



Impact of Employee Well-Being on Organizational Performance in Workplace

Liu Rufeng*, Zhang Nan, Zhu Jianqiang

Department of Marketing Area, Lincoln University, 47301 Petaling Jaya, Selangor D. E., Malaysia

*Corresponding Author's E-Mail: Liurufeng_010@outlook.com

Abstract

The purpose of this study is to assess the impact of worker happiness on business results in the manufacturing industry. This research provides valuable insight into how workers feel about and anticipate receiving the benefits offered by their employer. The empirical technique of research is being applied in this investigation. The primary data for this research was collected using questionnaires. One hundred manufacturing workers make up the sample. This study provides useful information on the importance of employee well-being in inspiring productivity at work and the extent to which it contributes to the success of an organisation. The research establishes a causal relationship between workers' happiness and their productivity and attitude towards their workplace setting. Improve your job performance using the knowledge gained from this article by learning what your employees need from the company.

Keywords: *Well-Being Measures, Employee Well-Being, Well-Being on Performance, Workplace Well-Being*

Introduction

In today's businesses, employee happiness and satisfaction are of paramount importance, so companies work hard to ensure they provide a healthy work environment. If the working conditions are favorable, then the workers have promise. The mental and physical health of workers should be in harmony so that they can focus on their jobs without distraction. There are several factors that contribute to an employee's physical well-being, including proximity to natural light, adequate ventilation, and a comfortable temperature.

In order to maintain a positive working environment and keep employees engaged in their work (Rasool *et al.*, 2021), companies are increasingly focusing on employee wellness. To successfully roll out a new cross-departmental project aimed at improving employee well-being, the researchers need buy-in from the managing director as well as representatives from human resources, marketing, finance, equipment, and information technology. Both the physical and mental health of workers are considered when assessing their well-being. Access to biophilic features like adequate lighting, ventilation, and temperature regulation, which primarily influence our bodies directly, are all part of our corporeal well-being. Helping employees maintain their mental health is equally important, so do things like set aside a quiet area for them to unwind in or organize ad hoc get-togethers with your coworkers. A healthy, productive workforce may be fostered through workplace design that prioritizes the physical and mental wellness of its employees.

When workers are happy, both at home and in the office, productivity rises. One of a company's most valuable resources is its employees. Putting money into employees' education and health is a terrific way to boost the company's bottom line. The primary goal of every company that invests in its employees' health and happiness is to attract, retain, and motivate the best possible workforce.

Companies should prioritize employee well-being in order to increase employee happiness, which in turn increases the likelihood that workers will remain with the firm. The happiness of workers is crucial to the success of any business. Provide employee well-being measures to maintain employee satisfaction in the workplace. To learn more about the resources available to workers inside the company, a survey titled "Employee well-being" was undertaken. To keep their staff happy and boost productivity, businesses should invest in employee well-being programs.

It's often assumed that competent employees also provide quality results. The health of both workers and their productivity in the workplace are strongly influenced by their level of well-being. If workers are content with the benefits they get from their employer, they won't have any need to go elsewhere for fulfilment (Shih, 2020). The success of an organization depends on the productivity and happiness of its workers. In order to maximize productivity, businesses should invest in their workers' health and happiness in a variety of ways.

The company's strength comes from its people and the work they put in. The corporation and its workers need to get along well so that everyone feels comfortable coming to work and contributing to the common cause. Organizations of all sizes and types are increasingly concerned with the effects of employee happiness on productivity on the job. Employees' productivity may be improved in numerous ways related to their overall sense of well-being. In order for workers to be happy in their jobs and contribute to the company's success, management must ensure they have access to resources that promote their mental, physical, social, professional, and societal health.

The goal of this research is to catalogue the numerous approaches to employee well-being that the company offers. The goal of this survey is to learn how satisfied employees are with the company's efforts to improve their health and happiness. Determine how satisfied workers are with the wellness programs the company offers. The purpose of this analysis is to determine whether or not well-being activities increase employee performance and motivation. These are the few factors that boost management and staff productivity and foster harmonious working relationships.

Literature Review

Numerous studies have shown the monetary worth of wellness programs in the workplace in terms of health care and productivity expenses. However, some scholars argue that employees should also factor in non-monetary factors, such as the health and happiness of their workplace. These results may be used as indicators of worker wellness, workplace safety, and morale. This article delves into the best practices for creating a health profile, one that zeroes in on the important indicators of wellness that have both an indirect and direct impact on bottom-line results for an organization. The corporate well-being profile is a tool for communicating key health outcomes to business executives related to the working setting (Altomonte *et al.*, 2020).

In this article, researchers take a look at the facts and ask whether improving workers' happiness leads to greater output and, by extension, financial gains for companies. Employee engagement has been proven to have a substantial positive association with performance and customer loyalty and a large negative correlation with employee turnover. At the organizational level, higher levels of happiness at work are linked to greater output (Ward *et al.*, 2019).

This study looks at how retiring from one's career affects the quality of life for those fifty and older. The multi-dimensional indicator of self-realization, control, and autonomy and the life satisfaction indicator both serve as approximations of well-being. According to Tambellini (2021), using data from

the European longitudinal health, aging, and retirement survey, they find no significant difference in life satisfaction between respondents who are now employed and those who have just retired.

The connection between well-being and career-related work effort may be seen in the correlation between work done through time and work strength for both sorts of outcomes. They also increase the agency available for making the tradeoff between well-being and career-linked outcomes as a consequence of job exertion. Researchers show that greater job activity is highly associated with decreasing well-being and, most importantly, negative career-linked outcomes, but that flexibility might mitigate these detrimental effects using data from many European surveys. Even with little leeway, the frequency of jobs is a greater predictor of a negative result than working extra. Public policy should seek to mitigate the negative effects of employment by raising awareness among employees of the limits to which they may push themselves (Avgoustaki and Frankort, 2019).

According to the hypothesis of pleased workers and productive organizations, individuals and teams that report higher levels of well-being tend to have more success at work. Specifically, they examine how certain behaviors, such as being inventive or constructive, both within and outside of the workplace contribute to an individual's sense of well-being. When job satisfaction is the focus of an individual's well-being research, both longitudinal and cross-sectional relationships between well-being and performance are identified. When the researchers consider the collective whole, they discover that the mood in the office has an effect on productivity (Zhuang & Gadiraju, 2019).

Interest in the link between happiness and well-being is growing all around the globe due to the good effects it has on people's lives. The primary goal of this study is to provide a theoretical model for examining the connection between happy leisure time, a happy life, and happy contentment. Personal happiness, national happiness, leisure satisfaction, life contentment, and contentment all show strong correlations, according to a study conducted in Turkey. The data support the postulated connection, showing that well-being as a setting has a direct impact on leisure, happiness, and contentment. According to Won *et al.* (2020), moderators of contentment include life and leisure satisfaction, which significantly moderate the effect of well-being on contentment.

Millennial workers' well-being, as they take on greater roles of responsibility in both society and the workplace. They're all about that work-life balance, and they actively seek it out, appreciate it, and test it. To keep the firm's growth rate consistent, it is vital that corporate executives find and hire workers who are both highly productive and highly likely to stick around for the long haul. This article investigates the symbiotic link between millennial workforce recruitment and well-being.

The research looks at the current state of mind of youthful workers in private sector IT companies. Improving workers' mental health has benefits for both the firm and the worker. When it comes to young employees, psychological well-being is connected with physical health, emotional satisfaction, and increased happiness, making it an important component of overall well-being. IT firms in India often survey 100 people using a predesigned questionnaire to get the essential information they need. Improving workers' mental health in the office benefits everyone involved (Gray *et al.*, 2019). Happy workers are more productive workers, which in turn benefits the company's bottom line.

The purpose of this study is to lay the groundwork for the newly proposed concept of employee well-being in the hospitality sector from the perspective of frontline workers. By applying the notion of employee well-being to the hospitality sector, this essay argues that front-line workers who are expected to maintain emotional composure in the presence of guests are less likely to experience burnout. Emotional labor describes such work. The paper also addresses the role that burnout plays in facilitating the connection between emotional labor and worker satisfaction. Worker well-being and burnout may be understood in the context of stress and resource management. It was proposed that role recognition and emotional sharing between partners act as moderators in this model (Ali Wang & Johnson, 2020).

Companies now recognize the importance of their employees in establishing and maintaining a competitive edge. Organizations need to know how to create a happy and productive workforce in order to benefit from the "happy workers, productive firms" idea. Both workers' well-being and the

organization's success at the individual, team, leadership, and organizational levels. The researchers examine which asset classes are most important for predicting the health and productivity of our workforce. Stronger associations between happiness and success have been shown in cross-sectional research than in longitudinal ones. The correlations between assets and outcomes were shown to be greater in studies that used objective performance evaluation compared to those that used self-ratings, leader ratings, or third party assessments (Fürstenberg, Alfes & Shantz, 2021).

This study analyzed how frontline workers rated their personal well-being and how receptive their employers were to suggestions for improving it. Completed surveys were gathered from 187 workers in Midwest select-service hotels. Overall, workers' well-being was above average, with full-timers faring better than their part-time counterparts. When compared to workers who were unaware of these benefits, those who were aware of them reported much higher levels of well-being. The results imply that all workers should adjust and make managers aware of available welfare programs (Oral *et al.*, 2019).

160 employees of a shipping firm on Malaysia's East Coast, and the connections between their spiritual leadership, their spiritual well-being, their job happiness, and their planned departure. In order to answer the research objectives, a quantitative cross-sectional approach was used. The total population was counted in order to compile this data. Employees' spiritual health and work happiness were positively improved by the spiritual leadership of the leaders, while the employees' desire to quit the company was negatively impacted. It was also revealed that there was a negative correlation between job satisfaction and a desire to quit. However, a person's spiritual health did not significantly correlate with their choice to quit (Rego *et al.*, 2020).

What effect does integrated leadership have on staff morale and innovation? They have also looked at the mediating function of person-job fit in these associations. The researcher has administered a questionnaire survey to 207 employees from five Vietnamese telecom firms to evaluate these hypotheses. Positive connections between inclusive leadership styles and employee satisfaction and initiative were discovered, with individual-job compatibility serving as a mediator. This research provides a valuable empirical addition to the leadership and organizational psychology literature while also proposing significant strategic ramifications for enhancing worker happiness and productivity in the workplace. The impact of integrated leadership on staff morale is shown empirically across cultures in this study (Pawar *et al.*, 2020). What can be learned from studying different models of worker happiness and in what directions future studies should go are all up for discussion. Aw and Pluut argue for the need for a theory that can categorize the many ways in which workers might be happy. In order to describe how they might integrate internal and external plans and observations into a comprehensive multi-level employee well-being system, the notion of work demand resources is employed in this article. This research commentary has three goals: (i) to shed light on potential differences among variables across levels of analysis; (ii) to use research to illustrate how traits and state-level well-being of employees can interact; and (iii) to propose a multilevel model that can encourage future research on the topic.

Using data from a large national sample, researchers examined how high-involvement job processes impact workers' happiness. This research demonstrates that increased exposure to autonomy and involvement in decision-making has either beneficial or neutral outcomes. Participation at a higher level is a strong indicator of low stress and high energy levels in the workplace, as well as a positive work-life balance. However, working more leads to more stress and fatigue, which might disrupt your life's equilibrium. It is important to strike a balance between methods that unlock human potential and those that raise the speed of work if improving employees' quality of life in the workplace is a major goal of the transformation. The purpose of this research is to determine whether or not the transformational leadership style is more effective than the transactional leadership style in fostering employee well-being via the enhancement of work-life performance and life satisfaction, the growth of organizational engagement, and the reduction of burnout. The study included interviews with 443 staff members at five-star hotels in Turkey. According to the research conducted by Dappa, Bhatti and

Aljarah (2019), hotel managers may improve their workers' morale and productivity by adopting a more transformational leadership style.

Low levels of job satisfaction may be detrimental to businesses since they lead to dissatisfied workers who are less motivated and less productive. The links between employee engagement, psychological well-being, emotional weariness, depersonalization, personal accomplishment, and the quality of the workplace as a whole were shown to be poor. A total of 216 health care professionals from the United States, Canada, and Japan participated in the online poll. There was a substantial link between the psychological workplace atmosphere and each of the four dependent variables; however, employee involvement moderated this association. Workers with positive attitudes had a greater rate of personal success and happiness, whereas those with negative attitudes were more likely to feel depersonalized and emotionally drained (Ryan, Bergin & Wells, 2021).

This research used a variety of methods to investigate if there is a link between ethical leadership, HRM, and employee support. The conservation of resources theory proposes a model of mediation between ethical leadership and aid, with well-being mediating via HRM. Based on data collected from 221 boss-worker pairs, the researchers know that a positive correlation between ethical leadership and employee support holds only when human resource management (HRM) is weak. According to research on the connection between HRM's moral management and helping employees, job-related well-being was the overarching factor.

Employees' resilience, success, drive, and hope are essential components of psychological capital, which in turn is connected to measurable behavioral and attitude results. However, the impact of this positive central architecture has not been tracked over time, nor has it been evaluated in terms of key indicators of worker satisfaction. This research fills a gap by looking at the association between two measures of mental health and the psychological capital of a diverse sample of workers across time. The findings show that employees' psychological capital correlates with both indicators of happiness and that there is a stronger relationship between psychological capital and happiness as time progresses. Employee engagement is studied in relation to employees' mental health. One hundred people from different businesses filled out the survey. Step-by-step regression studies reveal the influence of employees' state of mind on their dedication to their organizations (Houssein, Singh, & Arumugam, 2020).

The research aims to understand how employee happiness affects productivity in the workplace.

Research Methodology

The empirical technique of research is being applied in this investigation. Primary data for the research comes from surveys, while secondary data comes from scholarly articles. Roughly 100 participants, split evenly between the Manufacturing Department's major (n = 50) and secondary (n = 50) divisions, are surveyed. Researchers in the manufacturing industry undertook this research to learn more about the connection between employee happiness and productivity on the job. This research provides a thorough evaluation of the issues that are involved and the challenges that workers face inside the organization. Finding solutions to the challenges workers in the manufacturing industry confront by taking advantage of workplace well-being programs is facilitated by research into the impact of employee well-being on workplace performance. In addition to assessing whether or not the organization's working schemes are offering excellent facilities to its employees, the research aids in understanding the workers' environment and their viewpoint on the well-being measures that are offered to them by the organization at the workplace. This research is useful for both management and staff since it provides the former with insight into the latter's expectations and motivates the latter to communicate those expectations and requirements to the former. To learn how happy workers are with the wellness initiatives.

Data Analysis and Interpretation

Table 1: Regression Results of Employee Wellbeing on Organizational Performance

Model		Unstandardized Co-efficients		Standardized Co-efficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.601	.138		4.363	.000
	WB1	.013	.015	.078	.883	.380
	WB2	-.002	.017	-.012	-.138	.890
	WB3	.004	.015	.026	.272	.786
	WB4	.002	.016	.013	.141	.889
	WB5	-.007	.019	-.035	-.398	.692
	WB6	-.002	.018	-.008	-.097	.923
	WB7	.017	.014	.103	1.195	.235
	WB8	.003	.023	.013	.149	.882
	WB9	.014	.014	.091	.997	.321
	WB10	.020	.016	.115	1.287	.201
	WB11	-.011	.016	-.071	-.698	.487
	WB12	.036	.015	.214	2.402	.018
	WB13	.199	.037	.482	5.368	.000
WB14	.152	.043	.315	3.565	.001	

a. Predictors: (Constant), WB14, WB12, WB10, WB4, WB3, WB6, WB7, WB2, WB5, WB8, WB1, WB9, WB13, WB11

b. Dependent Variable: Organizational performance

The coefficient of determination for the effect of worker happiness on organisational performance is 41.7%, and it has a significance level of less than 0.05% (see Table 1).

Table 2: Anova Results of Employee Wellbeing on Organizational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.373	14	.098	4.348	.000 ^b
	Residual	1.918	85	.023		
	Total	3.291	99			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), WB14, WB12, WB10, WB4, WB3, WB6, WB7, WB2, WB5, WB8, WB1, WB9, WB13, WB11; WB: Wellbeing

Table 2 shows the Anova table showing the impact of staff morale on productivity. The F value is 4.35, and the significance level is less than 0.05 percent.

Table 3: Coefficient Results of Employee Wellbeing on Organizational Performance

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
				R Square Change	F Change	df1	df2	Sig. F Change	
1	.646 ^a	.321	.15021	.417	4.348	14	85	.000	1.978

Dependent Variable: Organizational performance; Independent variable: WB: Well-being

The correlation between employee well-being and organisational performance is shown in Table 3, where three factors, WB 12 (0.018), WB 13 (0.000), and WB 14 (0.001), were found to have a statistically significant relationship but the others did not.

Discussion

The impact of worker happiness on productivity is the primary focus of this research. Companies should prioritize employee well-being in order to increase employee happiness, which in turn increases the likelihood that workers will remain with the firm. The happiness of workers is crucial to the success of any business. Provide employee well-being measures to maintain employee satisfaction in the workplace. To learn more about the resources available to workers inside the company, a survey titled "Employee well-being" was undertaken. To keep their staff happy and boost productivity, businesses should invest in employee well-being programs. Health and safety, children's education, housing, travel, and entertainment are all part of the well-being initiatives taken in the industrial industry. All the resources workers need to do their jobs well may be found in the manufacturing sector. The study was prompted by a desire to learn whether or not worker satisfaction with their workplace's well-being contributes to better industrial relations, as well as to gain a deeper understanding of how satisfied workers are with the resources their employer provides.

The study's overarching goal is to assess how worker happiness affects productivity in the manufacturing industry. This research is useful for gaining insight into how employees feel about the company's wellness programs and what they want to gain from them. It is hoped that by conducting this research, they can better understand whether or not the well-being activities provided by the company improve employee performance and motivation to work better by identifying the various well-being measures provided by the organization for the benefits of its employees, studying the employees' expectations and opinions of the well-being activities provided by the company, and gauging the employees' satisfaction with those activities. The empirical technique of research is being applied in this investigation. The study makes use of both primary data gleaned through surveys and secondary data gleaned from scholarly publications. The survey includes responses from 100 workers; 50 are from the primary manufacturing department, and the other 50 are drawn from the secondary manufacturing department. The purpose of this research is to determine the efficacy of employee well-being measurements in the industrial industry. The challenges of implementing well-being measurements are examined. The research is useful for identifying the barriers that prevent workers from taking advantage of wellness programs. It aids in gaining insight into workers' conditions on the job and allows businesses to evaluate the efficacy of their present programs in meeting the needs of their staff. The results of this survey will tell the organization how happy its workers are with its wellness initiatives. In order to acquire a clear image of the study, the data that is gathered via questionnaires has been categorized, analyzed, and interpreted by regression. The study's findings provide insight into how motivating employee well-being may be for organizational performance and how successful well-being initiatives are as a whole.

Conclusion

Activities aimed at promoting the emotional and physical health of employees are encouraged. Medical facilities, rest rooms, spittoons, children's educational facilities, canteen facilities, drinking water, travel facilities, housing facilities, and recreation facilities are all examples of workplace amenities that could benefit from some updating to boost morale and productivity. Most respondents agree that promoting employee well-being via workplace policies and programs leads to higher productivity on the job.

There is an opportunity to better protect workers' health and safety. The fact that the vast majority of respondents have expressed happiness with the healthcare, education, transportation, housing, and entertainment options made possible by the manufacturing sector is encouraging. It comes as a nice surprise that workers in the industrial sector have access to all the amenities, they

need to do their jobs. Employees are inspired to improve their performance and output as a result. Incorporating well-being practices into the workplace benefits workers in the long run. Workers in the manufacturing industry have low rates of stress and are able to balance their professional and personal lives well.

Conflict of Interests

The authors affirm that they do not have any conflicting objectives.

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