an effective study in the future. One of the limitations is that this study has employed a cross-sectional design, all the data was collected within the limited period through survey questionnaires. To obtain firm findings and conclusions relating to the predictor variables on employee wellbeing at workplace would be further supported by a longitudinal study.

Secondly, the present study utilized a fully quantitative method, where all the findings are discussed grounded on perceptions documented in self-reported data. Harman's one factor test indicated that a common method bias is not a serious threat to the validity of data in the present study. However, it is

suggested that future research should include a triangulation of data gathering by including qualitative approach.

Finally, after considering all these suggestions, future researchers need to develop a research framework that takes into the consideration the triple-match principle (Jonge & Dormann, 2006). This is important as investigation of the match between the predictors-resources-outcomes will produce a more comprehensive and reliable model of workplace wellbeing prediction, particularly in the context of Pakistan.

9. CONCLUSION

Self-perceived English language Proficiency of the employees is a significant predictor of their wellbeing at workplace in current study. Based on the findings of this study, it can be concluded that the perception of non-native English speakers of their own English language proficiency is important for their wellbeing at workplace, Multinational organizations in non-native English speaking countries and operationalizing their tasks in English language should promote the learning of English and provide training to the existing employees. It is also needed to set language skills as a criterion for promotion and recruitment. These practices may develop the English-language proficiency of employees and encourage them to have effective wellbeing at workplace. It is also concluded that job depression and job anxiety can be predicted by self-perceived English language proficiency in the work environment where English is not the native language. Therefore Employers need to hire the individuals with high level of proficiency in English Language.

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