

Determinants of employee wellbeing in Eswatini

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ABSTRACT

According to research on Employee Wellbeing (EWB) literature, practitioners and academics widely agree on the significance of EWB and its economic advantages for society. Growing literature indicates that EWB has a relation to a variety of work outcomes such as job satisfaction, affective commitment, turnover intention, and in-role job performance. This study explored the relation among EWB and various work outcomes such as job satisfaction, affective commitment, turnover intention, and in-role job performance. Zheng et al. (2015) highlight that EWB encompasses individual employment as well as the cognitive necessities one's living and working worlds. It comprises, according to Zheng et al. (2015, p628), of three facets which are: "Life Wellbeing (LWB), Worker Wellbeing (WWB), and Psychological Wellbeing (PWB)". Using an eighteen-statement instrument propositioned by Zheng et al. (2015), this research tested four hypotheses. The researcher employed a convenience sampling method, as well as distributed the questionnaire using Google Forms to individual workers across diverse industry sectors of the economy. Socio-economic elements including gender, age, marital status, educational attainment, years of work experience, job position, employment status, and income levels were recorded to consider their potential influence on the connections that were being studied. Findings of this investigation reveal a positive relation among employee wellbeing and job satisfaction, a favourable impact upon affective commitment, an adverse relation with turnover intention' and a beneficial link to job performance. The study implies that the businesses, particularly in the developing countries can benefit from recognising the significance of employee wellbeing in shaping attitudes and behaviours at the workplace, thereby leading to positive organisational outcomes.

KEYWORDS

Employee wellbeing, life wellbeing, workplace wellbeing, psychological wellbeing, job satisfaction, affective commitment, turnover intention, in-role job performance.

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfillment of the requirements for the degree of Master of Philosophy Change Leadership at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted for any degree or examination in another university. I further declare that I obtained the necessary authorisation and consent to carry out this research.

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CHAPTER 1: BACKGROUND TO THE RESEARCH PROBLEM

1.1 Description of problem and background

According to a study on wellbeing literature, economists and the academic world have a consensus on the value of Employee Wellbeing (EWB) and its economic benefits for society (Krekel et al., 2019). EWB is acknowledged as a crucial subject for workers, businesses, and the community (Johnson. et al., 2018; Zheng et al., 2015; Zhang et al., 2020; Haque, 2021; Wijngaards et al., 2022; VanderWeele et al., 2020). The World Health Organization (World Health Organization, 1946) declared that everyone had a fundamental human right to health, regardless of political association, religious conviction, lineage, societal standing, or financial situation. According to Zheng et al. (2015), global socioeconomic changes are associated with the “physical”, cognitive, mental as well as emotional wellbeing of individuals. For example, during a pandemic, the subject of employee wellbeing becomes even more important (Bailey & Breslin, 2021). The organisations throughout the world experienced significant effects because of the COVID 19 pandemic which presented societies and corporations with their most difficult problems in decades (Bailey & Breslin, 2021). The employees had to deal with the unexpected change of working from home which had unanticipated effects on their mental health. These included anxiety, loneliness, and depression. Additionally, the employees had to deal with the increasing health risks that are associated with stress, mental illness, and infections (Tuzovic & Kabadayi, 2021). Some employees may continue to experience psychological effects of the pandemic years later (Digby et al., 2021).

Depression is one of the most widely acknowledged expense to wellbeing in corporations and in the society (Evans-Lacko & Knapp, 2016). Park et al. (2016, p.1), state that “depression is a debilitating condition that places a huge health burden on society”. The expenses of depressive disorder comprise explicit expenditures such as the cost of antidepressant medication and doctor visits, as well as ancillary expenses. The expenses of depressive disorder for the firm include absenteeism and presenteeism (Stander et al., 2016). Research has revealed strong associations between depression and both presenteeism as well as absenteeism (Johnson et al., 2018). Lohaus and Habermann (2019, p4) define presenteeism as "going to work sick". According to Garrow (2016), there are several effects of presenteeism. Firstly, when sick, people are much less productive. Secondly, they may endanger others by spreading the disease or by making blunders that worsen their illness and lengthen their absence. Lastly, the individuals suffering from mental illnesses work less attentively, which, depending on the function, may have disastrous results. The justification for emphasising EWB is backed up by the shifts in the

characteristics as well as circumstances of employment (Guest, 2017). Workplace wellbeing could be negatively impacted by the changes at work and in the environment, which would be detrimental to both the individuals and the companies (Guest, 2017). According to Evans-Lacko and Knapp (2016), depression has a significant impact in business worldwide, in terms of total financial cost.

It is noteworthy to recognise that many individuals dedicate over 50% of their active hours engaged in occupational tasks (Dagenais-Desmarais & Savoie, 2012). This makes the wellbeing concept in the context of the workplace an important one to be researched and understood (Sandilya & Shahnawaz, 2018). Growing research suggests a connection between workforce health and some performance measures like efficiency, attrition, contentment, anxiety along with the balance across personal and professional lives. Therefore, it is a crucial element for firms to achieve an edge over others (Tuzovic & Kabadayi, 2021). According to the economic performance objective, an organisation's financial performance is positively correlated to employee wellbeing (Guest, 2017; Harvey, 2019). It further states that worker wellbeing has a positive link to improved health among the sick employees and increased productivity (Guest, 2017; Harvey, 2019).

On the contrary, a criticism of EWB as a strategy for gaining a competitive advantage by means of people is that it can lead to dysfunctional effects such as worsening the health and the wellbeing of the workers (Harvey, 2019; Guest, 2017). Guest (2017) argues that the pursuit of a connection between Human Resource Management (HRM) and high-performance has resulted in neglecting the consideration of worker wellness. According to Harvey (2019), monitoring performance across a variety of work and extra-work indicators is at the core of a dominant approach of management, which is strongly associated with employee wellbeing. Harvey (2019) further asserts that regardless of whether employee wellbeing initiatives lift employee wellness, their introduction, and the measurement of their effects on employee performance cause workers to believe that they must exert more effort which causes work to become more intense, uncertain, and stressful. The pressure that is put on employees by the attempts to improve their wellbeing may be felt not only in relation to the accomplishment of professional goals but also in relation to the accomplishment of specific health goals (Harvey, 2019). According to Guest (2017), there are significant gaps in both the HRM theory and practice that show the importance of placing a higher premium on employee wellbeing.

Despite the criticism that is levelled against EWB, its significance and the possible impact it can have on society are clear. To ensure a healthy and viable business, the change leaders must develop stratagems to protect EWB and to reduce the health hazards that are associated with

poor health. This positions the dearth in literature recognising the elements at work that have a bearing on employee wellbeing and it showcases how improved employee wellbeing improves the organisational outcomes. This is crucial in deciding on the interventions to address the identified challenges. Guest (2017) proposes a reciprocal strategy that puts an emphasis on employee wellbeing and a good working environment.

This study focused on workplace wellbeing instead of a “context-free” wellbeing. It views workplace wellbeing as a continuum that includes ongoing interactions, the application of policies and procedures, as well as the overall environment (Wilcox & Koontz, 2022). The focus of this study was on the wellbeing of the working people because nowadays many people's lives depend heavily on their work (Zheng et al., 2015). Work consequently has a bearing on their wellbeing (Johnson et al., 2018). Thus, the importance of EWB is being noted globally (Johnson et al., 2018; Zheng et al., 2015; Haque, 2021; Wijngaards et al., 2022; VanderWeele et al., 2020). There are various factors that contribute to the widespread interest in EWB. The importance of a conducive working atmosphere cannot be overemphasized, as it is vital for the success of workers as well as the firm (Johnson et al., 2018). It results in reduced absence due to illness, enhanced retention of workers, and increased customer happiness. Higher levels of wellbeing are linked to extended lifespans, content lifestyles, as well as better dispositions (Johnson et al., 2018). Working people that possess an elevated level of wellness have a greater likelihood to exhibit creative thinking, high engagement, and achieve superior job performance, dissimilar to those with poor levels of wellness (Zhang et al., 2020). EWB may have a substantial influence on several company results, such as financial performance, productivity, and the resilience of the firm during challenging periods (Zhang et al., 2020). EWB is linked to irreplaceable workers and good company culture (Wijngaards et al., 2022).

The business leaders and academics have apportioned increased focus to EWB (Zheng et al., 2015; Zhang et al., 2020; Haque, 2021; Wijngaards et al., 2022). However, there is no connection between the hype in employee wellbeing and the evidence that is required to support it (Wijngaards et al., 2022). This demonstrates the theory gap about the factors that influence organisational outcomes in a developing African country and their measurement which is crucial in deciding on the interventions to address the identified challenges. The variances in the cultural backgrounds across the nations contribute to the differing perspectives on the wellbeing concept (Zheng et al., 2015). The investigation supplements the theoretical awareness of EWB in an African context and it expands upon the existing literature on EWB in American and Chinese societies.

1.2 Purpose of the study

Given the association between EWB and various organisational indicators, including “productivity, employee retention, job satisfaction, stress, and work-life balance,” the change leaders must consider the factors that affect the organisational outcomes when crafting organisational strategies. The wellbeing topic has been thoroughly studied by academics around the world (Zheng et al., 2015; Zhang et al., 2020; Haque, 2019; Wijngaards et al., 2022; Kaluza et al., 2020). According to Kaluza et al. (2020), scholars found several elements which influence EWB at work. These elements include the following: (i) Individual-level factors, such as personality qualities; (ii) Task-related factors, including control and time pressure; and (iii) Attributes underlying the present job atmosphere, like the management approach. Understanding these elements is essential since poor EWB costs the firms and the society at large in addition to causing personal pain (Kaluza et al., 2020). More recent studies support an integrated approach to examining wellbeing, which contrasts with the earlier studies that tended to focus on the binary perspective of wellbeing as “either hedonic or eudaimonic” (Zheng et al., 2015). Zheng et al. (2015) propose an EWB theoretical framework based on three factors - “life wellbeing, work wellbeing and psychological wellbeing” (p.628) and they created 18 aspects on the EWB scale. Zheng et al. (2015) stipulate that EWB has the workers' subjective views and emotions concerning their careers and lives. Subjective views extend to individuals' mental experiences including the degree of pleasure shown in all the aspects. The theory is questionable about being applied in an African context. Most wellbeing research has been based on a Western perspective, like many other psychological concepts (Agrawal et al., 2011; Joshanloo, 2014). According to Sandilya and Shahnawaz (2018), any definition of wellbeing must consider the contextual influences on the specific community under study. This study examined the factors that influence organisational outcomes encompassing job satisfaction, affective commitment, turnover intention, and on-role job performance based on Zheng et al.'s (2015) model. Therefore, the reason for the investigation was to study the components that determine these organisational outcomes.

1.3 Significance of the study

The literature highlights that the organisation change leaders and the academics now frequently consider employee wellbeing in organisational matters (Pradhan & Hati, 2022). This is because EWB as a construct has implications; for developing theories, conceptualising ideas, measuring results, and applying ideas in real-world settings to boost production and performance. There are numerous ways to theoretically analyse employee wellbeing. Its definition and structural characteristics have not yet been universally agreed upon. The field of EWB research in Africa in general and in Eswatini in particular will benefit from the addition of the fresh insights that are

provided by this study. This investigation enhances the Western understanding of EWB by broadening its scope to incorporate the data from Africa. Most wellbeing research, just like many other psychological concepts has been conducted using a Western framework (Agrawal et al., 2011).

This study has several practical ramifications. The organisations that want to increase production and performance must concentrate on EWB. The results of this study can serve to empower workers. The outcome of the investigation may be utilised to keep track of the workers' wellbeing, and achieve it, as well as enhance each worker's output individually. In addition to being crucial to a company, improving performance at work paves the way for both individual and collective advancement (Pradhan & Hati, 2019). The inquiry adds to the knowledge of the organisational health climates, the leadership's role in health promotion, employee health, and the potential connections between these factors and EWB. Its outcome may become a crucial foundation for further inquiries.

1.4 Research objective

This research explored the aspects that regulate the organisational results which encompass job satisfaction, affective commitment, turnover intention, and in-role job performance. The investigation sought to uncover the relevance of EWB on organisational outcomes including job satisfaction, affective commitment, turnover intention, and in-role job performance, utilising Social Exchange Theory. The practitioners in organisations and the scholars have developed a serious interest in worker wellbeing (Guest, 2017; Zheng et al., 2015). Furthermore, the global society is experiencing social and economic shifts that are linked to heightened levels of stress, anxiety, and emotions. Additionally, there are socioeconomic changes taking place in the world that are related to emotions such as stress and worry (Zheng et al., 2015). The risk of global pandemics such as the COVID 19 epidemic reignited the attention in the issues of the possible effects of such incidents "on employee wellbeing and" business productivity (Montani et al., 2020). It resulted in layoffs in some organisations which are associated with stress and depression (Haque, 2021). Guest (2017) asserts that the variations in the workplace and the circumstances surrounding employment pose a threat to the overall wellbeing of workers, which can have detrimental effects on both the workers as well as the businesses.

According to Wijngaards et al. (2022), not everyone is excited about the scientific measurement of the worker's wellbeing as they are about wellbeing. As a result, there is still a misalignment between the hype surrounding EWB and the "science" required to back it up. Wijngaards et al. (2022) warn against making efforts to influence EWB without careful scientific measurement. The

authors contend that if the conceptualization and assessment of EWB is inadequately performed, it may impede instead of support scientific advancement in this field (Wijngaards et al., 2022). This study contributes by highlighting the methods for measuring employee wellbeing and by suggesting some tools for the organisation members to monitor, manage, and improve their level of contribution at work. The employee wellbeing theory is questionable about being applied in Africa. The investigation was meant to analyse some elements that impact the organisational outcomes encompassing job satisfaction, affective commitment, turnover intention, and on-role job performance. The investigation sought to equip individuals with some insight into their own wellbeing and empower them to take steps to mend it. Consequently, this may lead to enhanced employment results. It is useful for measuring, managing, and overseeing EWB in the companies. The study can be used by the organisation leaders to gauge the degree of employee wellbeing and to launch timely interventions.

Chapter Two delves into the conceptual underpinnings of EWB, the definition of EWB concepts, the importance of EWB, the measurement of EWB, the factors that influence EWB, the benefits of EWB, and the association of EWB with individual and organisational outcomes.

CHAPTER 2: THEORY AND LITERATURE REVIEW

2.1 Introduction

Chapter One offered a foundation for this investigation. It outlined the problem that the investigation aimed to address. The study investigated some elements that have a bearing on the organisational outcomes, among them job satisfaction, affective commitment, turnover intention, and in-role job performance. This chapter has a synopsis of the pertinent literature on the elements that have a bearing on organisational outcomes. The literature review comprises of seven parts. Firstly, it covers the EWB theory base. Secondly, it focuses on the definitions of the EWB concepts. It introduces the context-free aspects of the concepts culminating in the discussion of these concepts within the framework of business. The next section then covers the importance of EWB. The literature review then discusses how EWB is measured. The literature study also discusses the factors that influence EWB. There is then a discussion of the EWB benefits. Ultimately, the linkage between EWB and the results, for example, job satisfaction, affective commitment, turnover intention, and in-role job performance (job performance) is covered.

2.2 Theory Base

Social Exchange Theory (SET) was employed in this investigation for explaining how EWB affects organisational and individual outcomes. There is a consensus among the academics according to Eldor and Vigoda-Gadot (2017), that the SET provides the theoretical framework for comprehending employee-organisation relationships. According to the theory, various exchanges among the participants lead to a sense of duty (Carter et al., 2018). Employer-employee relationships can be categorised as either being an economic transaction or a social exchange. An economic exchange connection refers to a formal agreement that specifies the specific quantities to be transferred and it is legally approved. A social exchange relationship is characterised by one individual doing some kindness for the other individual, in anticipation of a significant subsequent gain. However, the specific nature of the return is not predetermined, and it is left to the discretion of the one who provides the act of kindness (Nazir & Islam, 2017). A total of four factors distinguish “social exchange from economic exchange”: “the resources exchanged, the nature and extent of duties, reciprocity, and the quality of the connection that grows with time” (Shore & Wayne, 1993, p299). The modern frameworks of “organisational behavior,” according to Thomsa and Gupta (2021), have the following characteristics in common: (a) A target's initial treatment by an actor, (b) The target's subsequent reactions to the action, both attitudinal and behavioral, and (c) The development of relationships. The intrpersonal exchanges procedure

commences with a manager or a fellow worker favourably or unfavourably treats a “target” person (Cropanzano & Mitchell, 2005). The recipient person can choose to react to the donor’s original action either positively or negatively (Cropanzano & Mitchell, 2005). According to the SET, the recipients would reply by giving positive mutual answers or else by giving fewer bad countering answers after receiving positive initiating actions (Cropanzano et al., 2017). Thus, SET contends that the employees' assessment of their degree of wellbeing is a direct indication of the present job results in the workplace. The SET suggests that fostering good associations between the workers and the management at work leads to reciprocal perception, thereby resulting in a mutually advantageous work climate for the workers and the company (Cole et al., 2007). Ideal work environments generally lead to the workers feeling taken care of and motivated, which increases the likelihood that the employees reciprocate to the company by putting in an effort encompassing job satisfaction, affective commitment, low intention to leave, and on-role performance. These outcomes can be observed as contentment with one's employment, emotional dedication, decreased likelihood of quitting, and enhanced job productivity.

According to the SET, specific interpersonal interactions lead to mutual responsibilities (Thomas & Gupta, 2021). The connections rely on each other and are reliant upon acts (Cropanzano & Mitchell, 2005). The SET helps in accepting the roles that are played by the companies and their leadership in creating the workers obligations and positive job prospects (Thomas & Gupta, 2021). An organisation uses social exchange to refer to an ongoing dialogue or to a kind deed that starts with the workers and anticipates that it will be reciprocated (Cropanzano et al., 2017). Constructive social interaction can benefit both the company as well as the workers (Thomas & Gupta, 2021). According to Cropanzano and Mitchell (2005, p.875), “...relationships develop through time into commitments that are trusted, loyal, and mutual”. This is achievable if the parties adhere to the specific “rules of exchange” (Thomas & Gupta, 2021). The condition that develops between the parties is defined by these exchange rules (Cropanzano & Mitchell, 2005). The SET states that a specific antecedent results in the interactive connections at work which are known as the “social exchange relationships” (Cropanzano & Mitchell, 2005). The companies that emphasise workers tend to have deeper connections, resulting in positive outcomes (Thomas & Gupta, 2021). In a favourable EWB environment created by the organisation of this exchange, justice and understanding will show whether the staff members are inspired (Thomas & Gupta, 2021).

The numerous scholarly developments made possible by the social exchange theory provide convincing proof of the framework's significant benefits (Cropanzano et al., 2017). Be that as it may, the SET is not without weaknesses. Cropanzano et al. (2017) cite four pressing concerns with the social exchange paradigm, and they provide copious evidence from many studies to back up their arguments. Firstly, there is a lot of overlap and confusion among the several conceptions in the thesis. Secondly, there is also not enough contrast between the different constructions' positive and negative hedonic values. Thirdly, a bipolar assumption that does not distinguish between the existence of adverse aspects (e.g. violence) and the lack of beneficial elements (like assistance). Fourthly, theoretically erroneous behavioral predictions. The issues are present in the current unidimensional framework of the SET, according to Cropanzano et al. (2017).

2.3 Definition of concepts of wellbeing

2.3.1 Types of wellbeing

According to Zheng et al. (2015), total wellbeing is not sufficiently representative of worker wellbeing. Employee wellbeing is multifaceted, subjective, and unpredictable (Zheng et al., 2015). Employee wellbeing is defined by Warr (2017) from the viewpoint of the employees' experiences in general and the job-related characteristics. This led to two main conceptualisations of wellbeing, which are categorised as "context-free" wellbeing as well as "domain specific" wellbeing (Fox et al., 2022; Wilcox & Koontz, 2022). Fox et al. (2022), define context-free wellbeing as one's wellbeing that is representative of their overall wellbeing rather than just their situation at work. Context-free wellbeing is concerned with life in general as opposed to a specific environment (Warr et al., 2017). Context-free wellbeing is measured by the "individuals' psychological wellbeing, physical health, quality of social relationships, satisfaction with life, and global happiness" (Wilcox & Koontz, 2022). Conversely, the focus of employment wellbeing is on how the workers experience their jobs and the impacts or circumstances at work that form these experiences (Wilcox & Koontz, 2022). The physical work environments, the work policies and cultures, the caliber of working relationships, and employment rewards as well as security are some of the examples of job-related variables (Warr et al., 2017). The academics examine the impacts of these factors on specific work outcomes, including job satisfaction, engagement, and burnout (Wilcox & Koontz, 2022). The focus of this study was on job-related wellbeing because many workers devote most of their time at work (Zheng et al., 2015).

2.3.2 Defining wellbeing and wellbeing at work

Despite a surge in research on EWB over the last few decades, a globally concurred description (Tov, 2018). Wellbeing has many definitions because it is a complex concept that has been investigated in a variety of academic fields (Schmidt et al., 2019). Warr (1999) defines EWB as the comprehensive assessment of a worker's output considering bodily as well as mental aspects. Although regarded as a complicated and varied concept, wellbeing is typically examined through three angles: "The hedonic perspective of subjective wellbeing" (Diener, 2009), the "eudaimonic perspective of psychological wellbeing" (Ryff et al., 1995) "and social wellbeing" (Lee-Ross, 1998). In the hedonic theory, "life satisfaction" and "happiness" are emphasised (Diener, 2000). According to Ryan and Deci (2001), hedonism is enjoyment-focused, and eudemonism is power-realisation-focused. The eudaimonic perspective highlights the crucial psychological aspects for people to grow and develop when facing difficulties in life (Ryff et al., 1995). Everything a person experiences and that positively assesses their life forms part of their state of wellbeing (Tov, 2018). According to Tov (2018), there are numerous methods to comprehend the meaning of having a good outlook on living. Firstly, some individuals associate happiness with wellbeing. Secondly, some people see wellbeing as a sustained feeling of contentment. Thirdly, wellbeing is all about being good bodily and mentally. Behavioural wellness is a condition in which workers appreciate their personal potential to cope with everyday challenges, work efficiently, and give back to their society (World Health Organization, 2013).

The same difficulties arise when defining workplace wellbeing as they do when defining context-free wellbeing (Salas-Vallina et al., 2018). The International Labour Organization (2020) summarises work wellbeing as follows: "Workplace wellbeing encompasses all facets of working life, including work conditions, occupational health, employee satisfaction with work, working conditions, workers' attitudes towards jobs, organisational culture, as well as organizational design". The investigation utilised a description regarding EWB in Grant et al. (2007) where they describe employee wellbeing as every aspect of a worker's interactions as well as accomplishments in the workplace.

2.3.3 Wellbeing and happiness

People value happiness and wellbeing, which has ramifications for one's emotional as well as bodily wellness both in as well as out of work (Diener, 2000). The vast body of literature on wellbeing shows that happiness and wellbeing, while related, have distinct meanings (Ryan & Deci, 2001; Ryff et al., 1995; Guest, 2017). Wellbeing, according to McDowell (2010), is fundamentally the state of being content, satisfied, or happy because of optimal performance.

This does not necessarily indicate perfect operation. It is a relative idea rather than an absolute one (McDowell, 2010). In the early research on EWB, “stress, personality traits, and mental health” were frequently highlighted (Danna & Griffin, 1999). Since then, research has expanded to encompass more types of wellbeing, such as social, physiological, and psychological (Wilcox & Koontz, 2022). According to Wijngaards et al. (2022), the concept of wellbeing has many facets. Wellbeing encompasses interpersonal, bodily, monetary, as well as emotional aspects of individuals' overall quality of living (Diener et al., 2018). Conversely, happiness is viewed as an enjoyable feeling that individuals could intentionally desire (Diener et al., 2018). Many definitions of "happiness" exist, but most academic research focuses on just the two of them (Eid & Larsen, 2008). In the first instance, "happiness" is essentially treated as a synonym for "wellbeing" (Eid & Larsen, 2008). In the wellbeing sense, to state that someone is happy is to indicate that their life is going well for them. It is to assess the worth of their lives. Secondly, the term "happiness" has psychological connotations, thereby referring to a broad and often enduring characteristic of the person's mental state, which is being happy (Eid & Larsen, 2008).

2.3.4 Emotional wellbeing

Emotional wellbeing, according to Diener et al. (2018), is understood to involve several facets. Firstly, it encompasses positive feelings and emotions along with diminished levels of a negative emotional state. Secondly, it suggests more than momentary enjoyment along with the advancement to goals aligned with one's motives. Thirdly, it includes the ability to recover from adverse events as well as an ability to share a variety of feelings that are both beneficial and fitting. Fredrickson (2004) claims that experiencing pleasure ultimately leads to optimal functioning. Positive emotions have the following benefits, according to Fredrickson (2004): (i) They broaden one's concentration and reasoning, (ii) They counteract any residual dissenting emotive stimulation, (iii) They support mental ability to recover, (iv) They help people to develop consequential personal resources, and (v) They help people to flourish as a result.

2.3.5 Hedonic and eudaimonic wellbeing

Two dominant perspectives on wellbeing have emerged over the decades. Firstly, “the hedonistic” perspective believes that the purpose of life is to increase enjoyment while minimising suffering. It comprises of (i) A lot of good feelings, (ii) A little bit of bad feelings, and (iii) A general sense that life is good (Tov, 2018). The emphasis is on subjective wellbeing, or the satisfaction that comes from attaining one's goals, whatever they may be (Schmidt & Hansson, 2018). This involves, according to Schmidt and Hansson (2018) two-fold emotive elements: the presence of happy feelings without any adverse feelings, plus a single mental component: contentment, which

one's evaluation of their general state. According to McDowell (2009), the exclusive concentration on pleasure is criticised by the opposing eudaimonic stance as being overly narrowly self-indulgent. It contends that the individuals need to aim higher than for a life of purely enjoyable activities. Instead, wellbeing results from the development on an individual level, active participation, offering as opposed to accepting, and gratification as opposed to happiness (McDowell, 2009). The eudaimonic theory starts from the premise that certain requirements are necessary for one's psychological development, and that by meeting these needs, one can realise their full potential (Tov, 2018). The eudaimonia view shifts focus from "subjective to psychological wellbeing", by highlighting ongoing personal development and adaptation, as well as elevating virtue and upholding moral principles as ideals.

The hedonic and eudaimonic approaches have faced criticism in the efforts to clarify the idea of wellbeing (*Mendonca et al Psychological Wellbeing at Work*, n.d.). Firstly, the hedonic perspective is criticised for having a constrained perspective because it only considers wellbeing in its cognitive and affective elements. Secondly, according to a hedonistic viewpoint, wellbeing attempts to maximise individual satisfaction while ignoring independence, proficiency, societal attachment, and the purpose of life. Thirdly, the activities that enable people to realise their potential through prosocial actions and creative performance are related to the hedonic and eudaimonic perspectives in distinct ways. Moreover, the researchers that stress the necessity of defining wellbeing in terms of the best possible psychological functioning have questioned the validity of conceptualising wellbeing exclusively as "happiness" (Pritchard et al., 2020). Lastly, separating the hedonic and the eudaimonic elements of wellbeing has drawn criticism from some academics (Tov, 2018). According to Tov (2018), the philosophical traditions of hedonism and eudaimonia have some overlap and they are experimentally connected.

2.3.6 Social wellbeing

Social wellbeing is described in terms "of eudaimonic wellbeing" (Williams, 2021). Lee and Keyes (1998) describe social wellbeing as an assessment of an individual's situation as well as societal functioning. According to Lee and Keyes (1998), a person's view of societal "acceptability, actualization, contribution, coherence, and integration are all included in the social wellbeing". It measures the societal role as well as the supposed thriving for a person's societal living. The authors define social wellbeing "as the combination of social integration, social acceptance, social contribution, and social actualisation". Being healthy and content is only one aspect of wellbeing. According to Reza et al. (2019), another aspect of wellbeing is being actively involved with other

people and the communities. Other academics prefer the term “subjective wellbeing” to happiness (Diener, 2000). This leads next to a discussion of subjective wellbeing.

2.3.7 Subjective wellbeing (SWB)

SWB denotes a certain aspect of wellness that is motivated by the hedonistic school of thought (Schmidt & Hansson, 2018). The study of SWB focuses on how happiness is defined, measured, and correlated with other positive emotions (Luhmann, 2017). Diener (1984) states that SWB is divided into two categories: cognitive and affective. The general assessment of a person's life makes up the cognitive domain. This area of study is also known as one's degree of life satisfaction. A person's long-term levels of negative and positive affect are referred to as the affective domain (Diener, 1984). The emotional domain is composed of “trait-like and state-like” elements that can change in valency and degree of stimulation (Diener, 2000). Some facets of an individual's affect are consistent over time (Wijngaards et al., 2022). Consequently, the “dispositional affect” is a characteristic that can be seen as a lasting attribute, representing enduring personal distinctiveness that reflect one's overall tendency to contend with a specific emotional circumstance (Wijngaards et al., 2022). The other affect-related SWB constructs have a variable trajectory, and they are categorised as being state-like (Luhmann, 2017). Hence, SWB also includes the people's assessments of their emotional experiences, such as good and negative emotions and moods. Wijngaards et al. (2022) differentiate between moods and emotions by saying that feelings of mood are prolonged emotions which can persist for longer than a day, occur regularly, and may have broad origins and consequences. On the other hand, “emotions” may show up through several means, such as conduct, feelings that are personal, neural processes, as well as physical reaction (Wijngaards et al., 2022). They are intense, rare, have distinct triggers and manifestations, and persist for only a few seconds to a few minutes at most.

According to Schmidt and Hansson (2018), SWB consists of the following primary elements: the regular occurrence of happy emotions, the rare occurrence of adverse emotions, and favourable psychological assessments of happiness in life. Whether the favourable and dissenting influences are well-defined elements with imperfect correlation, or the two opposite extremes of the same bipolar continuum is a topic of intense discussion (Ong et al., 2017; Russell, 1999). The unique impact of “favorable as well as adverse emotion” on predicting of certain results has significant ramifications. As a result, both affects must be included when defining and measuring subjective wellbeing (Diener, 2000). Furthermore, some researchers thought that happiness could not be reduced to passing affective experiences and general life satisfaction and that the subjective

wellbeing approach leaves out a few significant characteristics of happiness (Disabato et al., 2019).

2.3.8 Psychological wellbeing (PWB)

Ryff et al. (1995) devoted time to comprehending the eudaimonic view of wellbeing, which is often known as psychological wellbeing. They outline a collection of events, justifications, and patterns of conduct that are associated with a well-balanced life. They created a model of psychological wellbeing that is linked to life's meaning and purpose, personal development, and self-actualisation, as well as the evolution of one's ability and its autonomy. According to Ryff et al. (1995), six elements which are crucial for an individual's self-actualisation include favourable self-evaluations and embracing one's past, ongoing individual development, a feeling of identity and worth, good relationships in society, effective personal management, as well as a feeling of independence. Several criticisms of the PWB have been made, focusing on the measure's precision and construct validity as well as the absence of PWB substitutes. Furthermore, other critiques have challenged the six-factor PWB paradigm and recommended an "all-over one-factor" approach instead (Brandel et al., 2017).

2.3.9 Worker Wellbeing (WWB) Versus Employee Wellbeing (EWB)

This study focused on workplace wellbeing instead of "context-free" wellbeing. According to Wilcox and Koontz (2022), workplace wellbeing is thought to be a continuum that includes ongoing interactions, the use of policies and procedures, as well as the general atmosphere as well as the culture of the firm. The wellbeing of the organisations is characterised by several factors. The businesses may be "healthy" in one area while also being "unhealthy" in another (Wilcox & Koontz, 2022). According to Wijngaards et al. (2022), the concept of worker wellbeing has several facets, and it can be operationalised in different ways. Wijngaards et al. (2022) write that worker wellbeing, in its broadest scope, refers to the overall wellness of individuals engaged in employment. Wijngaards et al. (2022) differentiate worker wellbeing from employee wellbeing, noting that not every individual who works has been hired in businesses. Since not every person who has been hired in businesses are workers, worker wellbeing is different from employee wellbeing. Worker wellbeing is distinct from the wellbeing at work in that it only refers to the feeling of wellbeing while working. Lastly, WWB is distinct from general individual wellbeing because it is focused on the "lives and experiences of" the workers. According to Zheng (2015), employment is vital in shaping one's lifestyle and has a profound effect on one's overall health. Workplace experiences are not comparable to everyday conditions; therefore, EWB should be separated from overall wellbeing.

2.4 The importance of EWB

According to the happy worker-productive worker hypothesis, people and groups who are happier and more content with their lives perform better at work than the unhappy people and groups do (Warr et al., 2017). Weak individual wellbeing is related to negative business consequences, including rising absences, presenteeism, and reduced employee output (Johnson et al., 2018; Zheng et al., 2015). The academic community has showcased a relation among wellbeing along with various personal as well as organisational results. For the business, EWB is linked to reduced sick leave, improved loyalty, and increased client happiness (Johnson et al., 2018). Employees with an enhanced degree of wellbeing tend to have longer lifespans, have a favourable standard of living, as well as pleasant to deal with (Johnson et al., 2018). According to Guest (2017), firms can get advantages such as improved worker productivity, unique competitive edge, and expense reduction by prioritizing employee wellness. Kropp (2021) states that providing greater support for employee wellness allows workers to enhance their standard of living and their performance. Kropp (2021) found that businesses who assist workers with personal situations have a 23% rise in workers expressing improved state of mind and a rise of 17% in workers reporting improved physical wellness. Businesses additionally gain from a 21% rise in individuals that excel when they provide strong assistance to their staff, as opposed to firms that lack a comparable level of assistance.

2.5 Measurement of EWB

Measurement is the cornerstone of all scientific disciplines (Disabato et al., 2019). Johnson et al. (2018) elaborate on the necessity of measuring EWB as follows. Firstly, “being able to measure anything is a prerequisite for changing anything, in a methodical fashion”. Secondly, it is impossible to determine whether something has changed or not if you cannot measure. Thirdly, precise measurement is even more crucial when determining what must be done to make things better. Finally, an evaluation of the determinants of EWB is a crucial measuring requirement. Three opposing dimensions have been proposed by Warr (1999): “displeasure and pleasure; worry and comfort; and depression and zeal”. The author explains these dimensions as follows: (i) Pleasure/displeasure, is connected to both positive and negative feelings that are typically experienced in the workplace. (ii) Although worry as well as contentment include a mild sense of enjoyment, they diverge regarding the degree of “mental stimulation, with apprehension being elevated while satisfaction being lower. (iii) Extremes of happiness and melancholy can be seen in both enthusiasm and depression. He contends that the measurements of wellbeing are crucial

for capturing the employees' cognitive and emotive experiences at work, including all the nuances, difficulties, and biases of those experiences. Two distinct but related study perspectives, hedonic wellbeing and eudaimonic wellbeing have formed the foundation of conceptual hypotheses about the essence of mental wellbeing (Mendonca,n.d.).

2.5.1 Hedonic wellbeing

Hedonic wellness describes how people feel and perceive their quality of life, that is, their affective experience (Williams, 2021) According to this viewpoint, wellbeing encompasses mental examination of one's degree of happiness with their life, along with experiencing elevated amounts of pleasant emotions as well as a decrease of adverse feelings (Diener, 2000). The question becomes how might one determine a person's present level of hedonic wellbeing? Most researchers seem to understand the hedonic approach in relation to subjective wellbeing (Disabato et al., 2016). As a result, the hedonic perspective to wellbeing has mostly used measures of subjective wellbeing (Ryan & Deci, 2000). This may be because several hedonic theses are based on Diener's (1999) trio-element SWB framework, which includes "life satisfaction, positive affect, and negative affect" (Ryan & Deci, 2000, p144). The sum of these three factors helps to determine one's level of happiness (Diener, 1984; Ryan & Deci, 2000).

One method for assessing hedonic wellbeing involves evaluating individuals' emotional responses to certain aspects of their lives, including "life" or employment (Zheng et al., 2015; Johnson et al., 2018). The technique involves people reflecting on a particular subject, including their employment or general state of living, and providing a meaningful appraisal. A different technique emphasises understanding people' reactions to emotions rather than doing a detailed analytical analysis (Zheng et al., 2015; Johnson et al., 2018). The most common way to measure hedonic wellbeing is through self-report, in which the individuals rate their emotional ("positive and/or negative") feelings, and extent of contentment in living (Williams, 2021). Methods for measuring hedonic wellbeing include the **Subjective Happiness Scale (S-H-S)** [Lyubomirsky & Ross (1999)] and **The I Opener People and Performance Questionnaire (T-I-P-P-Q)** [Pryce-Jones (2010)]. The self-report measures have several limitations. Self-report measures have several limitations. According to Williams (2021), some of the limitations of self-report measures include: individuals' inclination to answer in a way which conforms to societal expectations of contentment; disparities in the supposed meaning of terms by investigators and the understanding of those who participate in the studies; and reminiscence prejudices in cross-sectional studies. As a result, the researchers have pursued alternative ways of assessing hedonic wellbeing.

The researchers that prefer the “non-self-report” evaluations employ “measurements of the body and brain” (Williams, 2021). According to Williams (2021), the measurements of the brain activity and physiology are effective tools for evaluating hedonic wellbeing. For example, a higher degree of self-reported fulfillment in life and favorable impact is associated with a rise in the left compared with the right frontal neural action as evaluated by electroencephalogram,(Alexander et al., 2021). Furthermore, affective experience can be detected by externally visible indicators in the voice, body, and face (Williams, 2021). For instance, despite intentional control, smiling is frequently perceived as indicating positive affective experience. However, the emotional component of hedonic wellbeing could not be accurately reflected by beaming or explicit emotional signals (Williams, 2021).

2.5.2 Eudaimonic wellbeing

In terms of eudaimonia, “being at one's best” is realising all of one's potential (Schmidt & Hansson, 2018). Wellness is a progression that involves doing things that are worthwhile as opposed to personal feelings of happy emotions and contentment with living (Schmidt & Hansson, 2018). According to the self-determined thesis, which adopts a eudaimonic perspective, fulfilling the trinity of wants, namely "competency, connection, as well as independence," results in achievement of self-realisation (Ryan & Deci, 2000). The question becomes how might one determine an individual's eudaimonia? Eight elements which articulate flourishing were established by Ryan and Deci (2000). Ryff's (1989) scale of psychological wellbeing is a widely used indicator of eudaimonic wellbeing (Williams, 2021). Ryff (1989) created a model of psychological wellbeing that is linked to life's meaning and purpose, personal development, and self-actualisation, as well as the evolution of human potential and its autonomy which includes six facets of emotional happiness. The six factors encompass independence, accepting one's self, contextual competence, beneficial relations, individual growth, and a life's mission.

2.5.3 Social wellbeing

Social wellbeing is described by Lee and Keyes (1998) as an assessment of one's situation as well as societal functioning. How can one determine an individual's social wellbeing? Five aspects of a measurement model for social wellbeing that emphasise individuals as part of a society rather than as solitary individuals have been developed (Lee & Keyes, 1998): 1) Social integration - the conviction that one is accepted by and belongs to one's community; 2) Social acceptance - the conviction that others are decent and reliable; 3) Societal contribution - a conviction that an individual's contributions matter to society; 4) Social coherence - the conviction that reality is orderly and predictable; and 5) Social actualisation - the conviction that the people's conditions in

society are getting better. According to Williams (2021), there are several available self-report social wellbeing scales. Some biological measurements of social wellbeing place a strong emphasis on social support (Williams, 2021).

2.5.4 Measuring workplace wellbeing

The fact that many individuals devote more than 50% of their waking hours working should be noted (Dagenais-Desmarais & Savoie, 2012). This makes EWB, according to Sandilya and Shahnawaz (2018), important to be researched and understood. Next is a discussion of the measures of workplace wellbeing that were developed in recent years.

2.5.4.1 Happiness at work scale

A framework for workplace happiness known as "the 5 C's"—the five components—was created by Pryce-Jones (2010). The five criteria were as follows: "Commitment" (degree of involvement at work), "conviction" (desire a person poses despite difficulties), "culture" (one's ability to blend-in at place of employment), "contribution" (effort made and seen as such), and "confidence" (level of self-confidence and faith at place of employment). Pryce-Jones (2010) further conducted research on "the happiness-productivity" relationship and determined that a worker will stay long at work if they are happier. According to Sandilya and Shahnawaz (2018), it is challenging to generalise the model and further the research because the questionnaire utilised for the study is not made available for additional research.

2.5.4.2 A Shortened Stress Evaluation Tool (A-S-S-E-T)

An integrated model of work-related wellbeing was developed by Robertson and Cooper (2011). The A-S-S-E-T model is comprehensive, and it takes both internal and external factors into consideration when assessing workplace wellbeing (Sandilya & Shahnawaz, 2018). The framework furthermore seems to take on a cohesive approach because it includes a hedonic element (positive emotions) and a eudaimonia element (sense of purpose"), which together make up psychological wellbeing (Sandilya & Shahnawaz, 2018). Again, despite the model's thoroughness, it is difficult to access for research purposes the questionnaire that is used to measure workplace wellbeing (Sandilya & Shahnawaz, 2018).

2.5.4.3 Index of Psychological Wellbeing (I-P-W-B-W)

Dagenais-Desmarais and Savoie (2012) proposed the I-P-W-B-W which has the following elements. Firstly, "interpersonal fit at work" refers to the impression of having

beneficial interactions with persons someone interacts with in the employment environment. Secondly, "thriving at work" refers to the feeling of successfully completing a meaningful and engaging task which enables personal fulfillment. Thirdly, "feelings of competency at work" refer to a sense of having the required skills to accomplish what one does effectively and having competence over the activities. Fourthly, "perceived recognition at work" refers to the sense that one is valued in the company for the individual's job as well as personal qualities. Finally, "Want for participation in the workplace" denotes the eagerness for engaging in the firm's activities whilst aiding in the business's effective operation and growth.

2.5.4.4 Zheng et al. (2015) Three-factor EWB Framework

This study draws upon Zheng et al.'s (2015) theoretical model to examine the organisational outcomes. The structural characteristics of employee wellbeing in firms were examined by Zheng et al. (2015). They discovered that EWB has three categories: "life wellbeing, workplace wellbeing, and psychological wellbeing" using both qualitative and quantitative methodologies. By means of quantitative research, they confirmed the accuracy as well as the dependability of the EWB scale. The findings reveal that there exists a strong connection between EWB and both affective organisational commitment and job performance (Zheng et al., 2015,). The researchers determine that EWB encompasses workers' perspectives, sentiments regarding their employment, happiness with living, their emotional life, and degree of fulfillment in their professional and private situations (Zheng et al. (2015, p.628).

2.5.4.5 Positive emotions, Engagement, Relationships, Meaning, Accomplishments (P-E-R-M-A) Tool

Butler and Kern (2016) created the P-E-R-M-A questionnaire. Seligman (2011) proposed a tool composed of five parts: "Positive emotions, Engagement, Relationships, Meaning, and Accomplishment (P-E-R-M-A) to define wellbeing. Seligman's five components are included in Butler and Kern's tool along some additional elements namely adverse feelings as well as wellness (Butler & Kern, 2016). According to Butler and Kern (2016), the instrument seems to incorporate hedonia as well as eudaimonia elements.

2.5.4.6 Eudaimonic Workplace Wellbeing Scale (E-W-W-S)

Bartels et al. (2019) claim that many studies as well as assessments emphasise workplace wellness on a single approach which is hedonia wellbeing as opposed to eudaimonia wellbeing, or by equating workplace wellbeing with general wellbeing. Bartels et al. (2019) created an 8-item

measure of eudaimonic workplace wellbeing by integrating the working setting and the eudaimonic perspective. The E-W-W-S has two sections measuring interpersonal and intrapersonal wellbeing. According to Bartels et al. (2019, p14), eudaimonic wellbeing at work was determined, through the validation of the E-W-W-S, to be distinct from the generic eudaimonic wellbeing, “job engagement, life satisfaction, and leader-member exchange”. The findings of the authors further revealed that E-W-W-S forecasts crucial organisational elements including creativity and intention to leave one's job.

*2.5.4.7 Employee Wellbeing at **W**ork Questionnaire (**E-W-W-Q**)*

The Workplace Wellbeing tool was created by Czerw (2019). The questionnaire is based on both Lee and Keyes's (1998) framework “of social wellbeing” and Ryff et al.'s (1995) six aspects of psychological wellbeing. The four criteria of the tool include: beneficial organisation, growth, favourable connection with colleagues, and advancement of the firm. The following conclusions were reached, according to Czerw (2019), the E-W-W-Q tool's convergent and discriminant validity was confirmed. This framework as well as its factors effectively assessed eudemonic wellbeing in the workplace.

2.6 Factors that influence EWB

EWB is affected by both human elements and organisational variables (Johnson et al., 2018). Employment elements have a major impact on EWB) owing to the firms' ability to easily modify and improve working conditions (Johnson et al., 2018). Guest (2017) warns that modifications in the workplace and society pose a risk of diminishing employment wellbeing, potentially leading to adverse impacts on workers and businesses. Robertson and Cooper (2011) developed the A-S-S-E-T Model, as shown in Figure 2.1, for wellbeing at work. The A-S-S-E-T Model offers some guidance in comprehending work elements which affect employee wellbeing as well as illustrate how improved employee wellbeing improves individual and organisational outcomes (Johnson et al., 2018). The model provides recommendations on how wellbeing might be improved.

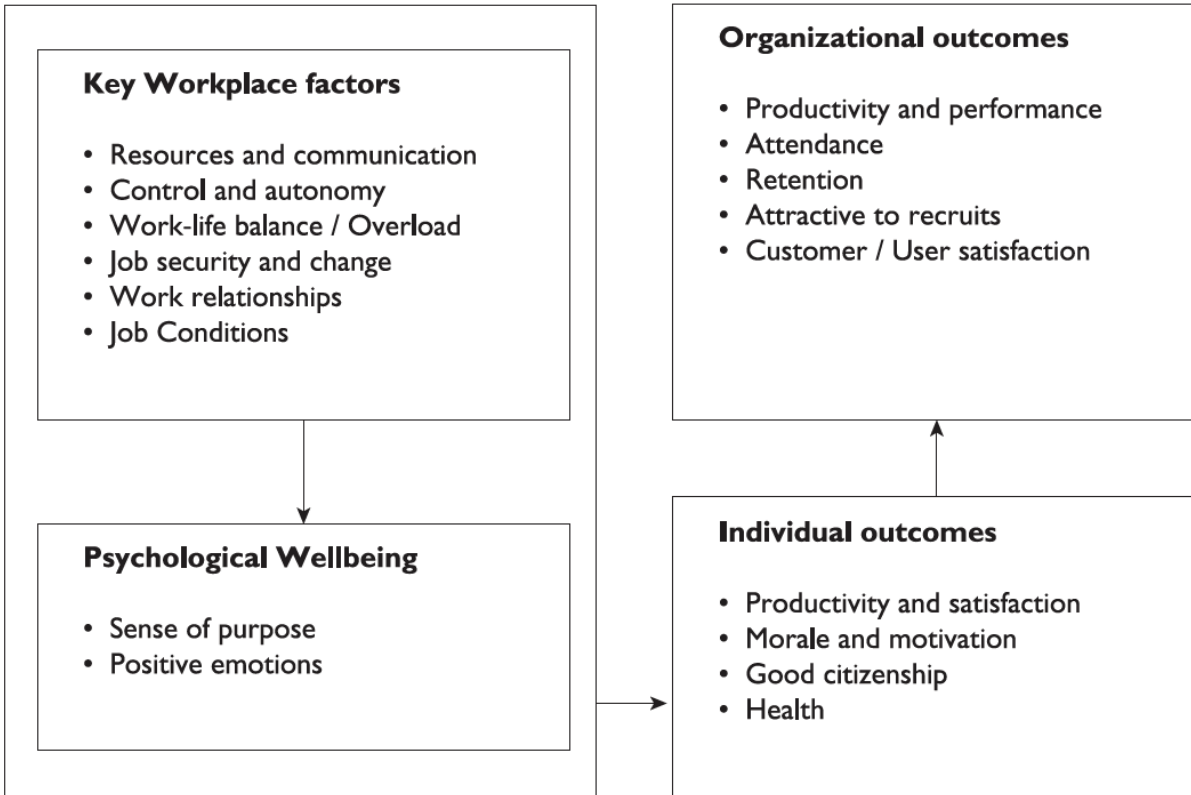


Figure 2.1: The A-S-S-E-T (2011) Model adapted from Robertson and Cooper (2011).

The A-S-S-E-T framework could be summarised in the following manner. Firstly, it demonstrates how several unique workplace elements, including controls, communications, and resources, are crucial in influencing the employees' levels of wellbeing. Secondly, it demonstrates how the employee wellbeing levels affect individual outcomes. Thirdly, it demonstrates how individual outcomes influence organisational outcomes. Fourthly, at the individual level, raised employee wellbeing is related to better connections with coworkers, better health, mortality, and achievement in life. Finally, at the organisation level, increased employee wellbeing is linked to favourable results including productivity and performance, attendance, retention, and customer satisfaction.

More research suggests that low employee wellbeing is related to negative organisational results, among them higher rates of absence, tardiness, and also reduced output from employees. For instance, declining employee wellbeing has a substantial effect on the "presenteeism" phenomena (Freeling et al., 2020). Presenteeism in the medical profession is particularly important because it endangers patients by limiting the ability of the practitioners in administering

service (Freeling et al., 2020). Business change executives would be equipped to enhance the employee wellbeing of their teams when they are aware of the major variables that affect it.

According to Johnson et al. (2018, p.90), the following work factor categories are linked to psychological wellbeing: “work and its context, relationships at work and the work-home interface, purpose and meaning, leadership, management, and supervision”. Organisational factors can be associated with EWB, nevertheless this connection may be offset by individual attributes like positive thinking, resiliency, or optimistic outlook (Johnson et al., 2018). Individual characteristics contribute to variations in emotional wellbeing among individuals in identical circumstances (Johnson et al., 2018).

2.7 Benefits of EWB

Researchers have investigated the relationship between success and happiness in several facets of life, including the workplace. Lyubomirsky et al. (2005) reported the following regarding the association between success and happiness. Firstly, people with high subjective wellbeing were more likely to succeed at work, land better employment, pass job interviews, get favourable assessments from managers, put forth greater performance and productivity, as well as successfully handle managing responsibilities. Secondly, the content workers were less prone to engage in unproductive work habits and become burned out. Thirdly, the individuals high on EWB were effective compared to the unhappy people in the following areas of being — “employment, interactions as well as physical condition”. Thompson and Bruk-Lee (2021) found a strong connection between happiness and performance at work, relative performance as well as organisational commitment.

This shows that the optimal performance of people and organisations depends on EWB (Mendonca et al., 2022). According to Mendonca et al. (2022), EWB fosters “prosocial” and creative conduct on an individual basis. It may result in higher levels of client fulfillment and success inside the company. EWB affects the expenditures associated with sickness and health care, absence, attrition, and on-role job performance. These elements affect the operation and the existence of businesses. Employee wellbeing elevates both worker and business output while

a lack of it can lead to monetary and non-monetary consequences for a firm (Isham et al., 2021; Johnson et al., 2018). Isham et al. (2021) suggest that the 'happy-productive worker' hypothesis posits that EWB contributes to increased degree of output at both worker and business levels. Individuals with greater feelings of contentment tend to demonstrate an enhanced degree of employment efficiency (Isham et al., 2021). There exists a connection between performance and mental health, so improving EWB) ought to contribute to improvements in labor output.

According to Dutta and Khatri (2017), an employee's wellbeing affects decisions such as whether to leave their current employment. EWB also influences one's devotion to his/her occupation, employee engagement, and job satisfaction (Hussein Alkahtani, 2015; Lu et al., 2019; Ocampo et al., 2018; Zheng et al., 2015). Employee wellbeing further significantly affects one's faculty to manage stress, physical and mental health, and his/her degree of fulfillment in professional as well as in their private life (Diener, 2000). The following benefits of employee wellbeing are listed by Johnson et al. (2018) for both individuals and organisations. Firstly, job performance and productivity: A happy, healthy employee is more likely to put in extra effort. Secondly, work attendance: An employee who is physically well and content will make every effort to be present at work every day. Thirdly, employee turnover: Employee wellbeing encourages personal productivity, which the company fairly rewards. As a result, the workers "feel self-satisfied and ultimately reduce employee turnover". Lastly, "acceleration of personal resources" - people with high PWB levels report feeling happier overall. As a result, one develops a more imaginative, gregarious, charitable, and optimistic outlook.

Although studies and evidence show an association among work wellness and production, there is a chance that some elements that are associated with productivity development could undermine job satisfaction (Isham et al., 2021). For instance, according to Isham et al. (2021), increased productivity in labour-intensive industries with high levels of human interaction, such as the healthcare industry, could result in lower-quality service, which would therefore have an adverse effect on the patients' health and welfare. The implementation of technological invention can potentially lead to a convergence of boundaries between work and family time, thereby causing employment instability and psychological strain (Isham et al., 2021).

2.8 EWB and work outcomes

EWB has been linked to significant workplace results (Zheng et al., 2015; Tuzovic & Kabadayi, 2021). In some organisations, Zheng et al.'s (2015) EWB three-factor framework could be utilised to guide initiatives that are aimed at enhancing various workplace outcomes (Johnson et al., 2018). Overall wellness is demonstrated to be linked to employee output and productivity, so the

management should try to cultivate and incorporate wellbeing into a firm's culture (Kaluza et al., 2020). According to the happy worker-productive worker theory, the employees who are happy do well at work and vice versa (Warr et al., 2017). Zheng et al. (2015) report linkages among employee wellbeing and results including “job satisfaction, affective commitment, turnover intention, and job performance”.

2.8.1 EWB and Job satisfaction

Most people's identities revolve around their work. Most people give their job title in response to the inquiry "What do you do? (Eid & Larsen, 2008). The job satisfaction study has useful implications for improving both organisational and personal effectiveness (Eid & Larsen, 2008). There are numerous definitions for job satisfaction. Job satisfaction, according to Saputra and Mahaputra (2022), denotes a measure of a person's view on their experience at work as well as how they feel about their surroundings. In the literature, several theories regarding the causes of job satisfaction have been put forth (Eid & Larsen, 2008). For example, “the Job Characteristics Model (JCM)” contends that occupations with inherently inspiring elements produce a better degree of work fulfillment (Hackman & Oldham, 1975). According to the model, people can be driven by the inner fulfillment they experience while carrying out their work-related duties. According to Hackman and Oldham (1975, p7), an intrinsically stimulating job has five key criteria: “task identity”— level of one's ability to complete an assignment from beginning until the end.; “task significance” — degree at which one's work is regarded as important and significant; “skill variety” —degree to which a duty allows one to perform a diverse duties; “autonomy” — the extent to which one has control and discretion over how to carry out one's job; feedback—the extent to which the work itself offers feedback on how one is carrying out the job; and growth need strength – a worker's desire for personal improvement”.

The JCM theory holds that work that is enhanced to include the mentioned qualities is fulfilling as well as inspiring compared to work which is not improved. The thesis states that the job qualities result in triplet essential emotional conditions, such as sense of a job's value, responsibility for outcomes, and awareness of outcomes, resulting in contentment with work (Judge et al., 2020). Eid and Larsen (2008) write that the results of research examining the relation among the employees' observations of job characteristics and contentment at work have consistently been favourable. The bearing of EWB on job satisfaction has been studied by academics. Numerous investigations have reported a connection amongst EWB and job satisfaction (Zheng et al., 2018).

According to Husseinn (2015), job discontent is linked to detrimental behavioral effects such as absenteeism, workplace accidents, and staff turnover. According to Eid and Larsen (2008), this link could take one of three forms: (a) Spillover, whereby experiences from the workplace are carried over into personal experiences, and vice versa; (b) Segmentation, whereby personal and professional experiences are isolated and have little in common; and (c) Compensation, whereby an individual attempts to make up for an unfulfilling work by looking for contentment in their personal lives, and the other way around. A remarkable range of workplace activities are also related to job satisfaction. According to Lu et al. (2019), job satisfaction has a relationship with nurse absenteeism, burnout, turnover, and desire to resign, as well as an impact on intention to stay, sick leave, and job performance. In summary, the study predicts the following hypothesis:

H1: Employee wellbeing is positively related to job satisfaction.

2.8.2 EWB and Affective Commitment

The employees are a key source of competitive advantage since the interactions with the employees affect how the customers perceive any corporate organisation (Nazir & Islam, 2017). Organisational commitment is the degree to which one relates with and interacts in a firm (Haque et al., 2021). It delineates one's level of dedication to the company as well as their identification with its values and objectives (Kerns et al., n.d.). Organisational commitment, according to Haque et al. (2021), is divided into three categories: "affective commitment" (emotive connections), "continuance commitment" (drawbacks connected to leaving), as well as "normative commitment" (individual beliefs). While the decision of a worker to continue their commitment to a company out of some emotional identification determines affective commitment, normative commitment is a feeling of duty one experiences due to their believed connection the firm's aims. Continuance commitment refers to a level at which a person is connected to the company because of their personal financial situation (Kerns et al., n.d.). More recent models of organisational commitment have expanded the initial theory to include two more dimensions: relevant organisational behaviour and the attitude towards work (Heidari et al., 2022). Affective commitment is labelled as a leading characteristic of organisational commitment in terms of its impact on company results (Meyer & Herscovitch, 2001). Workers with more affective commitment are more probable to be successful at work relative to those who do not feel as much obligation towards the business.

Although there are many variations in organisational commitment, the affective aspect of it is the subject of this investigation. According to Meyer (2016), affective organisational commitment demonstrates a personal connection that creates an emotional bond with the organisation.

According to Albrecht and Dineen (2016), affective commitment is commonly accepted as a steadfast concept that gradually evolves overtime. Affective commitment's growth along with its consolidation could be described in a couple of approaches. Firstly, through the "social exchange" thesis (Blau, 1964) along with the hypothesis of "reciprocity" (Gouldner, 1960), the workers which gain in the company are likely to return the favour by becoming personally involved and by developing an emotional attachment (Eisenberger et al., 2001). On the other hand, if the company fails to uphold its duties to its workers, affective commitment weakens. Thus, affective commitment may alter during this social exchange activity. Secondly, with time, affective commitment often plateaus.

Hussein (2015) claims that having committed employees has several benefits. Firstly, committed workers are less inclined to depart from the company. Secondly, committed workers feel compelled to go above and beyond the call of duty. Thirdly, committed staff members are eager to contribute more significantly and personally to the company. Fourthly, the committed employees work harder and exhibit good corporate citizenship. Lastly, the employees that are committed are less likely to participate in counterproductive behaviours. According to Ribeiro et al. (2020), favourable work environments, job satisfaction, management trust, as well as compensation and benefits all contribute to organisational commitment. As discussed under the theory base, social relations and the principle of recompense explain what motivates the workers to show favourable behaviours toward their business, including loyalty, which are not formally paid or legally mandated by the company. In other words, social exchange explains how social interdependence is engendered at work and how the employees become attached to a company. The employees' wellbeing and their affective commitment have a favourable relationship, according to Zheng et al. (2015).

Research has showcased a relation among affective organisational commitment and several favourable outcomes, including enhanced life satisfaction, positive influence, reduced depression, and decreased susceptibility to sickness (Kolakoski et al., 2020). Research has investigated the impacts of both elevated and diminished levels of commitment within organisational settings (Mercurio, 2015). At first, an adverse relation among affective commitment and turnover was reported. Furthermore, affective commitment and employee absenteeism were significantly associated, but it was not as strong as the link between employee absenteeism and turnover. The literature is reporting a connection between lower rates of absenteeism and increased levels of emotional commitment (Mowday et al., 2013). Furthermore, studies have shown a beneficial connection as well as an indicative relation among proven organisational citizenship behaviours

and affective commitment (Shore & Wayne, 1993). Organisational citizenship refers to an individual's voluntary choice to provide supplementary work that is not recognised by an official system of rewards or evaluations (Katz, 1964). According to Schmidt (2007), affective has been demonstrated to alleviate burnout and emotional fatigue, hence potentially decreasing the occupational stress levels. Therefore, heightened organizational commitment has a connection to enhanced organizational output, job satisfaction, as well as organisational success. Contrary, diminished levels of organisational commitment are linked to high turnover, lower job satisfaction, presenteeism, absenteeism, and reduced overall business performance (Gilbreath & Montesino, 2006). In summary, the study therefore proposes the following:

H2: Employee wellbeing is positively related to affective commitment.

2.8.3 EWB and Turnover intention

Every corporation strives to preserve a competitive advantage in the global labour market which is characterised by a fierce war for talent by keeping and retaining outstanding people (Rathore et al., 2020). Organisational performance and costs, according to Dutta and Khatri (2017), are negatively impacted by the turnover in a few ways. Firstly, the organisation faces immediate expenses whenever a person departs, along with supplementary expenditures linked to the learning and development as well as the acquisition of replacement hires. Secondly, employee turnover affects a company's productivity and the general mood of workers. The work output of the other staff is substantially damaged when one employee leaves an organisation (Dutta & Khatri, 2017). Climek et al. (2022) write that voluntary turnover is an employee's decision to depart a company actively and voluntarily. Turn-over intention has been referred to by several names in the literature, including "propensity to leave", "intention to quit", and "intent to leave" (Haque et al., 2021, p388). It is also described as the people's psychological separation from the job or firm and the pursuit of other employment opportunities (Haque et al., 2021). The leadership challenge is that the employees who intend to leave typically perform below par, lose focus on their jobs, give poorer performances, and are less productive than those who do not intend to go (Haque et al., 2021).

Based on SET, workers who feel valued and respected by their employer are more ready to support the organisation's objectives (Alkahtani, 2015). Climek et al. (2022) suggest that to gauge an organisation's desire to recognise the employees' achievements, they create views of how much the company appreciates and cares about its people. The provision of organisational support to a worker is likely to increase that person's positive feelings to the business, thereby strengthening the association among the organisation and the members of staff. Consequently,

this reinforces the employee's sense of responsibility to pay back the corporation out of the exchange law (Alkahtani, 2015). According to Dutta and Khatri (2017), employee wellbeing and stress are closely linked with ongoing commitment, which in turn affects one's assessment of whether to remain in the firm or resign. The foregoing studies assessed turnover intention as a behavioral wellbeing indicator because turnover intention has been linked to workplace wellbeing. Hence, the investigation implies the following:

H3: *Employee wellbeing is negatively related to turnover intention.*

2.8.4 EWB and Job Performance

The success of an organisation is fundamentally dependent on employee performance (Maria & Evangelia, 2021). The three components of job performance, according to Lee and Lee (2018), are “task, citizenship, and counterproductive performance”. Firstly, “task performance, also known as in-role performance, relates to the “outcomes or outputs” that are connected to the corporate goals (Atatsi et al., 2019). The behaviours listed in one’s work profile that uphold the operational requirements of the organisation are connected to the task performance dimension (Maria & Evangelia, 2021). In other words, the job description outlines the necessary knowledge and the practical abilities that the employees must possess to successfully accomplish their responsibilities. The significant factors for task performance include attaining quantity and quality standards, meeting commitments, as well as managing responsibilities (Lee & Lee, 2018). Secondly, the results of the employees' free-will decisions to behave in a manner that is beneficial to the company are referred to as citizenship performance (Lee & Lee, 2018). Ocampo et al. (2018, p821) describe “organization Citizenship Behaviour as individual discretionary behavior”. The five factors of organisational citizenship behaviour, according to Ocampo et al. (2018), are as follows:

- (a) Altruism - Activities and behaviours that are helpful to other colleagues.
- (b) Conscientiousness - Employees who consistently arrive on time, are present, and go above the call of duty.
- (c) Courtesy - Employees who consistently help to avert problems or take action to lessen the effects of any serious concerns.
- (d) Sportsmanship - Emphasises the beneficial features versus the adverse ones and exposes the conduct of an individual that does not cause a fuss over insignificant issues.
- (e) Civic virtue - Demonstrated by selfless actions on both a professional and social level, as well as by general support for the organisation's goals.

Lastly, unproductive behaviour refers to the negative activities that hurt companies and their employees (Lee & Lee, 2018).

Numerous organisational studies emphasise the connection between EWB and employee performance (Ocampo et al., 2018). Researchers have repeatedly showcased a beneficial link between the wellbeing of individual workers and their performance (Warr et al., 2017). Firstly, the individuals who experience greater job satisfaction tend to have enhanced performance. Secondly, an increase in beneficial impact is linked to improved worker output. Thirdly, increased job satisfaction is significantly related to enhanced levels of production. Moreover, the individuals experiencing enhanced wellbeing at work have been seen to exert greater diligence in their assigned duties. Lastly, performance quality can be predicted by good affect. Consequently, the employees who have higher levels of wellbeing generally exhibit enhanced on-role job performance as compared to those with decreasing wellbeing.

Several research have revealed a link between organisational citizenship behaviour and job satisfaction (Maria & Evangelia, 2021). The workers are probable to participate in productive behaviours when they see work as part of a larger transaction, which is a function of job satisfaction (Ocampo et al., 2018). The Workers who are content with work are more willing to give back by engaging in organisational citizenship behaviours (Ocampo et al., 2018). The social exchange hypothesis along with the reciprocity thesis are the foundations of this connection (Maria & Evangelia, 2021). Secondly, the social exchange thesis and the inducements-contributions framework can both be used to explain the connection between affective organisational commitment and organisational citizenship behaviour (Ocampo et al., 2018). Consistent with the approach, the workers that have an enhanced degree of affective organisational attachment will show their appreciation for the company by acting like good corporate citizens. As a result, organisational citizenship behaviour and affective organisational commitment are positively connected (Maria & Evangelia, 2021). Therefore, the study hypothesises the following:

H4: Employee wellbeing is positively related to in-role job performance.

2.9 Conclusion

The literature review highlights that the SET provides a foundation for describing employee and employer exchange association. The application of the SET in the perspective of the organisations is premised on the “exchange principle” and it takes the reciprocity law into consideration. Hence, the conclusion that an employee's connection with a business is built on

the mutual benefit principle. This mutually beneficial association may define an employee's behaviour towards their employer, whether it is intrinsic or extrinsic. The employees' good attitudes and extra-role behaviours can be used to an organisation's advantage when they believe their employer cares about their wellbeing.

Some of the key thoughts that arise from the definition of the EWB concepts in the literature review point to the following facts. Even though EWB is today thought of as a multifaceted notion, wellness still has two essential components: feeling good and working well. The positive experiences in life are marked by "happiness, contentment, enjoyment, curiosity, and engagement". The important characteristics of wellbeing include possessing an unambiguous feeling of purpose, having satisfying connections with other people, coupled with having some measure of control over one's circumstances. Working is essential to people's lives, and the interactions inside an employment setting impact worker wellness. Low EWB is associated with negative organisational results such as higher rates of absence and tardiness, along with reduced employee efficiency. This investigation explores the concept of wellbeing in the work environment, including their measurement, influencing factors, and strategies for development and maintenance. Happiness and wellness are interconnected concepts, yet there remains no consensus on their precise meanings or definitions. Wellness for workers can be influenced by both individual and work-related factors. A worker's contentment significantly influences their behavior, attendance, and performance at work. Implementing employee wellness measures will positively influence company results such as efficiency, security, involvement, and healthcare expenditures.

The literature review highlights the relations among EWB and organisational outcomes encompassing as job satisfaction, affective commitment, turnover intention, and job performance.

CHAPTER 3: RESEARCH QUESTIONS AND HYPOTHESES

3.1 Introduction

The investigation aimed to examine the significance of employee wellbeing on several organisational outcomes encompassing job satisfaction, affective commitment, turnover intention, and in-role job performance. This part encompasses the research conceptual model, research question, and hypotheses of the study. This investigation concentrated on a single research question and put forth four hypotheses for examination. As discussed in Chapter Two, the reviewed literature revealed a connection between EWB and work outcomes encompassing job satisfaction, affective commitment, turnover intention, and in-role job performance.

3.2 Research Conceptual Model



Note: EWB, employee wellbeing; LWB, “life wellbeing”; WWB, “workplace wellbeing”; PWB, “psychological wellbeing”.

Figure 3.1: EWB Model (Researcher compilation)

This inquiry sought to analyse the variables that impact organisational outcomes including job satisfaction, affective commitment, turnover intention, and in-role job performance. From the literature analysed in Chapter Two the researcher conceptualised the model in Figure 3.1 above. According to Zheng et al. (2015), EWB encompasses three features: life, work, and psychological necessities across the employment and personal domains. EWB is multifaceted and it includes LWB, WWB, and PWB. Zheng et al. (2015) created an eighteen-statement instrument for assessing EWB. Six statements are included in the first factor (LWB) and they are pertinent to

the lives of the employees. Six statements related to the employees' work are included in the second factor (WWB). Six statements addressing people's psychological needs make up the third dimension (PWB). EWB has three factors, and it includes LWB, WWB, and PWB (Zheng et al., 2015). Zheng et al. (2015) highlight that EWB encompasses beyond workers' views and emotions regarding the happiness of their professional and personal lives. The authors write that EWB extends also to the workers mental experiences. According to Zheng et al. (2015), EWB demonstrated substantial positive relationships with job satisfaction, affective organisational commitment, and job performance. EWB showed a highly adverse connection with turnover intention. The researcher conceptualised the connection between EWB and organisational outcomes, among them, job satisfaction, affective commitment, turnover intention, and in-role job performance as follows.

- Employee wellbeing is positively related to job satisfaction.
- Employee wellbeing is positively related to affective commitment.
- Employee wellbeing is negatively related to turnover intention.
- Employee wellbeing is positively related to in-role job performance.

3.3 Research question and hypotheses

To gain new perspectives on the selected topic, the research questions provide a direct connection to the pertinent literature (Saunders et al., 2019). Research studies are intended to address problems, and the study questions fill in the knowledge gaps and advance the existing pool of information (Saunders et al., 2019). The investigation targeted to answer the question below. The results will enable people to obtain “insights into their personal wellbeing and make necessary improvements. The study's findings will be helpful for assessing, monitoring, and supervising EWB in businesses. The organisation leaders can use them to measure the degree of employee EWB and launch timely interventions. This chapter makes use of the concepts and the goals of the investigation outlined in Chapter One together the definitions of wellbeing covered in the literature review.

The subsequent research question was examined during the study:

RQ1. What is the relationship between EWB and the organisational outcomes (i.e., job satisfaction, affective commitment, labour turnover intention, and in-role job performance)?

This question sought to determine the relation among EWB and the following organisational outcomes: job satisfaction, affective commitment, turnover intention, and job performance. According to Zheng et al. (2015), “job satisfaction, affective commitment, turnover intention, and

job performance” are all associated with employee wellbeing. Also, the happy worker-productive worker model contends that content staff members do well at work and the other way around (Warr & Nielsen, 2017).

By responding to the question, a greater understanding of the elements influencing organisational outcomes were developed. Consequently, the following hypotheses were stated.

Hypothesis 1: (H1) Employee wellbeing is positively related to job satisfaction.

The aim of this hypothesis was to show that there is a relation among job satisfaction and EWB which is favourable.

Hypothesis 2: (H2) Employee wellbeing is positively related to organisational commitment.

This hypothesis sought to show that the employees will experience an emotional connection to their employer if they believe the employer is meeting their emotional requirements.

Hypothesis 3: (H3) Employee wellbeing is negatively related to turnover intention.

There is an adverse relation among EWB and turnover intention. The likelihood of leaving an organisation reveals one’s disposition towards the company. Employee retention is higher when there is proof that the company cares about the employees’ wellbeing. This hypothesis aims to demonstrate that employee satisfaction lowers the likelihood that people will leave the organisation.

Hypothesis 4: (H4) Employee wellbeing is positively related to in-role job performance.

This hypothesis aims to show that EWB has a link with job performance. Salas-Vallina et al. (2018) contend that job performance has been linked to job satisfaction. Through reciprocity norms, the Social Exchange Theory reveals how happier the employees contribute more to the company because they associate their satisfaction with it (Salas-Vallina et al., 2018). The SET suggests that when people recognise that the businesses regard them, they may show positive behaviours (Salas-Vallina et al., 2018).

3.4 Conclusion

In Chapter Three, the research conceptual model, research question, and pertinent hypotheses were presented. These elements were derived from the literature reviewed in Chapter Two of the study. This research investigated the influence of EWB on the organisational outcomes including job satisfaction, affective commitment, turnover intention, and in-role job performance.

CHAPTER 4: RESEARCH METHODOLOGY AND DESIGN

4.1 Introduction

The investigation sought to study the bearing of EWB on organisational outcomes (e.g. job satisfaction, affective commitment, turnover intention, and in-role job performance). As a result, Chapter Three provided a conceptual model for the inquiry, the research question and the four hypotheses that this investigation addressed and examined. With the defined research question, the scholar was able to select the appropriate research layout, size of the sample, population of interest, and required data for conducting the investigation. Choosing the appropriate technique and structure is essential for the successful completion of the investigation (Saunders et al., 2019).

Chapter Four begins with the research design, next is the research assumptions, the research approach, the research strategy, the research methodology, the unit of analysis, the research sample techniques, as well as the sampling size. Following that, a deliberation on the measurement, the data collection and data quality controls, reliability and validity, data analysis, as well as data storage followed. The chapter ends by reviewing the investigation's ethical considerations together with the research constraints.

4.2 Research design

The researcher's philosophy informed the technique choice, which in turn informed the study plan and approach (Creswell, 2012). The method discusses the researcher's philosophy and approach, the strategy and decisions, the research time frame, as well as the selected tools and processes. The chosen research philosophy was positivism, since it sought to examine the elements that influence the organisational outcomes (Alharahsheh & Pius, 2020). The positivism goal is the development of a comprehensive social system that applies science to the study of society and people to benefit the latter (Alharahsheh & Pius, 2020). Positivism places a stronger emphasis on evaluating raw data as well as the truths without being influenced by a subjective explanation or prejudice, thereby emphasising the importance of what is being presented (Alharahsheh & Pius, 2020). To facilitate the development of the generalisations such as those made by the scientists, the investigation sought to evaluate the relations among the variables under study. Positivism, in the researcher's opinion, is a rational and justifiable philosophy for the investigation.

This investigation adopted a deductive approach as it aimed to appraise the theses and the associations among the factors under interrogation (Saunders et al., 2019). The deductive approach was chosen because using it, one could appraise the hypotheses, establish the relations among the variables, and generalise the patterns social conduct (Saunders et al., 2019). Deduction is justified as the suitable procedure the investigation because quantitative research tends to use a more deductive approach (Creswell, 2012). To investigate the factors that influence organisational outcomes, a deductive approach was employed. The data analysis allowed the researcher to either support or refute the outlined hypotheses for the study.

The research strategy was explanatory because the research investigated the associations among the constructs. The investigation sought to research the elements which affect the organisational outcomes. This research aimed to test the hypotheses that would allow generalisations to be extended to similar realities (Saunders et al., 2019). Explanatory research was used because it is conclusive in character, and it tends to be deductive, as well as uses statistical tests and analytical tools (Creswell, 2012). To answer the study's questions, primary data was obtained utilising an independently administered online survey that was made accessible for statistical analysis and hypotheses testing.

The research method of choice was a quantitative study because only survey data was utilised (Saunders et al., 2019). An extensive population's data can be systematically collected by a survey and then statistically analysed (Saunders et al., 2019). Utilising a single procedure with statistical investigation was the optimal decision because the information from the survey was gathered for the investigation's questions. An on-line survey was utilised to conduct a brief investigation of the factors that influence the organisational outcomes. The survey research was aligned with the intention of the study because it enabled the utilisation of statistics inquiry on the data and generalisation of the outcome (Saunders et al., 2019).

Because of the time limits for finishing the investigation in 2024, the cross-sectional approach was adopted (Al-Ababneh, 2020). Thus, the research provided an overview at a certain period; and events were not tracked overtime (Saunders et al., 2019). Three months were spent conducting the fieldwork for the study, and the data was evaluated utilising statistical techniques.

4.3 Research setting

The research setting was an African country, Eswatini. This study covered the workers employed in the various sectors in Eswatini. Organisations throughout the world experienced significant effects because of the COVID 19 pandemic which presented societies and corporations with their

most difficult problems in decades (Bailey & Breslin, 2021). In hostile conditions, only an employee who has positive employee wellbeing will remain productive. Joshanloo (2014) contends that most of the employee wellbeing research to date has been influenced by western conceptualisations and it depended on western tools. These conceptualisations are used across the world while neglecting the local environmental influences. Unlike the Western and the Eastern countries, Eswatini is a developing lower middle-income country. The goal of the investigation was to research the elements which have a bearing on the organisational outcomes such as job satisfaction, affective commitment, turnover intention, and in-role job performance based on the model that was developed and applied in America and China by Zheng et al. (2015).

4.4 Population and Unit of Analysis

A population encompasses a full collection of persons that fall into a particular category and possess some shared characteristics (Saunders et al., 2019). Its quantifiable qualities are population parameters (Wegner, 2016). Employee wellbeing, (life wellbeing, worker wellbeing, psychological wellbeing), job satisfaction, affective commitment, turnover intention, and in-role job performance were the population parameters for investigation. The investigation was devoted to the workers of Eswatini. This group represented all the potential respondents who were of relevance to the inquiry, thereby making them the applicable population (Wegner, 2016). The researcher invited the working people in Eswatini, right across the industry spectrum, to participate in the study.

A unit of analysis pertains to the level where data is gathered (Creswell, 2012). Since the study examined the elements which influence organisational outcomes encompassing job satisfaction, affective commitment, turnover intention, and in-role job performance, the individual was the most appropriate analytical unit. This is because the theoretical model does not have organisation specific factors that directly influence EWB. Individuals were invited to complete the online survey. In similar studies in America and China, the individual was the unit of analysis (Zheng et al., 2015).

4.5 Sampling Method and Size

A sample encompasses a subset of the group of persons that will be studied (Creswell, 2012). Sampling strategies according to Creswell (2012), can be categorised into two classes (a) Probability sampling, in which the full population's data is available as well as accessible and (b) Non-probability sampling is utilised at times where it is challenging to reach the whole grouping. Convenience sampling is classified as a non-probability sampling method (Creswell, 2012). Since there was no sampling frame of the working people of Eswatini, non-probability, which included convenience and snowball sampling, was determined to be the appropriate sampling technique

for the investigation (Saunders et al., 2019). The scholar announced the inquiry in Eswatini employer organisations and in the Eswatini employee organisations. The researcher invited both the employer and the labour organisations to share the study with the workers so that the employees may choose whether or not they wanted to part-take in the investigation.

According to Zikmund et al. (2010), bigger sampling sizes are more accurate than smaller ones. The sample size consisted of 234 survey replies. The 234 respondents made up the sample from which the analysis was made. A sampling error could not be reported because of the absence of a sampling frame (Creswell, 2012).

4.6 Measurement Instrument

According to Sileyew (2020), questionnaires are the most important tool for gathering primary information in practical research. The study utilised a data gathering technique of a survey. To achieve standardised replies that could be used for statistical analysis and allow for the results to be generalised, it was necessary to ask each participant in this study to answer the same set of questions. This technique is consistent with the fact that the study was deductive and cross-sectional. A self-administered on-line questionnaire through Google Forms was used so that the participants would not feel any obligation to please the researcher or have the researcher influence the way the survey would be answered. Emails were used to circulate the questionnaire, and social media was also used. Electronic surveys have the benefits of having a wide territorial coverage, they have a few capturing mistakes, and they have little interviewer prejudice (Wegner, 2016).

4.7 Data Collection

The period of obtaining data was between December 2022 and January 2023. The survey was changed to an online format using the Google Forms platform. The survey was subsequently shared with participants who matched the population requirements. Google Forms emailed each person a copy of the questionnaire along with the instructions for filling it out online. To ensure that a substantial sample was acquired, the investigation used convenience and snowball sampling (Creswell, 2012).

The questionnaire survey was formatted as follows. The questionnaire's first component which included eight questions, asked about the demographic indicators. Apart from making certain that the investigation studied the target population, this was done to gather descriptive data. Personal and organisational elements might have a bearing on the perceptions of employee wellbeing, job satisfaction, affective commitment, turnover intention, and in-role job performance (Zheng et al.,

2015). Therefore, the study collected information about the individual's gender, age, marital status, the level of education, years of working, level of position at work, employment status, and income level.

The second component of the questionnaire focused on the three elements of employee wellbeing that were proposed by Zheng et al. (2015) which are life wellbeing, worker wellbeing and psychological wellbeing. Refer to Table 4.1 for Zheng et al.'s (2015) employee wellbeing scale.

Table 4.1: Zheng et al. (2015) 18-item EWB Scale

Life Wellbeing (LWB)
Q1. I feel satisfied with my life.
Q2. I am close to my dream in most aspects of my life.
Q3. Most of the time, I do feel real happiness.
Q4. I am in a good life situation.
Q5. My life is very fun.
Q6. I would hardly change my current way of life in the afterlife.
Worker Wellbeing (WWB)
Q7. I am satisfied with my work responsibilities.
Q8. In general, I feel fairly satisfied with my present job.
Q9. I find real enjoyment in my work.
Q10. I can always find ways to enrich my work.
Q11. Work is a meaningful experience for me.
Q12. I feel basically satisfied with my work achievements in my current job.
Psychological Wellbeing (PWB)
Q13. I feel I have grown as a person.
Q14. I handle daily affairs well.
Q15. I generally feel good about myself, and I'm confident.
Q16. People think I am willing to give and to share my time with others.
Q17. I am good at making flexible timetables for my work.
Q18. I love having deep conversations with family and friends so that we can better understand each other.

The inquiry used Zheng et al.'s (2015) 18-item scale because they the reported Cronbach alpha values as follows: EWB – 0.90, LWB – 0.82, WWB – 0.87' and PWB – 0.82.

In the third section, job satisfaction was assessed through the “job satisfaction scale” - "General Satisfaction" component of Hackman and Oldham's Job Diagnostic Survey (1975). Zheng et al. (2015) showcased a Cronbach alpha for the measure of 0.89. The study used Hackman and Oldham's 5-item instrument to gauge self-reported job satisfaction because Cramer et al. (2014) used it and showcased a Cronbach alpha coefficient of 0.89 too. A scale encompassing seven Likert points was used to measure the variable. The ordinal responses were coded using the numbers 1 to 7. Refer to Table 4.2 for the job satisfaction scale.

Table 4.2: Job Satisfaction Scale | “General Satisfaction” component of Hackman and Oldham's (1975) Job Diagnostic Survey

Q1. Generally speaking, I am very satisfied with this job.
Q2. I feel a great sense of personal satisfaction when I do this job well.
Q3. I am generally satisfied with the kind of work I do in this job.
Q4. Most people on this job feel a great sense of personal satisfaction when they do the job well.
Q5. Most people on this job are very satisfied with the job.

In the fourth section “the six-statement affective organizational commitment scale” (Allen & Meyer, 1990) was applied to assess self-reported affective commitment. Zheng et al. (2015) showcased a Cronbach alpha for the measure of 0.74. The variable was measured using a scale consisting of five Likert points. The ordinal responses were coded using the numbers 1 to 5. The instrument was used because Khajuria and Khan (2021) claim that the scale has become the most trustworthy, validated, well-established, and extensively used tool. They reported Cronbach alphas that were above 0.60. Most research confirmatory factor analyses found “that affective” commitment, “continuance” commitment, “and normative commitment are” separate aspects of organisational commitment (Khajuria & Khan, 2021). Refer to Table 4.3 for the affective commitment scale.

Table 4.3: Affective Organisational Commitment Scale (Allen & Meyer, 1990)

Q1. I would be very happy to spend the rest of my career with this organization
Q2. I really feel as if this organization's problem are my problems.
Q3. I do not feel a strong sense of belonging to my organization.
Q4. I do not feel emotionally attached to this organization

Q5. I do not feel like part of the family in my organization.
Q6. This organization has a great deal of personal meaning for me.

In the fifth section, the five statements of Bozeman and Perrewé's (2001) turnover intention scale were used to measure self-reported turnover intention. Zheng et al. (2015) showcased a Cronbach alpha for the measure of 0.80. The measures of the turnover intention created between 2001 and 2019 that were most frequently employed, according to Bolt et al. (2022), were those of Bozeman and Perrewé (2001). A scale encompassing five Likert points was utilised to examine the variable. The ordinal answers were coded utilising the numbers 1 to 5. Refer to Table 4.4 for the turnover intention.

Table 4.4: Turnover Intention Scale (Bozeman & Perrewé, 2001)

Q1. I will probably look for a new job in the near future.
Q2. At the present time, I am actively searching for another job in a different organisation.
Q3. I do not intend to quit my job.
Q4. It is unlikely that I will actively look for a different organisation to work for in the next year.
Q5. I am not thinking about quitting my job at the present time.

The final part consisted of seven questions that measured in-role job performance using the seven statements proposed by Williams and Anderson (1991). Zheng et al. (2015) showcased a Cronbach alpha for the measure of 0.74. The tool was used because it had been recently used by Lee and Lee (2018) in which they write that the literature revealed that Williams and Anderson's (1991) measurement was most frequently used to evaluate in-role performance. A scale encompassing seven Likert points was utilised to examine the variable. The ordinal answers were coded utilising the numbers 1 to 7. Refer to Table 4.5 for the in-role job performance scale.

Table 4.5: In-role Job Performance Scale (Williams & Anderson,1991)

Q1. I adequately complete assigned duties.
Q2. I fulfill responsibilities specified in my job description.
Q3. I Perform tasks that are expected of me.
Q4. I meet formal performance requirements of the job.
Q5. I engage in activities that will directly affect my performance evaluation.
Q6. I neglect aspects of the job I am obligated to perform.
Q7. I fail to perform essential duties.

An electronic preliminary inquiry was carried out as an "internal" trial within the broader research framework of the main study. Pilot studies are regarded as a best practice when developing and

carrying out experimental research (Westlund & Stuart, 2017). To identify any flaws that needed to be resolved prior the tool utilised for obtaining the information, pilot testing was used as a "dress rehearsal" to test the survey. According to In (2017), a pilot study provides the data necessary for evaluating all the other components of the major study. It eliminates unnecessary work from the researchers and the participants as well as the waste of research resources. A total of 25 working people were invited to take part in a pilot survey related to the research topic to spot any issues that needed to be fixed before the survey was used for data collecting. The individuals were requested to participate in the trial and offer some input on the questions' clarity. The participants did not bring up any issues.

4.8 Data Analysis

In this part, the investigation's data analysis is explained. Three processes are necessary to process quantitative data: editing, coding, and analysis (Kumar, 2014). The data was migrated from Google Forms into a worksheet. This part covers the preliminary data cleansing, assessment of dependability and internal coherence, and the statistical methodology applied to the information at hand.

4.8.1 Editing and Coding

Editing is the process of "cleaning" the data by resolving discrepancies (Wegner, 2016). To guarantee that the intended sample population was being considered, the data was edited. The categorical data consisting of the descriptive statistics of demographics (gender, age, marital status, the level of education, years of working, level of position at work, employment status, and income level) as well as the interval data produced from the Likert scales of the employee wellbeing (life wellness, worker wellbeing, psychological wellbeing) and the interval data produced from the work outcomes scales (job satisfaction, affective commitment, turnover intention, and in-role job performance) were coded. Reverse scale questions were re-coded to reflect that fact (Q34, Q35, Q36, Q40, Q41, Q42, Q48, Q49). Categorical data was used to compute the descriptive statistics (Creswell, 2012). While the interval data that was collected from the Likert scales was used for statistical analysis (Creswell, 2012). Refer to Appendix 4.2 for the coding.

4.8.2 Data Entry

No missing data was found in the survey portion that assessed the constructs. In addition, no data points were missing for the descriptive statistics. Inputting missing data was unnecessary for doing the statistical assessment (Field, 2009).

4.8.3 Confirmatory Factor Analysis (CFA)

The following evaluations were carried out using confirmatory factor analysis.

Standardised Factor Loadings - An assessment took place to evaluate the factor loading of the statements of variables under study. A CFA determines if the items of a certain variable measure align with the variable they are meant to be measuring (Hair, et al. (2017).

Reliability - The survey questionnaire used in the investigation sought to research the elements which affect organisational outcomes encompassing job satisfaction, affective commitment, turnover intention, and in-role job performance. The degree to which research is accurate can be determined by how accurately a measure captures the target construct (Hair et al., 2010). The measuring tools, although obtained from the literature (Zheng et al., 2015; Hackman & Oldham, 1980; Allen & Meyers, 1990; Bozeman & Perrewé, 2001; Williams & Anderson, 1991), they still needed to be checked for internal consistency. The dependability of the sub-constructs was shown by utilising the Cronbach's alpha test (Singh, 2017). The Cronbach's alpha evaluates whether a scale's elements are internally consistent, and they measure the same construct (Singh, 2017). As a rule, some researchers would not utilise an instrument unless it has a dependability of 0.70 or better (obtained on a sizable sample) (Singh, 2017). In other words, a Cronbach alpha of 0.7 or higher denotes consistency between the items (Field, 2009). During the assessment, certain statements might be disregarded either due to their weak loading on any statement or due to loading on many statements concurrently. The Cronbach's alpha and composite reliability were assessed to verify that the questions measuring a certain variable were consistent in measuring that particular variable.

Validity - The construct validity including convergent and discriminant validity was shown in a visible representation of the factor structure of these items. These were confirmed via the CFA. Construct validity pertains to how well a group of measurement elements reflect the element they are designed to assess (Hair et al., 2010). Convergent and discriminant validity were evaluated to verify the construct reliability of the construct scales.

Convergent Validity - Two methods were used to verify the scales' convergent validity. Firstly, by analysing the Average Extracted Variance (AVE), which ought to exceed 0.50. Secondly, by examining the composite dependability or the standardised loading for each dimension, which ought to exceed 0.70 (Hair et al., 2010).

Discriminant Validity - Discriminant validity was assessed to verify if the items measuring a certain variable were not measuring variables other than that particular variable and hence were

not related to each other (Hair, et al. (2010). In confirmatory factor analysis, the Heterotrait-Monotrait Ratio (HTMT) and Fornell-Larcker Criterion was utilised to assess the discriminant validity to determine if the items measuring a certain variable are not measuring variables other than that particular variable and hence, they are not related to each other. According to Hair et al. (2017), the scores of the HTMT and Fornell-Larcker Criterion matrix should be less than 0.80. The results of the convergent and discriminant validity are in the next chapter.

Multicollinearity – The Variance Inflation Factor (VIF) was verified to determine if each item distinctly measured the variable it is supposed to be measuring and does not overlap with other items of the same variable and other variables in the model.

4.8.4 Statistical Analysis

4.8.4.1 Data Screening

General Data Assumptions

Before conducting a CFA and Structural Equation Modeling (SEM), the data was checked for general assumptions: (i) Missing data and outliers, (ii) Normality, (iii) Linearity, (iv) Homoscedasticity, and (v) Multicollinearity. The results for the tests and the general assumptions are reported in Chapter Five.

Missing Data

The dataset did not contain any missing values.

Univariate Outliers

Boxplots were designed to determine if there were any extreme values that laid outside the scales encompassing five or seven Likert points (Hair et al., 2017).

Normality – The Kolmogorov-Smirnov and Shapiro-Wilk tests were done to verify the normality of the items or the questions under study (Hair et al., 2017).

Linearity Test - A Linearity test was carried out to measure the connection among the independent variables and the dependent variables (Hair et al., 2017).

Multicollinearity Test - The Variance Inflation Factor (VIF) and tolerance were computed to assess the multicollinearity of the composite independent variables (Hair et al., 2017).

Homoscedasticity Test - A scatterplot was designed to evaluate the homoscedasticity test of the dependent variables (i.e., affective commitment, job performance, job satisfaction, and turnover intention), whilst doing the multiple linear regression evaluation. The scatterplot was

made to portray the relation among the scores of dependent variables and the standardised regression residual (Hair et al., 2017).

4.8.4.2 *Structural Equation Modelling (SEM)*

To evaluate the hypothesised relations among the independent and the dependent variables, the Partial Least Squares – Structural Equation Modeling (SEM) was conducted. The purpose of the SEM is to illustrate the interrelationships between various factors. It looks at how a set of equations represents the structure of relationships (Hair et al., 2010). The other multivariate procedures, such as regression, similarly permit the valuation of the bearing of an independent variable on a dependent variable, but they only permit a description of a lone dependent variable per occasion in the calculation (Hair et al., 2010). All connections in the SEM are calculated simultaneously with numerous dependent variables (Hair et al., 2010). The SEM was a preferred test for this study because of this specific property. EWB was the independent variable and job satisfaction, affective commitment, turnover intention, and job performance were dependent variables. In the literature, the SEM is also utilised to assess the relationships among EWB and job satisfaction, affective commitment, turnover intention, and job performance (Zheng et al., 2015). Highlighting the fact that it was the suitable statistical method to use for the investigation, which aimed to study the connection among EWB and job satisfaction, affective commitment, turnover intention, and job performance.

In addition, the normality test outcomes in Chapter Five indicate that both the Kolmogorov-Smirnov and Shapiro-Wilk tests were not noteworthy at 5% [$p < 0.001$] (Hair et al., 2017). The analysis showcased that the data of all items and questions did not adhere to the idea of univariate normality. Furthermore, Mardia's multivariate skewness and kurtosis results of multivariate normality showed that the multivariate skewness and kurtosis were significant at 1% [Skewness: $\beta = 20.213$, $z = 788.313$, $p < 0.001$; Kurtosis: $\beta = 103.848$, $z = 27.833$, $p < 0.001$] (Hair et al., 2017). Thus, the assumption of multivariate normality was not met. According to Tabachnick and Fidell (2013), if the assumption of univariate and multivariate normality were not met, it would be the best to conduct Partial Least Squares – Structural Equation Modeling (PLS-SEM) to determine the relations among independent and dependent variables.

4.9 **Data storage**

The research data was kept in a restricted, secure, and safe place. The data was saved on a computer hard drive that was encrypted with a password as well as a firewall and network

protection software. The data was also held externally on a USB mass storage device, and it was password protected. Furthermore, the data was submitted to the business school together with the dissertation.

4.10 Research ethical considerations

The ethics code of the University of Pretoria guided this study. The scholar submitted the proposal for the investigation to the university's research ethics committee for ethical review. The participants in the research were sent an invitation for participation which informed them that involvement was optional, that they could opt out without penalty, that engagement was anonymous, and that the answers would be handled in confidence. The workers were notified that submitting the survey signified their voluntary participation in the study.

4.11 Research limitations

Even though this study has offered insightful information about the elements that influence organisational output, the research approach was not without some constraints that limited the generalisation of the findings. These limitations consist of the following:

Sampling technique - The advantages of convenience sampling are not without their drawbacks. If the researcher's network is not sufficiently extensive, there may be a risk that the sampling may not be a mirror of the population (Wegner, 2016). This may cause the results to have a statistical prejudice (Wegner, 2016). Many people in the network of the researcher are working people who are management professionals with tertiary degrees in the age range of 30 to 55. This study might favour that population group more than the others. The inability to compute sampling errors is another drawback of this non-probability sampling technique (Wegner, 2016).

Self-reporting tools - The study incorporated self-reporting measurement in the samples. The investigation's outcome might be susceptible to common-method variance (Spector, 2006). Nevertheless, research suggests that the common-method variance may not be as significant of an issue as previously believed by the academics (Spector, 2006).

Data collection period – The time for obtaining data was brief, and it only represents a brief picture. Due to the reliance on the participants' perceptions at that moment, this could lead to prejudiced particulars. Future research that is conducted over an extended time range may be able to overcome this constraint. This would give additional data when looking at the factors affecting EWB.

Non-response - The identified sample could be non-responsive and unwilling to take part in the investigation (Saunders et al., 2019).

4.12 Conclusion

This research intended to examine some elements that influence organisational outcomes such as job satisfaction, affective commitment, turnover intention, and job performance. To respond to the study question, four hypotheses were put forth. This chapter described the procedures utilised to obtain and investigate the data that was needed to evaluate the theses. This covered an explanation of the research design, pertinent population, analytical unit, sampling technique, and sample size. A discussion of the measurement tool, data collection procedure, data analysis, reliability, and validity followed. The chapter ended with a review of the methodology's shortcomings and how they affected the analysis's findings.

The presentation of the study's results is next.

CHAPTER 5: RESULTS

5.1 Introduction

The investigation technique was described in Chapter Four of this study. A justification of the methodology and a statistical investigation were presented in the chapter. The investigation outcomes are outlined in this part. This investigation sought to examine the elements that impact the organisational outcomes, that is, job satisfaction, affective commitment, turnover intention, and in-role job performance. Four hypotheses were scrutinised. The chapter also provides and enables a deeper comprehension of the data through several statistical techniques that were carried out to answer the objective of this investigation.

This chapter begins with the feedback regarding the received survey responses, followed by the sample distributions of the demographic factors, and the outcome of the statistical enquiry.

The chapter then goes on to display the outcomes of the examination undertaken to measure and analyse the relations among the variables of the study. The chapter comprises a commentary regarding how validity and the dependability of the statements were ensured.

All the results are based on the answers provided by the respondents.

5.2 Data Editing

There were 234 responses in the sample. There were no missing data points that were found, as a result there were no replies that were eliminated, thereby leaving a final sample size of 234.

5.3 Descriptive Statistics

Descriptive statistics were employed on the demographic information. Frequency distribution was utilised to depict the occurrence and the proportion of the socio-economic characteristics of the respondents. Simple summaries and descriptions of the responses are provided by the descriptive statistics, which also offer the statistics on central tendency, variability, and comparative position (Creswell, 2012). The section reports the breakdown of the obtained information across the socio-economic elements.

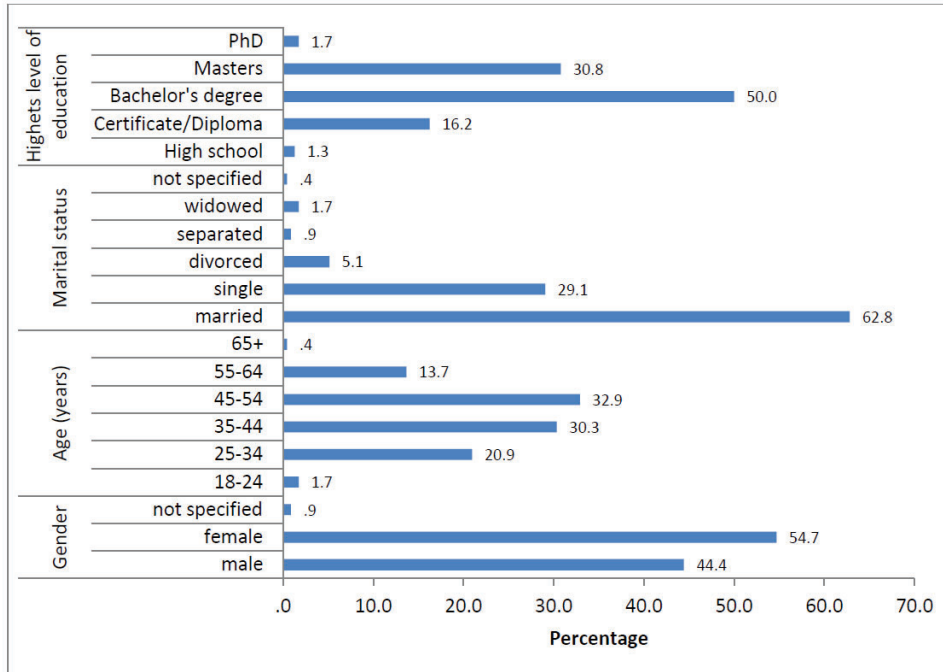


Figure 5.1: Gender, age, marital status, and highest level of education

The results highlight that more than half of the workers were women, while the remaining were men (44.4%). A total of 98% of the respondents were aged 25 to 64. This may be attributable to the ease of the convenience sampling technique. The distribution of age aligns closely with the researcher's network of professionals between the ages of 25 and 65. Most of the respondents, 63% were married. Of all the workers, 99% had attained a tertiary education. This can likely be attributed to the used convenience sampling method. The level of education distribution mirrors the researcher's network, which is primarily made up of working individuals holding college and/or university education between the ages of 20 and 65. Half of the working individuals were bachelor's degree holders (50.0%), followed by master's degree (30.8%) and certificate or diploma (16.2%).

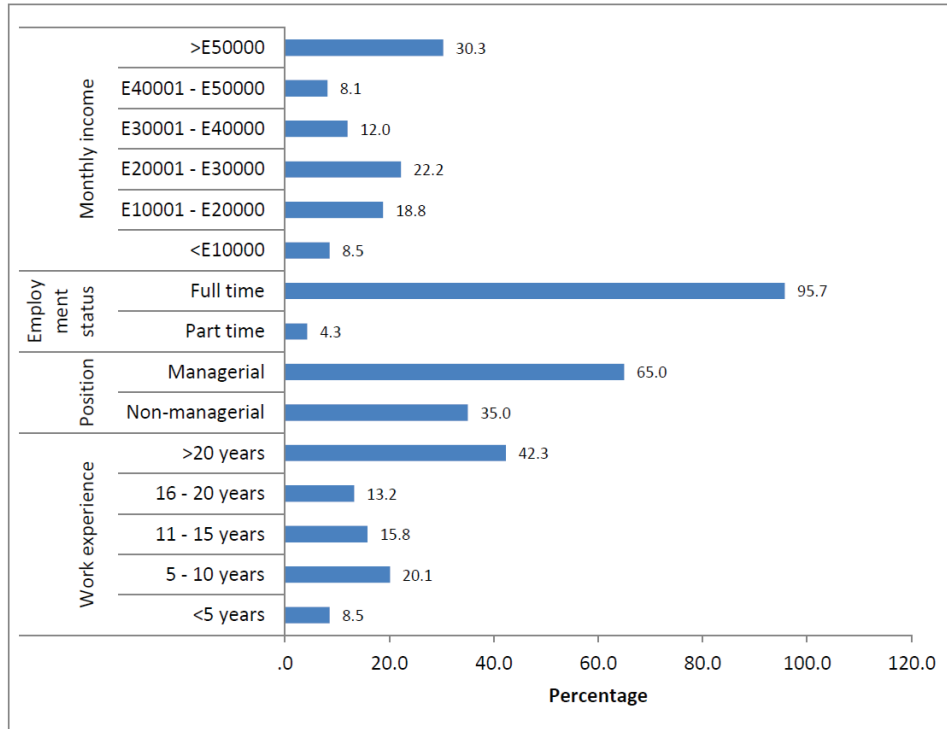


Figure 5.2: Work experience, position at work, employment status, and monthly income

A total of 91% of the working individuals had been employed for a duration of five years and longer. This may be attributable to the ease of the convenience sampling technique. The distribution of the years of experience for the participants aligns closely with the investigator's associates of working individuals holding college and/or university education between the ages of 20 and 65. Nearly half of the workers had a working experience of more than 20 years (42.3%), followed by a working experience of 5 to 10 years (20.1%), 11 to 15 years (15.8%), and 16 to 20 years (13.2%). Nearly two-thirds of the respondents were managerial employees (65.0%), while the remaining one-third of the respondents were ordinary employees (35.0%). This may be attributable to the ease of the convenience sampling technique. The distribution of the level of position at work mirrors the researcher's network, which is primarily made up of working individuals holding college and/or university education between the ages of 20 and 65. Almost all the respondents were full-time employed (95.7%), while a small proportion of respondents were part-time employed (4.3%). A total of 91% of the respondents earned more than E10, 000.00. This may be attributable to the ease of the convenience sampling technique. The distribution of the level of income mirrors the researcher's network, which is primarily made up of working individuals holding college and/or university education between the ages of 20 and 65.

5.4 Construct Descriptive Statistics

The section displays the outcomes of the examination measuring the relations among the constructs.

5.4.1 Employee Wellbeing



Figure 5.3: Life wellbeing, work wellbeing, and psychological wellbeing

The Life wellbeing mean was 4.2, the work wellbeing mean was 4.6, and the psychological wellbeing mean was 5.1.

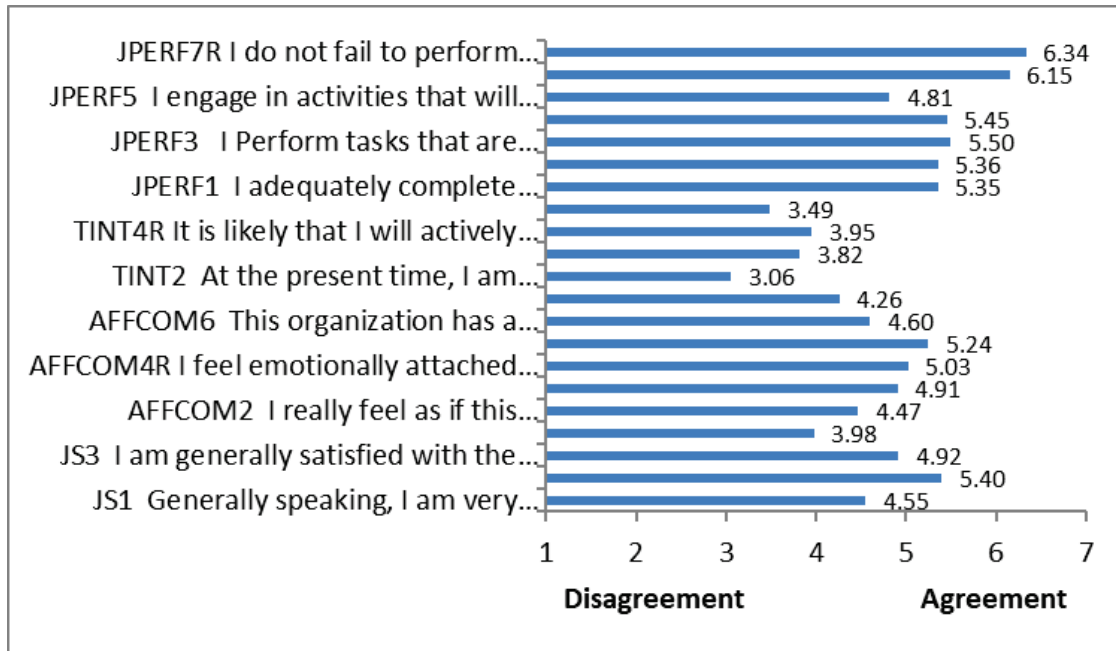


Figure 5.4: Job satisfaction, affective commitment, turnover intention, and on-role job performance

The job satisfaction mean was 4.95, the affective commitment mean was 4.84, the turnover intention mean was 3.59, and the in-role job performance mean was 5.57.

5.5 Data Screening and Testing General Data Assumptions

Before conducting confirmatory factor analysis and structural equation modeling, the information was tested for general assumptions: (i) Missing data and outliers, (ii) Normality, (iii) Linearity, (iv) Homoscedasticity, and (v) Multicollinearity.

Missing data – The information contained no missing values.

Univariate outliers - Boxplots were designed to determine if any extreme values laid outside the 5-point or 7-point Likert scales (Figure 5.5 to 5.10). The outliers were identified in circles and stars. In some variables, there were some outliers ranging from 1 to 3. However, since these values laid within the 5-point or 7-point Likert scales, the outliers did not exist in the data (Hair et al., 2017).

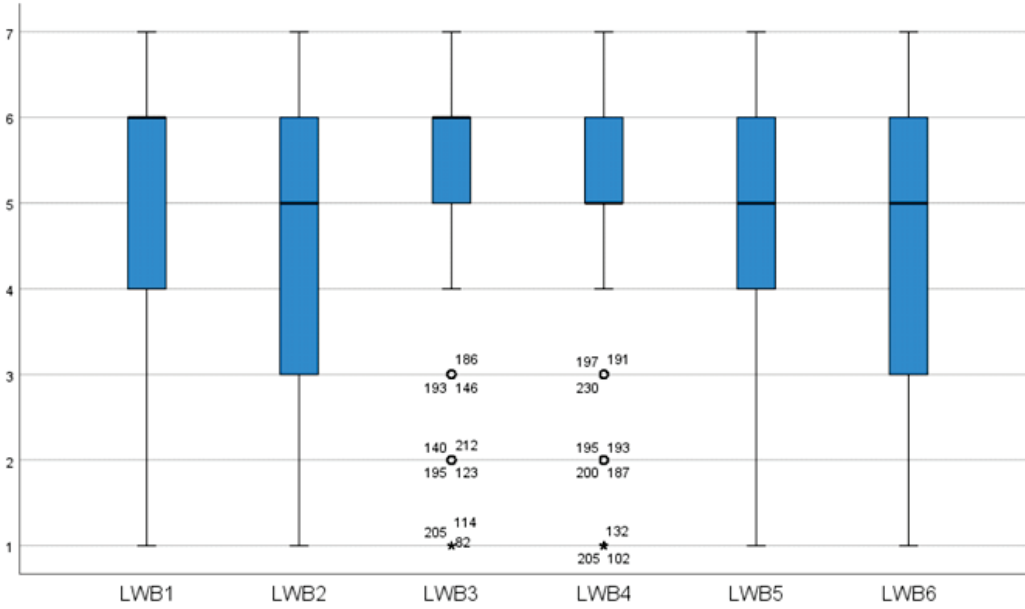


Figure 5.5: Boxplot – Outliers for life wellbeing

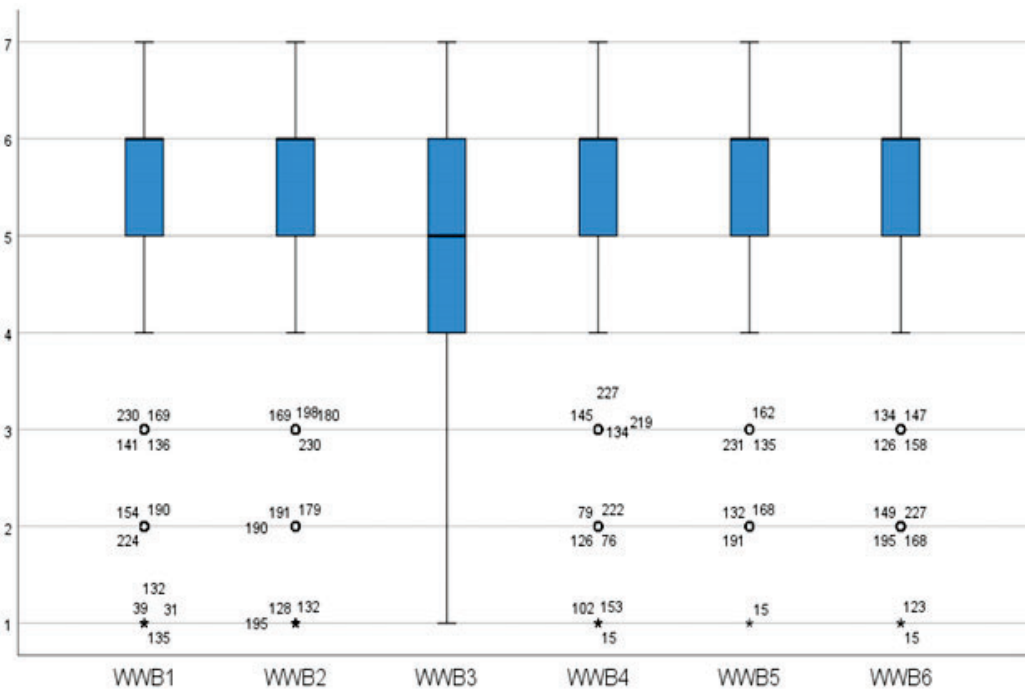


Figure 5.6: Boxplot – Outliers for worker wellbeing

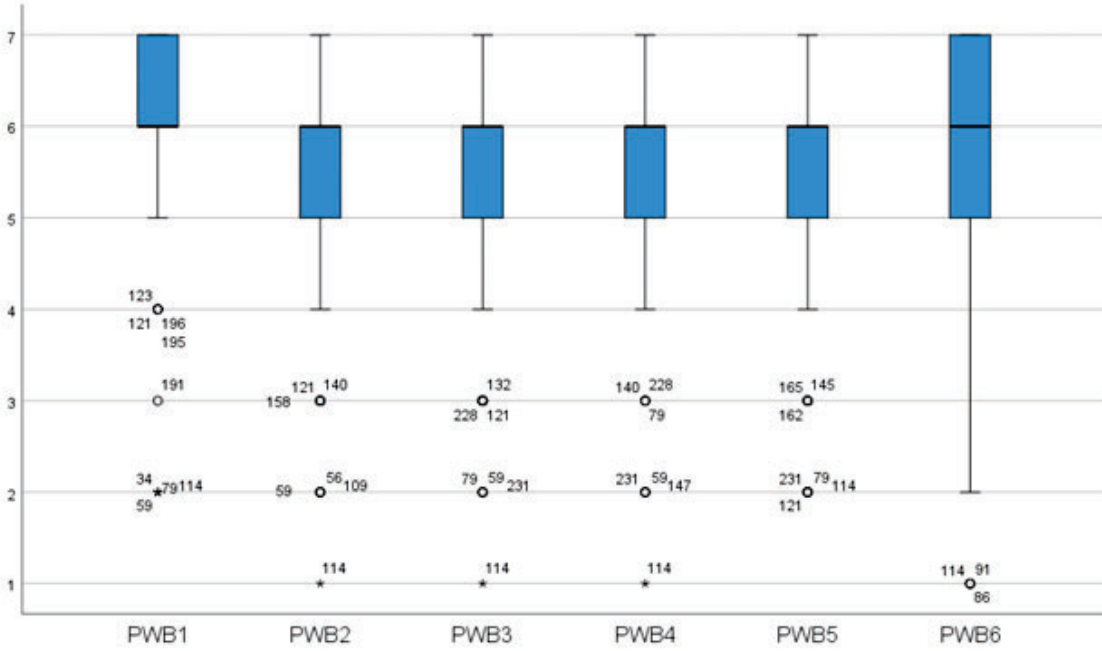


Figure 5.7: Boxplot – Outliers for psychological wellbeing

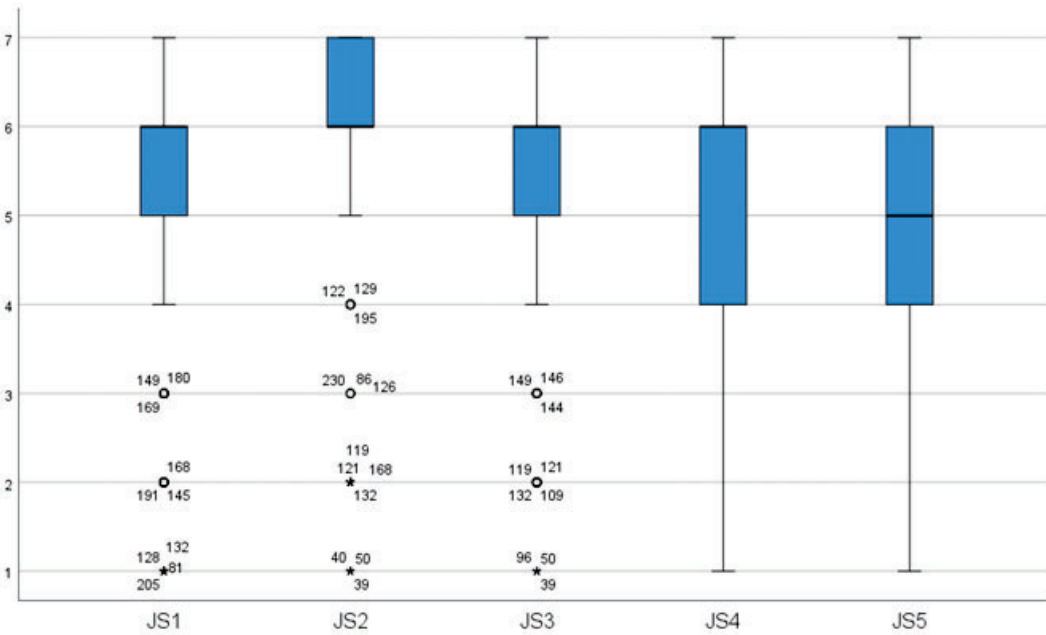


Figure 5.8: Boxplot – Outliers for job satisfaction

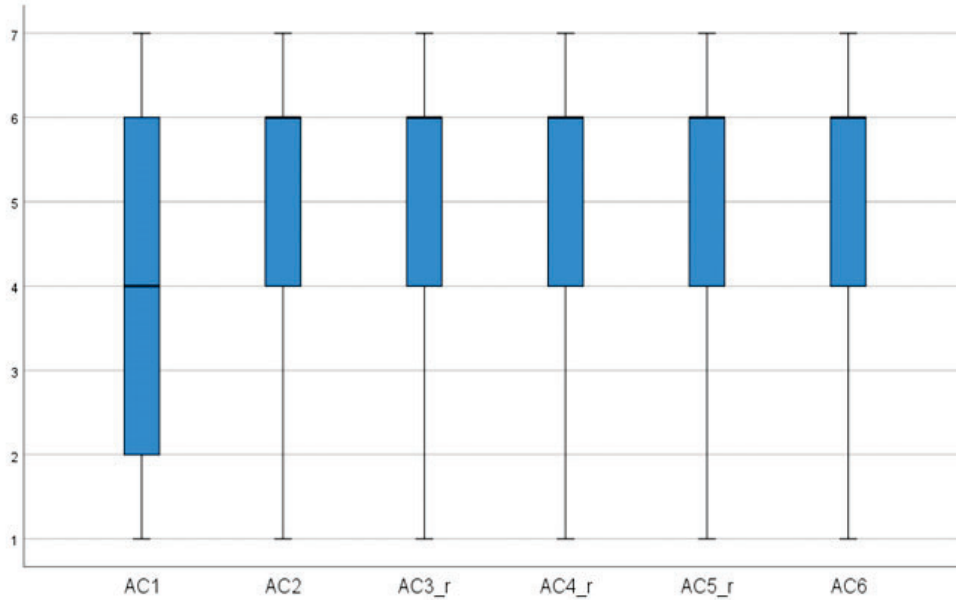


Figure 5.9: Boxplot – Outliers for affective commitment

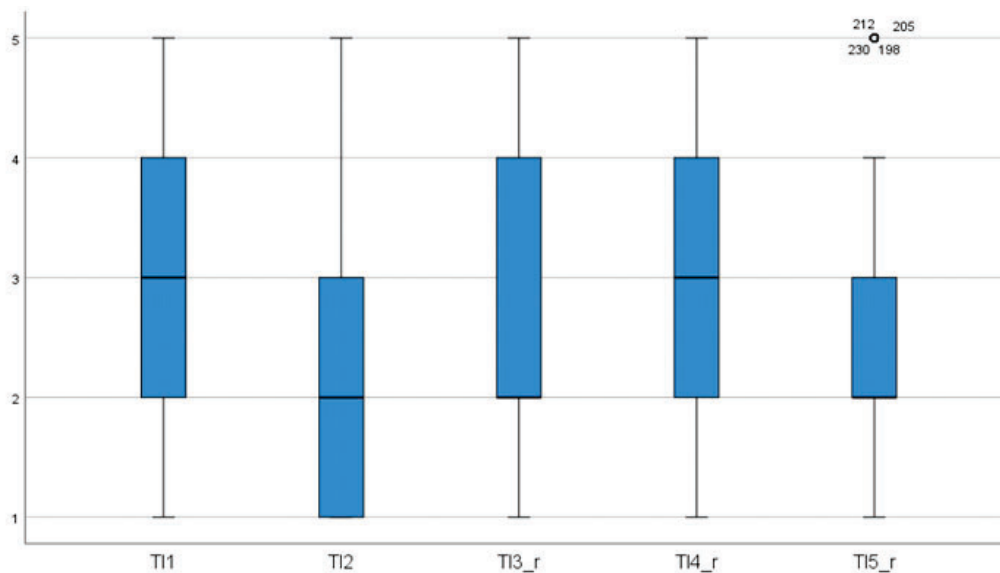


Figure 5.10: Boxplot – Outliers for turnover intention

Normality Test

The Kolmogorov-Smirnov and Shapiro-Wilk tests were conducted to assess the normality of the items or questions under study (Table 5.1). The results indicated that both the Kolmogorov-Smirnov and Shapiro-Wilk tests were unimportant at 5% [$p < 0.001$] (Hair et al., 2017). The data of all the statements and questions failed the assumption of univariate normality. Furthermore,

Mardia's multivariate skewness and kurtosis were computed to verify the assumption of multivariate normality. The multivariate skewness and kurtosis showcased statistical significance at 1% [Skewness: $\beta = 20.213$, $z = 788.313$, $p < 0.001$; Kurtosis: $\beta = 103.848$, $z = 27.833$, $p < 0.001$] (Hair et al., 2017). Thus, the assumption of multivariate normality was not met. According to Tabachnick and Fidell (2013), if the condition of both univariate and multivariate normality fail, it is advisable to use Partial Least Squares – Structural Equation Modeling (PLS-SEM) to verify the relation among independent and dependent variables.

Table 5.1 : Kolmogorov-Smirnov and Shapiro-Wilk Normality Test

	Kolmogorov-Smirnov	df	Sig.	Shapiro-Wilk	df	Sig.
LWB1	0.243	234	< 0.001	0.861	234	< 0.001
LWB2	0.246	234	< 0.001	0.885	234	< 0.001
LWB3	0.276	234	< 0.001	0.813	234	< 0.001
LWB4	0.265	234	< 0.001	0.830	234	< 0.001
LWB5	0.238	234	< 0.001	0.891	234	< 0.001
LWB6	0.185	234	< 0.001	0.901	234	< 0.001
WWB1	0.257	234	< 0.001	0.838	234	< 0.001
WWB2	0.257	234	< 0.001	0.842	234	< 0.001
WWB3	0.239	234	< 0.001	0.863	234	< 0.001
WWB4	0.289	234	< 0.001	0.807	234	< 0.001
WWB5	0.307	234	< 0.001	0.783	234	< 0.001
WWB6	0.234	234	< 0.001	0.862	234	< 0.001
PWB1	0.305	234	< 0.001	0.735	234	< 0.001
PWB2	0.312	234	< 0.001	0.807	234	< 0.001
PWB3	0.303	234	< 0.001	0.791	234	< 0.001
PWB4	0.260	234	< 0.001	0.869	234	< 0.001
PWB5	0.305	234	< 0.001	0.806	234	< 0.001
PWB6	0.281	234	< 0.001	0.809	234	< 0.001
JS1	0.247	234	< 0.001	0.844	234	< 0.001
JS2	0.336	234	< 0.001	0.694	234	< 0.001
JS3	0.304	234	< 0.001	0.791	234	< 0.001
JS4	0.291	234	< 0.001	0.841	234	< 0.001
JS5	0.189	234	< 0.001	0.899	234	< 0.001
AC1	0.247	234	< 0.001	0.864	234	< 0.001
AC2	0.326	234	< 0.001	0.819	234	< 0.001
AC3_r	.315	234	< 0.001	0.825	234	< 0.001
AC4_r	.333	234	< 0.001	0.810	234	< 0.001

AC5_r	.346	234	< 0.001	0.794	234	< 0.001
AC6	.355	234	< 0.001	0.791	234	< 0.001
AC7	.250	234	< 0.001	0.863	234	< 0.001
TI1	.195	234	< 0.001	0.904	234	< 0.001
TI2_r	.238	234	< 0.001	0.872	234	< 0.001
TI3_r	.236	234	< 0.001	0.894	234	< 0.001
TI4_r	.217	234	< 0.001	0.891	234	< 0.001
TI5_r	0.263	234	< 0.001	0.866	234	< 0.001
JP2	0.345	234	< 0.001	0.689	234	< 0.001
JP3	0.343	234	< 0.001	0.673	234	< 0.001
JP4	0.332	234	< 0.001	0.709	234	< 0.001
JP5	0.350	234	< 0.001	0.748	234	< 0.001
JP6_r	0.342	234	< 0.001	0.659	234	< 0.001
JP7_r	0.322	234	< 0.001	0.566	234	< 0.001
* p < 0.05, ** p < 0.01, *** p < 0.001						

Linearity Test

A linearity test was utilised to assess the relations among the independent variables and the dependent variables (Table 5.2). The outcome indicates that the relations among all independent and the dependent variables were meaningful at 1% [$p < 0.001$] (Hair et al., 2017). That is, life wellbeing, work wellbeing, and psychological wellbeing had a noteworthy positive outcome on affective commitment, job performance, and job satisfaction, while a significant negative effect on turnover intention. Therefore, the condition of linearity was satisfied.

Table 5.2: Linearity Test

	Life wellbeing			Workplace wellbeing			Psychological wellbeing		
	R ²	F-value	p-value	R ²	F-value	p-value	R ²	F-value	p-value
Affective Commitment	0.418	61.60***	< 0.001	0.324	28.78***	< 0.001	0.575	130.56***	< 0.001
Job Performance	0.207	20.14***	< 0.001	0.477	115.83** *	< 0.001	0.369	55.17***	< 0.001
Job Satisfaction	0.509	112.86** *	< 0.001	0.468	67.56***	< 0.001	0.763	629.30***	< 0.001
Turnover Intention	-0.361	33.76***	< 0.001	-0.213	11.99***	< 0.001	-0.49 3	87.80***	< 0.001
* p < 0.05, ** p < 0.01, *** p < 0.001									

Multicollinearity Test

The Variance Inflation Factor (VIF) and tolerance were computed to assess the multicollinearity of the composite independent variables (Table 5.3). The results showcase that the permissible levels of all the three independent elements ranged between 0.572 and 0.716, which was found to be greater than 0.10. Similarly, the VIF scores of all the three independent variables ranged between 1.396 and 1.749, which was found to be less than 5 (Hair et al.,2017). Therefore, the condition of multicollinearity was satisfied.

Table 5.3: Multicollinearity – Tolerance and variance inflation factor

Variables	Tolerance	VIF
Life well-being	0.572	1.749
Psychological well-being	0.716	1.396
Workers' well-being	0.576	1.735

Homoscedasticity Test

A scatterplot was designed to assess the homoscedasticity test of the dependent variables (i.e., affective commitment, job performance, job satisfaction, and turnover intention), while conducting the multiple linear regression analysis (Figures 5.11 – 5.14). The scatterplot was made to portray the relations among the scores of dependent variables and the standardised regression residual. The graphs showed symmetrical distribution of the data across the line that runs diagonally, thereby revealing a smooth pattern showing an increase in scores of the dependent variables with the increase in the standardised regression residual scores. This confirmed the condition of homoscedasticity (Hair et al., 2017).

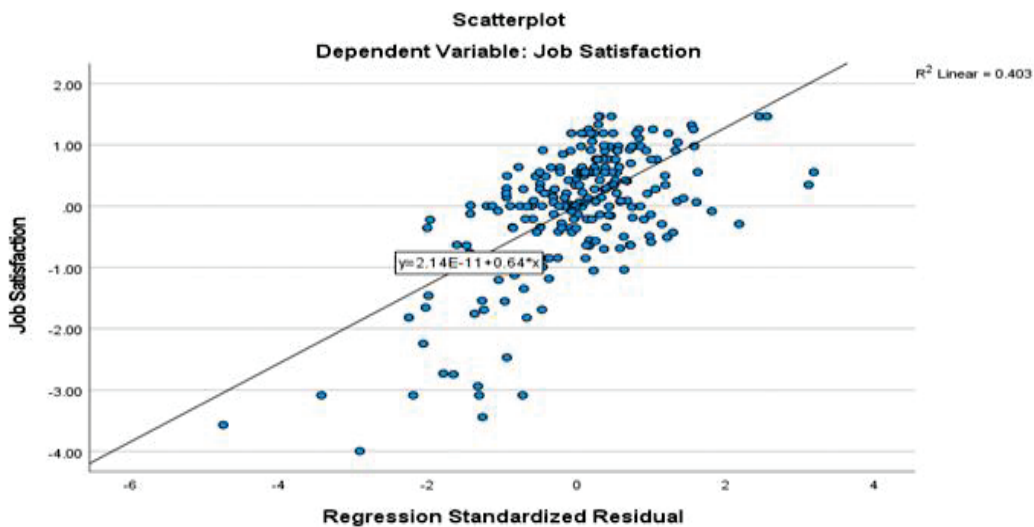


Figure 5.11: Scatterplot – Checking homoscedasticity for dependent variable | Job satisfaction

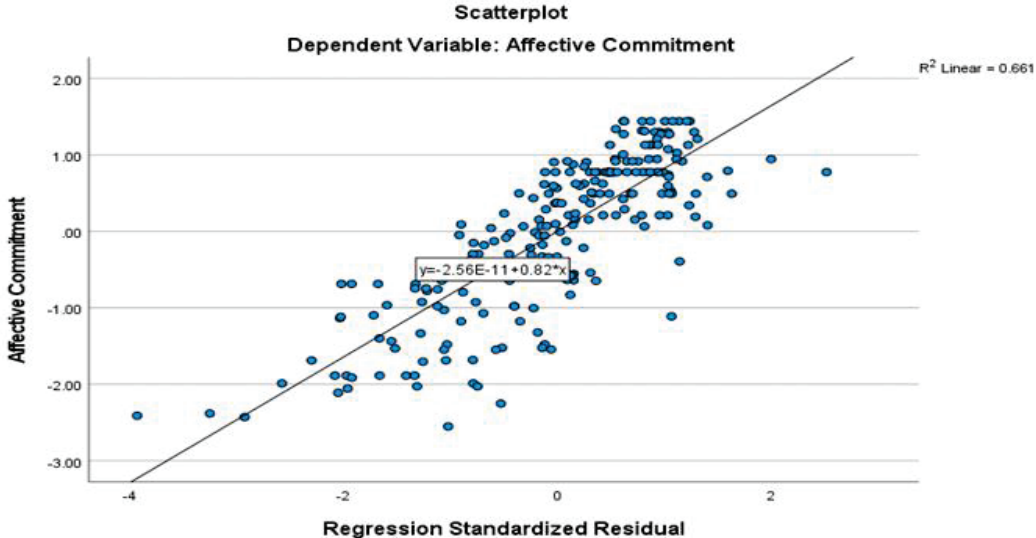


Figure 5.12: Scatterplot – Checking homoscedasticity for dependent variable | Affective commitment

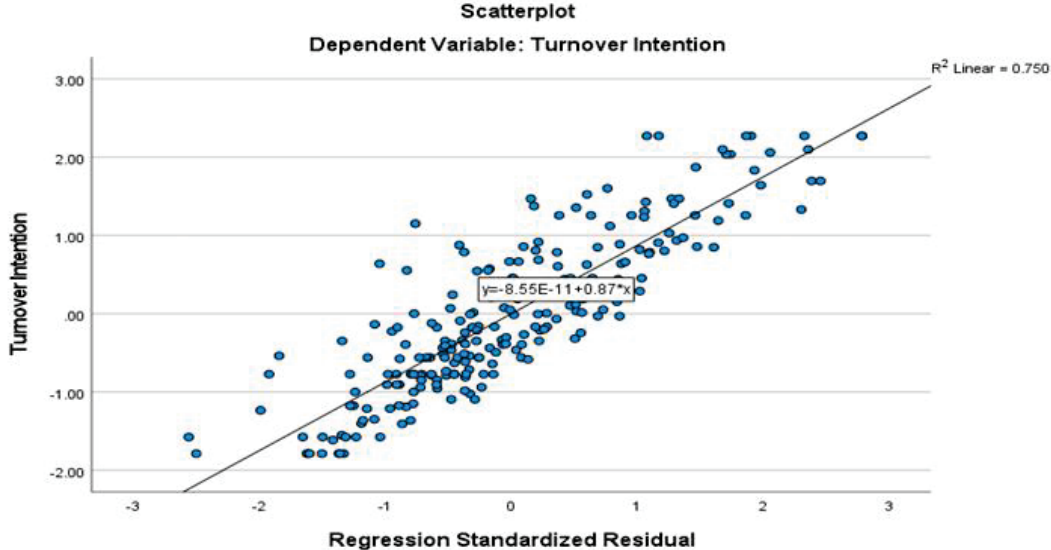


Figure 5.13: Scatterplot – Checking homoscedasticity for dependent Variable | Turnover intention

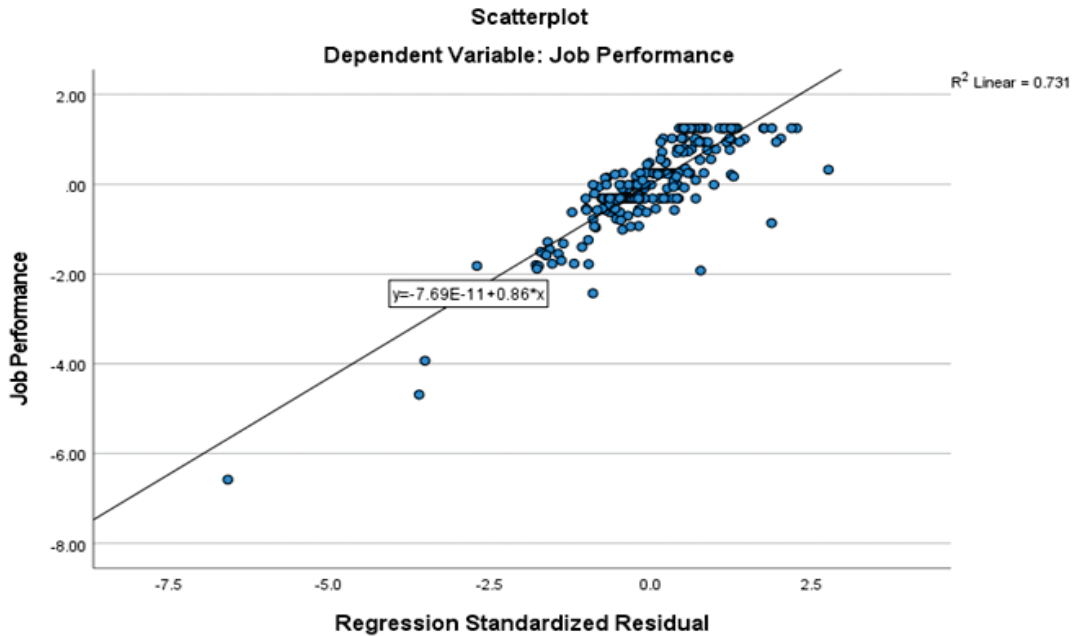


Figure 5.14: Scatterplot – Checking homoscedasticity for dependent variable | On-role job performance

5.6 Confirmatory Factor Analysis

In Table 5.4, the CFA was utilised to verify the factor loading of the items of variables under study.

Table 5.4: Standardised factor loading

Variables	Items	Standardized Factor Loading
Life well-being	LWB1	0.848
	LWB2	0.815
	LWB3	0.851
	LWB4	0.824
	LWB5	0.824
Workplace well-being	WWB1	0.834
	WWB2	0.838
	WWB3	0.881
	WWB4	0.728
	WWB5	0.752
	WWB6	0.753

Psychological well-being	PWB1	0.734
	PWB2	0.805
	PWB3	0.855
	PWB4	0.704
	PWB5	0.727
Turnover intention	TI1	0.786
	TI2	0.845
	TI3_r	0.749
	TI4_r	0.712
	TI5_r	0.804
Job performance	JP1	0.811
	JP2	0.817
	JP3	0.771
	JP4	0.738
	JP5	0.797
	JP6_r	0.788
	JP7_r	0.811
Job satisfaction	JS1	0.830
	JS2	0.828
	JS3	0.886
	JS4	0.726
	JS5	0.733
Affective commitment	AC1	0.720
	AC2	0.783
	AC3_r	0.828
	AC4_r	0.834
	AC5_r	0.804
	AC6	0.72

The CFA determines if the items of a certain variable measure in the same variable in which they are supposed to be measured. According to Hair et al.(2017), the threshold of standardised factor loading at which items or questions fall in a single variable should be higher than 0.70. The results from the CFA of the lower-order constructs indicated that one item from the variable 'life wellbeing', one item from variable 'job performance', one item from variable 'psychological wellbeing', and one item from variable 'affective commitment' had a standardized factor loading of 0.466, 0.314, 0.460, and 0.543. Hence, these statements were excluded from the variables in the model to achieve acceptable standardised factor loadings.

5.7 Reliability

In CFA, the Cronbach's alpha and composite reliability were also assessed to verify if the questions gauging a certain variable were consistent in measuring that variable (Table 5.5). The threshold score of both the Cronbach's alpha and composite reliability was 0.70 (Hair et. al., 2017). The results from the CFA of the lower-order constructs indicated that both the Cronbach's alpha and the composite reliability values of all variables were in excess of 0.70. This indicates that the variables achieved adequate reliability.

Table 5.5: Confirmatory Factor Analysis | Reliability

Variables	Cronbach's Alpha (α)	Composite Reliability (CR)
Life well-being	0.855	0.895
Workplace well-being	0.877	0.907
Psychological well-being	0.863	0.900
Turnover intention	0.889	0.919
Job performance	0.825	0.877
Job satisfaction	0.863	0.887
Affective commitment	0.839	0.886

5.8 Convergent Validity

In the CFA, the average variance extracted was employed to check the convergent validity to determine if the statements measuring a certain variable are indeed measuring the identical variable and hence have a relation to each other (Table 5.6). The AVE scores must exceed 0.50 (Hair et al., 2017). The outcome of the CFA of the lower-order constructs in Table 5.6 show that all the variables had an AVE in excess of 0.50. Hence, convergent validity was achieved.

Table 5.6: Confirmatory Factor Analysis | Convergent Validity

Variables	Average Variance Extracted (AVE)
Life well-being	0.632
Workplace well-being	0.620
Psychological well-being	0.644
Turnover intention	0.693
Job performance	0.589
Job satisfaction	0.644
Affective commitment	0.609

5.9 Discriminant Validity

In CFA, the Heterotrait-Monotrait ratio (HTMT) and the Fornell-Larcker Criterion were used to check discriminant validity to determine if items measuring a certain variable were not measuring variables other than that particular variable and hence are not related to each other (Tables 5.7 & 5.8). The values of HTMT and Fornell-Larcker Criterion matrix should be below 0.80 (Hair et. al.,2017). In the results from the CFA of lower-order constructs in Table 5.7 and 5.8, all the variables had scores less than 0.85 in both matrix of Heterotrait-Monotrait ratio (HTMT) and Fornell-Larcker Criterion. Hence, discriminant validity was achieved.

Table 5.7: Discriminant validity | Heterotrait-Monotrait Ratio (HTMT)

	AC	JP	JS	LWB	PWB	TI	WWB
AC							
JP	0.196						
JS	0.619	0.422					
LWB	0.469	0.233	0.555				
PWB	0.358	0.550	0.530	0.548			
TI	0.681	0.172	0.484	0.414	0.245		
WWB	0.640	0.421	0.838	0.694	0.543	0.554	

AC = Affective Commitment, JP = Job Performance, JS = Job Satisfaction, LWB = Life Wellbeing, PWB = Psychological Wellbeing, WWB = Workers Wellbeing, TI = Turnover Intention.

Table 5.8: Discriminant validity | Fornell-Larcker Criterion

	AC	JP	JS	LWB	PWB	TI	WWB
AC	0.795						
JP	0.175	0.788					
JS	0.556	0.368	0.803				
LWB	0.418	0.207	0.509	0.833			
PWB	0.324	0.477	0.468	0.482	0.767		
TI	-0.593	-0.144	-0.434	-0.361	-0.213	0.780	
WWB	0.575	0.369	0.763	0.618	0.476	-0.493	0.800

AC = Affective Commitment, JP = Job Performance, JS = Job Satisfaction, LWB = Life Wellbeing, PWB = Psychological Wellbeing, WWB = Workers Wellbeing, TI = Turnover Intention.

5.10 Multicollinearity

In confirmatory factor analysis, the variance inflation factor was assessed to determine if each item distinctly measured the variable it was supposed to be measuring and did not overlap with other items of the same variable and other variables in the model. The variance inflation factor

score should be below 5 in PLS-SEM (Hair et al., 2017). The results from the CFA of the lower-order constructs in Table 5.9 show that the VIF scores of all the statements were within the range of 1.420 and 2.974, which was less than 5. Hence, multicollinearity was not a problem in the formulation.

Table 5.9: Variance Inflation Factor (VIF)

Variables	Items	Variance Inflation Factor (VIF)
Life well-being	LWB1	1.420
	LWB2	2.242
	LWB3	2.565
	LWB4	2.502
	LWB5	1.769
Workplace well-being	WWB1	2.394
	WWB2	2.419
	WWB3	1.887
	WWB4	1.568
	WWB5	2.400
	WWB6	2.297
Psychological well-being	PWB1	2.186
	PWB2	2.399
	PWB3	2.948
	PWB4	2.475
	PWB5	2.413
Turnover intention	TI1	2.483
	TI2	2.106
	TI3_r	2.433
	TI4_r	2.123
	TI5_r	2.159
Job performance	JP1	1.514
	JP2	1.878
	JP3	2.110
	JP4	1.540
	JP5	1.611
	JP6_r	1.921
	JP7_r	2.201
Job satisfaction	JS1	2.186
	JS2	2.399
	JS3	2.948
	JS4	2.475
	JS5	2.413

Affective commitment	AC1	1.766
	AC2	1.499
	AC3_r	1.891
	AC4_r	2.364
	AC5_r	2.481
	AC6	2.974

5.11 Model Fit

The model fit was further assessed through the Standardized Root Mean Square Residual (SRMR) and Normed Fit Index (NFI). The outcome indicated that the value of SRMR was 0.076, which was less than 0.08. However, the value of NFI was smaller than benchmark of 0.90 (Hair et al., 2017). But since the value of $d_{ULS} < \text{bootstrapped HI } 95\% \text{ of } d_{ULS}$ and $d_G < \text{bootstrapped HI } 95\% \text{ of } d_G$, the data still fit the model.

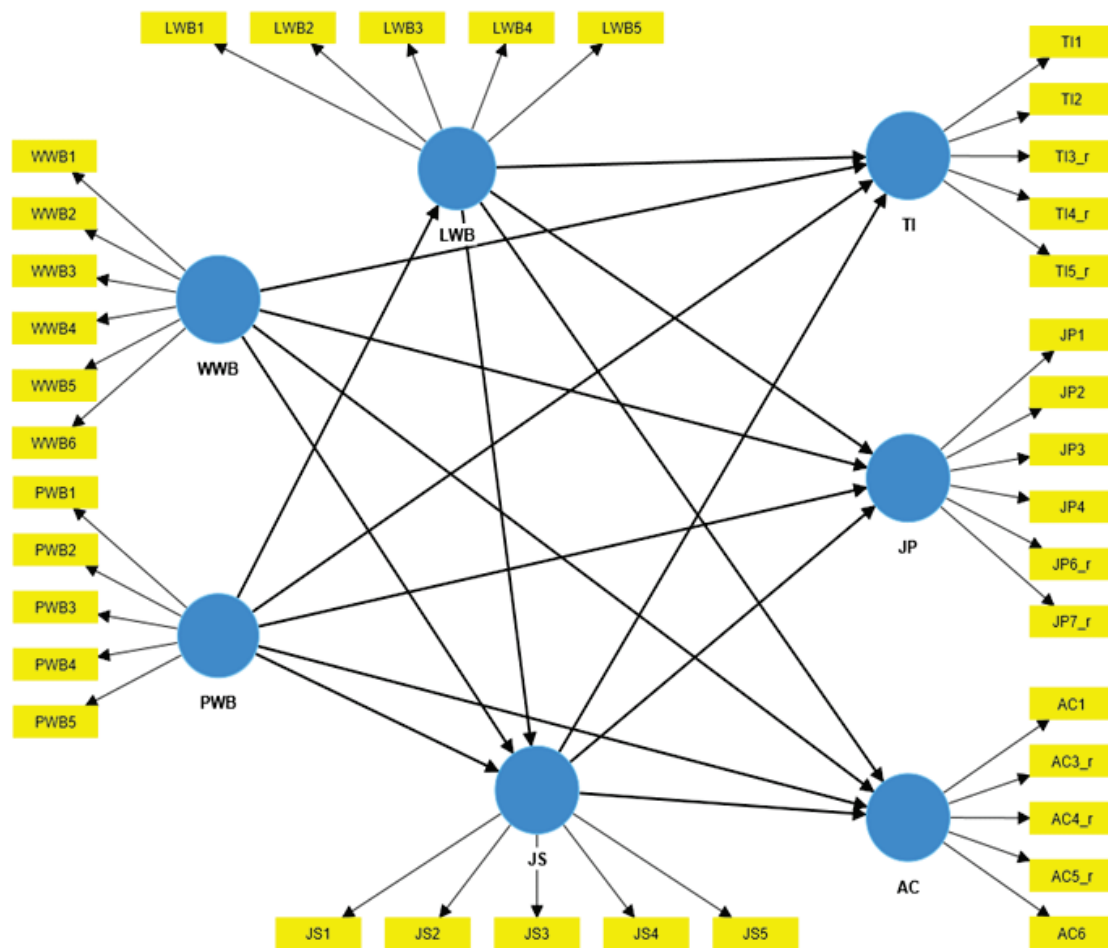


Figure 5.15: Confirmatory factor analysis of lower-order constructs

5.12 Validating Higher-Order Constructs

The formative higher-order constructs were designed in PLS-SEM to group many constructs into a smaller number of lower-order constructs. Here, the higher-order construct ‘employee wellbeing’ is formed by formatively measured lower-order constructs. The model of higher-order constructs was then validated by assessing their reliability, convergent validity, and discriminant validity.

Table 5.10: Reliability and convergent validity | Constructs

Construct	Cronbach’s Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employees wellbeing	0.771	0.865	0.683
Job satisfaction	0.863	0.900	0.643
Affective commitment	0.855	0.895	0.631
Turnover intention	0.839	0.886	0.609
Job performance	0.877	0.907	0.620

From the confirmatory factor analysis of higher-order constructs in Table 5.10, the Cronbach’s alpha and composite reliability scores of all variables ranged between 0.771 and 0.877, which were higher than the suggested benchmark level of 0.70 (Table 5.10). Hence, reliability was achieved. Furthermore, the AVE scores of all the variables ranged between 0.609 and 0.683, which was higher than the suggested benchmark level of 0.50 (Table 5.10). Hence, convergent validity was achieved as well.

The discriminant validity of the higher-order constructs was evaluated by utilising Heterotrait-Monotrait Ratio (HTMT) and Fornell-Larcker Criterion (Table 5.11 & 5.12). The results from the CFA of higher-order constructs indicated that all the scores of Heterotrait-Monotrait Ratio (HTMT) and Fornell-Larcker Criterion were less than 0.85, thereby indicating to have achieved discriminant validity. Overall, it validates the higher-order constructs such as employee wellbeing. It also confirmed that employee wellbeing has three distinct dimensions.

Table 5.11: Heterotrait-Monotrait Ratio (HTMT) | Discriminant Validity of Higher-Order Constructs

	AC	EWB	JP	JS	TI
AC					
EWB	0.634				
JP	0.196	0.511			
JS	0.619	0.829	0.422		
TI	0.681	0.525	0.172	0.484	

AC = Affective Commitment, JP = Job Performance, JS = Job Satisfaction, EWB = Employees’ Wellbeing, TI = Turnover Intention.

Table 5.12: Fornell-Larcker Criterion | Discriminant validity of higher-order constructs

	AC	EWB	JP	JS	TI
AC	0.795				
EWB	0.549	0.826			
JP	0.176	0.422	0.788		
JS	0.557	0.730	0.367	0.802	
TI	-0.591	-0.448	-0.145	-0.435	0.780

AC = Affective Commitment, JP = Job Performance, JS = Job Satisfaction, EWB = Employees' Wellbeing, TI = Turnover Intention.

5.13 Hypotheses Testing | Structural equation modeling

Partial Least Squares – Structural Equation Modeling (SEM) was conducted to assess the hypothesised relationship among the independent and the dependent variables under study (Table 5.13).

Hypothesis 1: Employee wellbeing is positively related to job satisfaction.

The outcome from the PLS-SEM investigation indicated that the path showing the bearing of employee wellbeing on job satisfaction was significant at 0.1% level ($O = 0.730$, $t = 22.897$, $p < 0.001$). Hence, hypothesis 1 is accepted, thus indicating that employee wellbeing has a positive relation with job satisfaction. In other words, a one-point growth in an employee wellbeing score will increase job satisfaction by 0.730 points. The adjusted R-squared value of turnover intention was 0.530, which indicated that 53.0% of the variances in job satisfaction was explained by employee wellbeing. The f^2 effect size of this path relationship was 1.138 which indicates a large bearing of the employees' wellbeing on job satisfaction.

Hypothesis 2: Employee wellbeing is positively related to affective organisational commitment.

The outcome from the PLS-SEM analysis indicated that the path showing the influence of employee wellbeing on affective organisational commitment was significant at 0.1% level ($O = 0.549$, $t = 10.780$, $p < 0.001$). Hence, hypothesis 2 is accepted, thus indicating that employee wellbeing has a beneficial relation with affective organisational commitment. In other words, a one-point rise in the employees' wellbeing score will increase the affective organisational commitment by 0.549 points. The adjusted R-squared value of affective organisational commitment was 0.298, which indicated that 29.8% of the variances in affective organisational

commitment was explained by employee wellbeing. The f^2 effect size of this path relationship was 0.431, which indicates a noteworthy effect of the employees' wellbeing on affective organisational commitment.

Hypothesis 3: Employee wellbeing is negatively related to turnover intention.

The outcome from the PLS-SEM investigation indicated that the path showing the bearing of employee wellbeing on turnover intention was significant at 0.1% level ($O = -0.448, t = 8.854, p < 0.001$). Hence, hypothesis 3 is accepted, thus indicating that employee wellbeing has a negative relation with turnover intention. In other words, a one-point growth in an employee wellbeing score will decrease the turnover intention by 0.448 points. The adjusted R-squared value of turnover intention was 0.197, which indicated that 19.7% of the variances in turnover intention was explained by employee wellbeing. The f^2 effect size of this path relationship was 0.251, which indicates a large effect of the employees' wellbeing on turnover intention.

Hypothesis 4: Employee wellbeing is positively related to in-role job performance.

The outcomes from the PLS-SEM analysis indicated that the path showing the affect of employee wellbeing on job performance was significant at 0.1% level ($O = 0.422, t = 6.435, p < 0.001$). Hence, hypothesis 4 is accepted, thereby indicating that employee wellbeing has a positive relation with job performance. A one-point rise in an employee wellbeing score will increase job performance by 0.422 points. The adjusted R-squared value of job performance was 0.175, which indicated that 17.5% of variances in job performance was explained by employee wellbeing. The f^2 effect size of this path relationship was 0.217, which indicates a medium bearing of employees' wellbeing on job performance.

Table 5.13: Structural equation modelling | Hypothesis testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	p-values
H1: EWB → JS	0.730	0.732	0.032	22.897***	< 0.001
H2: EWB → AC	0.549	0.554	0.051	10.780***	< 0.001
H3: EWB → TI	-0.448	-0.454	0.051	8.854***	< 0.001
H4: EWB → JP	0.422	0.428	0.066	6.435***	< 0.001
*** $p < 0.001$ EWB = Employee Wellbeing, AC = Affective Commitment, JP = Job Performance, JS = Job Satisfaction, TI = Turnover Intention.					

Table 5.14: Coefficient of Determination (R^2) & Effect Size (f^2)

Variables	R^2	Adjusted R^2	Paths	f^2 Effect Size
AC	0.301	0.298	EWB → AC	0.431
JP	0.178	0.175	EWB → JP	0.217
JS	0.532	0.530	EWB → JS	1.138
TI	0.200	0.197	EWB → TI	0.251

AC = Affective Commitment, JP = Job Performance, JS = Job Satisfaction, EWB = Employee Wellbeing, TI = Turnover Intention.

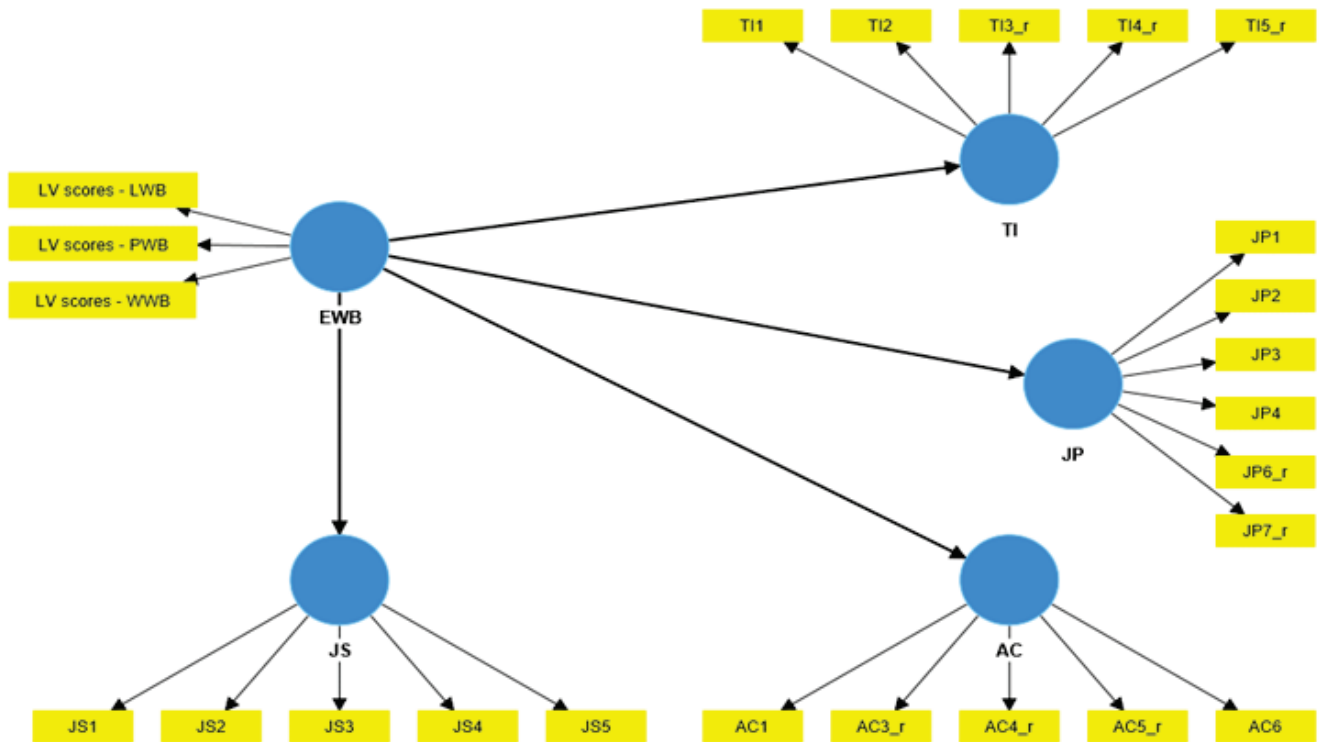


Figure 5.16: PLS-SEM Analysis

5.14 Conclusion

The findings of the statistical investigation performed on the information were presented in this chapter. It was determined that the constructs were reliable and internally consistent. The analysis could make use of the questions. All the questions could be included, according to the measuring technique. The structural and measurement models were considered to have a satisfactory model fit. All the constructs were determined to have statistical significance. The upcoming chapter includes a discussion of the outcomes.

CHAPTER 6: DISCUSSION OF RESULTS

6.1 Introduction

This investigation aimed to examine elements that influence organisational outcomes encompassing job satisfaction, affective commitment, turnover intention, and in-role job performance. The average respondent for this research was between 25-64 years old, holds a tertiary degree and managerial position, is employed permanently, earning above E10, 000.

The outcomes of the inquiry were outlined in Chapter Five. Chapter Six analyses the outcomes described in the previous chapter. The results are juxtaposed with previous inquiry outcomes. Chapter Six delves deeper into the consequences of the findings for the academic community, professionals, and regulatory bodies. The chapter is organised based on the four study hypotheses. The last chapter, which includes the recommendations and the conclusions, comes next.

6.2 Hypotheses

The interpretation of the hypotheses is presented in this section.

6.2.1 Hypothesis 1

H1: *Employee wellbeing is positively related to job satisfaction.*

H1 predicted that the relation between employee wellbeing and job satisfaction was positive. This hypothesis is supported. That is, employee wellbeing has a positive relation with job satisfaction. A one-point rise in an employee wellbeing score will increase job satisfaction by 0.730 points. This finding was documented in Section 5.13 and displayed in Table 5.13.

Multiple investigations have examined the relation among employee wellbeing and job satisfaction. Most researchers revealed a robust and affirmative association between worker wellbeing and job satisfaction. For instance, Wright and Bonett (2007) assessed the degree of employee wellbeing and job satisfaction among the managers in a company. The researchers' investigation revealed a significant link between employee wellbeing and job satisfaction.

In a similar study, Özel (2016) found a notable and favourable relation among raised wellbeing and job satisfaction among the workers in a hotel environment. Isgör and Haspolat (2016) investigated the relation among elevated wellbeing and job satisfaction amongst various occupational groups working in different institutions and organisations. The occupational groups included education, security, health, justice, engineers, and religious officials. In common with

other research, they found a strong and meaningful connection among employee wellbeing and job satisfaction among various occupational categories.

In contrast, Wright and Crapanzano (2000) discovered in their study that employee wellbeing had no predicting bearing on job satisfaction. Nevertheless, the writers discovered that employee wellbeing had a prognostic bearing on job performance. The researchers suggested that one possible explanation for this discovery could be that work contentment is not a reliable gauge for happiness, as the job satisfaction questionnaires usually lack items that explicitly evaluate happiness.

In conclusion, employee wellbeing had a notable bearing on job satisfaction. The inference of this inquiry is corroborated by prior investigations. The psychological exposure one has to their work significantly impacts employee wellbeing, thereby highlighting the crucial role of job satisfaction in total workplace wellbeing. Prioritising employee wellbeing is crucial for ensuring job satisfaction.

6.2.2 Hypothesis 2

H2: *Employee wellbeing is positively related to affective commitment.*

H2 predicted that the relationship between employee wellbeing and affective commitment was positive. Hypothesis 2 was accepted. That is, employee wellbeing has a beneficial bearing on affective commitment. A one-point growth in the employee wellbeing score will increase the affective commitment by 0.549 points. This finding was documented in Section 5.13 and displayed in Table 5.13.

Multiple scholars examined the connection between employee wellbeing and organisational commitment. For instance, Garg and Pooja (2009) studied the impact of psychological wellbeing on employee commitment. The researchers observed a notable impact of psychological wellbeing on organisational commitment. Jain et al. (2009) examined how the work locus of control influences the connection between employee wellbeing and organisational commitment. The researchers discovered that employee wellbeing was linked to affective commitment.

Recently, Kolakoski et al. (2020) investigated the associations among favourable feelings, negative emotions, and affective organisational commitment. The researchers discovered that positive emotions had a notable and favourable influence on reported affective commitment. In addition, the writers discovered that negative emotions had a detrimental bearing on reported affective commitment. Additionally, Thompson and Bruk-Lee (2021) found a positive link ($r = 0.35$) between happiness and organisational commitment. The authors defined happiness as the

frequency of happy emotions over a period, which is consistent with the definition of wellbeing in terms of the hedonia perspective (Lyubomirsky et al., 2005). In their (2014) study, Diedericks and Rothmann examined a group of 205 South African information technology (IT) professionals. The researchers discovered that flourishing directly positively impacted on job satisfaction. The authors described “flourishing as a pattern of positive feelings and positive functioning in life” (Diedericks & Rothman, 2014, p. 28). Furthermore, the authors discovered that flourishing is directly and indirectly manifested in the organisational citizenship behaviour. The researchers ascribed this connection to organisational commitment.

Heidari et al. (2022) examined the relation among spiritual health, psychological wellbeing, and organisational commitment among educators. The researchers discovered a good and significant link between psychological wellbeing and spiritual health as well as organisational commitment. In their study, Chambel and Carvalho (2022) investigated the connection among organisational affective commitment and the wellbeing of the workers. The authors demonstrated that organisational affective commitment has an adverse relation with work ill-being, specifically burnout, and a beneficial connection to work wellbeing.

In conclusion, employee wellbeing was revealed to have a beneficial influence on affective commitment. The outcome acts as a potential catalyst for the heightened emphasis on employee wellbeing and organisational outcomes.

6.2.3 Hypothesis 3

H3: *Employee wellbeing is negatively related to turnover intention.*

H3 predicted a negative association among employee wellbeing and turnover intention. Hypothesis 3 is accepted. That is, employee wellbeing has an adverse relation to turnover intention. A one-point rise in employee wellbeing score will decrease the turnover intention by 0.448 points. This finding was documented in Section 5.13 and displayed in Table 5.13.

The findings of this investigation support prior studies on the relation among employee wellbeing and turnover intention. Previous research confirms the existence of a negative connection between the psychological wellbeing of employees and their inclination to quit their employment. For instance, Amin and Akbar (2013) investigated the bearing of psychological wellbeing on turnover intentions among workers of the hospitality industry. The researchers discovered an adverse relation among psychological wellbeing and turnover intention. The outcomes of the writers imply that people with raised employee wellbeing have a low desire to quit.

In their study, Diedericks and Rothmann (2014) discovered that flourishing had a relation with a decrease in turnover intention in their research of the South African IT professionals.

Wu et al. (2017) examined the connection among employee wellbeing and turnover intention in Pakistan. The researchers discovered an adverse relation among employee wellbeing and turnover intention. Czerw (2019) discovered that people who had higher levels of eudaimonic wellbeing had stronger work attachment, thus resulting in a reduced likelihood of quitting and, hence, decreased turnover intention. Similarly, Thompson and Bruk-Lee (2021) discovered a notable inverse connection ($r = -0.39$) between happiness and turnover intention.

Overall, employee wellbeing negatively correlated with turnover intention. Prior research supports this study's conclusions. The thesis proposed by Zheng et al. (2015) is repeatable in an African developing country.

6.2.4 Hypothesis 4

H4: Employee wellbeing is positively related to in-role job performance.

H4 predicted a positive relation among employee wellbeing and in-role job performance. That is, the hypothesis predicted that the employees with better wellbeing would outperform those with poor wellbeing. Hypothesis 4 is accepted. That is, employee wellbeing has a beneficial relation with in-role job performance. A one-point growth in an employee wellbeing score will increase job performance by 0.422 points. This finding was documented in Section 5.13 and displayed in Table 5.13.

Initial investigations examining the relation among happiness and job performance revealed linkages among job satisfaction and task performance (Warr et al., 2017). This finding is corroborated by recent studies. For instance, Wright and Crapanzano (2000) investigated how psychological wellbeing and job satisfaction affect job performance. The researchers determined that the psychological wellbeing of 47 human services workers was a reliable indicator of their job performance, whereas job satisfaction did not have the same predictive value.

Çankır and Şahin (2018) investigated the relation among work engagement and the psychological wellbeing together with the job performance of the textile workers. The writers concluded that work engagement partly behaved as an intermediate among one's health and job performance. The authors revealed a noteworthy relation among psychological wellbeing and work engagement, which in turn enhances job performance.

In another study, Krekel et al. (2019) examined the relation among employee wellbeing and performance. The researchers discovered a notable and robust positive association between worker satisfaction and their performance. Kundi et al. (2020) investigated the relation among psychological wellbeing and job performance. The authors specifically focused on employee affective commitment versus employment insecurity. The authors' outcomes indicated that both hedonic wellbeing and eudaimonic wellbeing had a bearing on job performance, both directly and indirectly. Employee affective commitment was identified as a potential intermediary in the link among psychological wellbeing and job performance. In their research, Mandal and Goswami (n.d.) examined the bearing of psychological wellbeing on the job performance of employees. The writers noted that wellness of employees has a beneficial bearing on their output. The outcomes showcase that enhancing psychological wellbeing is beneficial to augmenting employee work performance.

In summary, this study showcases confirmation that there is a beneficial relation among worker wellbeing and job performance. The outcome of this investigation suggests that the thesis proposed by Zheng et al. (2015) is replicable in an African developing country.

The research indicates that the elevated levels of employee wellbeing have a substantial bearing on the organisational outcomes, including job satisfaction, affective commitment, turnover intention, and in-role job performance. Nevertheless, many studies on employee wellbeing have been carried out in the affluent nations of the Western and Eastern regions. This investigation strengthens the theoretical understanding of EWB in an African context by being the pioneering study to deploy the Zheng et al. (2015) model in a developing country. The study suggests that the hypothesis proposed by Zheng et al. (2015) is replicable in an African developing country. Furthermore, the results of this investigation corroborate and expand upon the conclusion reached by Zheng et al. (2015), which demonstrated that employee wellbeing has connections with organisational outcomes such as in-role job performance and others.

Practical ramifications of this investigation are evident as follows. Firstly, the study findings confirm that promoting employee wellbeing in a developing country is beneficial for the company. Secondly, this study will aid businesses in developing countries to realise the bearing of employee wellbeing on attitudes and behaviours in the workplace. Thirdly, this study will motivate the change leaders to prioritise employee wellbeing and allocate the required resources to enhance employee wellbeing in business. Lastly, the outcomes of this investigation can be used as an aid for worker empowerment to keep track of their own wellbeing, achieve it, and elevate one's work output.

6.3 Conclusion

This chapter centered on the outcome of the statistical investigation. The outcomes of this inquiry validated that employee wellbeing has a bearing on work outcomes such as affective commitment and others.

CHAPTER 7: RECOMMENDATIONS AND CONCLUSION

This investigation sought to study the elements that have a bearing on organisational outcomes encompassing job satisfaction, affective commitment, turnover intention, and in-role job performance. The conclusion chapter is a summary of the key outcomes of this investigation. The ramifications of these findings are offered. This chapter further outlines the limitations that influenced or constrained the inquiry and suggests directions for future investigation.

7.1 Main findings

The subject of employee wellbeing has been a longstanding area of interest for individuals, corporations, and policy makers. The COVID-19 pandemic led researchers and the businesses to elevate the wellbeing of their employees as a critical area of emphasis. The advocates argue that encouraging and maintaining EWB nurtures substantial increases in the organisational outcomes. This reinforces the hypothesis presented by Zheng et al. (2015), positing that EWB is intricately joined to several organisational outcomes. This study examined the link between EWB and the organisational outcomes, including job satisfaction, affective commitment, turnover intention, and in-role job performance. A questionnaire was distributed to individual workers in several industry sectors of the economy using convenience sample methodology.

The first hypothesis examined the potential favourable relation among employee wellbeing and job satisfaction. The outcome uncovered a beneficial connection among employee wellbeing and job satisfaction. The conclusions of the investigation are mostly corroborated by prior research (Wright & Cropanzano, 2007; Özel, 2016; Işgor & Haspolat, 2016). The second hypothesis posited a favourable link between employee wellbeing and affective commitment. The investigation confirmed that employee wellbeing has a beneficial bearing on affective commitment. The conclusions of this investigation are corroborated by prior investigations (Garg & Rastogi, 2009; Jain et al., 2009; Kolakoski et al., 2020; Thompson & Bruk-Lee, 2021).

The third hypothesis posited an adverse bearing among employee wellbeing and turnover intention. The outcome uncovered a negative relation among employee wellbeing and turnover intention. The conclusions of this investigation are supported by previous studies (Amin & Akbar, 2013; Diedericks & Rothmann, 2014; Wu et al., 2017; Czerw, 2019). The fourth hypothesis posited a favourable association between employee wellbeing and in-role job performance. The outcome signaled a significant link among employee wellbeing and job performance. The conclusions of the inquiry are corroborated by prior investigations (Warr et al., 2017; Wright & Cropanzano, 2000; Çankir & Şahin, 2018; Krekel et al., 2019).

7.2 The influence of employee wellbeing on organizational outcomes based on the research conceptual model.

The investigation examined the elements that have a bearing on the organisational outcomes encompassing job satisfaction, affective commitment, turnover intention, and in-role job performance. In Chapter Three, Figure 3.1, the researcher compiled the research conceptual model. The principal findings above support the research conceptual model. The main findings provide empirical evidence and support the research conceptual model as follows. The findings revealed a favourable connection between employee wellbeing and job satisfaction. Furthermore, the inquiry proved that the wellbeing of employees has a favorable bearing on their affective commitment. Moreover, the results showcased a detrimental association among employee wellbeing and the inclination to depart from the firm. Finally, the results demonstrated a substantial connection between the wellbeing of employees and their job performance.

7.3 Theoretical contributions

Research indicates that the elevated levels of employee wellbeing have substantial implication on organisational outcomes. Nevertheless, many studies on employee wellbeing have been carried out in the affluent nations of the Western and the Eastern regions. This investigation supplements the theoretical understanding of EWB in an African context by being the pioneering study to deploy the Zheng et al. (2015) model in a developing country. The study suggests that the thesis proposed by Zheng et al. (2015) is replicable in an African developing country. Furthermore, the results of this investigation corroborate and expand upon the findings of Zheng et al. (2015), which demonstrated that employee wellbeing has connections with the organisational outcomes such as job satisfaction, affective commitment, turnover intention, and in-role job performance.

7.4 Implications

The practical ramifications of this investigation are evident as follows. Firstly, the study findings confirm that promoting employee wellbeing in a developing country is beneficial for the company. Secondly, this study will aid the businesses in developing countries to realise the bearing of employee wellbeing on attitudes and behaviours at work which results in organisational outcomes such as job satisfaction, affective commitment, turnover intention, and in-role job performance. Thirdly, this study will motivate change leaders to prioritise employee wellbeing and allocate the required resources to enhance the employee wellbeing in business. Lastly, the outcomes of the investigation can be used as an aid for worker empowerment to keep track of their own wellbeing, achieve it, and improve job performance at the individual level.

7.5 Limitations of the research

The investigation had some constraints in the sample procedure and data collecting, as outlined below.

7.5.1 Sampling method limitations

Convenience sampling offers certain benefits, but it also has its limitations. The inadequate breadth of the scholar's connections may have resulted in a non-representative sample of the population (Wegner, 2016). Bias in choice arises if the chosen sample fails to mirror the group as a whole, hence preventing the acquisition of reliable information on the full population (Kesmodel, 2018). The researcher's network primarily consists of working individuals who are management professionals with tertiary degrees, aged between 30 and 55. This study may have exhibited a bias towards that particular population group over others.

7.5.2 Self-report measures limitations

The data collection tool utilised self-report measures. Self-reporting as a method of data collection has its drawbacks. The individuals frequently exhibit prejudice while recounting their personal experiences (Devaux & Sassi, 2016). These constraints include, among other things:

Information bias - The inclination of respondents to offer socially desirable responses instead of delivering truthful answers, regardless of the level of social acceptability.

Dishonesty - Participants may provide responses that align with social norms rather than expressing genuine honesty.

Interpretation of questions: The phrasing of the questions may be ambiguous or open to diverse interpretations by the respondents.

Self-reflective capacity: The respondents may lack the capability to appropriately evaluate themselves.

7.5.3 Data collection period limitations

The time for obtaining data was limited. Therefore, the findings provide an incomplete representation. Cross-sectional research is subject to methodological-statistical limitations, as highlighted by Maier et al. (2023). Consequently, the sequential arrangement of perceptions, intents, and behaviours cannot be represented, as all information is gathered concurrently. Another drawback of a cross-sectional study is its vulnerability to various biases that result in the inaccurate estimations of the relation among the variables of interest (Wang & Cheng, 2020). Confounding is a further aspect of prejudice in cross-sectional research. Confounding refers to a

situation where a variable is linked to another variable and it has an impact on the outcome variable (Asiamah et al., 2021).

7.6 Suggestions for future research

This research has discussed some shortcomings. In future research, firstly, it is imperative to address these issues as a priority to establish the reliability of the analytical results. Secondly, in this investigation, the employee wellbeing construct was examined as a unified construct rather than analysing each individual component of employee wellbeing independently. This study did not perform individual analyses for each of the three components of EWB, as advocated by Zheng et al. (2015). EWB is a three-dimensional framework that encompasses Life Wellbeing (LWB), Worker Wellbeing (WWB), and Psychological Wellbeing (PWB). To enhance the research, future researchers should endeavour to perform a regression analysis for each dependent variable using two distinct approaches, as follows. They must perform individual analyses for each of the three EWB components and perform a combined analysis where all the three EWB components are included in the model simultaneously. By employing this approach, the researchers can discern the components that exert a greater influence.

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APPENDICES

APPENDIX 1: DETERMINANTS OF EMPLOYEE WELLBEING IN ESWATINI SURVEY QUESTIONNAIRE

I am conducting research on “Determinants of employee wellbeing in Eswatini” in partial fulfillment of the requirements for the degree of Master of Philosophy Change Leadership (Gordon Institute of Business Science, University of Pretoria).

To that end, I am inviting you to complete a survey relating to my topic. The survey should take no more than 20 minutes. Participation is voluntary, and participants can withdraw at any time without penalty. Participation is anonymous and only aggregated data will be reported. By completing the survey, the participants indicate that they voluntarily participate in this research.

If you have any concerns, please contact my supervisor or me.

Researcher name: 21852864

Email: 21852864@mygibs.co.za;

Phone:

Research supervisor name:

Email:

Phone:

Questionnaire * Means required

Demographic/Control Variables

Q1. What gender do you identify as? *

- Male
- Female
- Prefer not to say
- Other:

Q2. What is your age? *

- 18 - 24 years old
- 25- 34 years old
- 35 - 44 years old
- 45 - 54 years old
- 55 - 64 years old
- 65 years and older

Q3. What is your marital status? *

- Married
- Single
- Divorced
- Separated
- Widowed

Q4. What is the highest degree or level of education you have completed? *

- High school
- Certificate or Diploma
- Bachelor's degree
- Master's degree
- PhD or higher

Q5. How long have you been working? *

- Less than 5 years
- 5 - 10 years
- 11 - 15 years
- 16 - 20 years
- More than 20 years

Q6. What is the level of your position at work? *

- Ordinary employee
- Managerial employee

Q7. What is your employment status? *

- Employed part time
- Employed full time

Q8. What is your monthly income level? *

- Less than E10 000.00
- E10 001.00 - E20 000.00
- E20 001.00 - E30 000.00
- E30 001 - E40 000.00
- E40 001.00 - E50 000.00
- Above E50 000.00

Zheng et al. (2015) 18-item scale

Life wellbeing

Q9. I feel satisfied with my life. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q10. I am close to my dream in most aspects of my life. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat Agree
- Agree
- Strongly agree

Q11. Most of the time, I do feel real happiness. *

- Strongly disagree
- Disagree

- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q12. I am in a good life situation. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q13. My life is very fun. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q14. I would hardly change my current way of life in the afterlife. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Worker Wellbeing

Q15. I am satisfied with my work responsibilities. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree

- Agree
- Strongly agree

Q16. In general, I feel fairly satisfied with my present job. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q17. I find real enjoyment in my work. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q18. I can always find ways to enrich my work. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q19. Work is a meaningful experience for me. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q20. I feel basically satisfied with my work achievements in my current job. *

- Strongly disagree
- Disagree
- Somewhat disagree

- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Psychological Wellbeing

Q21. I feel I have grown as a person. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q22. I handle daily affairs well. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q23. I generally feel good about myself, and I'm confident. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q24. People think I am willing to give and to share my time with others. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q25. I am good at making flexible timetables for my work. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Q26. I love having deep conversations with family and friends so that we can better understand each other. *

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Job Satisfaction

Q27. Generally speaking, I am very satisfied with this job. *

- Strongly disagree
- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly agree

Q28. I feel a great sense of personal satisfaction when I do this job well. *

- Strongly disagree
- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly agree

Q29. I am generally satisfied with the kind of work I do in this job. *

- Strongly disagree

- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly agree

Q30. Most people on this job feel a great sense of personal satisfaction when they do the job well. *

- Strongly disagree
- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly agree

Q31. Most people on this job are very satisfied with the job. *

- Strongly disagree
- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly agree

Affective Commitment

Q32. I would be very happy to spend the rest of my career with this organisation *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Q33. I really feel as if this organisation's problem are my problems. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Q34. I do not feel a strong sense of belonging to my organization. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Q35. I do not feel emotionally attached to this organization *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Q36. I do not feel like part of the family in my organization. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Q37. This organisation has a great deal of personal meaning for me. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Turnover Intention

Q38. I will probably look for a new job in the near future. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Q39. At the present time, I am actively searching for another job in a different organization. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree

- Strongly agree

Q40. I do not intend to quit my job. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Q41. It is unlikely that I will actively look for a different organisation to work for in the next year. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Q42. I am not thinking about quitting my job at the present time. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Job Performance

Q43. I adequately complete assigned duties. *

- Strongly disagree
- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly agree

Q44. I fulfill responsibilities specified in my job description. *

- Strongly disagree
- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly agree

Q45. I Perform tasks that are expected of me. *

- Strongly disagree
- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly agree

Q46. I meet formal performance requirements of the job. *

- Strongly disagree
- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly agree

Q47. I engage in activities that will directly affect my performance evaluation. *

- Strongly disagree
- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly agree

Q48. I neglect aspects of the job I am obligated to perform. *

- Strongly disagree
- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly agree

Q49. I fail to perform essential duties. *

- Strongly disagree
- Disagree
- Slightly disagree
- Neither agree nor disagree

- Slightly agree
- Agree
- Strongly agree

APPENDIX 2: CODEBOOK

Gender	What gender do you identify as?	Male=1 Female = 2 Prefer not to say = 3 Other = 4	n/a
Age	What is your age?	18 - 24 years old = 1 25- 34 years old = 2 35 - 44 years old =3 45 - 54 years old = 4 55 - 64 years old = 5 65 years and olde = 6	n/a
Marital status	What is your marital status?	Married = 1 Single = 2 Divorced = 3 Separated = 4 Widowed = 5	n/a
Education	What is the highest degree or level of education you have completed?	High School = 1 Certificate or Diploma = 2 Bachelor's Degree = 3 Master's Degree = 4 PhD or Higher = 5	n/a
Working period	How long have you been working?	Less than 5 years = 1 5 - 10 years = 2 11 - 15 years = 3 16 - 20 years = 4 More than 20 years = 5	n/a

Level of position at work	What is the level of your position at work?	Ordinary employee = 1 Managerial employee = 2	n/a
Employment status	What is your employment status?	Employed part time = 1 Employed full time = 2	n/a
Monthly income	What is your monthly income level?	Less than E10 000.00 = 1 E10 001.00 - E20 000.00 = 2 E20 001.00 - E30 000.00 = 3 E30 001 - E40 000.00 = 4 E40 001.00 - E50 000.00 = 5 Above E50 000.00 = 6	n/a
Q9	I feel satisfied with my life	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q10	I am close to my dream in most aspects of my life	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a

Q11	Most of the time, I do feel real happiness	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q12	I am in a good life situation	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q13	My life is very fun.	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q14	I would hardly change my current way of life in the afterlife.	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6	n/a

		Strongly Agree = 7	
Q15	I am satisfied with my work responsibilities	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q16	In general, I feel fairly satisfied with my present job	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a

Q17	I find real enjoyment in my work	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q18	I can always find ways to enrich my work.	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q19	Work is a meaningful experience for me	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q20	I feel basically satisfied with my work achievements in my current job	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6	n/a

		Strongly Agree = 7	
Q21	I feel I have grown as a person.	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q22	I handle daily affairs well.	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a

Q23	I generally feel good about myself, and I'm confident.	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q24	People think I am willing to give and to share my time with others	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q25	I am good at making flexible timetables for my work	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q26	I love having deep conversations with family and friends so that we can better understand each other.	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6	n/a

		Strongly Agree = 7	
Q27	Generally speaking, I am very satisfied with this job	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q28	I feel a great sense of personal satisfaction when I do this job well	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a

Q29	I am generally satisfied with the kind of work I do in this job	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q30	Most people on this job feel a great sense of personal satisfaction when they do the job well.	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q31	Most people on this job are very satisfied with the job	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q32	I would be very happy to spend the rest of my career with this organisation	Strongly Disagree = 1 Disagree = 2 Neither Agree nor Disagree = 3 Agree = 4 Strongly Agree = 5	n/a

Q33	I really feel as if this organisation's problems are my problems	Strongly Disagree = 1 Disagree = 2 Neither Agree nor Disagree = 3 Agree = 4 Strongly Agree = 5	n/a
Q34	I do not feel a strong sense of belonging to my organisation	Strongly Disagree = 5 Disagree = 4 Neither Agree nor Disagree = 3 Agree = 2 Strongly Agree = 1	Reverse Question
Q35	I do not feel emotionally attached to this organisation	Strongly Disagree = 5 Disagree = 4 Neither Agree nor Disagree = 3 Agree = 2 Strongly Agree = 1	Reverse Question
Q36	I do not feel like part of the family in my organization	Strongly Disagree = 5 Disagree = 4 Neither Agree nor Disagree = 3 Agree = 2 Strongly Agree = 1	Reverse Question
Q37 (Q34, Q35, Q36, Q40, Q41, Q42, Q48, Q49)	This organisation has a great deal of personal meaning for me	Strongly Disagree = 1 Disagree = 2 Neither Agree nor Disagree = 3 Agree = 4 Strongly Agree = 5	n/a

Q38	I will probably look for a new job in the near future	Strongly Disagree = 1 Disagree = 2 Neither Agree nor Disagree = 3 Agree = 4 Strongly Agree = 5	n/a
Q39	At the present time, I am actively searching for another job in a different organisation	Strongly Disagree = 1 Disagree = 2 Neither Agree nor Disagree = 3 Agree = 4 Strongly Agree = 5	n/a
Q40	I do not intend to quit my job	Strongly Disagree = 5 Disagree = 4 Neither Agree nor Disagree = 3 Agree = 2 Strongly Agree = 1	Reverse Question
Q41	It is unlikely that I will actively look for a different organisation to work for in the next year	Strongly Disagree = 5 Disagree = 4 Neither Agree nor Disagree = 3 Agree = 2 Strongly Agree = 1	Reverse Question
Q42	I am not thinking about quitting my job at the present time	Strongly Disagree = 5 Disagree = 4 Neither Agree nor Disagree = 3 Agree = 2 Strongly Agree = 1	Reverse Question

Q43	I adequately complete assigned duties.	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q44	I fulfill responsibilities specified in my job description	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q45	I perform tasks that are expected of me	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q46	I meet formal performance requirements of the job	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6	n/a

		Strongly Agree = 7	
Q47	I engage in activities that will directly affect my performance evaluation	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	n/a
Q48	I neglect aspects of the job I am obligated to perform	Strongly Disagree = 7 Disagree = 6 Somewhat Disagree = 5 Neither Agree nor Disagree = 4 Somewhat Agree = 3 Agree = 2 Strongly Agree = 1	Reverse Question
Q49	I fail to perform essential duties	Strongly Disagree = 1 Disagree = 2 Somewhat Disagree = 3 Neither Agree nor Disagree = 4 Somewhat Agree = 5 Agree = 6 Strongly Agree = 7	Reverse Question