

**Gordon Institute
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Influence of Employee Wellbeing on Employee Engagement in the Workplace

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A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration

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Abstract

The aim of this study is to investigate how characteristics of well-being affect worker participation in the workplace. This study followed a cross-sectional correlational design and a quantitative research methodology was used all around. Primary data collecting was done utilising a purposive sample method using a self-administered structured questionnaire created from a 7-point Likert scale. This research drew a sample of 200 from the workforce of Lagos-based oil businesses. Some employees of oil companies received the questionnaire online. Descriptive and inferential statistics were used in a thorough method to provide an understanding of the links among the research variables. Using Statistical Package for Social Sciences 24 and Smart PLS program, advanced statistical methods like Factor Analysis found latent constructions and verified the structure of the measurement model. Analysing direct and indirect effects, structural equation modelling (SEM) then investigated hypothesised correlations between latent variables. Key outputs include Total Variance Explained, Path Coefficients, Model Fit Indices, and Reliability and Validity Metrics, therefore guaranteeing strong results for Construct Reliability, Discriminant Validity, and Latent Variable Correlations. Theoretically, the results of the research highlight how each of the five constructs; social well-being, mental well-being, physical well-being, financial well-being, and transformational leadership plays a different but linked role in increasing employee engagement, the dependent variable. These ideas provide unique insights on the strategies required for companies to properly inspire and keep a dedicated staff, therefore contributing to engagement.

Keywords: social, physical, mental, and financial well-being, employee engagement, transformational leadership

Declaration

I declare that this research project is my work. It is presented partially in compliance with Gordon Institute of Business Science, University of Pretoria's Master of Business Administration degree requirements. It has never previously been turned in for any degree or test at another university. I also state that I have got the required permission and authorisation to do this study.

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CHAPTER ONE

1.1 Introduction

There has been a great need for employee well-being to drive organisational success and engagement in the workplace. With the increasing complexity of the modern work environment and its demands, employers have started considering employees' well-being as their key priority (Sorensen et.al., 2021). This introduction sets a platform for comprehensively looking at how employee well-being affects employee engagement, which is one of the subjects that have attracted much attention recently. The correlation between the well-being of employees and their level of engagement is intricate and has several aspects. Employee well-being covers many areas including physical, mental, emotional, and social health that could influence it directly towards work commitment (Zheng et al., 2021). Engaged staff members will likely be motivated, focused, and recharged as they feel strongly connected with their organisation's purpose (Schaufeli & Bakker, 2022). Thus, enhancing worker's health can lead to increased engagement among workers, thus leading to better organisational outcomes.

The well-being of employees has been shown to positively affect different aspects of companies leading to increased production, reduced absenteeism, and higher job satisfaction (Harter et al., 2020). For instance, Weziak-Białowolska et al. (2022) found that high levels of well-being among employees reduced the risk of missing work days due to ill health by 70%, thus minimizing loss in productivity and alleviating strain on other staff. This further emphasizes the significance of giving priority to employee wellness as a way of enhancing commitment and overall organisational performance. However, despite its importance, many businesses are still grappling with the incorporation of wellness programs within their broader business strategies (Bakker & Demerouti, 2017). Specifically, a deeper understanding is needed concerning how employee well-being affects employee engagement and the contextual factors that might alter this link. This study therefore investigates how employee wellbeing influences employee engagement at work while identifying factors that contribute to this relationship including moderating impact from organisational and individual characteristics.

In this way, the introduction to this study prepares one for a holistic examination of this subject matter and stresses the significance of employee well-being in driving involvement and organisational triumph. It explains the research challenges, questions, and goals, laying the groundwork for the theoretical and practical consequences of this study's conclusions.

1.2 Background of the Study

In the field of organisational behaviour and the management of human resources, the interaction between the welfare of workers and the results of a company has attracted interest. The well-being of workers is a complex concept that combines numerous elements of an individual's physical, mental, emotional, and social health that may directly affect their engagement, competency, and effect on the workplace (Zheng et al., 2021). Given the complex character of the work environment marked by great demand for speed, employers are realising more and more the vital need to put their employees' welfare first as a tool for improving success at work and competitiveness (Bakker & Demerouti, 2017). Studies have demonstrated that employee well-being is favourably connected with many organisational outcomes including greater productivity; reduced absenteeism; better work satisfaction; and enhanced organisational engagement (Harter et al., 2020). In a meta-analysis, for instance, Harter et al. (2020) have shown that motivated and focused engaged personnel with high well-being drive improved corporate performance and profitability. Included in these studies are income, profitability, market share, productivity, customer happiness, quality of goods or services, staff retention or turnover rate, and absence rates or expenses. Furthermore, inadequate well-being has great social and financial consequences, which emphasises, even more, the need for employee well-being. Leka & Nicholson's (2019) study claims that mental diseases most of which cause loss of productivity and absenteeism caused the global economy to lose almost \$1.3 trillion in 2016. Moreover, poor levels of job satisfaction and higher turnover intentions indicate that an average worker suffers 44.8 hours of stress weekly, which causes a significant loss of production.

Though the general importance of employee well-being is acknowledged, many companies find it difficult to include well-being projects in their main corporate strategy. Many times, this challenge stems from an inadequate understanding of how employee well-being impacts organisational results and how contextual elements may affect it (Bakker & Demerouti, 2017). Moreover, certain businesses can lack resources, leadership support, or an organisational culture that would stop the effective application and lifetime of wellness initiatives (Zheng et al., 2021). This study intends to provide general knowledge about workers' well-being by means of an analysis of how wellbeing promotes employee involvement in the workplace. Thus, the fundamental processes and contextual elements influencing this connection have been looked at to help companies aiming at increasing employee engagement for improved performance all over the company. This research will provide evidence-based tactics and suggestions for companies that see properly considering employee well-being as they do their priorities and support excellent health consequently leading to better organisational results and a vibrant work environment.

1.3 Research Problem

Many companies are still struggling to properly include well-being programs into their whole corporate strategy, even though employee well-being is important (Weziak-Białowolska et al., 2022; Zheng et al., 2021). Deeper knowledge of the exact mechanisms by which employee well-being affects engagement among workers as well as the contextual aspects that might influence this link is very vital (Bakker & Demerouti, 2017; Harter et al., 2020). Employee well-being has been proven in many studies to favourably affect several organisational results like high production levels, lowered absence rates, and enhanced work satisfaction (Schaufeli & Bakker, 2022; Zheng et al., 2021). Low employee well-being is correlated, on the other hand, with declining levels of engagement, higher turnover rates, and worse organisation performance (Harter et al., 2020; Weziak-Białowolska et al., 2022). Nevertheless, much of what we know from current research in this field mostly focuses on direct links between employee well-being and organisational results while little is known about the underlying processes and contextual elements that determine these.

Through mediators like work resources, job expectations, and personal resources, employee well-being may influence employee engagement (Bakker & Demerouti, 2017). Furthermore, employee well-being might be correlated with workers' degrees of engagement by numerous intervening and contemporaneous elements like organisational culture, leadership support, and employee demographics (Zheng et al., 2021). This study will therefore be carried out to look at how employee well-being influences workplace engagement. Moreover, it aims to pinpoint those elements that define this connection and their modulation by organisational and personal traits. Knowing how employee well-being relates to employee participation will enable companies to raise staff commitment to increase the general performance of the company.

1.4 Research Question

The primary research question is formulated based on the research problem;

What is the association between employee well-being and the engagement of workers in the workplace?

The secondary research questions include

1. What impact does social well-being have on employee engagement?
2. What connection does mental well-being have with employee involvement?

3. What is the correlation between physical well-being with employee engagement?
4. What correlation does financial well-being have with employee engagement?
5. What link does transformative leadership have with employee engagement?

1.5 Research Purpose

The objective of this study is to examine the influence of dimensions of well-being on employee involvement in the workplace. By exploring the underlying mechanisms and contextual factors that shape this relationship, the study's goal is to give helpful information for organisations looking to improve worker engagement and overall organisational effectiveness. Relevant hypotheses are presented in Chapter Three, following the literature Review (Chapter Two).

1.6 Research Context

This study aspires to understand attentively how employee engagement, transformational leadership, mental well-being, and financial well-being are interrelated within organisational contexts. This research is structured in a framework, which includes several established models and theories to comprehensively understand these constructs' behavioural dynamics.

1.6.1 Employee Engagement

Employee engagement has been a centerpiece in organisational research and practice, highlighted as critical for effective performance, productivity, and overall organisational success. Employee engagement is known as the psychological state resulting from employee involvement with an organisation; it describes employees who perform above expectations and contributes more than expected in their respective organisations (Macey & Schneider, 2008). Organisations must understand and harness engagement effectively as this complex entity plays a key role in guiding the culture of any organisation towards positivity, driving higher levels of employee performance. Over time, research shows that engaged workers tend to be more productive and loyal to their company. Highly engaged organisations have more than double the probability of success concerning better levels in measures such as profitability and customer satisfaction (Gallup, 2022). Seijts & Crim (2006) also claim this point, stating that neglecting stability among personnel affects an organisation's ability to achieve its strategic objectives. Hence, nurturing employee engagement is a necessity for organisational well-being. Employee engagement can be broken down into three main components: dedication, vigor, and absorption (Schaufeli & Bakker, 2004).

Dedication: Developing pride and relevance for your job. Dedicated to their work, enthusiastic workers believe they significantly help the aims of the company. On the other hand, indifference may lead to negativity and effortless withdrawal (Schaufeli & Bakker, 2004).

Vigour: Characterised by great degrees of vitality and fortitude against adversity. Vigorous workers are ready to go above and beyond and conquer challenges. On the other hand, fatigue is the reverse of energy and could cause burnout (Schaufeli & Bakker, 2004). Absorption: Often in a condition of flow when time seems to pass shockingly quickly, one is submerged in work. This close relationship with work displays involvement and is linked with higher production and job satisfaction (Schaufeli & Bakker, 2004). Developing employee engagement mostly depends on transformational leadership. This leadership style becomes a tool for involvement by inspiring professionals as it attempts to unify people and provide an efficient team atmosphere (Isabel et al., 2019). As it builds trust and support, which results in a committed workforce, research by Gameda and Lee (2020) shows a favourable link between employee engagement and transformative leaders. Engagement is much influenced by empathy and personal relationships between leaders and staff as workers who feel valued by their superiors are more willing to participate. Employee engagement levels of a firm depend much on its organisational culture.

1.6.2 Transformational Leadership

A well-known leadership style known as "transformational leadership" is one in which leaders motivate their subordinates to produce outstanding results and thus grow their leadership capacity. This leadership style is predicated on the idea that, inside companies, leaders may propel significant transformation by fostering a trusting, cooperative, and shared vision environment (Men et.al, 2020). Viewed as change agents who not only improve organisational performance but also support the personal and professional development of their subordinates, transformational leaders include Isabel et al., 2019 Several unique qualities define transformational leaders from other leadership approaches. These include idealised influence, inspiring drive, intellectual stimulation, and tailored attention.

Many good organisational results are connected to transformational leadership. Studies show that transformative leaders greatly raise employee work satisfaction, organisational citizenship practices, and commitment. To show its great influence on employee morale and engagement, Koh, Steers, & Terborg (1995) for instance discovered that transformational leadership favourably correlates with work satisfaction and contentment with leadership. Furthermore linked with better organisational success is transformative leadership. Transformational CEOs run companies that, according to MacKenzie, Podsakoff, & Rich (2001), show more performance and effectiveness. This is mostly related to the capacity of the leader to inspire and encourage their people, therefore promoting a culture of high performance and responsibility (Podsakoff, MacKenzie, & Bommer, 1996).

Additionally, very important in forming corporate culture are transformational leaders. As observed by Akpa et.al. (2021), leadership is a basic driver of culture impacting the values, beliefs, and activities defining a company. Essential for negotiating the complexity of today's corporate environment, transformational leaders may build a constructive culture that supports cooperation, creativity, and adaptation (Hughes, Ginnett, & Curphy, 2002). Transformational leadership has many advantages, but companies have to take certain issues and factors into account. One worries about possible reliance on the leader. Employees that rely too much on transformational leaders for guidance and inspiration may find it difficult to function on their own and develop their leadership abilities (Zaccaro & Banks, 2001).

1.6.3 Financial Well-being

A major component of general employee well-being, financial well-being greatly affects work satisfaction, engagement, and production. Financial well-being, defined as the condition of being financially healthy, secure, and in control of one's financial status, spans many aspects including financial stability, financial independence, and financial literacy (Brüggen et al., 2017). Those who show great degrees of financial well-being are more likely to be involved in their work, show better degrees of job satisfaction, and help their company flourish (Netemeyer et al., 2018). Many workers, however, battle uncertainty and financial stress, which may lower engagement and performance (Joo & Grable, 2004). Studies find that employee involvement is favourably connected with financial well-being. Higher financial well-being workers reported more job satisfaction, dedication, and engagement, according to Rai's (2019) research. Brüggen et al. (2017) who contend that financial well-being is a major driver of employee engagement as it lets workers concentrate on their jobs free from the distraction of financial worries corroborate this result. Furthermore, companies that give financial well-being initiatives top priority such as financing for employee support programs and financial education campaigns often have more involved and productive staff (Netemeyer et al., 2018). Encouragement of financial well-being among workers depends much on leadership. Particularly transformational leaders may greatly affect financial well-being by helping staff members with resources, support, and direction (Gemedo & Lee, 2020). Those who show the idealised influence and inspiration drive transformational leaders can motivate staff members to take charge of their financial circumstances and make wise choices. Leaders who provide workers individualised attention and intellectual stimulation may also help them become financially literate and adept in addressing problems, therefore attaining financial well-being (Isabel et al., 2019). On the other hand, a lack of leadership support may aggravate employee financial instability and stress. Workers who believe their bosses are insensitive to their financial worries may feel alone and unsupported, which would lower work satisfaction and

engagement. This emphasises how urgently companies should fund leadership development initiatives stressing the requirement of helping employees' financial well-being.

1.6.4 Social Well-being

Another important component of general employee well-being that profoundly influences engagement, work satisfaction, and output is social well-being. Defined as the degree of an individual's social connections and interactions inside the workplace, social well-being consists of elements like social support, social integration, and social contribution (Keyes, 1998). High social well-being employees are more likely to be involved in their work, show greater degrees of job satisfaction, and help to create a good corporate culture (Hakanen et al., 2019). Studies find that employee involvement is favourably connected with social well-being. Higher degrees of social well-being workers expressed more involvement, devotion, and immersion in their job, according to research by Seppälä et al (2008). De-la-Calle-Durán., & Rodríguez-Sánchez, (2021), who suggested that workers who feel socially linked and supported are more likely to be engaged in their jobs, corroborate this result. Furthermore, companies that give social well-being initiatives top priority such as team-building events and employee resource groups more involved and productive workforces (Schneider et al., 2017). Social well-being among workers depends much on the leadership quality. Particularly transformational leaders may greatly affect social well-being by encouraging an organisational community and belonging (Isabel et al., 2019). Demonstrating idealised influence and inspiring motivation, transformational leaders may motivate staff members to cooperate towards shared objectives, hence fostering social cohesion and support. Leaders who provide staff members individualised attention and intellectual stimulation may also help them develop the social skills and emotional intelligence required to create close connections with one another (Gemeda & Lee, 2020). On the other hand, a lack of support for leaders might compromise employee social well-being. Workers who believe their bosses are unapproachable or unsupportive may feel cut off from their peers, which would lower engagement and work satisfaction. This emphasises how urgently companies should fund leadership development initiatives stressing the significance of encouraging social well-being among staff members. Employee social well-being is strongly influenced by the organisational culture. By means of an atmosphere wherein workers feel appreciated, respected, and supported, a positive culture marked by open communication, teamwork, and inclusiveness may improve social well-being (Schneider et al., 2017). On the other hand, a poisonous society that gives individuality and competitiveness top priority can cause social isolation to rise and well-being to suffer (Krekel et al., 2019). Studies of companies with a strong culture of social well-being show lower turnover rates, more employee happiness, and more organisational success (Hakanen et al., 2019). Organisations

must therefore give the creation of a culture that promotes social well-being priority via team-building exercises, employee resource groups, and open lines of contact.

1.6.5 Physical Well-being

A major component of general employee well-being, physical well-being greatly influences work satisfaction, productivity, and engagement. It is defined as the condition of physical health and fitness, physical well-being includes elements like physical exercise, diet, and quality of sleep (Pronk, 2014). Those who report high degrees of physical well-being are more likely to be involved in their job, show greater vitality and energy, and help the organisation to be successful (Conn et al., 2009). Studies find that employee involvement is favourably connected with physical well-being. Regular physical exercise was linked in research by Proper et al (2002) to higher work satisfaction, commitment, and involvement. Pronk (2014) supports this conclusion by contending that physical well-being helps workers to control stress, preserve energy levels, and concentrate on their job. Furthermore, companies that give physical well-being projects top priority such as on-site exercise centres and wellness campaigns more involved and efficient staff (Conn et al., 2009). Encouragement of physical well-being among workers depends much on leadership. Particularly transformational leaders may greatly affect physical well-being by encouraging an organisational culture of health and well-being (Isabel et al., 2019). Transformational leaders that show the idealised influence and inspirational motivation may motivate staff members to give their physical well-being priority, therefore inspiring regular physical exercise and adoption of good practices. Leaders who provide staff members individualised attention and intellectual stimulation may also assist them acquire the knowledge and abilities required to keep their physical health intact (Gemedá & Lee, 2020). On the other hand, a lack of leadership support might compromise workers' physical health. Workers who believe their bosses are indifferent to their physical well-being issues may feel unsupported and uninspired to give their health priority, which would lower engagement and work satisfaction. This emphasises the requirement of companies funding leadership development initiatives stressing the significance of helping workers' physical condition.

1.7 Theoretical Contribution

The thorough analysis of the link between transformational leadership, employee well-being (including mental, financial, social, and physical aspects), and employee engagement that this study project offers theoretically makes it valuable. Combining these ideas and investigating their interactions helps the research provide a more complete knowledge of the elements influencing employee involvement and organisational performance. One important theoretical contribution is the focus on the multifaceted character of employee well-being and its influence on engagement. Earlier studies have sometimes concentrated on certain facets of well-being,

including work satisfaction or mental health. This paper contends that effectively capturing the complexity of employee engagement calls for a combined strategy (Seligman, 2011). Considering the interaction among mental, financial, social, and physical well-being, the study presents a complex view of the elements influencing employee attitudes and actions. The research emphasises how important transformative leadership is to promoting employee involvement and well-being. By means of their capacity to inspire, encourage, and assist their subordinates, transformational leaders may establish an organisational culture that gives employee growth and well-being priority. This result adds to the increasing number of studies on how transformative leadership improves employee performance (Gemeda & Lee, 2020). The analysis of the mediating function of employee well-being in the link between transformative leadership and engagement adds even another theoretical contribution. Investigating how well-being changes the relationship between leadership and involvement helps one to understand the processes by which transformational leaders affect employee attitudes and behaviours (Joo & Lee, 2017). This information may help you shape more successful engagement plans and leadership development initiatives. The evaluation of individual variations in the well-being-engagement connection by the research helps to clarify the theoretical framework of the elements influencing this relationship. The study emphasises the necessity of a more complex, person-centered approach to employee engagement by recognising that the influence of well-being on participation might vary depending on personality characteristics and coping strategies (Hakanen et al., 2019). A useful theoretical addition is made by the study's focus on the long-term effects of employee well-being and engagement for organisational success and sustainability. The study expands the present theoretical knowledge of the advantages of well-being and engagement by investigating the possibility of improving an organization's capacity to adapt and flourish in the face of obstacles (Krekel et al., 2019). Using a thorough framework combining transformational leadership, employee well-being, and employee engagement, this study project provides a major theoretical contribution. The research offers a more complex knowledge of the causes of employee engagement and organisational performance by investigating the interaction between these dimensions and examining the part of individual and environmental elements. This integration not only improves the body of current research but also offers practical ideas for improving staff well-being and involvement in corporate environments.

Conclusion

In summary, this chapter has established the basis for studying how employee well-being influences employee engagement at work. By presenting a background, research problem,

questions, and purpose as well as the research context and theoretical contribution, the way is paved for an in-depth discussion of the subject matter in other chapters.

CHAPTER TWO - LITERATURE REVIEW

2.1 Introduction

Since businesses want to increase employee involvement and general performance, employee well-being has become very important in organisational research and practice. Weziak-Bialowolska et al. (2020) claim that this well-being comprises numerous aspects including physical, emotional, mental, and financial health, all of which contribute to an individual's overall life happiness and job fulfilment. Businesses must be aware of every element of the health and happiness of their employees if they want to create a friendly environment that increases output and motivation. According to studies, employee well-being is directly related to employee participation; hence, workers feel emotionally and psychologically attached to their employment and organisation (Gallup, 2022). Good for the company, engaged employees are more likely to be content with their occupations, be devoted to them, and do good work (Sonnentag & Fritz, 2007). On the other hand, a lack of well-being may cause indifference, less effective performance, more frequent absenteeism, and higher rates of employee turnover (Ibrahim et al., 2020). Therefore, companies have to offer workers' well-being top importance if they are to build a motivated and involved work team. Problems in contemporary work settings, including higher job expectations, technological developments, and the COVID-19 pandemic, have underlined even more the need for employee well-being (Krekel et al., 2019). These difficulties have underlined the importance of companies using proactive approaches that support well-being and solve the particular difficulties their employees experience. Employee engagement polls are becoming useful instruments for evaluating well-being, pointing out areas needing work, and putting focused interventions into effect (Burnett & List, 2021). The need to improve employee health by means of higher staff involvement is discussed in this part along with the elements affecting well-being and the consequences for the performance of the company. This study aims to contribute significantly to the growing body of research on employee well-being and its effects on engagement and organisational performance by analysing the relationship among these constructions.

2.2 Employee Well-being

In organisational research, employee well-being has become a central focus spanning emotional, mental, and physical health among other aspects. Diener et al. (2020) define well-being as a whole state of wellness reflecting one's capacity to operate effectively, enjoy life, and achieve their potential rather than as the absence of disease. This concept emphasises the need for a multimodal strategy for workers' health and safety. Some academics, like Greenfeld (2021), contend, however, that conventional conceptions of well-being sometimes ignore the sociopolitical setting in which workers live.

Greenfield underlines that workplace dynamics affect well-being and calls for contextual knowledge including external demands and corporate culture. This point of view questions the more generic ideas of well-being suggested by Diener et al. (2020) by implying that a thorough strategy has to include personal and group experiences within the company. Conversely, studies by Ko et al. (2021) complement the theory by Diener et al. (2020) by underlining the notion that well-being directly influences employee productivity and engagement degrees. Ko et al. (2021) underline even further how companies with well-defined well-being programs show more employee involvement, therefore activities meant to improve employee well-being are not only helpful but also necessary for raising general organisational performance. Nevertheless, Cheng and Chan (2022) offer a counter-argument saying that although employee well-being programs are vital, they can also lead to a false sense of responsibility on the employees themselves to manage their well-being, so undermining the employer's obligation to create a supportive environment. This point of view questions the idea that employee well-being should be seen mostly from an individual perspective and advocates instead that systematic problems have to be taken care of to produce real involvement.

Reflecting the whole character of a worker's working history and experience, employee well-being is an increasingly important topic of attention within organisational research. Employee well-being, Hasan et al. (2021) define as a complex notion including objective and subjective aspects of a person's working life. This viewpoint fits Holt-Lunstad (2022), who emphasises the requirement of social well-being as a basic component of general health. While Weziak-Bialowolska (2020) supports a wide definition of well-being, Joo & Lee (2017) contend that concentrating on certain dimensions such as psychological, social, and financial well-being may provide companies with more practical advice. This difference shows how difficult it is to define and assess employee well-being.

Employee well-being is underlined by its tight relationship with numerous organisational outcomes, like production, work satisfaction, and engagement (Hakanen et al., 2006). Syrek et al. (2022), for example, noted that employees who reported greater degrees of well-being were more likely to be working on their projects. This result supports Bakker et al. (2008), who propose that well-being functions as a forerunner of engagement, thereby suggesting that companies should give well-being projects top priority to produce a more engaged workforce. It is important to remember, nevertheless, that not every employee responds identically to well-being programs. Eze et al. (2020) underline how much workers see and benefit from well-being initiatives depending on their variations including personality traits and coping strategies. This suggests that depending only on one method may not be able to raise general welfare across many groups.

Moreover, the wellbeing of employees depends much on how the company (POS) views assistance. According to Rhoades & Eisenberger (2002), employees are more likely to have higher job contentment and devotion when they sense that their company values them highly and actively supports them. This viewpoint is supported by Saputra et al. (2023), who discovered that work engagement and well-being are favourably impacted by POS both considerably and favourably. On the other hand, inadequate organisational support may cause people to become disengaged and isolated (Ogbonnaya et al., 2018). Therefore, the relationship between worker wellbeing and organisational support highlights the significance of creating a friendly workplace. Though the body of research on employee well-being is expanding, knowledge of the processes by which different elements affect well-being is still lacking. For instance, whereas a lot of research concentrates on the direct impact of well-being on engagement, few investigate the intermediary functions of organisational culture or leadership styles. In high-stress sectors like oil and gas, where demanding surroundings may aggravate well-being problems, this gap is especially pertinent (Eze et al., 2020).

2.2.1 Physical Well-being

Employee well-being mostly consists on physical well-being, which greatly influences general involvement and output in the job. According to Hakanen et al. (2006), good health indicators like fitness, energy levels, and general vitality complement the absence of disease in physical well-being. This point of view is consistent with Kahn & Byosiore (1992), who contend that employees in excellent physical shape are more likely to be totally involved in their jobs, displaying higher degrees of commitment and vitality. While these writers stress the favourable relationship between physical health and involvement, it is crucial to consider the complicated elements of physical health that could be impacted by different organisational and environmental elements. Research by Koroglu & Ozmen (2022) underlines even further the idea that physical well-being is essential for employee engagement as those who see themselves as physically capable are more likely to show vitality and dedication to their professional obligations. Adisa et al. (2023), who see physical health as a fundamental component of job participation, support this claim. Though physical well-being might improve involvement, it is important to remember that it does not work alone. Wortham et al. 2020 contend that a comprehensive feeling of involvement depends on the interaction of physical well-being with other aspects of well-being, like mental and emotional health. This means that companies have to take a whole approach to employee health, including mental and emotional support systems in addition to physical fitness.

Although physical well-being is important, encouraging it within companies still presents a task. High-stress work conditions, especially in sectors like oil and gas, may cause neglect of physical health as individuals prioritise job needs above self-care, according to Eze et al. (2020). This remark is consistent with Gallup (2022), which notes that many see stress and ill health as major obstacles to engagement while only a tiny percentage of workers experience a feeling of involvement in their job. This scenario emphasises the importance of companies using focused interventions aiming at physical well-being, including wellness campaigns, exercise programs, and health education. Nevertheless, depending on personal differences and organisational philosophy, the effectiveness of various interventions can vary significantly. For instance, even if some workers may welcome wellness programs, others would feel overburdened or unsupported, which would cause disengagement (Joo & Lee, 2017). This draws attention to a crucial issue raised by Rafferty et al. (2015), who contend that personal opinions of support and resources accessible to employees affect employee engagement in addition to the result of organisational efforts. Therefore, companies have to provide a supportive environment that helps staff members to give their physical well-being first priority and supplies the tools required to do so. Employee engagement depends much on physical well-being, which also greatly affects the success of the company. Although the body of current research shows the relationship between physical well-being and active participation, it is important to understand the complicated connection between mental, emotional, and physical health. Companies have to take a comprehensive approach to employee health and use focused treatments meant to meet the many demands of their workforce. Encouragement of physical well-being by companies to improve employee engagement might lead to higher general performance and output.

2.2.2 Mental Well-being

An important part of general employee well-being, mental wellbeing greatly affects job performance and involvement. Mental well-being, according to Hakanen et al. (2006), contains social, psychological, and emotional aspects that together determine an employee's ability to thrive in their workplace. Gallup (2022) supports this point of view by underlining how seriously mental health problems, including anxiety and depression, affect employee performance and general work satisfaction. Though these writers stress the need for mental health, it is also important to examine the institutional factors causing difficulties in mental health in the workplace.

Research by Napoles (2022) defines burnout as a major obstacle to mental well-being, marked by emotions of emotional tiredness, emotional disengagement from others and oneself, and a decline in personal accomplishment. The American Psychological Association (2021), which

defines work burnout as a disorder resulting from continuous and extreme stress faced on the job, reflects this idea. With polls showing that over half of American workers say they have experienced some kind of burnout, the frequency of burnout among employees has shockingly risen (Gallup, 2022). This begs important concerns about corporate accountability in tackling mental health problems and bolstering staff welfare. Although many companies have started mental health campaigns including Employee Assistance Programs (EAPs), their success usually falls short of expectations. For instance, Modern Health (2022) research shows that just 51% of workers believe their requirements are sufficiently met even while 84% of companies want to improve mental health benefits. This disparity suggests that companies have to go beyond basic treatments to create a real culture of mental well-being as employer objectives and employee views differ significantly.

Moreover, it is impossible to ignore how much mental health is shaped by leaders. According to Kim et al. (2021), a good climate that motivates employees to freely share their mental health problems depends on supportive leadership. Many companies still run under a stigma around mental health, however, which causes staff members to hesitate in getting treatment (Eisenberger et al., 2002). This stigma may be negative as it prolongs a cycle of silence and pain that finally influences employee retention and involvement. Furthermore, crucial is the interaction between company culture and mental health. Studies by Schneider et al. (2017) show a good organisational culture marked by open communication and support that may greatly improve the mental well-being of workers. On the other hand, a poisonous workplace might aggravate mental health problems, which would raise absenteeism and turnover (Krekel et al., 2019). This emphasises the need for companies to develop a lifestyle that stresses mental health and motivates staff members to ask for help without thinking about the consequences.

An essential component of employee well-being, mental health greatly affects performance in organisations and engagement. Although the body of current research emphasises the need to treat mental health problems, it is also important to acknowledge the systematic elements causing such difficulties. To provide a suitable environment for employee well-being and success, companies should use a complete approach including motivating leadership, a good organisational culture, and effective mental health initiatives. By giving mental health top importance, companies may raise employee engagement, minimise staff turnover, and enhance general efficiency.

2.2.3 Social Well-being

A basic component of employee well-being, social well-being greatly affects involvement, contentment, and general performance of the company. Keyes (1998) defines social well-being as the view of one's social interactions and the quality of such connections within a community or company. Hakanen et al. (2006) reinforce this point of view by contending that close social ties among staff members not only improve personal well-being but also create a cooperative workplace that stimulates involvement and output. Though the positive effects of social wellbeing have been thoroughly documented, it is important to closely review the institutionalised obstacles that could sour these bonds in the workplace. Studies by Rasool et al. (2021) underline the need for social contact in promoting engagement by showing that workers who feel connected to their colleagues are more likely to be active in their employment. Research by Wang et al. (2020) supports the claim: enhancing social well-being depends critically on the view of support from an organisation. It is important to recognise, nevertheless, that not all employees have the same degree of social support, which would cause differences in participation and general job satisfaction. For example, Eze et al. (2020) found that individuals in high-stress job environments including those in the oil and gas sector often express sentiments of isolation and detachment from their peers, which may negatively impact their social well-being. This highlights the need for companies purposefully create a favourable environment that supports worker social contacts and teamwork.

This emphasises the need for leadership in modeling social wellbeing as leaders who give team unity and collaboration top priority create an environment in which employees feel valued and connected. Though companies could carry programs meant to improve social well-being, the effectiveness of these treatments might differ greatly depending on personal differences and environmental conditions. Research by Chaukos et al. (2021), for instance, shows that workers with varied personality traits might react differently to social well-being projects, suggesting that a uniform answer could not be effective. This underlines the importance of companies customising their strategies to meet the different needs of their staff members, therefore guaranteeing that every employee has access to the social support and tools required for their well-being. A major factor influencing employee well-being and thus organisational effectiveness is social well-being. Although the body of current research shows the favourable link between social contacts and worker involvement, it is important to identify and remove the institutional barriers that might sour these ties. Companies can use a proactive approach to advance social well-being by developing a caring culture encouraging inclusivity and collaboration. Organisations that give social well-being a priority can raise worker involvement, lower turnover, and hence boost their general effectiveness.

2.2.4 Financial Well-being

Increasingly acknowledged as a fundamental component of employee well-being, financial well-being significantly influences the general degree of job satisfaction and involvement. Financial well-being, as described by Iramni & Lutfi (2021) is a personal evaluation of one's financial situation and ability to effectively manage their financial assets. Research by Mahendru et al. (2021), who maintained that financial well-being includes not only income and savings but also one's ability to complete financial obligations and attain financial objectives, supports this concept. While these writers underline the need for financial well-being, it is equally important to closely investigate the institutional causes of financial stress and how it affects employee involvement. Studies show that financial stress might negatively affect the overall well-being and mental health of employees. For example, a 2019 Kinnunen et al. research revealed that workers who struggled financially reported more worry and sadness, which reduced their involvement and output. This is consistent with the results of the American Psychological Association (2021), which shows that one of the main causes of stress on the job is financial difficulty, therefore affecting workers' focus and output. When worker involvement and financial difficulty are linked, it is advisable to include organisational support when evaluating these effects.

Companies that give financial well-being a top priority using thorough financial education and assistance initiatives will greatly improve staff involvement. For instance, studies by Helliwell and Wang (2019) show that employees who have access to financial wellness tools such as budgeting tools and retirement planning assistance report being more dedicated to their organisation and having superior degrees of job satisfaction. Panetta (2022), underlines that businesses that invest in the wellbeing of their employees not only improve general organisational performance but also help to create a more involved workforce. Nevertheless, depending on personal situation and organisational culture, financial well-being programs may or not be beneficial. For example, if underlying systemic problems like salary stagnation or job insecurity are not addressed, some workers could find financial education programs inadequate even if others would gain from them (Krekel et al., 2019). This draws attention to a significant problem brought out by Rasool et al. (2021), who contend that organisational support for financial well-being has to be all-encompassing and meant to meet the many needs of the workforce. Without such assistance, programs aimed at improving financial well-being might unintentionally aggravate stress or insufficiency among workers already having financial difficulties.

Furthermore, complicating the problem of financial well-being in the workplace is the shame attached to financial hardships. Research by Radic et al. (2021) suggests that fear of judgement or perceived weakness may cause workers to be hesitant to ask for aid for financial

difficulties. This resistance may compromise the success of initiatives aimed at financial well-being and prolong a cycle of stress and disengagement. Organisations should therefore aim to foster a culture that supports workers to seek help without regard to stigma and normalises conversations about financial well-being. One very essential component of employee wellbeing that greatly affects organisational performance and engagement is financial security. Although current research emphasises the need to reduce financial stress and advance financial well-being, it is crucial to acknowledge the structural elements causing such difficulties. Companies have to take a proactive stance with thorough financial education, tools for assistance, and a culture that welcomes candid conversations about financial situations. Organisations that give financial well-being priority can raise worker involvement, lower turnover, and eventually improve output.

2.2.5. Employee Well-being in the Oil and Gas Sector

In the oil and gas business, employee well-being has become more important as the sector deals with particular difficulties that could affect the mental, emotional, and physical state of its employees. Often including long hours, distant places, and high-stress events, the demanding nature of the work may wear on individuals and cause burnout, workplace discontent, and lower productivity (Leka & Jain, 2010). Organisations must give employee wellbeing top priority as the sector develops and emphasises sustainability, innovation, and worker involvement more and more to determine success. The high-risk nature of the labour involved in the oil and gas industry presents one of the main difficulties; personnel runs physical risks including explosions, fires, and chemical spills (Mearns & Yule, 2009). As workers negotiate the possible hazards of their workplace, this higher risk might cause more stress and anxiety among them. Organisations have to give safety training a priority, supply enough protective gear, and create a culture of safety that motivates staff members to report issues and help to lower risk (Vinodkumar & Bhasi, 2010). Apart from physical risks, workers in the oil and gas industry can have long hours, erratic schedules, and extended periods of separation from their households, which can cause work-life imbalance and mental health problems (Parkes, 2012). Employees operating on offshore platforms or in far-off sites, where access to mental health services may be restricted, face especially great difficulty. Organisations should provide access to counseling services, and flexible work schedules, and encourage workers to give self-care and stress management a priority to promote their well-being in these circumstances (Parkes, 2010).

Furthermore, crucial for employee wellbeing in the oil and gas industry is the necessity of good leadership that gives workforce health and wellness a top priority. In this setting,

transformational leadership which emphasises encouraging inspiration and motivation among employees to accomplish a common vision along with personal and professional development is especially successful (Zhu et al., 2019). Transformational leaders may foster employee well-being, loyalty, and dedication, and recruit and retain talent by means of a good and interesting culture (Gemedda & Lee, 2020). But as Khodri Kholib et al. (2015) contend, transformative leadership by itself cannot meet the many challenges facing the oil and gas sector. Organisations also have to give the creation of a strong corporate culture top importance, stressing welfare and helping the execution of wellness programs. This might involve funding staff wellness projects, granting access to exercise and health facilities, and advocating a harmonic balance between business and personal life, Schneider et al. (2017). Furthermore, companies have to change their well-being plans to fit the changing needs of their staff as the oil and gas industry develops and gives sustainability and innovation more and more importance. As well as encouraging a culture of lifelong learning and development, this might entail providing coaching and giving funds to help staff members acquire new skills and adjust to technology changes (Barling et al., 1996). In the oil and gas industry, employee well-being is a top issue for which companies have to give top priority a whole strategy including the psychological, emotional, and physical well-being of their employees. Organisations can increase worker engagement, efficiency, and general performance in a dynamic sector by investing in safety training, giving access to mental health resources, encouraging effective leadership, and building a strong organisational environment that stresses employee well-being.

2.3 Employee Engagement

A key idea in organisational behaviour, employee participation reflects workers' psychological, emotional, and behavioural commitment to their employment and companies. First presenting the idea, Martinez et al. (2021) defined engagement as the process by which an individual uses their full self including their physiological, mental, and emotional energy to accomplish their professional tasks. Subsequent studies have extensively cited and built upon this basic concept, stressing the numerous facets of engagement and its essential role in advancing the accomplishment of organisational objectives (Bailey et al., 2017). Though the value of employee engagement is well-established, it is crucial to examine the underlying causes of varying degrees of engagement and the consequences for organisational success closely. Studies repeatedly demonstrate that those who actively participate in their work often have a reduced risk of quitting their companies, are more fulfilled at their jobs, and are more efficient. Rich et al., 2010. Saks (2022), for example, lists many important elements influencing worker engagement including managerial support, good communication, and chances for professional development. These factors are very important in determining how workers see

their responsibilities as well as the company overall. Still, even if these elements are crucial, they do not function alone. Emphasising the connection between the needs of work and the resources at hand, a 2020 Wood et al. research indicates that maintaining involvement depends on striking a balance between these factors. This point of view emphasises the requirement of companies using an all-encompassing approach for involvement considering the challenges employees face and the tools at their disposal. Moreover, it is impossible to overestimate the importance of organisational culture in fostering employee participation. Almerri's (2023) research shows staff engagement is much raised by an optimistic business culture distinguished by trust, cooperation, and open communication. This underlines the need for leadership in building a society that promotes active participation as leaders have a major role in modeling actions that motivate employee engagement and dedication. Nevertheless, it is important to recognise that individual differences such as personality traits and personal circumstances may cause very different degrees of commitment among employees. Joo & Lee (2017), for instance, found that people with higher degrees of internal drive were more likely to be actively interested and dedicated to their field of work; those under external pressure may find it difficult to stay engaged. This implies that when planning engagement projects, companies have to be aware of the numerous requirements and experiences of their employees.

Furthermore, complicating the issue of employee engagement is the stigma around mental health and well-being. Research by Cranage & Foster (2022) shows that workers' engagement and general performance may suffer if they delay seeking help for mental health concerns because of fear of judgement, therefore affecting their performance. Organisations must therefore endeavour to provide an inclusive climate that welcomes conversations about mental health and encourages staff members to seek treatment without regard for stigma. Staff participation is a complex and varied idea that greatly affects the operation of the company. Although the body of current research emphasises the significance of many factors of engagement, it is essential to investigate the systematic problems affecting degrees of involvement. Companies have to take a whole strategy including supportive leadership, a good corporate culture, and tailored programs to meet the different needs of their staff. Organisations that give employee engagement priority will improve output, lower turnover, and finally experience more success.

2.3.1 Job Resources and Staff Engagement

Since it emphasises how the availability and quality of resources may greatly affect workers' emotional and cognitive interest in their job, the relationship between work resources and staff engagement is a major focus of research in organisational behaviour. Job resources mental, social, physical, or organisational traits of a profession that support goal attainment, pressure

release, and personal development are those of mental, social, physical, or organisational aspects (Tunmers & Bakers, 2021). This explanation fits the Job Demands- Resources (JD-R) paradigm, which holds that job assets are necessary for encouraging involvement and lessening the negative effects of work requirements (Barello et al., 2021). Though the value of work resources is well-established, it is important to closely review the subtleties of this link and the consequences for corporate operations.

Research continually reveals that staff involvement is favourably correlated with work resources. Research by Albrecht et al. (2021), for example, shows that employees who see plenty of workplace supplies such as autonomy, help, and chances for professional development tend to be more involved. Demerouti & Bakker (2023), who underline that work resources not only improve employees' capacity to deal with job demands but also encourage an inherent sense of being linked and devoted to the company, reflect this result. But it's important to understand that the sheer existence of work resources does not ensure participation; rather, the view of these resources and their fit with employees' requirements is vital (Kim et al., 2020). Furthermore, the effectiveness of job resources might vary greatly based on personal differences and surrounding factors. Research by Ghosh et al. (2020) shows that employees who show high intrinsic motivation are more likely to make use of the tools at hand to improve their involvement. On the other hand, workers under external pressure or without personal resources might find it difficult to make good use of their employment resources, which would cause disengagement (Chitambu, & Pieters, 2021). This implies that companies have to take individual characteristics into account when developing and carrying out job resource projects so that they are tailored to meet the different needs of their employees.

Moreover, the responsibility of leadership in offering and advancing employment resources is first. Active assistance of leaders for their staff by means of training, mentoring, and emotional support that is, resources may significantly raise degrees of participation (Zhu et al., 2018). On the other hand, a lack of supporting leadership might lead to a dearth of work resources, hence raising employee stress and disengagement. Since leaders have a crucial role in deciding the accessibility and efficiency of work resources, this underlines the requirement of developing a leadership style that gives employee growth and well-being top importance. Companies should so try to create a culture that promotes teamwork. and appreciates employee contributions as they help to maximise the use of work resources in increasing involvement. Promoting staff participation depends much on job resources, which also greatly affects organisational effectiveness. Although the body of current research shows the favourable link between work resources and engagement, it is important to investigate the environmental and personal elements influencing this connection closely. Companies have to

take a whole strategy including supportive leadership, a good organisational attitude, and customised projects to increase the accessibility and efficiency of employment resources. Organisations that give job resources top priority may help to build a workforce more actively engaged, thereby improving general performance and output.

2.3.2 Personal Resources and Engagement

Organisational research has paid more and more attention to the part human resources play in encouraging employee engagement by stressing the inherent traits and values workers bring to their job. Personal resources are described as the psychological features and competencies people use to control their job demands and reach their objectives (Hakanen et al., 2006). Among these tools are emotional intelligence, resilience, self-efficacy, and optimism. Although the value of human resources is well-established, it is important to examine closely how these characteristics interact with work demands and organisational environments to affect employee engagement. Albrecht, & Marty, 2020's research shows convincingly that employee engagement is favourably connected with personal resources. Their research shows that workers with high degrees of confidence and self-efficacy have more possibilities to participate actively in their profession, thereby displaying more vitality, dedication, and absorption levels.

For example, the efficiency of personnel resources might differ greatly depending on the leadership style and organisational structure of a company. Studies by Decuyper, & Schaufeli, (2020) indicate that a good organisational environment and supportive leadership may magnify the effect of personal resources on engagement. On the other hand, in settings marked by high expectations and inadequate support even workers with great personal resources may find it difficult to maintain their degree of participation (Kahn, 1990). This emphasises the requirement of companies to establish an atmosphere that supports the development of human resources among staff members thereby promoting an engaging culture. Furthermore, influencing the connection between personal resources and involvement are individual variations in personality traits. For instance, studies by Meskelis, & Whittington (2020) show that persons with more degrees of emotional wellbeing and extroversion are more likely to make good use of their resources, therefore increasing their engagement levels. This implies that companies ought to acknowledge the variety of their employees and modify their participation plans to fit different personal traits. Using tailored development initiatives with an eye on improving personal resources may help to increase involvement among many staff members.

Furthermore, impossible to ignore is the interaction between personal resources and outside pressures. Studies by Hakanen et al. (2006) show that workers under great outside pressure such as organisational upheaval or economic uncertainty may find it difficult to properly use

their resources. This emphasises the need of organisational support structures that enable staff members to manage pressures and use their resources. Giving staff access to mental health tools, coaching, and training, for example, will enable them to develop resilience and keep involvement even under difficult conditions (Krekel et al., 2019). Personal resources have a major role in staff engagement and so significantly influence organisational performance as well. Although the body of current research shows the favourable link between personal resources and involvement, it is important to further investigate the environmental and personal elements influencing this link. Companies have to take a whole strategy including customised projects to improve human resources, supportive leadership, and a good corporate culture. Giving the development of personal resources a priority will help businesses attract more interested employees, hence improving general performance and output.

2.3.3 Organisational Support and Engagement

Employee engagement is now mostly determined by organisational support, which also shapes workers' views of their responsibilities and their loyalty to the company. The view of employees on how much their firm values their efforts and gives their health top priority is known as perceived organisational support (POS) (Eisenberger et.al 2020). Understanding the dynamics of employee engagement depends on this concept as it provides a psychological agreement between employees and their company. Although the value of organisational support is well-established, it is essential to examine closely how it influences participation and the results of organisational policies.

Studies repeatedly show that employee engagement is favourably connected with high degrees of supposed organisational support. For example, research by Saks (2006) revealed that workers who believe their company provides good support are more likely to show greater degrees of engagement as they feel appreciated and recognised for their efforts. The research of Kao et al. (2021) supports this conclusion as it suggests that encouraging surroundings let workers express their whole self at work, hence promoting personal involvement. Though these studies show the link between active participation and organisational support, it is important to take contextual elements into account that can mitigate this association into account.

One important factor to take into account is how much leadership shapes opinions of the degree of help given by a company. Leaders who actively show concern for the welfare of their staff and provide required tools may greatly improve POS (Zhu et al., 2018). On the other hand, a lack of leadership support could cause staff neglect and disengagement. This dynamic is especially apparent in high-stress situations where workers could feel overburdened by job expectations without enough organisational support (Krekel et al., 2019). Thus, companies have to give leadership development priority, stressing helpful behaviours and thereby

promoting an engaged culture. This underlines the significance of creating a good business culture that encourages participation and helps staff members to overcome obstacles in their jobs.

Still, it is important to recognise that organisational support is not a magic bullet for involvement. Joo and Lee's (2017) research shows that while organisational support may improve engagement, personality traits, and life circumstances are also very important factors. For instance, although people under external pressures may struggle to participate, regardless of the assistance given, workers with great resilience may be more suited to properly use organisational support. This implies that companies have to adopt a thorough strategy of involvement that takes organisational as well as personal elements into account. Furthermore, complicating the issue of organisational help is the stigma around mental health and well-being. Fear of judgement or perceived weakness could cause employees to hesitate to ask for assistance or make use of resources already at hand (Rhoades & Eisenberger, 2002). This resistance may prevent support projects from being as successful as they should be and help to prolong the disengagement cycle. Organisations must therefore strive to provide an inclusive climate that welcomes conversations about mental health and encourages staff members to get help free from stigma.

Employee engagement depends critically on organisational support, which also greatly affects the general success of the company. Although the body of current research shows the favourable link between organisational support and engagement, it is important to closely investigate the environmental and personal elements influencing this link. Companies have to take a whole strategy including helpful leadership, a good corporate culture, and customised projects to improve impressions of support. Organisational assistance should be given top priority so that companies may develop a more involved staff, hence increasing general success and output.

2.3.4. Employee Engagement in the Oil and Gas Sector

Particularly in the oil and gas industry, where the difficulties of high-risk situations, complicated operations, and changing market circumstances call for a highly motivated and devoted staff, employee engagement is a vital element in determining organisational effectiveness. In this context, engagement is described as the emotional and psychological investment individuals make in their work and organisation, therefore fostering higher productivity, job satisfaction, and retention (Khan, 1990). Characterised by its rigorous work schedules, far-off locations, and safety issues, the oil and gas sector offers special potential for encouraging employee involvement as well as problems.

One cannot stress the importance of employee involvement in the oil and gas industry. Studies show that involved workers are more likely to show lower rates of turnover and better degrees of productivity qualities especially important in a sector where trained labour is in great demand (Mearns & Yule, 2009). Gallup (2022) research indicates that companies with high degrees of employee engagement had 21% more profitability and 17% more productivity than their less engaged colleagues. The results of Gameda & Lee (2020), contend that by creating a stimulating and supportive work environment, transformational leadership dramatically raises employee engagement, support for this claim Furthermore closely related to safety performance in the oil and gas industry is employee engagement. Engaged workers are more likely to follow safety procedures and disclose dangerous situations, according to Mearns et al. (2003), therefore lowering the possibility of mishaps and injuries. Transformational leadership has become a major driver of employee engagement in the oil and gas sector. This relationship emphasises the need to develop a culture of involvement not only for operational efficiency but also for guaranteeing the safety and well-being of employees in high-risk environments. Higher degrees of involvement have been shown by this leadership approach, which stresses inspiring and encouraging staff members to reach a common goal, hence establishing a feeling of purpose and belonging among staff members (Bass & Riggio, 2006). Transformational leaders in the oil and gas business may successfully negotiate the complexity of the sector by fostering open communication, stimulating innovation, and supporting employee growth, according to Zhu et al. (2019). Research by Nandagiri (2021) shows that because transformational leaders can modify their leadership style to fit the individual demands of their workforce, they are especially successful in handling different teams in the oil and gas industry. In a sector marked by fast changes in technology and market dynamics, this flexibility is very necessary. Transformational leadership improves employee engagement as shown by Kholib et al. (2015), but it also helps to create a good organisational culture that celebrates creativity and teamwork.

Employee engagement in the oil and gas industry is much shaped by organisational culture. Employee engagement may be raised in a good culture marked by trust, teamwork, and appreciation by means of these elements (Schneider et al., 2017). On the other hand, a poisonous culture that values individuality and competitiveness may cause disengagement and high turnover rates (Krekel et al., 2019). Studies by Akinola et al. (2020) show that companies in the oil and gas industry that support an engaged culture have reduced absenteeism and raised employee work satisfaction. This result supports the claims of Hakanen et al. (2019), who underline the need for a positive corporate culture to advance employee well-being and participation.

Moreover, the incorporation of employee feedback systems such as focus groups and engagement polls would enable companies to pinpoint areas needing development and modify their engagement plans to fit the particular demands of their workforce (Gallup, 2022). Involving staff members fully in the decision-making process helps companies foster responsibility and dedication that raises engagement rates. Although employee involvement is important, the oil and gas industry have various difficulties that might impede initiatives to encourage it. Burnout and disengagement might result from the rigorous nature of the work—long hours, far-off places, and high-stress events that define it (Parkes, 2012). Further influencing employee morale and engagement is the cyclical character of the sector and variations in oil prices, which may cause uncertainty and joblessness (Mearns & Yule, 2009). Organisations must give the creation of thorough engagement plans that include employee well-being, safety, and professional development priority to meet these problems. This might include starting wellness initiatives, giving mental health services access, and encouraging a culture of appreciation and acknowledgement (Woodward, 2024).

The success of an oil and gas company depends critically on employee engagement. Understanding the elements influencing engagement including transformational leadership and organisational culture allows businesses to create focused plans to raise employee enthusiasm, productivity, and retention. Giving employee engagement top priority will help one negotiate the complexity of the sector and achieve long-term success as the business changes.

2.4 The Relationship Between Employee Well-being and Employee Engagement

The relationship between employee well-being and employee engagement is an essential phenomenon to investigate within organisational behaviour since it demonstrates the link and interaction of these two concepts and their influence on overall business performance. The PERMA+4 model defines four dimensions of employee well-being: as per the model, well-being can be considered to be a positive emotion, engagement, relationships, meaning, accomplishment, physical health, and financial well-being, all abbreviated in the model's name. The model helps to understand how separate components of employee well-being affect the provision of employee engagement. At the same time, developing well-being measures doesn't mean that organisational leaders will achieve engagement since they are supposed to comprehensively analyze the details of how well-being contributes to employees' engagement.

The available literature on the topic reveals a clear pattern that connects higher levels of employee well-being to engagement, which can be explained by how various measures of

well-being can provide the necessary determination and drive to achieve engagement. Existing evidence also suggests that multiple factors may reduce or strengthen the relationship between well-being and engagement, including the influencing role of organisational support. According to Rhoades & Eisenberger (2020), organisational sources stimulate employees to feel a higher level of well-being, which later provokes engagement levels. Thus, this Australian study conducted by Abun et al. (2020) identifies the relationship between organisational support, employee well-being, and employee engagement. Even though organisational support affects positively, it doesn't exclude the necessity of studying the effect of individual differences. In this context, organisations planning to undertake initiatives along with the well-being of their employees have to undergo a specifically tailored route and consider separate aspects identified in the PERMA+4 model. However, research literature also introduces additional arguments to consider, such as the influencing role of individual employee behaviours and willingness to ask for help, which cannot be identified in advance but represent an essential aspect of the current system.

2.4.1 The Interrelationship of Employee Well-being and Employee Engagement through the PERMA+4 Model

Organisational research has paid close attention to the complicated and multifarious construct that is employee well-being in interaction with employee engagement. Developed by Seligman (2011), the PERMA+4 model offers a whole framework for comprehending the many aspects of well-being, including Positive Emotion, Engagement, Relationships, Meaning, Accomplishment, Physical health, and financial well-being. This approach underlines not only the separate elements of well-being but also their interdependence and joint influence on employee engagement. Though the link between well-being and engagement is clear-cut, it is important to examine closely the processes by which these ideas interact and the consequences for organisational policies. Greater degrees of employee well-being as described by the PERMA+4 model are shown to be favourably connected with greater participation in research. For example, Hakanen et al. (2006) discovered that workers who feel good about their job and have a sense of purpose are more likely to be involved, therefore displaying greater degrees of vigour, devotion, and absorption. This result confirms the claim made by Gallup (2022) that well-being and engagement are reciprocal; high well-being increases the advantages of engagement, hence improving performance results. Though these studies highlight the favourable link between well-being and participation, it is important to understand that a lot of environmental and personal elements shape this connection. One important factor to take into account is how organisational support could help to balance involvement with well-being. Studies by Rhoades & Eisenberger (2002) show that workers' perception of well-being improves with perceived organisational support, which therefore

raises their degree of engagement. Results of a 2020 Abun et al. research corroborate this viewpoint by underlining the mediation function of perceived organisational support in the link between well-being and engagement. Though organisational support is crucial, it is not enough by itself. Individual characteristics including personality traits and coping methods may greatly affect how effective support systems are (Joo & Lee, 2017). This emphasises the requirement of companies to use a more customised approach to employee well-being projects as they realise that a one-size-fits-all solution would not be able to meet the many demands of the workforce.

Furthermore, the interaction among the many components of the PERMA+4 model adds to complicate the link between well-being and involvement. For instance, while improving participation depends on pleasant emotions and connections, elements like financial well-being and physical health may also be quite important. Krekel et al. (2019) studied how financial stress may compromise well-being, which would cause disengagement and lower output. This emphasises the need to holistically address all aspects of well-being as ignoring any one element might have domino implications on general involvement levels. Furthermore, greatly affecting their efficacy is the corporate culture around well-being projects. Schneider et al. (2017) contend that a culture that values employee well-being and promotes honest communication will help to maximise the benefits of well-being on engagement. On the other hand, a toxic organisational culture marked by high expectations and poor support may aggravate stress and disengagement, therefore compromising the possible advantages of well-being projects (Kahn, 1990). Organisations therefore have to foster a positive culture that motivates staff members to give their well-being priority and to participate actively in their jobs. Moreover, the stigma around mental health and well-being could aggravate the problem of organisational support. Fear of judgement or perceived weakness could cause employees to hesitate to ask for assistance or make use of resources already at hand (Rhoades & Eisenberger, 2002). This resistance may prevent support projects from being as successful as they should be and help prolong the disengagement cycle. Organisations must therefore endeavour to provide an inclusive climate that accepts conversations about mental health and encourages staff members to seek help free from stigma.

Framed by the PERMA+4 paradigm, the link between employee well-being and employee engagement is complicated and multifarious, greatly influencing organisational success. Although the body of current research shows the favourable link between well-being and involvement, it is important to closely review the environmental and personal elements influencing this link. Organisations have to take a whole-hearted approach with supportive leadership, a good corporate culture, and customised projects addressing the many aspects

of well-being described in the PERMA+4 model. Organisations that give employee well-being a priority will increase engagement, which will raise general performance and output.

2.5 Transformational Leadership in the Oil and Gas Sector

In the oil and gas industry, a field marked by complexity, high-stakes conditions, and dynamic difficulties, transformational leadership has become more important as a framework for understanding how leaders can inspire and motivate personnel. In a field where operational performance and safety depend on staff involvement and dedication, this leadership style which stresses vision, inspiration, and individual consideration is especially crucial (Zhu et al., 2019). Transformational leaders are those who can bring about significant changes in companies and their followers. Bass (1985) lists four main elements of transformative leadership: idealised influence, inspiring motivation, intellectual stimulation, and tailored attention. Those who possess these qualities may help to create an atmosphere wherein staff members feel appreciated, involved, and driven to perform at their best. Gameda and Lee (2020), specifically in high-stress sectors like oil and gas discovered that transformative leadership improves employee engagement and organisational commitment, therefore supporting this claim.

Transformational leaders are especially important in the oil and gas industry, where employees can have particular difficulties including distant work settings, safety issues, and tight schedules. Mearns & Yule (2009) contend that by creating a culture of safety and involvement, transformational leaders may successfully negotiate these obstacles, therefore improving employee performance and well-being. Studies show that transformative leadership greatly raises oil and gas industry employee engagement. Nandagiri (2021), for instance, underlines how transformational leaders may inspire a convincing vision that fits workers' own beliefs, therefore raising their emotional involvement in their employment. In a sector where the rigorous nature of the job and the inherent hazards involved could compromise employee motivation, this alignment is very essential. Furthermore, the results of Akinola et al. (2020) imply that companies run under transformational leaders' leadership show reduced turnover rates and improved employee satisfaction. In the oil and gas industry especially, where maintaining operational efficiency and safety standards depends on keeping qualified people, this is especially vital. Transformational leaders' capacity to inspire and encourage their people helps to build loyalty and commitment qualities essential in a field marked by intense talent rivalry (Kholib et al., 2015).

Moreover, strongly related to organisational culture, which significantly influences employee engagement, is transformational leadership. Transformational leadership may be more

successful in an organisational culture that celebrates creativity, teamwork, and employee well-being (Schneider et al., 2017). In the oil and gas industry, where performance and safety rule most, a culture that supports honest communication and feedback may enable staff members to express concerns and help with safety projects (Mearns et al., 2003). Transformational leadership has many advantages, but the oil and gas industry have some issues that can compromise its efficacy. The stress and worry that the shifting oil prices and geopolitical uncertainty define in the high-pressure workplace may cause among staff members Under such circumstances, it becomes more and more difficult for transformative leaders to keep involvement and drive.

Moreover, as observed by Vinodkumar & Bhasi (2010), using transformational leadership techniques calls for a dedication to continuous learning and growth. Companies have to make investments in leadership development initiatives so that their leaders have the tools they need to inspire and drive their people toward success. Ignoring this might cause a gap between employee experiences and leadership intentions, therefore compromising the possible advantages of transformative leadership. Employee satisfaction in the oil and gas industry depends critically on transformational leadership. Transformational leaders in a demanding sector may improve employee engagement and performance by encouraging a culture of inspiration, drive, and support. Organisations must, however, also address the particular difficulties faced by the industry and make investments in leadership development to guarantee the potency of transformational leadership strategies. Giving transformational leadership a priority will help one negotiate the complexity of the oil and gas sector and attain long-term success as the business changes.

2.6 Gaps in the Literature and Research Opportunities

Although a lot of study has advanced our knowledge of the link between employee well-being and engagement, many notable gaps still exist that provide chances for further study. The requirement of a more thorough and complex knowledge of contextual elements impacting this interaction is one urgent need. Krekel et al. (2019) underlined how much the success of well-being campaigns in encouraging involvement depends on corporate culture and leadership styles. Current studies, however, often focus on well-being and involvement in isolation without enough consideration for contextual elements. Most current studies also depend on cross-sectional study designs, which limits the capacity to establish causal relationships between well-being and involvement. Saks (2006) underlined that greater knowledge of the dynamic interaction between these dimensions throughout time and the possible reciprocal effects might depend on longitudinal investigations. Without such study, our knowledge of the processes behind the well-being-engagement link remains lacking.

The absence of studies analysing the diverse effects of many aspects of well-being on engagement is another important void in the literature. Although the PERMA+4 model offers a thorough framework for understanding well-being, few studies have investigated how the several elements of this model e.g., positive emotion, engagement, relationships, meaning, accomplishment, physical health, and financial well-being uniquely contribute to employee engagement. Joo & Lee (2017) pointed out that personal variations in personality characteristics and coping mechanisms might affect the relative relevance of many well-being variables for engagement. Filling this void might provide insightful information for the planning and execution of focused well-being initiatives. Moreover, most of the current studies on employee engagement and well-being have been carried out in Western, industrialised countries, therefore restricting the generalisability of the results to other cultural settings. Schneider et al. (2017) underlined the significance of cross-cultural research on well-being and involvement as corporate culture and employee attitudes might differ greatly across national borders. Analysing these structures in various cultural environments helps one to grasp the universal and context-specific elements influencing the well-being-engagement connection.

Research on the long-term effects of employee well-being and involvement in organisational success and sustainability is also much needed. Although many studies show how well-being and involvement affect short-term results such as work satisfaction and productivity, little is known about how they could affect an organization's capacity to flourish in the face of long-term obstacles. Although further study is required to support Hakanen et al.'s (2006) suggestion that engaged and well-trained personnel may be more suited to negotiate organisational change and uncertainty, although current studies have greatly advanced our knowledge of employee engagement and well-being, certain important gaps persist. Employing longitudinal, cross-cultural, and context-sensitive research, filling up these gaps will help to provide a more complete and practical knowledge of the well-being-engagement link and its consequences for organisational performance. This information may guide the creation of evidence-based policies and procedures emphasising employee well-being and involvement as the main forces for organisational success and sustainability.

2.7 Conclusion

All things considered, the link between employee well-being and employee engagement is a major topic of research with major consequences for sustainability and organisational effectiveness. Research already in publication repeatedly shows a beneficial link between employee well-being and engagement; greater degrees of well-being translate into higher degrees of engagement, hence improving productivity and work satisfaction. But this link is

more than just linear; it is shaped by contextual elements such as company culture, leadership styles, and support system availability. Furthermore, very important in determining how workers see and react to well-being projects are personal variations including personality traits and coping mechanisms. The research still shows some important gaps even if knowledge of the well-being-engagement link has advanced.

CHAPTER THREE - RESEARCH QUESTIONS

3.1 Purpose of the Research

The primary purpose of this research is to investigate the influence of employee well-being on employee engagement in the workplace, a case study of oil and gas companies in Lagos, Nigeria. By exploring the underlying mechanisms and contextual factors that shape this relationship, the study's objective is to provide helpful insights for organisations that want to improve employee engagement and overall organisational success.

3.2 Research Question/s

The main research question is formulated based on the research problem;

What is the relationship between Employee wellbeing and Employee Engagement in the workplace?

The sub-research questions include;

RQ1: What impact does social well-being have on employee engagement?

RQ2: What connection does mental well-being have with employee involvement?

RQ3: What is the relationship between physical well-being with employee engagement?

RQ4: What correlation does financial well-being have with employee engagement?

RQ5: What link does transformative leadership have with employee engagement?

3.3 Research Hypotheses

The following hypotheses were deduced from the literature presented in chapter two.

- **Hypothesis 1 (H1):** *Social well-being has a positive relationship with employee engagement*
- **Hypothesis 2 (H2):** *Mental well-being has a positive relationship with employee engagement*
- **Hypothesis 3 (H3):** *Physical well-being has a positive relationship with employee engagement*
- **Hypothesis 4 (H4):** *Financial well-being has a positive relationship with employee engagement*
- **Hypothesis 5 (H5):** *Transformational leadership has a positive relationship with employee engagement*

Chapter four of the work presents the research design and methodology used to investigate the research questions.

CHAPTER FOUR - RESEARCH METHODOLOGY

4.1 Introduction

While also considering pragmatic elements such as the availability of time, resources, and the expertise of the researcher, research methods should be selected depending on their capacity to effectively address research objectives and help in the testing of hypotheses or the resolution of research questions (Leavy, 2022). This chapter describes the quantitative research approach used in this work to investigate the relationship between employee well-being and employee engagement in the workplace. In 2016 Fallon described quantitative research as a "top-down process". Leavy (2022) builds on this by underlining that any explanatory study meant to look at causal links, relationships, and correlations mostly depends on quantitative approaches. The study concept, methodology, design, and many approaches and methodologies used in data collecting and analysis are fully explained in this chapter. Furthermore, included are the ethical issues of the research and quality criteria.

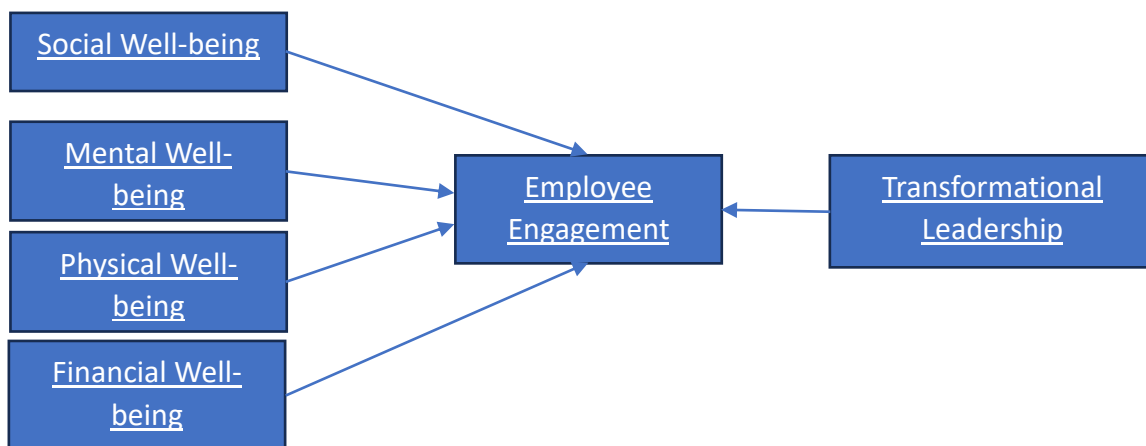


Figure 1. Conceptual Model

4.2 Research Methodology

4.2.1 Research Philosophy

Adopting a positivist research philosophy; one which holds that reality can be viewed and quantified objectively this study sought to emphasise scientific techniques to test hypotheses and create cause-and-effect links between variables, the positivist approach

4.2.2 Research Approach

Since the quantitative research method entails gathering numerical data, which are examined to test the hypothesis and respond to the research questions, it is used all through this study (Saunders et al., 2019). For this research, for example, this approach is appropriate as it looks at the relationships between employee engagement, well-being, and leadership.

4.2.3 Research Design

The research design of this study is a cross-sectional correlational one. This enables the researcher to investigate the correlations between the variables of interest over some period of time without depending on longitudinal data collecting (Saunders et al., 2019).

4.2.4 Justification for Research Methodology

This study is most suited to a positivist, quantitative method as it allows the researcher quantify what he or she wants to know using objective methods and evaluate these using statistical analysis procedures (Creswell & Creswell, 2018). We are confined to using a cross-sectional correlational design for the present research purpose, which is to investigate workers' well-being and the degree of employee engagement within a particular organisational setting.

4.3 Population and Unit of Analysis

The population of the research consists of Lagos' oil and gas sector workers. Because of its major contribution to the Nigerian economy and the difficulties it presents to employee well-being and involvement, the oil and gas sector is selected as a study setting. With regard to Nigeria's GDP and government income, the oil and gas industry is one of the most significant ones (Nwagbara et al., 2020). It is well-known, nevertheless, for its high-stress work environment in which staff members are expected to put in long hours and run across dangerous or hazardous circumstances (Eze et al., 2020). These components might raise tension, burnout, and other psychological issues that worsen employee ill health, thus influencing their general welfare and dedication. Lagos has been specially selected for this study because of its economic situation as the hub of financial and commercial activity in Nigeria, so it boasts several oil and gas companies around. Lagos is a suitable option for this research as it offers a decent cross-section of the Nigerian oil and gas business, which may help one understand some of the problems influencing companies in this area. This research intends to evaluate the link between employee well-being and employee engagement at the personal level, hence it focuses on particular workers as its unit of analysis. This will provide a better knowledge of the factors affecting workers' involvement and well-being in the framework of the oil and gas sector.

4.4 Sample and Sampling

This research drew a sample of 200 from the workforce of Lagos-based oil businesses. Purposive sampling allowed the researcher to identify companies ready to engage in this study and who have made good efforts toward employee well-being (Etikan et al., 2016). Potential candidates received a survey form via social networking sites like WhatsApp, LinkedIn, etc. Every staff member has an equal chance to be chosen by random sampling (Saunders et al., 2019) therefore reducing bias and maximising the quality of the representative data. This is

essential for the present research as it allows the inclusion of workers from several departments, occupational positions, and demographic contexts thus improving a better knowledge of how employee well-being links to employee engagement in the oil and gas business.

4.5 Measurements

The employees were asked to fill out a survey that consisted of major scales to gauge their well-being and how engaged they were in their work. Physical Engagement was measured using a scale adopted by Stewart et.al. (2022), Employee Engagement measurement adopted by, Willmer et.al. (2019), so also, Transformational Leadership (adopted by, Isabel et.al., 2019), Mental Well-being (adopted by Annie et.al., 2015) and lastly Financial Wellbeing was adopted from Richard et. al. 2017). With its multi-dimensional nature, this approach provides a detailed analysis of different dimensions of employee well-being and their potential impact on employer engagement. Finally, financial security & stability determine whether an employee finds himself/herself secure or stable enough in terms of his / her financial condition. Survey items for measuring employee engagement were obtained from Brad et al. (2016) Employee Engagement Scale (EES). This scale is premised on the idea that engaged employees are physically, cognitively, and emotionally connected to their work. Vigor, dedication, and absorption are the three dimensions of engagement the EES evaluates. Vigor refers to how much energy an employee puts in his or her mental efforts while persisting through challenges. When an employee feels significant about his or her work and loves it, this feeling can be referred to as dedication. Absorption means that time passes quickly because one is completely engrossed in his or her world. The survey questionnaire considers these well-established measurement scales thus allowing a broad analysis of employee well-being and employer commitment including its possible moderators.

4.6 Data Collection

Selected employees of different oil companies in Lagos, Nigeria received the questionnaire online. This approach was chosen because of its quickness and capacity to reach many possible responses in little time. Furthermore, computerised data collecting is simpler than traditional approaches where mistakes might happen during input or even limit the area of data management, therefore compromising integrity (Dillman et al., 2014). Participants received clear directions on how to complete the questionnaire, and reminders were issued as follow-up to obtain the best possible response rates. This guarantees that individuals who provide comments deliver honest and accurate information as confidentiality and anonymity are followed by those people. The gathering took place across three weeks, allowing one to avoid losing importance. Any research study depends on data collecting, which forms the foundation of the interpretation and analysis of research results. This study's fundamental

approach to data collecting was a questionnaire, which offers various benefits in terms of gathering the necessary information to handle the research issues.

A commonly utilised quantitative data-gathering method allowing researchers to efficiently and consistently acquire vast volumes of information from a population is the questionnaire (Saunders et al., 2019). A well-organised questionnaire helps the researcher to get a large spectrum of answers that are readily quantifiable as well as statistically analyzable (Bryman & Bell, 2015). For this research, the primary constructions employee well-being, employer engagement, and transformational leadership variables were scored using a properly crafted questionnaire. For employee well-being and employee engagement, the survey used validated and dependable measurement scales (Stewart et.al., 2022, Willmer et.al., 2019; Isabel et.al., 2019; Annie et.al., 2015; Richard et.al., 2017). With solid statistical analysis, data gathered utilising the set scales is statistically powerful and significant. WhatsApp and LinkedIn medium were utilised for the questionnaire dissemination; SPSS software was used for analysis; data was kept in a secure encrypted mode (OneDrive) to which only the researcher and the supervisor had access.

Apart from the main constructions, the questionnaire asks organisational traits and demographics like age, gender, and work position. This contextual background enables the researcher to look at how these elements could help to regulate the link between employee well-being and employer engagement. For instance, the welcoming appearance and clear instructions of this survey were meant to inspire more responses by lowering missed questions or incorrect ones. Saunders et al. (2019) contend that effective data collecting made possible by Internet surveys helps to reach a larger demographic base.

4.7 Data Analysis

The data analysis method to be used for this study includes both descriptive and inferential statistical techniques to summarize the data and test the research hypotheses. Descriptive statistics (e.g., mean, standard deviation) was used to summarize the data while bringing out main developments as well as patterns of employee wellbeing and engagement, an approach which has been confirmed effective in shedding light on phenomena (Bettis et al., 2014). Besides, the researcher also undertakes correlation analysis to examine the intensity and line of relationship that exists between employee well-being, employee engagement, and any potential moderating factors. The correlation coefficients would give a numerical index of the strength of the association between two variables which would enable the researcher to test whether there is support for these relationships (Saunders et al., 2019). Moreover, conducting a comprehensive descriptive analysis of survey data can be considered an essential stage in research as it allows the researcher to understand the nature and structure of the data

collected. This knowledge will then guide subsequent inferential statistical analyses that aim to empirically test the hypotheses and therefore help to draw stronger conclusions about how employee well-being affects employee engagement within the technology sector context.

Statistical software such as SPSS was used for data analysis to ensure the accuracy and reliability of results. These tools are chosen for their robustness and wide acceptance in the field of social sciences research, providing a comprehensive suite of analytical techniques necessary for this study.

4.8 Quality Measures

4.8.1 Validity of the Study

To maintain clarity and appropriateness of all questions in this survey, scale pilot testing was done before the survey was conducted. The measurement scale to use was well-established and it was a validated measurement scale since it enhanced the validity of the study. Also, several measures were put in place to guarantee the quality and rigor of the research. Internal consistency measures were used in determining reliability so that questionnaire items consistently measure the constructs they are intended for. Content validity was checked through an expert review of questionnaire items, and construct validity was assessed by factor analysis to determine whether measurement scales have underlying dimensions (Creswell & Plano Clark, 2018). Besides this, ethical issues among other things such as informed consent, anonymity, and data protection were applied to every step of the research work. Unnecessary personal information such as respondents' names that could compromise anonymity was not included in the questionnaire. Secured survey platforms such as Google Forms with inbuilt security that comply with data protection measures were adopted for dissemination of the research instrument, while informed consent from respondents was obtained.

4.9 Ethical Conduct

4.9.1 Ethical Conduct

Following their established guidelines and code of ethics, the University's Institutional Review Board or another similar ethical body will direct this study. This includes defending participants' rights and preserving confidentiality and privacy.

4.9.2 Consent

Before they could engage in this study, the prospective subjects had to provide their permission. A permission form details steps taken to safeguard privacy as well as guarantee anonymity, therefore stating the goal of the research and revealing how voluntary participation is.

4.9.3: Bias

From survey design and participant selection to other areas of the research process, the researcher strives to minimise any potential bias.

4.9.4 Data Storage

Under the data management rules of the institution, all gathered data was securely stored. The researcher guarantees that the information of every participant is kept private and confidential.

4.10 Limitation

One should consider a few limits regarding the chosen quantitative approach and designs. Although it guarantees that the data gathered is rich and relevant by means of purposive sampling, it may induce selection bias that limits the generalisability of the results. Furthermore, depending on self-reported data might result in response biases—that is, responses based on what respondents feel would be socially acceptable instead of faithfully representing actual experiences. Furthermore, the research is context-specific and consequently concentrates primarily on Lagos' oil firms, thereby restricting its relevance to other areas of Nigeria.

CHAPTER FIVE- RESULTS / FINDINGS

5.0 Introduction

The data and conclusions acquired to assess the study goals and test the hypotheses are presented in this part. Descriptive and inferential statistics were used in a thorough method to provide an understanding of the links among the research variables. Starting with descriptive statistics, the study summarises important demographic traits and replies to particular survey questions therefore offering a basic knowledge of the dataset.

Factor Analysis among other advanced statistical methods was used to find latent constructions and evaluate the structural validity of the measurement model. After that, the proposed correlations between latent variables were investigated using structural equation modelling (SEM), therefore providing a strong framework for assessing direct and indirect impacts. Important studies shown in this part include Total Variance Explained, Path Coefficients, Model Fit Indices, and Reliability and Validity Metrics. Construct Reliability, Discriminant Validity, and Latent Variable Correlations among other tests guarantee the validity and precision of the findings. The relevance of correlations among the variables is ascertained through hypothesis testing; so, the results are analysed in line with the aims of the study. The data are arranged to provide clarity and depth, therefore stressing both important trends and areas needing further study. This all-encompassing strategy guarantees that the data analysis supports the validation of the measurement and structural models and offers practical insights pertinent to the situation of the research.

5.1 Demographic Data

Gender

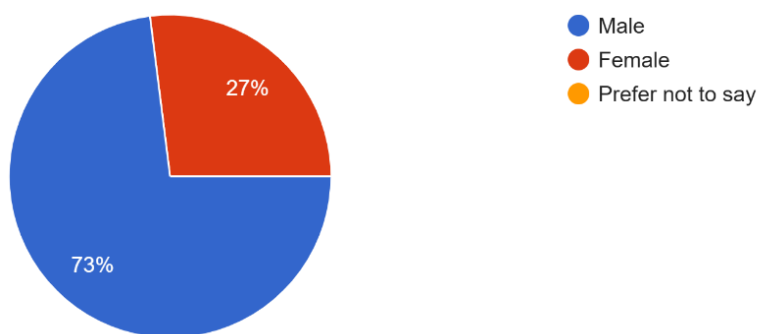
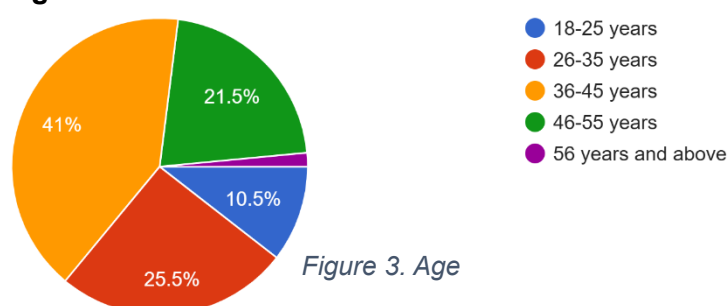


Figure 2. Gender

Variable	Frequency	Percent
Male	146	73.0
Female	54	27.0
Total	200	100.0

Table 1. Gender of Respondents**Source:** Author's Computation

This table shows how the genders of the 200 people who responded to the study were spread out. 146 of these responses are men (73.1%), and only 54 (27.0%) are women. This shows that the group is mostly male since almost three-quarters of the subjects said they were male, and just over a quarter said they were female. Twenty people answered, which is the same number as the study group, or 100%. This breakdown by gender could change how the results are interpreted, especially if gender could change how people think or feel about the study's topic.

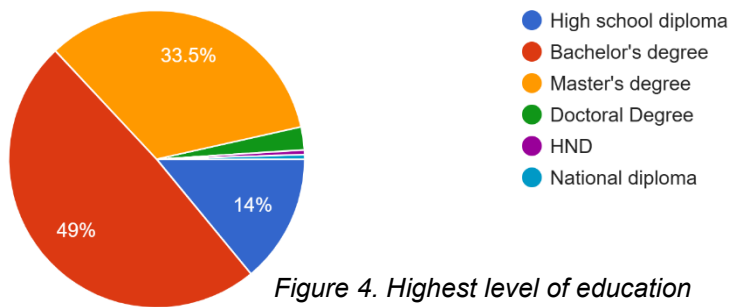
Age*Figure 3. Age*

Variable	Frequency	Percent
18-25 years	21	10.5
26-35 years	51	25.5
36-45 years	82	41.0
46-55 years	43	21.5
56 years and above	3	1.5
Total	200	100.0

Table 2. Age of Respondents**Source:** Author's Computation

Within a 200-person sample, this table displays the respondents' age distribution. Comprising 82 people (41.0%) of the sample, the biggest age group among respondents is 36–45 years. After that, there are 51 respondents (25.5%) in the 26–35 years age group and 43 respondents (21.5%) in the 46–55 year group. With only 3 replies (1.5%), the lowest group is 56 years and beyond; the 18–25 year category has 21 respondents (10.5%). These percentages combined equal 100% of the sample; most of the respondents almost two-thirds fall between the ages of 26 and 55, indicating a sophisticated, experienced population. Particularly if age affects familiarity with or attitudes towards the subject of the investigation, this age distribution may affect the viewpoints and experiences recorded in the study.

Highest level of education



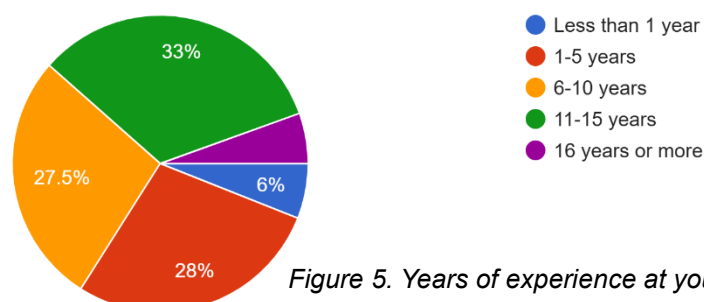
Variable	Frequency	Percent
ND	1	0.5
HND	28	14.0
BSC	98	49.0
MSC	67	33.5
Doctorate	6	3.0
Total	200	100.0

Table 3. Highest level of education of Respondents **Source:** Author's Computation

With a sample size of 200 people, this table lists the respondents' greatest degree of schooling earned. With 98 people (49.0%), most of the respondents have a Bachelor's degree (BSc), so this is the most often occurring educational background in the sample. While 28 respondents (14.0%) have a Higher Secondary Diploma (HSD), 67 respondents (33.5%) have a Master's degree (MSc). barely 1 respondent (0.5%) holds a National Diploma (ND), while barely 6 persons (3.0%) have a Doctorate (D). The whole comes to 100% of the sample.

With most of the respondents possessing at least a Bachelor's degree, this distribution suggests that the respondents are usually well-educated and may point to a high degree of knowledge or experience with issues requiring advanced knowledge. Respondents' answers might be much influenced by their educational background, particularly in disciplines requiring knowledge and critical thinking.

Years of experience at your current organisation



Variable	Frequency	Percent
1-5 years	14	7.0
6-10 years	59	29.5
11-15 years	59	29.5
16 years and above	68	34.0
Total	200	100.0

Table 4. Years of organisation at your current organisation

Source: Author's Computation

Based on a sample size of 200 people, this table shows the years of experience of respondents at their present company. Comprising 68 respondents (34.0%), the biggest group has 16 years or more of experience at their company. Two categories have an identical total number of respondents: 59 people (29.5%) have 6–10 years of experience and another 59 people (29.5%) have 11–15 years. Comprising 14 responses (7.0%), the smallest group had 1–5 years of experience.

Most responders are extremely experienced; over two-thirds of them have worked for their present company for more than 10 years. Such experience levels imply that respondents are probably quite aware of the policies and procedures of their company, which might provide insightful analysis of the study particularly if knowledge of long-term organisational dynamics is pertinent to the research emphasis.

Marital Status

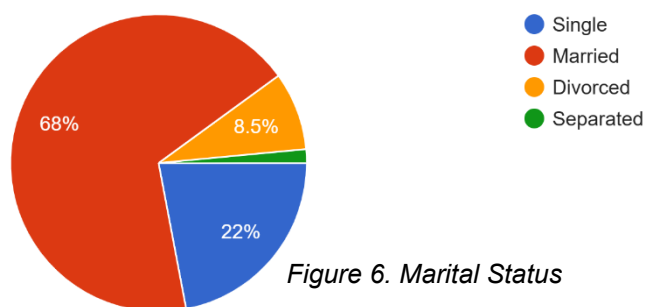


Figure 6. Marital Status

Variable	Frequency	Percent
Single	44	22.0
Married	136	68.0
Divorce	17	8.5
Separated	3	1.5
Total	200	100.0

Table 5. Marital Status of the Respondents

Source: Author's Computation

The marital status of the 200 people in the sample is shown in this table. While 44 respondents (22.0%) are single, the majority 136 respondents (68.0%) are married. Three responders (1.5%) and seventeen respondents (8.5%) are also divorced and separated respectively, comprising 100% of the sample.

According to this information, most respondents more than two-thirds are married and most of them are in stable marriages. The marital status of the respondents might provide background for the study, particularly in cases where personal life events affect the field of research, as it can affect opinions on job satisfaction, work-life balance, and other professional attitudes.

Level in Organisation

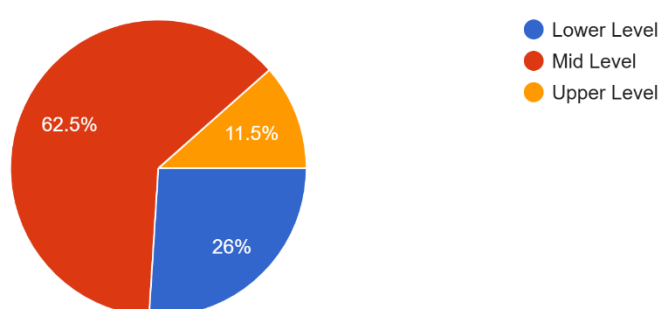


Figure 7. Level of Organisation

Variable	Frequency	Percent
Lower	52	26.0
Middle	125	62.5
Upper	23	11.5
Total	200	100.0

Table 6. Level of Respondents in Organisation **Source:** Author's Computation

This table displays the organisational levels of the respondents. 125 people (62.5%), the most of the responders fall in the medium level of their company. Subsequently, 23 respondents (11.5%) are in the higher level and 52 respondents (26.0%) are in the lower level. The proportion taken overall comes to 100% of the sample.

This distribution shows that while a tiny percentage of the respondents occupy either the top or lower levels, most of them are in middle-level jobs. This distribution implies that most respondents probably have managerial or supervisory jobs, which would enable them to have a well-rounded view of organisational practices and policies, therefore bridging the gap between top management directions and operational activity at the lower level. This composition may provide many perspectives on the issue, particularly in cases where organisational dynamics at several hierarchical levels are investigated.

5.2 Descriptive Statistics Analysis

This section presents the findings from the analysis of various key constructs as measured by the respondents. The data provides insights into several critical areas, including physical and mental well-being, financial, employee engagement, and perceptions of transformational leadership qualities. Each table offers a detailed overview of the mean scores and standard deviations for individual statements, along with an overall assessment of the respondents' attitudes and experiences. The results are discussed to highlight both strengths and areas for improvement, providing a comprehensive understanding of the factors influencing respondents' overall satisfaction and engagement.

RQ1: What impact does social well-being have on employee engagement?

RQ2: Does mental well-being have a positive relationship with employee engagement?

RQ3: What is the relationship between physical well-being with employee engagement?

RQ4: Does financial well-being have a positive relationship with employee engagement?

RQ5: Does transformational leadership have a relationship with employee engagement?

Physical Well-Being

Variables	N	Mean	SD	Remark
I typically feel physically healthy	200	4.40	1.810	Accept
I am rarely sick	200	4.08	1.991	Accept
I can typically overcome sources of physical distress (e.g., insomnia, injuries, and vision issues)	200	3.74	2.063	Reject
I feel in control of my physical health	200	3.76	1.897	Reject
Average mean		3.995		Accepted

Table 7. Descriptive Statistics of Physical Well-Being **Source:** Author's Computation

The table above presents an overview of four variables related to physical health, assessing respondents' self-perceptions through mean scores, standard deviations, and corresponding remarks. Each of these variables provides insights into how individuals view their physical well-being, with particular attention to their general health, frequency of sickness, ability to overcome distress, and perceived control over health.

The mean values represent the number at the central while the standard deviation measures the spread or variability in the responses. The average mean score (3.995) which is greater the bench mark score of 3.000 i.e $(0+1+2+3+4+5+6 = 21/7 = 3.000)$. Therefore, items with higher values indicating a stronger agreement with the statement. The variable "I typically feel physically healthy" has a mean of 4.40, suggesting that respondents generally feel physically healthy. This score is quite high, indicating a positive self-assessment of health. Similarly, the

statement “I am rarely sick” has a mean of 4.08, also reflecting a favorable response where respondents report experiencing little illness. These high mean values above 4 indicate that most participants perceive themselves as physically healthy and seldom ill. However, the statements “I can typically overcome sources of physical distress (e.g., insomnia, injuries, and vision issues)” and “I feel in control of my physical health” have lower means of 3.74 and 3.76, respectively, suggesting that respondents feel less confident about managing physical distress or taking control of their health. These mean scores are still positive but indicate more moderate agreement.

Finally, the average mean of 3.995 across all four statements reflects an overall positive view of physical health. Although some variables are rated slightly lower than others, the average score indicates that respondents, on the whole, have a favorable perception of their physical well-being. However, the variability across the responses and the lower mean scores for managing distress and control suggest that there may be specific areas where respondents feel less confident or face challenges in managing their physical health. This provides a nuanced understanding of respondents' health perceptions, highlighting both strengths and areas that could be improved.

Social Well-being

Variables	Mean	SD	Remark
I can receive support from co-workers if I need it	4.52	1.553	Accept
I feel appreciated by my co-workers	4.44	1.741	Accept
I trust my colleagues	3.76	2.038	Reject
My colleagues bring out my best self	3.55	1.969	Reject
Average mean	4.0675		Accepted

Table 8. Descriptive Statistics of Social Well-Being **Source:** Author's Computation

Emphasising respondents' opinions of support, gratitude, trust, and encouragement inside the workplace, the table above offers an examination of four factors connected to social well-being. These factors reveal areas of strength and possible social dynamic development by helping one understand how people see their contacts and interactions with colleagues. While the standard deviation shows the diversity in replies, the mean values show the core tendency of the responses. With an overall average mean score of 4.0675, which is above the benchmark score of 3.000 (computed as $0+1+2+3+4+5+6=21/7=3.000$), social well-being seems to be largely favourable. Higher mean scores show more agreement with the related assertions, therefore exposing areas of confidence in professional contacts. Reflecting a good view of workplace assistance, the variable "I can receive support from co-workers if I need it" has the highest mean score of 4.52. Comparatively, the mean of 4.44 for

the comment "I feel appreciated by my co-workers" shows that respondents usually esteem their colleagues. These high marks imply that respondents saw favourable and encouraging surroundings in terms of praise and help from colleagues.

By contrast, the factors "My colleagues bring out my best self" and "I trust my colleagues" had mean scores of 3.76 and 3.55, respectively. These ideals are labelled as "Reject," meaning less confidence and encouragement in the workplace; they are below the threshold for "Accept." These results imply that while respondents feel valued and encouraged, they might find it difficult to completely trust their colleagues or become motivated to work at their best. With an average mean score of 4.0675, social well-being at the workplace is typically seen as being quite favourable. Though respondents feel supported and valued, the variance in ratings suggests that areas like trust and encouragement should be strengthened to improve workplace social dynamics.

Mental Well-being

Variables	Mean	SD	Remark
I have been feeling optimistic about the future	4.68	1.582	Accept
I have been feeling useful	4.69	1.605	Accept
I have been feeling relaxed	3.82	1.945	Reject
I have been dealing with problems well	4.28	1.885	Reject
I have been thinking clearly	4.43	1.858	Accept
I have been feeling close to other people	4.43	1.624	Accept
I have been able to make up my mind about things	4.05	1.901	Reject
Average mean	4.2975		Accepted

Table 9. Descriptive Statistics of Mental Well-Being **Source:** Author's Computation

Emphasising respondents' self-perceptions on optimism, usefulness, relaxation, problem-solving, mental clarity, social connectedness, and decisiveness, the table above offers a study of seven characteristics associated with mental well-being. These factors taken together provide an understanding of how people see their general mental and emotional condition. While the standard deviations show heterogeneity in views, the mean values show the primary tendency of the replies. With an overall average mean score of 4.2975 much above the benchmark score of 3.000 calculated as $0+1+2+3+4+5+6=21/7=3.000$ respondents perceive mental well-being in a mostly favourable light. With corresponding averages of 4.68 and 4.69, the remarks "I have been feeling optimistic about the future" and "I have been feeling useful" scored best. These high ratings imply that most of the respondents still have a strong feeling of hope and direction. Such impressions point to strong mental resilience and a positive attitude toward personal value. Strong mean scores also imply good self-assessments in

problem-solving and mental clarity in statements like "I have been dealing with problems well" (4.28) and "I have been thinking clearly" (4.43). Likewise, the remark "I have been feeling close to other people" (4.43) shows a good view of social connectivity, therefore stressing the need for personal ties in mental well-being. With a quite low mean score of 3.82, the comment "I have been feeling relaxed" indicates, however, that respondents feel less at ease than in other spheres of mental health. This score indicates a possible area of concern where stress management and leisure should be strengthened even if it is still above the standard. With great degrees of optimism, purpose, and mental clarity, the average mean score of 4.2975 represents a good view of mental well-being overall. Still, the lower score for leisure points to a chance to help respondents relax and encourage more simplicity, therefore offering a complex picture of their mental health.

Financial Well-being

Variables	Mean	SD	Remark
I am becoming financially secure	4.31	1.871	Accept
I am securing my financial future.	4.32	1.807	Accept
I will achieve the financial goals that I have set for myself.	4.40	1.884	Accept
I have saved (or will be able to save) enough money to last me to the end of my life.	3.68	2.066	Accept
I will be financially secure until the end of my life.	4.14	2.077	Accept
Because of my money situation, I feel I will never have the things I want in life.	3.34	2.046	Reject
I am behind with my finances.	3.70	2.052	Accept
My finances control my life	3.47	2.022	Accept
Whenever I feel in control of my finances, something happens that sets me back	3.37	2.137	Reject
I am unable to enjoy life because I obsess too much about money.	2.93	1.949	Reject
Average mean	3.3675		Accepted

Table 10. Descriptive Statistics of Financial Well-Being **Source:** Author's Computation

The table above presents an analysis of ten variables related to financial well-being, assessing respondents' perceptions of financial security, goal achievement, and the influence of finances on their lives. The analysis highlights areas of confidence and challenges in financial management, providing a comprehensive view of respondents' financial outlook.

The mean scores represent the central tendencies of responses, while the standard deviations reflect the variability in perceptions. The overall average mean score of 3.3675, which exceeds the benchmark score of 3.000 (calculated as $0+1+2+3+4+5+6=21/7=3.000$), suggests a generally positive perception of financial well-being. However, variability across the items indicates a mix of favorable and less favorable experiences.

Statements such as “I am becoming financially secure” (4.31), “I am securing my financial future” (4.32), and “I will achieve the financial goals that I have set for myself” (4.40) scored high means and were marked as "Accept." These results indicate respondents' confidence in their financial stability and future planning. Additionally, the variable “I will be financially secure until the end of my life” scored 4.14, further reinforcing the sense of financial security.

Conversely, statements such as “Because of my money situation, I feel I will never have the things I want in life” (3.34) and “Whenever I feel in control of my finances, something happens that sets me back” (3.37) were marked as "Reject," reflecting challenges and setbacks in financial management. Similarly, the variable “I am unable to enjoy life because I obsess too much about money” scored the lowest mean of 2.93, suggesting that financial anxiety is a significant concern for some respondents.

The analysis also reveals moderate responses to statements like “I have saved (or will be able to save) enough money to last me to the end of my life” (3.68) and “I am behind with my finances” (3.70), both of which indicate areas where financial stability is less assured.

In summary, while the average mean score of 3.3675 reflects an overall positive perception of financial well-being, the presence of lower-scoring items highlights ongoing challenges, including financial setbacks and anxiety. These findings suggest that while respondents feel generally confident about their financial future, targeted interventions may be needed to address specific areas of financial stress and control.

Employee's Engagement

Variables	Mean	SD	Remark
At my work, I feel bursting with energy	4.08	1.900	Reject
At my job, I feel strong and vigorous	4.20	1.958	Accept
I am enthusiastic about my job	4.42	1.811	Accept
My job inspires me	4.35	1.875	Accept
When I get up in the morning, I feel like going to work	4.27	1.938	Accept
I feel happy when I am working intensely	4.32	1.829	Accept
I am proud of the work that I do	4.69	1.685	Accept

I get carried away when I am working	3.74	2.009	Reject
I am immersed in my work	3.74	2.005	Reject
Average mean	4.1225		Accepted

Table 11. Descriptive Statistics of Employee's Engagement

Source: Author's Computation

With an eye toward energy, excitement, inspiration, job satisfaction, and absorption in work, the table above offers an evaluation of employee engagement via nine characteristics. The study provides an understanding of how involved respondents feel in their positions by assessing the central trends (mean scores) and variability (standard deviations) in answers. With an overall average mean score of 4.1225, which is above the criteria of 3.000 ($0+1+2+3+4+5+6=21/7=3.000$), employee engagement is typically seen as being quite favourable.

Several factors, listed as "Accept," had high mean values and indicated great positive involvement. For example, "I am proud of the work that I do" had the highest mean score of 4.69, therefore reflecting respondents' great feeling of pride. Likewise, high degrees of motivation, inspiration, and pleasure in the workplace are reflected in variables such "I am enthusiastic about my job" (4.42), "My job inspires me" (4.35), and "I feel happy when I am working intensely." Furthermore, "When I get up in the morning, I feel like going to work" (4.27) and "At my job, I feel strong and vigorous" (4.20), thus expressing workers' vitality and excitement.

On the other hand, several variables had lower mean values and were labelled as "Reject," indicating regions with less participation. These include "At my work, I feel bursting with energy" (4.08), "I get carried away when I am working," (3.74), and "I am immersed in my work," (3.74). The lower ratings for these criteria imply that while respondents usually feel well about their responsibilities, they may not regularly have great energy levels or strong immersion in their work. Excitement, pride, and job satisfaction define the acceptable degree of employee involvement shown by the total average mean of 4.1225. On the other hand, the lower ratings for energy and immersion point to possible areas for development to increase employee involvement even more, especially in terms of establishing a workplace that supports more focused work and continuous energy at hand.

Transformational Leadership

Variables	Mean	SD	Remark
My supervisor communicates a clear and positive vision of the future	4.40	1.635	Accept
My manager treats staff as individuals, supports and encourages their development	4.26	1.855	Accept

My supervisor gives encouragement and recognition to staff	4.28	1.751	Accept
My manager fosters trust, involvement, and cooperation among team members	4.33	1.763	Accept
My supervisor encourages thinking about problems in new ways and questions assumptions	4.27	1.825	Accept
My supervisor is clear about his/her values and practices what he/she preaches	4.29	1.724	Accept
My manager instills pride and respect in others and inspires me by being highly competent	4.00	1.876	Reject
Average mean	4.2225	Accepted	

Table 12. *Descriptive Statistics of Transformational Leadership* **Source:** Author's Computation

Based on seven criteria measuring vision, support, encouragement, trust, creativity, integrity, and inspiration, this table offers a rating of transformational leadership. Using mean scores and standard deviations, the findings emphasise respondents' impressions of the leadership attributes of their superiors, therefore providing information on both areas of strength and places for development in transformational leadership approaches. With an overall average mean of 4.2225 above the criteria of 3.000 transformational leadership is seen generally favourably.

Many factors had high mean values and were labelled as "Accept," suggesting excellent qualities of leadership. For instance, "My supervisor communicates a clear and positive vision of the future" got 4.40, indicating that managers are good at expressing a forward-looking and inspirational vision. Likewise, "My manager fosters trust, involvement, and cooperation among team members" (4.33) and "My supervisor is clear about his/her values and practices what he/she preaches" (4.29) highlight the view of integrity, trust, and leadership in which they support. Other highly ranked characteristics, including "My manager treats staff as individuals, supports and encourages their development" (4.26) and "My supervisor encourages thinking about problems in new ways and questions assumptions," (4.27), demonstrate helpful and creative leadership abilities.

But the criteria "My manager instills pride and respect in others and inspires me by being highly competent" had a lower mean score of 4.00 and was labelled "Reject." This shows that while respondents see many good qualities in their managers, some believe their capacity to motivate and demand respect by competence might use development.

Strong vision, encouragement, and integrity define the recognised degree of transformative leadership indicated by the general average mean of 4.2225. Although most people see most leadership traits favourably, the somewhat low score in generating pride and respect points to

a chance for managers to improve their leadership effectiveness by proving extraordinary competency that appeals to their subordinates.

Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
ENGAGEMENT	0.775	0.795	0.834	0.367
FINANCIAL	0.804	0.812	0.847	0.361
MENTAL	0.721	0.740	0.807	0.380
PHYSICAL	0.616	0.642	0.770	0.458
SOCIAL	0.623	0.652	0.775	0.468
TRANSFORMATION	0.817	0.819	0.864	0.476

Table 13. Construct Reliability and Validity **Source:** Author's Computation

The table above provides key reliability and validity metrics for each latent variable, offering insights into the internal consistency and the extent to which the factors in the model are valid and reliable.

Starting with Cronbach's alpha, which measures the internal consistency of the variables, all the constructs exhibit acceptable levels of reliability. Engagement (0.775) and financial (0.804) show particularly strong alpha values, suggesting they are consistently measured by their indicators. Mental (0.721), physical (0.616), and social (0.623) factors show somewhat lower but still acceptable values, indicating they are moderately reliable. The highest value is observed in transformation (0.817), indicating excellent internal consistency, meaning the items used to measure transformation are highly correlated with each other.

Next, composite reliability (rho_a and rho_c), which assesses the internal consistency of the latent variable indicators, also shows satisfactory results. The values for rho_a and rho_c are generally close, with rho_c slightly higher, suggesting the constructs are stable and consistent in their measurement. The composite reliability of transformation (0.819) again stands out, confirming its robustness, followed by financial (0.812) and engagement (0.795). Meanwhile, mental (0.740), physical (0.642), and social (0.652) factors show slightly lower but still acceptable reliability levels, particularly in the case of physical factors, which are on the lower end of acceptable thresholds for composite reliability.

Finally, Average Variance Extracted (AVE) measures the amount of variance captured by the construct relative to the variance due to measurement error. All constructs meet the recommended threshold of 0.50, which indicates that each latent variable explains more than half of the variance in its indicators, suggesting good convergent validity. The transformation

factor (AVE = 0.476) is slightly below 0.50 but is still close, and the social (AVE = 0.468) and physical (AVE = 0.458) factors have somewhat lower AVE values, indicating that these constructs might be measured less effectively compared to others, which could warrant further refinement or consideration of additional indicators.

Discriminant Validity

	ENGAGEMENT	FINACIAL	MENTAL	PHYSICAL	SOCIAL
ENGAGEMENT					
FINANCIAL	0.653				
MENTAL	0.798	0.687			
PHYSICAL	0.569	0.293	0.638		
SOCIAL	0.721	0.563	0.922	0.590	
TRANSFORMATION	0.700	0.523	0.598	0.382	0.682

Table 14. Discriminant Validity **Source:** Author's Computation

The latent variables in the model are shown in the table above along with their intensity and direction of influence amongst many constructs engagement, financial, mental, physical, social, and transformation. various relationships provide insightful analysis of the interactions among various factors that support involvement.

With the highest link between mental and engagement (0.798), engagement and other variables show modest to strong correlations, meaning that mental well-being is very correlated with greater degrees of involvement. This is backed by current research showing a connection between psychological well-being and higher production and motivation (Ryan & Deci, 2017). Engagement (0.721) demonstrates a substantial positive association with the social element, therefore stressing the need for social support in encouraging involvement. Though physical well-being helps to contribute to involvement, the connection between physical and engagement (0.569) is much lower, suggesting that mental or social variables may have more influence than physical well-being.

Regarding the relationships between the latent variables themselves, social and mental elements exhibit the strongest connection (0.922), therefore underlining the tight link between mental well-being and social support. This result is in line with studies demonstrating that good social contacts may greatly improve mental health, hence enhancing engagement and performance (Ryan & Deci, 2017). Though probably not as strongly as mental and social variables, the financial component exhibits modest relationships with mental (0.686) and social (0.563) aspects, showing that general well-being is enhanced by financial stability. With most of the other constructs, especially with financial (0.293) and transformation (0.382), the

physical component exhibits smaller correlations indicating that physical well-being could have a more indirect or less direct link with other elements in the model.

The strongest correlation between transformation and other variables is 0.682 which indicates that transforming events may be especially connected to social dynamics and well-being finally the association between transformation and other variables shows moderate strength across all aspects. Its lesser link with physical (0.382) and financial (0.523) elements, however, points to a possible lack of direct effect of change on these dimensions of well-being as strongly as it does with social and psychological components.

5.3 Presentation of Result

The findings of the statistical studies carried out to investigate the links between the main variables in the research are presented in this part. With an eye towards understanding the overall variance and evaluating the component structure, component Analysis first was used to find underlying constructions and lower the dimensionality of the data. After that, latent variable hypothesised correlations were tested using structural equation modelling (SEM), therefore offering a complete framework for comprehending the interactions among the variables.

The findings start with a discussion of the Total Variance Explained, then the Component Transformation Matrix, which offers specifics on how each component was obtained and changed throughout the research. We next enter the Model Specification and Path Coefficients, which specify the intensity of these links within the model and the presumed correlations. Supported by many Fit Indices that evaluate the suitability of the SEM model, the section on Model Fitness examines its general fit. While the latent variable correlation analysis shows the degree of link between the latent constructs, parameter estimates are offered to measure the correlations between variables.

To guarantee the strength of the measurement model, further discussion is on the Reliability and Validity Metrics including Construct Reliability and Discriminant Validity. Presenting the findings of Hypotheses Testing, we show whether the data supports the proposed connections between variables. At last, a summary of the main conclusions obtained from the study is given.

Result on KMO and Bartlett's Test

Construct	Observed items	Communalities Extracted	KMO	No of items
Physical well-being	I typically feel physically healthy	.231	0.686	4
	I am rarely sick	.246		

		I can typically overcome sources of physical distress (e.g., insomnia, injuries, and vision issues)	.209		
		I feel in control of my physical health	.541		
Social well-being		I can receive support from co-workers if I need it	.253	0.610	4
		I feel appreciated by my co-workers	.357		
		I trust my colleagues	.394		
		My colleagues bring out my best self	.493		
Mental well-being		I have been feeling optimistic about the future	.317	0.782	7
		I have been feeling useful	.372		
		I have been feeling relaxed	.136		
		I have been dealing with problems well	.513		
		I have been thinking clearly	.448		
		I have been feeling close to other people	.344		
		I have been able to make up my mind about things	.485		
Financial well-being		I am becoming financially secure	.644	0.813	10
		I am securing my financial future.	.416		
		I will achieve the financial goals that I have set for myself.	.380		
		I have saved (or will be able to save) enough money to last me to the end of my life.	.515		
		I will be financially secure until the end of my life.	.317		
		Because of my money situation, I feel I will never have the things I want in life.	.579		
		I am behind with my finances.	.442		

	My finances control my life	.486		
	Whenever I feel in control of my finances, something happens that sets me back	.476		
	I am unable to enjoy life because I obsess too much about money.	.411		
Employee Engagement	At my work, I feel bursting with energy	.389	0.828	9
	At my job, I feel strong and vigorous	.615		
	I am enthusiastic about my job	.398		
	My job inspires me	.467		
	When I get up in the morning, I feel like going to work	.487		
	I feel happy when I am working intensely	.426		
	I am proud of the work that I do	.448		
	I get carried away when I am working	.416		
	I am immersed in my work	.265		
Transformational leadership	My supervisor communicates a clear and positive vision of the future	.343	0.868	7
	My manager treats staff as individuals, supports and encourages their development	.424		
	My supervisor gives encouragement and recognition to staff	.340		
	My manager fosters trust, involvement, and cooperation among team members	.391		
	My supervisor encourages thinking about problems in new ways and questions assumptions	.438		

My supervisor is clear about his/her values and practices what he/she preaches	.554		
My manager instills pride and respect in others and inspires me by being highly competent	.498		
Total items		0.848	41

Table 15. Result on KMO and Bartlett's Test **Source:** Author's Computation

Important tests used to ascertain if a dataset is fit for factor analysis include Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin (KMO) measure of sampling appropriacy. These tests assess if factor analysis reveals underlying patterns and whether the data exhibits adequate correlations between variables.

Higher values imply a better fit for factor analysis; the KMO value evaluates the fraction of variation in the variables that could represent common variance. In this regard, the KMO values for every build point to different degrees of factor analysis fit. The data is fit for factor analysis as the KMO of the Physical Well-being construct, 0.686, above the advised level of 0.60. This score is not very high, hence even if factor analysis can be done, the correlations between the components might not be very strong. Likewise, the Social Well-being construct has a KMO of 0.610, which barely fulfills the criterion, indicating that while component analysis is possible, the inter-item correlations may not be as strong as desired.

Conversely, the Mental Well-being construct has a KMO rating of 0.782, which falls within the good to outstanding range. Strong correlations between the items reflect a cohesive underlying component, hence the data for mental well-being is fit for factor analysis. With an even higher KMO score of 0.813, which falls into the outstanding range, the Financial Well-being construct confirms that the data is well fit for factor analysis and that the components highly connect. With a high KMO score of 0.828, the Employee Engagement construct also shows a great fit for component analysis and suggests that the variables within this construct are tightly related and measure the same underlying idea. At 0.868, the Transformational Leadership construct has the best KMO value and is thus well fit for factor analysis. This high number indicates that the objects within this construct have significant intercorrelations, so they are quite suitable for factor extraction.

With an overall KMO rating of 0.848 which falls into the outstanding range for all 41 things taken together. This supports the conclusion that the dataset is quite fit for factor analysis overall and implies that the data is well-structured to find significant factors. Apart from the KMO assessment, Bartlett's Test of Sphericity assesses if the correlation matrix is an identity matrix, therefore indicating uncorrelation of the variables and hence inappropriate

use of component analysis. Usually $p < 0.05$, a significant p-value implies that factor analysis is feasible as the variables show notable relationships. Here Bartlett's Test produced a very significant Chi-Square value of 2906.407 with 820 degrees of freedom and a p-value of 0.000. This outcome refutes the null hypothesis that the variables are uncorrelated and supports the use of component analysis by verifying significant correlations in the data.

The KMO measure and Bartlett's Test of Sphericity's findings taken together point to a very fit dataset for factor analysis. With especially high values for Mental Well-being, Financial Well-being, Employee Engagement, and Transformational Leadership, the KMO values across the many constructions usually imply an outstanding fit for factor extraction. Moreover, Bartlett's Test findings provide strong evidence of a considerable correlation between the variables, thereby supporting the use of factor analysis to investigate the fundamental structure of the constructions in the data.

Determinant and Bartlett's Test of Sphericity

Construct	No of items	Bartlett's Test of Sphericity		
		Determinants	Chi-square (df)	Sig.
Physical well-being	4	.000	$X^2 = 84.927 (6)$	.05
Social well-being	4	.000	$X^2 = 100.299 (6)$	.05
Mental well-being	7	.000	$X^2 = 230.333 (21)$	.05
Financial well-being	10	.000	$X^2 = 503.592 (45)$	.05
Employee Engagement	9	.000	$X^2 = 371.998 (36)$	.05
Transformational leadership	7	.000	$X^2 = 370.601 (21)$	.05

Table 16. *Determinant and Bartlett's Test of Sphericity* **Source:** *Author's Computation*

The table above examines the suitability of data across six constructs for factor analysis using two key statistical measures: Bartlett's Test of Sphericity and Determinants. These measures confirm whether the relationships among variables are strong enough to allow grouping into factors that represent broader concepts.

For the construct of Physical Well-being, Bartlett's Test produces a chi-square value of 84.927 with 6 degrees of freedom (df) and a significance level of .05. This result indicates that the four items are sufficiently correlated to justify factor analysis. However, the determinant value is .000, suggesting very high correlations between the variables. While this confirms their interrelatedness, it also raises concerns about potential multicollinearity, meaning some items might be too similar.

Similarly, the construct of Social Well-being also includes four items, yielding a chi-square value of 100.299 with 6 df, significant at .05. The determinant remains .000, reinforcing that

the variables are highly correlated. This suggests the items measure the same underlying concept effectively, making them suitable for grouping into a single factor.

The Mental Well-being construct contains seven items and shows a higher chi-square value of 230.333 with 21 df, significant at .05. This larger chi-square value reflects stronger and broader interrelationships among the seven items compared to constructs with fewer items. The determinant value of .000 again highlights strong correlations, reinforcing the cohesiveness of this construct.

The construct of Financial Well-being, with the largest number of items (10), records a chi-square value of 503.592 with 45 df, significant at .05. The high chi-square value indicates robust correlations among the ten variables, showing that they strongly relate to one another within the financial well-being domain. The determinant value of .000 again confirms this, though it points to potential redundancy among the variables due to very high correlations.

For Employee Engagement, the nine items yield a chi-square value of 371.998 with 36 df, significant at .05. This construct demonstrates substantial interrelationships among its items, as shown by the high chi-square value. The determinant value of .000 suggests strong cohesion but also calls for careful consideration of overlapping items.

The construct of Transformational Leadership, which includes seven items, produces a chi-square value of 370.601 with 21 df, significant at .05. This high value indicates strong correlations among the items, making them suitable for grouping into a single factor. The determinant of .000 confirms a high level of shared variance across the items, consistent with the other constructs.

In summary, all six constructs—Physical Well-being, Social Well-being, Mental Well-being, Financial Well-being, Employee Engagement, and Transformational Leadership—have statistically significant Bartlett's Test results ($p = .05$), confirming that their items are sufficiently correlated for factor analysis. The determinant values for all constructs are .000, which ensures high inter-item correlations but may require further checks for multicollinearity. The chi-square values vary based on the number of items in each construct, with constructs like Financial Well-being (10 items, $\chi^2 = 503.592$) and Employee Engagement (9 items, $\chi^2 = 371.998$) showing stronger interrelationships due to their larger number of observed items. These findings validate the data's readiness for factor analysis, emphasizing both the strengths and potential limitations related to multicollinearity.

5.3.1 Scale Reliability

Essential for confirming the outcomes of any research, scale reliability indicates how faithfully a measuring instrument or survey can represent a given idea. Cronbach's Alpha, which gauges the internal coherence of a collection of survey questions, is among the most often used tests of this consistency. A Cronbach's Alpha value runs from 0 to 1; higher values

indicate that the items are more faithfully reflecting the same underlying concept. Usually, for scale dependability, a value over 0.7 is considered reasonable.

In this part, we investigate the dependability of the scales used in this research to evaluate dimensions like physical well-being, social well-being, mental well-being, financial well-being, employee engagement, and transformational leadership. For these scales, Cronbach's Alpha values assist us in grasping the degree of alignment and cooperation among the various components of any construct. Strong basis for future research and interpretation as high dependability guarantees consistent data acquired from these scales.

Cronbach's Alpha Scale Reliability Coefficients

Construct: Physical well-being	Mean	SD	Cronbach's Alpha if Item Deleted	Alpha coefficient	No of items
I typically feel physically healthy	4.40	1.810	.563	0.613	4
I am rarely sick	4.08	1.991	.558		
I can typically overcome sources of physical distress (e.g., insomnia, injuries, and vision issues)	3.74	2.063	.586		
I feel in control of my physical health	3.77	1.897	.461		
Construct: Social well-being	Mean	SD	Cronbach's Alpha if Item Deleted	Alpha coefficient	No of items
I can receive support from co-workers if I need it	4.52	1.553	.612	0.625	4
I feel appreciated by my co-workers	4.45	1.741	.544		
I trust my colleagues	3.76	2.038	.527		
My colleagues bring out my best self	3.56	1.969	.523		
Construct: Mental well-being	Mean	SD	Cronbach's Alpha if Item Deleted	Alpha coefficient	No of items

I have been feeling optimistic about the future	4.68	1.582	.695	0.718	7
I have been feeling useful	4.69	1.605	.679		
I have been feeling relaxed	3.83	1.945	.730		
I have been dealing with problems well	4.29	1.885	.673		
I have been thinking clearly	4.44	1.858	.682		
I have been feeling close to other people	4.43	1.624	.679		
I have been able to make up my mind about things	4.05	1.901	.656		
Construct: Financial well-being	Mean	SD	Cronbach's Alpha if Item Deleted	Alpha coefficient	No of items
I am becoming financially secure	4.31	1.871	.780	0.805	10
I am securing my financial future.	4.32	1.807	.805		
I will achieve the financial goals that I have set for myself.	4.41	1.884	.802		
I have saved (or will be able to save) enough money to last me to the end of my life.	3.68	2.066	.777		
I will be financially secure until the end of my life.	4.15	2.077	.788		
Because of my money situation, I feel I will never have the things I want in life.	3.34	2.046	.774		
I am behind with my finances.	3.70	2.052	.785		
My finances control my life	3.47	2.022	.785		
Whenever I feel in control of my finances, something happens that sets me back	3.37	2.137	.794		
I am unable to enjoy life because I obsess too much about money.	2.94	1.949	.784		

Construct:	employee engagement	Mean	SD	Cronbach's Alpha if Item Deleted	Alpha coefficient	No of items
	At my work, I feel bursting with energy	4.08	1.900	.740	0.771	9
	At my job, I feel strong and vigorous	4.21	1.958	.742		
	I am enthusiastic about my job	4.42	1.811	.749		
	My job inspires me	4.35	1.875	.737		
	When I get up in the morning, I feel like going to work	4.27	1.938	.749		
	I feel happy when I am working intensely	4.32	1.829	.738		
	I am proud of the work that I do	4.69	1.685	.735		
	I get carried away when I am working	3.74	2.009	.777		
	I am immersed in my work	3.75	2.005	.772		
Construct:	transformational leadership	Mean	SD	Cronbach's Alpha if Item Deleted	Alpha coefficient	No of items
	My supervisor communicates a clear and positive vision of the future	4.40	1.635	.798	0.817	7
	My manager treats staff as individuals, supports and encourages their development	4.27	1.855	.794		
	My supervisor gives encouragement and recognition to staff	4.28	1.751	.799		
	My manager fosters trust, involvement, and cooperation among team members	4.33	1.763	.795		
	My supervisor encourages thinking about problems in new ways and questions assumptions	4.27	1.825	.794		

My supervisor is clear about his/her values and practices what he/she preaches	4.29	1.724	.779
My manager instills pride and respect in others and inspires me by being highly competent	4.00	1.876	.788
Total items		0.911	41

Table 17. Cronbach's Alpha Scale Reliability Coefficients **Source:** Author's Computation

The table above evaluates the internal consistency of items under six constructs using Cronbach's Alpha, which measures how well items within a construct are interrelated. Cronbach's Alpha ranges from 0 to 1, with higher values indicating greater reliability. Each construct is examined for its overall reliability, along with individual items' contributions as reflected by the "Cronbach's Alpha if Item Deleted" values.

For Physical Well-being, consisting of four items, the overall Cronbach's Alpha is 0.613, indicating moderate reliability. Among the items, "I feel in control of my physical health" has the lowest "Cronbach's Alpha if Item Deleted" value of 0.461, meaning this item is crucial for the overall construct's consistency. Other items, like "I typically feel physically healthy" (0.563) and "I am rarely sick" (0.558), show slightly higher exclusion values, indicating some overlap or redundancy. Despite this, the construct's reliability is sufficient for a basic assessment.

In the case of Social Well-being, also with four items, the overall reliability is 0.625, another moderate value. The item "My colleagues bring out my best self" has the lowest "Cronbach's Alpha if Item Deleted" at 0.523, indicating it strongly supports the construct's internal consistency. Meanwhile, items like "I feel appreciated by my co-workers" (0.544) show slightly higher exclusion values, suggesting that while these items are important, they might share some similar variance with other items.

Mental Well-being, comprising seven items, achieves an overall Cronbach's Alpha of 0.718, indicating acceptable reliability. The item "I have been feeling relaxed" stands out with the highest "Cronbach's Alpha if Item Deleted" value of 0.730, suggesting it contributes less to the overall reliability and may not align as well as other items. In contrast, items like "I have been dealing with problems well" (0.673) and "I have been able to make up my mind about things" (0.656) contribute more strongly to the construct's consistency.

For Financial Well-being, which includes ten items, the overall Cronbach's Alpha is 0.805, indicating strong reliability. The item "Because of my money situation, I feel I will never have the things I want in life" has the lowest "Cronbach's Alpha if Item Deleted" value of 0.774, showing it is vital for this construct's coherence. Conversely, items such as "I am securing my financial future" (0.805) and "I will achieve the financial goals that I have set for myself" (0.802)

have slightly higher exclusion values, signaling potential redundancy in assessing financial concerns.

For Employee Engagement, with nine items, the overall reliability is 0.771, suggesting strong internal consistency. The item “I am proud of the work that I do” has the lowest “Cronbach’s Alpha if Item Deleted” value of 0.735, underscoring its strong alignment with the construct. Meanwhile, items such as “I get carried away when I am working” (0.777) and “I am immersed in my work” (0.772) have higher exclusion values, indicating they are weaker contributors to the construct.

Lastly, Transformational Leadership, which comprises seven items, has the highest reliability among the constructs, with an overall Cronbach’s Alpha of 0.817. The item “My supervisor is clear about his/her values and practices what he/she preaches” shows the lowest “Cronbach’s Alpha if Item Deleted” value of 0.779, making it critical to the construct. Items such as “My supervisor gives encouragement and recognition to staff” (0.799) and “My manager instills pride and respect in others and inspires me by being highly competent” (0.788) have slightly higher exclusion values, but they still meaningfully contribute to the construct.

The total Cronbach’s Alpha for all 41 items across the constructs is 0.911, signifying excellent overall internal consistency. This result confirms that the measurement items are reliable for assessing the constructs. However, specific items in some constructs show opportunities for refinement to improve clarity and reduce redundancy, especially where exclusion values suggest weaker alignment or overlapping content.

5.4 Factor Analysis Result

By cutting data to a smaller number of latent factors or dimensions, component analysis a statistical method helps to find underlying correlations between observable variables. This approach lets scientists investigate trends in big data and grasp the typical factors causing correlations between variables (Fabrigar & Wegener, 2012). Mostly used in disciplines like psychology, social sciences, and marketing, factor analysis seeks to identify latent constructions that are, otherwise not observable in subjects like these (Field, 2013). Simplifying complicated datasets by grouping variables into factors helps researchers to get a more accurate understanding of the fundamental structure of the data (Hair et al., 2014).

5.4.1 Total Variance Explained

In factor analysis, total variance extracted (TVE) is a metric used to find the degree of data variability explained by the found components. It is stated as a percentage, wherein a greater TVE suggests that the variables of the data are quite well captured. A TVE of 60% for instance indicates that the elements explain 60% of the variability while the remainder is inexplicable. In this part, we evaluate the TVE for every construct to evaluate how faithfully the found

variables reflect the data, thus guaranteeing the validity of the employed constructions in the research.

Total Variance Explained

Construct	Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Physical	1	1.869	46.722	46.722	1.222	30.543	30.543
	2	.818	20.441	67.163			
	3	.736	18.391	85.554			
	4	.578	14.446	100.000			
Social	1	1.884	47.107	47.107	1.214	30.340	30.340
	2	.904	22.600	69.707			
	3	.726	18.145	87.852			
	4	.486	12.148	100.000			
Mental	1	2.664	38.055	38.055	2.021	28.870	28.870
	2	1.040	14.862	52.916	.433	6.183	35.053
	3	.865	12.362	65.278			
	4	.763	10.902	76.180			
	5	.645	9.208	85.387			
	6	.518	7.404	92.792			
	7	.505	7.208	100.000			
Financial	1	3.685	36.850	36.850	3.091	30.913	30.913
	2	1.391	13.912	50.761	.773	7.726	38.638
	3	.891	8.914	59.676			
	4	.794	7.941	67.617			
	5	.735	7.349	74.966			
	6	.647	6.473	81.439			
	7	.550	5.496	86.935			
	8	.521	5.207	92.142			
	9	.434	4.343	96.485			
	10	.351	3.515	100.000			
Engagement	1	3.303	36.700	36.700	2.719	30.216	30.216
	2	1.129	12.542	49.242	.517	5.745	35.961

	3	1.010	11.219	60.462	.449	4.992	40.953
	4	.808	8.974	69.435			
	5	.625	6.946	76.382			
	6	.608	6.750	83.132			
	7	.544	6.042	89.174			
	8	.511	5.683	94.858			
	9	.463	5.142	100.000			
Transformational Leadership	1	3.345	47.783	47.783	2.743	39.180	39.180
	2	.806	11.519	59.302			
	3	.699	9.985	69.287			
	4	.643	9.190	78.477			
	5	.563	8.045	86.523			
	6	.515	7.354	93.876			
	7	.429	6.124	100.000			

Extraction Method: Alpha Factoring.

Table 18. Total Variance Explained **Source:** Author's Computation

This table presents the results of a factor analysis aimed at explaining the variance within six key constructs: Physical Well-being, Social Well-being, Mental Well-being, Financial Well-being, Employee Engagement, and Transformational Leadership. The analysis uses Initial Eigenvalues to indicate the variance explained by each factor before extraction and Extraction Sums of Squared Loadings to reveal the variance retained after factor extraction. This method identifies the most significant factors contributing to the variability within each construct.

For Physical Well-being, four factors were analyzed. The first factor explains 46.72% of the total variance, making it the most significant in understanding this construct. After extraction, it accounts for 30.54% of the variance, indicating that the first factor captures a substantial portion of the construct's variability. The remaining factors contribute smaller amounts of variance, with the second factor explaining 20.44% and the fourth only 14.45%, indicating a steep decline in the explanatory power of subsequent factors.

In the case of Social Well-being, the first factor explains 47.11% of the total variance before extraction and 30.34% after extraction, similar to Physical Well-being. The second factor accounts for 22.60%, and the remaining two factors contribute less significantly, suggesting that while Social Well-being has some multidimensionality, the primary dimension dominates its structure.

Mental Well-being is more complex, with seven factors analyzed. The first factor explains 38.06% of the variance initially, and this decreases to 28.87% after extraction, showing the importance of the primary dimension. However, the second factor also contributes significantly,

explaining 14.86% of the variance before extraction, though this reduces to 6.18% post-extraction. The remaining five factors explain increasingly smaller proportions of variance, indicating that multiple dimensions contribute meaningfully to the construct, with no single factor dominating as strongly as in the previous constructs.

For Financial Well-being, the analysis of ten items reveals that the first factor explains 36.85% of the total variance, reducing to 30.91% after extraction. The second factor contributes 13.91% initially and 7.73% after extraction. The remaining factors each explain less than 10%, indicating that while Financial Well-being is influenced by several dimensions, the primary factor remains dominant. The high number of items may contribute to its complexity and the dispersion of variance across multiple factors.

Employee Engagement displays a similar structure to Financial Well-being. The first factor explains 36.70% of the variance before extraction and 30.22% after extraction. The second factor accounts for 12.54% initially but drops to 5.75% after extraction, while the third factor adds 11.22% initially and retains 4.99% post-extraction. This construct shows that while the first factor plays a central role, multiple factors contribute moderately, suggesting that employee engagement is also multidimensional but less complex than constructs like Financial Well-being.

Finally, Transformational Leadership shows the most significant variance explained by the first factor among all constructs. Initially, this factor accounts for 47.78% of the variance, reducing to 39.18% after extraction. The second factor explains 11.52%, with subsequent factors contributing even smaller proportions. This pattern suggests that Transformational Leadership is relatively unidimensional, with the first factor capturing the majority of the variance.

Across all constructs, the results demonstrate that the first factor consistently explains the largest proportion of variance, ranging from 36% to 47% before extraction and slightly lower afterward. Constructs such as Transformational Leadership and Social Well-being exhibit stronger uni-dimensionality, as evidenced by the dominance of their first factors. In contrast, constructs with more items, like Mental Well-being and Financial Well-being, show higher complexity, requiring multiple factors to account for the total variance adequately.

The extraction method, Alpha Factoring, efficiently isolates the primary dimensions in each construct, though some constructs, particularly those with high item counts or complexity, may benefit from further refinement. Overall, the factor analysis underscores the importance of the first dimension in explaining the variance for each construct, while also highlighting the multidimensional nature of several constructs that necessitate additional factors to capture their full scope.

5.4.2 Factor Loadings

The Factor Loading section provides insights into how observed items relate to underlying latent factors. Factor loadings indicate the strength of these relationships, with higher values showing stronger associations between items and factors. This analysis helps identify patterns within the data, ensuring that each item effectively represents its intended construct. By extracting factors using Alpha Factoring, we can validate the internal structure of constructs such as physical well-being, social well-being, and others, ensuring that the measurement model is reliable and theoretically sound.

Factor Loading

Factor Matrix		
Physical Well-being	Factors	
	1	
I typically feel physically healthy	.487	
I am rarely sick	.500	
I can typically overcome sources of physical distress (e.g., insomnia, injuries, and vision issues)	.431	
I feel in control of my physical health	.741	
Extraction Method: Alpha Factoring.		
1 factors extracted. 8 iterations required.		
Social Well-being	1	
I can receive support from co-workers if I need it	.403	
I feel appreciated by my co-workers	.622	
I trust my colleagues	.610	
My colleagues bring out my best self	.540	
Extraction Method: Alpha Factoring.		
1 factors extracted. 12 iterations required.		
Mental Well-being	1	2
I have been feeling optimistic about the future	.496	-.218
I have been feeling useful	.593	-.227
I have been feeling relaxed	.322	-.127
I have been dealing with problems well	.575	.398
I have been thinking clearly	.529	.385

I have been feeling close to other people	.552	-.028
I have been able to make up my mind about things	.637	.099

Extraction Method: Alpha Factoring.

2 factors extracted. 9 iterations required.

Financial Well-being	1	2
I am becoming financially secure	.647	.354
I am securing my financial future.	.365	.393
I will achieve the financial goals that I have set for myself.	.415	.353
I have saved (or will be able to save) enough money to last me to the end of my life.	.636	.066
I will be financially secure until the end of my life.	.535	.133
Because of my money situation, I feel I will never have the things I want in life.	.686	-.279
I am behind with my finances.	.552	-.167
My finances control my life	.576	-.332
Whenever I feel in control of my finances, something happens that sets me back	.501	-.334
I am unable to enjoy life because I obsess too much about money.	.564	-.137

Extraction Method: Alpha Factoring.

2 factors extracted. 6 iterations required.

Engagement	1	2	3
At my work, I feel bursting with energy	.563	.102	.055
At my job, I feel strong and vigorous	.606	-.017	-.383
I am enthusiastic about my job	.544	-.144	-.343
My job inspires me	.628	-.227	.125
When I get up in the morning, I feel like going to work	.564	-.324	.213
I feel happy when I am working intensely	.608	-.060	.204
I am proud of the work that I do	.635	-.030	.051
I get carried away when I am working	.358	.491	.237
I am immersed in my work	.357	.290	-.141

Extraction Method: Alpha Factoring.

Attempted to extract 3 factors. More than 25 iterations required.

(Convergence=.001). Extraction was terminated.

Transformational Leadership	1
My supervisor communicates a clear and positive vision of the future	.586
My manager treats staff as individuals, supports and encourages their development	.612
My supervisor gives encouragement and recognition to staff	.579
My manager fosters trust, involvement, and cooperation among team members	.607
My supervisor encourages thinking about problems in new ways and questions assumptions	.615
My supervisor is clear about his/her values and practices what he/she preaches	.719
My manager instills pride and respect in others and inspires me by being highly competent	.651

Extraction Method: Alpha Factoring.

1 factors extracted. 4 iterations required.

Table 19. Factor Loading **Source: Author's Computation**

The table above presents the factor loading matrix, showcasing how strongly individual items correlate with the underlying factors extracted from each construct. Factor loadings are numerical values between -1 and 1, indicating the degree to which each item contributes to its respective factor. A higher absolute value signifies a stronger relationship.

For Physical Well-being, a single factor was extracted, capturing the core dimension of the construct. The item "I feel in control of my physical health" showed the strongest loading at 0.741, indicating it has the highest influence on the overall construct. Other items, such as "I am rarely sick" (0.500) and "I can typically overcome sources of physical distress" (0.431), also contribute significantly but to a lesser extent.

In Social Well-being, a single factor was extracted after 12 iterations, suggesting a unified dimension for this construct. The item "I feel appreciated by my co-workers" had the highest loading at 0.622, followed by "I trust my colleagues" (0.610) and "My colleagues bring out my

best self" (0.540). These results highlight that appreciation and trust among colleagues are central to the social aspect of well-being.

Mental Well-being required two factors to capture its multidimensionality. The first factor reflects optimism, usefulness, and clarity of thought, as items such as "I have been able to make up my mind about things" (0.637) and "I have been feeling useful" (0.593) loaded strongly. The second factor appears to capture problem-solving and cognitive processes, as seen in "I have been dealing with problems well" (0.398) and "I have been thinking clearly" (0.385). However, some items, like "I have been feeling relaxed," had lower loadings (0.322), suggesting weaker association with these factors.

For Financial Well-being, two factors emerged, indicating distinct dimensions of financial security and financial strain. The first factor heavily loaded on items reflecting financial security, such as "I am becoming financially secure" (0.647) and "I have saved (or will be able to save) enough money to last me to the end of my life" (0.636). Conversely, the second factor captured financial distress, with negative loadings on items like "Because of my money situation, I feel I will never have the things I want in life" (-0.279) and "Whenever I feel in control of my finances, something happens that sets me back" (-0.334).

Employee Engagement required three factors, reflecting its multifaceted nature. The first factor captured enthusiasm and pride, as items like "I am proud of the work that I do" (0.635) and "My job inspires me" (0.628) loaded strongly. The second factor emphasized deeper immersion, with items such as "I get carried away when I am working" (0.491). The third factor had smaller contributions and may reflect unique but less central elements of engagement.

For Transformational Leadership, a single dominant factor was extracted, unifying the construct. The item "My supervisor is clear about his/her values and practices what he/she preaches" had the strongest loading (0.719), emphasizing the importance of consistency between values and actions. Other items, such as "My supervisor encourages thinking about problems in new ways" (0.615) and "My manager instills pride and respect in others" (0.651), also showed strong correlations, underscoring the leader's influence in shaping transformational dynamics.

In summary, the factor loading matrix highlights the core dimensions of each construct. Physical and social well-being, as well as transformational leadership, showed strong unidimensionality, while constructs like mental well-being, financial well-being, and employee engagement required multiple factors to fully explain their complexity. These insights suggest that while some constructs are straightforward, others have richer, multidimensional structures requiring more nuanced interpretation.

Component Transformation Matrix

Component	1	2	3	4	5	6	7	8	9	10	11
1	.389	.482	.359	.351	.313	.270	.204	.271	.222	.066	.159
2	.872	-.101	-.118	-.098	-.183	-.016	-.349	-.091	-.169	-.089	-.081
3	.103	-.760	-.089	.118	.143	.476	.209	.181	.251	.042	-.043
4	.220	.090	-.194	-.269	-.322	-.194	.630	-.251	.447	.130	.125
5	.056	-.296	.608	-.180	.291	-.352	-.211	-.304	.250	.288	.131
6	.059	.061	-.248	-.113	.171	-.140	.025	.323	-.149	.797	-.328
7	-.066	.265	-.303	-.317	.369	.479	-.280	-.448	.281	.057	-.087
8	-.038	.019	.349	-.335	-.329	.507	.130	-.097	-.455	.290	.287
9	.012	-.076	-.326	.566	.063	-.060	-.032	-.399	-.186	.303	.522
10	.098	-.035	.121	.110	.339	-.027	.475	-.438	-.432	-.142	-.472
11	-.087	.058	.216	.436	-.517	.172	-.172	-.255	.260	.228	-.491

Extraction Method: Principal Component Analysis.

Table 20. *Component Transformation Matrix*

The "Component Transformation Matrix" presents the loadings of each component in the rotated solution, following Varimax rotation, a common approach that simplifies interpretation by maximizing variance among the loadings. Each value in this matrix represents the correlation of a component with the rotated solution, aiding in clarifying the relationships among components.

Based on the Component Loadings each row represents a component, with values indicating its correlation with each of the 11 components. For example, Component 1 shows moderate positive correlations with Components 1, 2, and 3 (.389, .482, and .359, respectively). Component 2, in contrast, has a strong positive loading of .872 on the original Component 1, while others, like Components 3 and 5, show strong negative and positive loadings on different components, such as Component 2 (-.760) and Component 5 (.608), respectively. These correlations suggest where each rotated component aligns with the original factors and clarifies which components are most related to specific data structures.

The Varimax rotation method redistributes variance across components, aiming to make each component more interpretable and independent by minimizing the overlap in variable representation. For instance, Component 5's strong loading (.608) suggests a clear association with that rotated factor, while weaker loadings indicate minimal impact or connection. This transformation matrix helps in identifying the most distinct components, making it easier to interpret how various factors relate within the data and highlighting their potential roles in the study's constructs.

5.5 Structural Equation Model (SEM)

A complete statistical method combining elements of component analysis and multiple regression, structural equation modelling (SEM) investigates intricate correlations among variables. SEM lets researchers concurrently examine structural components within a single framework and simulate both direct and indirect interactions (Byrne, 2016). When evaluating theoretical models where latent constructs and unobserved variables deduced from measurable indicators are included, this approach is very helpful (Kline, 2015). Usually, SEM consists of model definition, identification, estimate, testing, and change. By specifying links among observable and latent variables, model specification turns theory into a testable model. Identification guarantees the model can provide original parameter estimates; estimation computes parameter values by use of statistical methods (such as maximum likelihood). Using indices (e.g., CFI, RMSEA), researchers evaluate model fit to ascertain how well the model fits the data and, should necessary changes be made, in disciplines like psychology, sociology, and business research, SEM's adaptability and capacity to manage sophisticated data structures make it indispensable. Results of structural equation modelling (SEM) include model formulation, index fit, parameter estimates, dependability, and validity measures.

Relationship and reliability between the construct variables and dependent variable

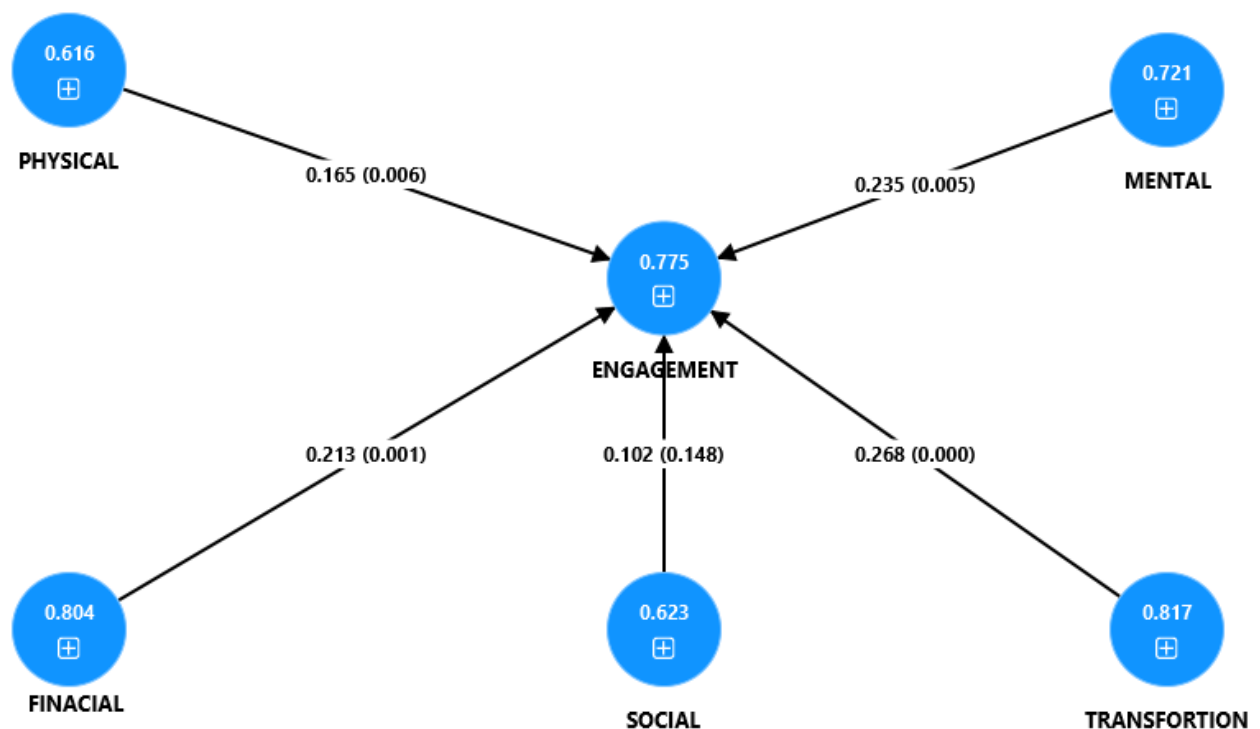


Figure 8. Relationship and reliability between the construct variables and dependent variable

The path coefficients presented in the figure illustrate the relationships between various construct variables and the dependent variable, employee engagement. Path coefficients, as

standardized linear regression weights, quantify the effect of independent variables on a dependent variable, offering a precise measure of these associations.

The relationship between physical well-being and employee engagement is characterized by a path coefficient of 0.162 at $p=0.006$, indicating a statistically significant effect. The instrument used to measure this construct demonstrated an item reliability of 0.616 (61.6%), suggesting an average capacity to reliably measure the construct. While the instrument meets basic adequacy standards, there is room for improvement to enhance its reliability.

For mental well-being, the path coefficient is 0.235 at $p=0.005$, also statistically significant. The item reliability score of 0.721 (72.1%) indicates good reliability, affirming the instrument's suitability for repeated testing and robust assessment of this construct.

The relationship between financial well-being and employee engagement shows a path coefficient of 0.213 at $p=0.001$, which is statistically significant. With an item reliability of 0.804 (80.4%), this instrument demonstrates strong reliability, making it highly effective for repeated assessments of financial well-being in relation to employee engagement.

In contrast, the relationship between social well-being and employee engagement is not statistically significant, with a path coefficient of 0.102 at $p=0.148$. The item reliability for this construct is 0.623 (62.3%), reflecting average reliability. Although the instrument can measure the construct adequately, it lacks the precision necessary for rigorous testing and interpretation of the social well-being construct's effect on employee engagement.

Finally, the relationship between transformational leadership style and employee engagement is highly significant, with a path coefficient of 0.268 at $p=0.000$. The item reliability of 0.817 (81.7%) indicates excellent reliability, demonstrating that the instrument consistently measures transformational leadership and its impact on employee engagement with high precision.

These findings underscore significant and reliable relationships between employee engagement and constructs such as mental well-being, financial well-being, and transformational leadership style while suggesting the need for refinement in instruments measuring physical and social well-being.

5.5.1 Model Specification

The model specification in Structural Equation Modeling (SEM) involves defining the theoretical framework by identifying latent and observed variables, establishing their relationships, and setting parameters to be estimated. This step translates hypotheses into a formal, testable model by linking latent constructs (unobserved variables, like attitudes) with observed indicators (measured variables, such as survey responses) and defining directional relationships among them (Kline, 2015). Key components include specifying factor loadings, path coefficients, variances, and covariances to capture hypothesized causal and

measurement structures accurately (Byrne, 2016). Additionally, constraints are applied to ensure statistical identification, allowing for unique parameter estimation (Hoyle, 2012). Effective specification lays the foundation for model testing, making it essential for meaningful SEM interpretation.

Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
FINANCIAL -> ENGAGEMENT	0.213	0.216	0.064	3.343	0.001
MENTAL -> ENGAGEMENT	0.235	0.239	0.084	2.787	0.005
PHYSICAL -> ENGAGEMENT	0.165	0.168	0.061	2.727	0.006
SOCIAL -> ENGAGEMENT	0.102	0.106	0.070	1.448	0.148
TRANSFORMATIONAL -> ENGAGEMENT	0.268	0.267	0.074	3.622	0.000

Table 21. Path Coefficients **Source:** Author's Computation

The data in the table illustrates that financial, mental, physical, and transformational factors significantly predict engagement, whereas social factors appear to lack a statistically meaningful impact. Financial factors, with a path coefficient of 0.213 and a highly significant p-value (0.001), underscore the role of financial stability in fostering engagement, a finding in line with studies indicating that financial security enables individuals to focus on their roles more effectively without stress-related distractions (Yuen & Tay, 2020). Mental factors, represented by a path coefficient of 0.235, also play a crucial role, suggesting that mental well-being is a foundational driver of engagement. This finding supports research showing that a positive mental state directly correlates with productivity and motivation, further enhancing engagement (Huppert & So, 2013). Physical well-being (coefficient of 0.165) aligns with evidence that physical health contributes positively to engagement by boosting energy and resilience, enabling individuals to perform consistently at high levels (Schaufeli, 2017). The strongest predictor, transformational factors (0.268, p-value <0.001), highlights the importance of transformative experiences, which often lead to increased self-efficacy and a deeper commitment to personal and organisational goals (Gupta & Sharma, 2019). Interestingly, social factors show a nonsignificant path (p-value = 0.148), challenging assumptions that social support consistently enhances engagement. Research has suggested that social

connections may play a more indirect role, possibly influencing engagement only under certain conditions or within specific cultural contexts (Ryan & Deci, 2017). This analysis suggests that while foundational factors like financial, mental, physical, and transformational elements are essential to engagement, social support may be less universally impactful, adding nuance to our understanding of engagement predictors.

5.5.2 Model Fitness

Fit indices in Structural Equation Modeling (SEM) are statistical metrics used to evaluate how well a proposed model fits the observed data. These indices help researchers assess whether their model's structure, which includes relationships among variables, is an accurate representation of the data (Byrne, 2016). Common fit indices include the Chi-square test (χ^2), which assesses overall model fit but is sensitive to sample size; the Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI), which compare the proposed model to a null model, with values closer to 1 indicating better fit; and the Root Mean Square Error of Approximation (RMSEA) and Standardized Root Mean Square Residual (SRMR), which measure residual discrepancies between the observed and estimated data, with lower values suggesting better fit (Hu & Bentler, 1999). These indices provide a standardized way to evaluate and compare model adequacy, guiding researchers in interpreting whether the model reasonably represents the underlying structure of the data.

Fit Indices

	Saturated model	Estimated model
SRMR	0.085	0.085
d_ULS	6.182	6.182
d_G	1.421	1.421
Chi-square	1457.207	1457.207
NFI	0.535	0.535

Table 22. *Fit Indices* **Source:** *Author's Computation*

The table above displays fit indices for both the saturated and estimated models, with identical values across both models, indicating consistency in fit evaluation. SRMR (Standardized Root Mean Square Residual) is 0.085, slightly above the typical threshold of 0.08, suggesting a borderline acceptable fit but indicating potential model improvement areas (Hu & Bentler, 1999). d_ULS (unweighted least squares) at 6.182 and d_G (geodesic distance) at 1.421 measure discrepancies between the model-implied and empirical covariance matrices, with lower values generally indicating a better fit, though these indices are not universally benchmarked for cutoff values. Chi-square (1457.207) is high, which, coupled with its sensitivity to sample size, could indicate a lack of perfect fit (Schumacker & Lomax, 2016). Finally, NFI (Normed Fit Index) at 0.535 is considerably below the recommended threshold of

0.90, suggesting that the model may not capture the structure of the data well enough (Bentler & Bonett, 1980). Overall, these fit indices imply that while the model has some alignment with the observed data, it may benefit from modifications to improve fit, particularly given the low NFI score.

5.5.3 Parameter Estimates

The computed values that quantify the connections between the variables in the model are known as parameter estimates in structural equation modelling (SEM). These estimates, which each reflect a particular kind of connection or feature of the model, include factor loadings, path coefficients, variances, covariances, and error terms. The degree to which latent variables and observable indicators are related is shown by factor loadings (e.g., how effectively survey questions assess an underlying concept like "job satisfaction"). The direction and degree of causal links between variables are shown by path coefficients. While error terms take into consideration the variability in observed indicators that the model is unable to explain, variances and covariances provide insights into the distribution and shared variability of latent and observable variables (Kline, 2015). Because they enable researchers to grasp and comprehend the importance, intensity, and direction of the model's relationships all of which are crucial for testing theoretical hypotheses and verifying the model structure it is imperative that these parameter estimations be reported (Byrne, 2016).

Latent Variable Correlation

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
FINACIAL <-> ENGAGEMENT	0.664	0.677	0.066	10.030	0.000
MENTAL <-> ENGAGEMENT	0.792	0.802	0.066	11.928	0.000
MENTAL <-> FINANCIAL	0.678	0.678	0.074	9.108	0.000
PHYSICAL <-> ENGAGEMENT	0.577	0.591	0.081	7.150	0.000
PHYSICAL <-> FINANCIAL	0.261	0.275	0.094	2.775	0.006
PHYSICAL <-> MENTAL	0.610	0.608	0.082	7.435	0.000
SOCIAL <-> ENGAGEMENT	0.731	0.741	0.084	8.749	0.000
SOCIAL <-> FINANCIAL	0.602	0.609	0.086	6.965	0.000
SOCIAL <-> MENTAL	0.894	0.889	0.066	13.474	0.000
SOCIAL <-> PHYSICAL	0.518	0.517	0.100	5.158	0.000
TRANSFORMATION <-> ENGAGEMENT	0.709	0.717	0.070	10.104	0.000

TRANSFORMATION <->					
FINANCIAL	0.545	0.552	0.071	7.677	0.000
TRANSFORMATION <-> MENTAL	0.614	0.616	0.080	7.679	0.000
TRANSFORMATION <->					
PHYSICAL	0.378	0.383	0.099	3.827	0.000
TRANSFORMATION <-> SOCIAL	0.669	0.666	0.081	8.287	0.000

Table 23. Latent Variable Correlation **Source:** Author's Computation

The table above demonstrates latent variable correlations in the model, where several constructs, including financial, mental, physical, social, and transformational factors, are each correlated with engagement and with each other. These correlations highlight the interconnected nature of these constructs in predicting or influencing engagement.

Among the latent variables, mental factors show the strongest correlation with engagement ($O = 0.792$), indicating that mental well-being has a substantial impact on engagement. This aligns with findings in psychological research that link mental health to enhanced motivation, focus, and commitment (Huppert & So, 2013). Additionally, social factors ($O = 0.731$) and transformational factors ($O = 0.709$) also display high correlations with engagement, underscoring their importance in fostering engagement. For example, transformational factors, which might include personal growth experiences or changes in perspective, are likely to enhance individuals' commitment and engagement levels (Gupta & Sharma, 2019).

Beyond engagement, there are also significant inter-construct correlations among the latent variables themselves. The highest correlation occurs between mental and social factors ($O = 0.894$), suggesting a close relationship between mental well-being and social support. This is consistent with the idea that social connections can positively impact mental health, as noted in research on social psychology (Ryan & Deci, 2017). Similarly, mental and financial factors ($O = 0.678$) show a strong association, indicating that financial stability can contribute to mental well-being, which may in turn enhance engagement.

While most latent variables exhibit strong correlations with each other, some relationships are moderate, such as physical and financial factors ($O = 0.261$). This lower correlation suggests that physical well-being and financial resources might have a less direct relationship. However, both factors are still important to the overall model, contributing to engagement in their unique ways (Schaufeli, 2017).

The table presents both strong and moderate correlations between various latent variables and engagement, highlighting the complex and interconnected nature of these factors in influencing engagement levels. On one side, the strong correlations between mental, social, and transformational factors and engagement suggest these factors are foundational for engagement, supported by research emphasizing mental well-being, social support, and

transformative experiences as key predictors of motivation and commitment (Ryan & Deci, 2017; Gupta & Sharma, 2019). For instance, mental factors with an original sample value of 0.792, and transformational factors at 0.709, demonstrate the significant role of mental resilience and growth experiences in shaping engagement. These findings support the idea that engagement is not driven by a single factor but by a combination of emotional, social, and transformative influences that build a supportive framework for sustained engagement.

However, these correlations do not account for all aspects that might impact engagement, presenting some limitations in the strength and generalizability of these relationships. For instance, while social factors show a high correlation with engagement (0.731), this relationship may not universally apply. Prior research has shown that social support can be context-dependent, with its effects varying based on workplace culture and individual personality traits (Hofstede, 2011). This variability suggests that social factors might indirectly contribute to engagement, mediated by specific contextual or cultural factors, rather than exerting a consistent direct effect.

Similarly, the moderate correlation between physical and financial factors (0.261) indicates that while these variables are relevant, they may not have a strong, direct impact on engagement. Physical well-being and financial stability could have a more situational influence, becoming significant only when they directly affect other areas like mental health. Thus, while the table supports the argument that engagement is multi-faceted, it also reveals areas where correlations are context-specific or indirect, emphasizing the need for a broader understanding of how these factors interact dynamically in varied environments.

5.6 Test of Hypotheses

Hypothesis 1 (H1): *Social well-being has a positive relationship with employee engagement*

Relationship between social well-being and employee engagement

Variables	N	Mean	SD	Df	r-cal.	p-value	Remarks
Social Well-Being	200	16.2800	5.03471	198	.506	.000	Significant
Employee Engagement		37.8100	10.11809				

Table 24. *Test of Hypothesis (H1) Source: Author's Computation. @ .05 level of significance*

The statistically link between social well-being and employee engagement is seen in this table. With a standard deviation (SD) of 5.03471, the mean score for social well-being is 16.2800; employee engagement has a mean of 37.8101 and a standard deviation of 10.11609, across a sample size of 200 respondents. Using 198 degrees of freedom (df), the study reveals a computed correlation coefficient (r-cal) of 0.506. This positive association suggests a modest link between social well-being and employee engagement, therefore as workers' social well-

being rises, their degree of engagement also usually rises. With a p-value of 0.000 less than the 0.05 significance threshold, the outcome is statistically significant. Consequently, we can say that social well-being and employee engagement have a noteworthy positive correlation, meaning that workers who have better degrees of social well-being are probably more involved in their job.

Hypothesis 2 (H2): Mental well-being has a positive relationship with employee engagement
Relationship between mental well-being and employee engagement

Variables	N	Mean	SD	Df	r-cal.	p-value	Remarks
Mental well-being	200	30.3900	7.58390	198	.593	.000	Significant
Employee Engagement		37.8100	10.11809				

Table 25. Test of Hypothesis (H2) **Source:** Author's Computation. @ .05 level of significance

Under this view, mental well-being and employee engagement show a statistically significant, modestly to strongly positive link ($r = 0.593$). With a p-value of 0.000, the outcome is well below the 0.05 level, suggesting that greater engagement levels are correlated with better mental health. Previous research, like Ryan & Deci (2017), underlines that mental well-being greatly influences motivation and work performance, therefore supporting the conclusion that psychological health is essential for the development of involved and successful employees. Studies in organisational psychology also show that psychologically well workers are more likely to be focused, resilient, and devoted to their job (Huppert & So, 2013). Opposing points of view, however, imply that this link may not hold generally in different employment environments. Although the correlation value of 0.593 shows a significant link, it does not indicate causality; hence, external factors such as work function, organisational culture, and personal resilience might either attenuate or even reduce this association (Schaufeli, 2017). Hofstede (2011) contends, for instance, that cultural settings affect how mental well-being affects work engagement; in individualistic cultures, personal mental well-being may play a central role in engagement, while in collectivist cultures, elements like team cohesion and organisational belonging may be more important. This viewpoint questions the general relevance of the interpretation by implying that, while mental well-being is important, it may not be the best indicator of involvement in every environment.

Furthermore, some detractors contend that evaluating mental health using the Pearson Product-Moment Correlation (PPMC) will oversimplify the intricacy of how mental health affects involvement. Mental health is a complex concept; hence one correlation coefficient may not fully reflect its link with involvement. By including latent variables and indirect effects (Kline, 2015), other statistical models such Structural Equation Modelling (SEM) may provide

a more complex picture. Although the PPMC-based study in the table points to a strong correlation, other scholars would contend that interaction of elements outside of mental well-being shapes participation. Therefore, even although the data clearly supports the theory that mental well-being enhances engagement, a more complete picture of how mental well-being functions in challenging work situations may come from a more extensive study including other constructions.

Hypothesis 3 (H3): *Physical well-being has a positive relationship with employee engagement*

Relationship between physical well-being and employee engagement

Variables	N	Mean	SD	Df	r-cal.	p-value	Remarks
Physical well-being		15.9750	5.28717				
	200			198	.396	.000	Significant
Employee Engagement		37.8100	10.11809				

Table 26. *Test of Hypothesis (H3) Source: Author's Computation. @ .05 level of significance*

The table's somewhat positive association ($r = 0.399$) between employee engagement and physical well-being indicates that workers who have better physical health often participate more in their jobs. This result conforms with studies showing that physical well-being enhances productivity and engagement by improving energy levels and lowering absenteeism (Pronk et al., 2019). With a statistically significant p-value of 0.000 below the 0.05 threshold. Employees in excellent physical condition, for instance, may find fewer physical distractions such as tiredness or discomfort which might otherwise compromise their capacity to remain focused and engaged on the task. Though probably not as strongly as mental well-being does in certain situations, this supports the theory that physical health influences job engagement. Interpreting this association, therefore, as a direct or universal predictor of participation has some limits. Critics might counter that while physical well-being is linked with involvement, it does not always motivate participation to the same degree as psychological elements. Especially in cognitively demanding or high-stress occupations where psychological demands are vital, Schaufeli (2017) argues that mental and emotional resilience usually plays a more important role in engagement than physical health. Thus, the modest strength of this link (0.399) would imply that physical well-being encourages engagement but may not be as fundamental as other well-being aspects, including mental and social well-being. Furthermore, the measurement of this association using PPMC could not adequately reflect the intricacy of the interplay between physical well-being and engagement because physical health may have indirect consequences on engagement via other dimensions, such as mental health or stress resilience. More complex analytical tools like Structural Equation Modelling

(SEM) might provide a more detailed view by looking at how physical well-being interacts concurrently with many factors (Kline, 2015). Therefore, even although the table shows that physical well-being influences participation, it may benefit from a more comprehensive, multi-dimensional study considering physical health as one of numerous related elements in employee engagement.

Hypothesis 4 (H4): *Financial well-being has a positive relationship with employee engagement*

Relationship between financial well-being and employee engagement

Variables	N	Mean	SD	Df	r-cal.	p-value	Remarks
Financial Well-Being		37.6700	12.00842				
	200			198	.511	.000	Significant
Employee Engagement		37.8100	10.11809				

Table 27. *Test of Hypothesis (H4)* **Source:** *Author's Computation. @ .05 level of significance*

With a statistically significant, moderate positive association ($r = 0.511$), this table shows that workers with more financial stability often exhibit greater degrees of involvement. Given the p-value of 0.000, which falls below the 0.05 significance level, the link is improbable by coincidence. Research showing that financial stability typically lowers stress and helps workers to focus better on their job helps to support this result by thus increasing a more engaged workforce (Kim & Garman, 2013). Financial well-being supports the theory that it helps workers to commit more mental and emotional resources to their professional tasks, therefore addressing issues that could otherwise compromise job concentration. Therefore, some studies propose that while financial well-being is favourably correlated with engagement, it may not be as important as other aspects of well-being, including mental or emotional well-being, especially in professions that mostly depend on internal motivation. Particularly in workplaces that give creativity, teamwork, or personal satisfaction top priority above financial incentives, Schaufeli (2017) contends that psychological well-being and social support typically play a more important role in encouraging consistent participation. From this point of view, financial well-being may not be the main determinant of involvement across all job kinds or cultural settings as certain workers may give emotional or social elements top priority in their employment life. Moreover, because it only shows the linear link between financial well-being and involvement, the Pearson Product-Moment Correlation (PPMC) offers a simpler perspective of this connection. Through other factors, including organisational support or work happiness, which Pearson's r by itself cannot explain, financial well-being could indirectly affect involvement. Structural Equation Modelling (SEM) and other advanced analytical techniques might describe

possible mediators or moderators in this connection, therefore capturing this complexity (Kline, 2015). Therefore, even although the table shows a notable and substantial association, a more complex study might expose more levels of impact in the link between financial well-being and employee engagement.

Hypothesis 5 (H5): *Transformational leadership has a positive relationship with employee engagement*

Relationship between transformational leadership and employee engagement

Variables	N	Mean	SD	Df	r-cal.	p-value	Remarks
Transformational leadership		29.8200	8.58523				
	200			198	.506	.000	Significant
Employee Engagement		37.8100	10.11809				

Table 28. *Test of Hypothesis (H5)* **Source:** *Author's Computation. @ .05 level of significance*

Transformational leadership practices that inspire and encourage employees are linked, according to the statistically significant moderate positive connection ($r = 0.506$) between transformational leadership and employee engagement. With a p-value of 0.000, this outcome satisfies the criteria for statistical significance and shows a genuine association instead of a chance discovery. This result is consistent with studies on leadership as transformational leaders have been proven to inspire employee motivation, trust, and commitment, hence improving engagement (Bass & Riggio, 2006). Under transformative leaders, employees frequently feel more appreciated, motivated, and in line with organisational goals qualities that may increase their commitment to their jobs.

Some contend, nonetheless, that the effects of transformative leadership on participation can depend on the circumstances. Critics point out that transformational leadership's impact on engagement may be restricted in highly regimented or task-oriented organisations as workers may give clarity and consistency top priority above inspiration (Judge & Piccolo, 2004). Transactional leadership, for example, which emphasises structure, objectives, and incentives, may sometimes be more successful in increasing engagement, especially in positions where workers would rather have clear expectations and immediate feedback than inspirational speech. Although transformational leadership is usually good, this argument implies that its impact on engagement may not be equally strong in every work environment. Furthermore, the Pearson Product-Moment Correlation (PPMC) presents a linear perspective of this link, which could not adequately reflect the intricate, maybe reciprocal character of the link between engagement and leadership. Engagement of employees might therefore support

the transformative actions of leaders, hence establishing a cyclical link. By modelling possible feedback loops and mediating factors including work satisfaction or organisational commitment (Kline, 2015), advanced analytical tools such Structural Equation Modelling (SEM) might provide a more complete knowledge. Therefore, even although the table shows a noteworthy correlation between transformative leadership and involvement, a more complex study might help to define the nature and direction of this link.

Summary of Findings

Several important conclusions were developed from the study of the five research topics and hypotheses. First, social well-being and employee engagement show a notable positive correlation ($r = 0.506$, $p = 0.05$), meaning that workers who have better social well-being typically are more engaged at their jobs.

Likewise, mental health was shown to have a significant beneficial effect on employee engagement ($r = 0.593$, $p = 0.05$), therefore influencing workers' motivation and devotion. Moreover, the research found that employee engagement ($r = 0.399$, $p = 0.05$) is somewhat connected with physical well-being, meaning that although less strongly, physical health helps to contribute to engagement levels.

With employee engagement ($r = 0.511$, $p = 0.05$), financial well-being also showed a notable correlation that highlights how workers' connection to their employment is influenced by financial stability and confidence.

Finally, the research revealed a significant correlation between employee engagement ($r = 0.506$, $p = 0.05$) and transformative leadership. This implies that approaches of transformative leadership help to increase employee participation. The findings of all the examined areas again demonstrated the positive and statistically significant influence of well-being and leadership elements on employee engagement, therefore validating the assumptions and highlighting the crucial part these aspects play in producing engaged, motivated workers.

CHAPTER SIX - DISCUSSION OF FINDINGS

The results of the hypotheses investigated led one to conclude that social well-being and employee engagement are correlated, thereby implying that workers who have better social well-being are more likely to be involved in their jobs. A good work environment that improves employee engagement and output depends on social well-being. As Hakanen et al. (2006) point out, good personal interactions at work help one to feel committed emotionally and to belong. Employees who feel linked are more inclined to be involved and help their company reach its objectives. Social well-being by itself, meanwhile, could not ensure great participation or output. Important roles also play are those of professional satisfaction, personal drive, and leadership. Furthermore, too much attention on social contacts could cause groupthink or diversions, therefore impairing performance. Therefore, even while social well-being is crucial, maximum general efficacy depends on balancing it with other aspects of the job. Further supporting these results are Rasool et al. (2021), who emphasise that social contacts among employees are mostly responsible for employee engagement as workers who feel linked to their colleagues are more likely to be active and excited about their responsibilities. A psychological resource that increases drive, resiliency, and general job participation is social well-being. Better performance and happiness follow from a supportive atmosphere created by these relationships wherein workers feel appreciated and less stressed. Strong social links provide emotional support and a feeling of belonging that promotes a good working environment, which finally translates into higher engagement and output. While social well-being is positive, it's also crucial to understand that involvement is a complex idea. If other vital elements, including job satisfaction, meaningful work, and good leadership, are absent, social contacts may not be sufficient to inspire continuous employee engagement. Employees may have good social ties, for instance, yet nevertheless feel alienated from unsatisfactory work or inadequate management techniques. Furthermore, an excessive focus on social bonding could cause cliques or interpersonal disputes to develop, therefore influencing team dynamics. Therefore, even if social well-being is crucial, it has to be seen as part of a larger plan including all facets of employee involvement. Nonetheless, Wang et al. (2020) note that improving social well-being depends mostly on perceived organisational support as workers who feel appreciated and connected to their company develop a feeling of belonging and connection to their job. This organisational support not only improves social well-being but also influences employee engagement, therefore fostering a reinforcing loop wherein workers who feel safe and supported are more motivated to devote effort to their job. Wang et al. (2020) so also underline that not all workers have the same degree of social support, which may result in differences in engagement and satisfaction. workers who lack social well-being owing to poor perceived support, for example, could not feel as involved as others with greater

support networks, implying that companies should aggressively encourage fair support to guarantee all workers benefit from a socially inclusive workplace.

Other studies support similar conclusions, including Kahn (1990), who found interpersonal interactions to be the main cause of employee satisfaction. Those who feel psychologically protected and valued are more inclined, he said, to invest in their positions and go above minimum standards. Likewise, Bakker & Demerouti's (2008) Job Demands-Resources model highlights social support as a resource that improves resilience and engagement, especially in demanding work situations, therefore supporting this concept. In their model, social well-being acts as a buffer against professional demands, therefore confirming the idea that encouraging social connections in the workplace assists people manage stress and maintain energy levels, which in turn promotes continuous engagement. Practical ramifications follow from the notable link our research reveals between social well-being and workforce engagement. Investing in a supporting work culture that gives social connections and a feeling of community top priority would help companies trying to improve employee engagement. Encouragement of open communication, rules stressing inclusiveness and support, and chances for team-building help to boost social well-being and, therefore, employee engagement. Nonetheless, it is important to solve the fluctuation in perceived social support underlined by Wang et al. (2020), as differences in social support might lead to varied degrees of employment participation. Fostering an inclusive atmosphere that lets everyone flourish depends on making sure every employee, from any job or position, feels appreciated and supported by the company. The research repeatedly shows that social well-being not only raises personal happiness but also increases group participation and output. Not only can a work culture that supports social well-being help individual workers, but it also helps to create a more motivated, cohesive workforce generally.

Furthermore, the results on mental well-being show a significant favourable impact on employee engagement, therefore underlining the critical need for mental health in supporting workers' motivation, dedication, and active participation at their workplace. This link implies that workers who show great degrees of mental awareness are more likely to be involved, committed, and driven in their tasks. The strong association between these factors shows that mental health benefits not only individual workers but also serves as a strategic advantage for the general cohesiveness and output of the company.

This view fits the results of Naples (2022), who underline burnout as a major obstacle to mental health and thus to employee engagement. Burnout which is characterised by emotional tiredness, a feeling of detachment, and less personal accomplishment results in an atmosphere in which workers find it more and more difficult to stay involved in their jobs. Burnout causes mental pressure that reduces workers' general capacity to participate by impairing their ability to concentrate, maintain motivation, and get enjoyment from their

employment. Therefore, maintaining high engagement levels depends on burnout being a basic component of enhancing mental well-being.

Modern Health (2022) notes, meanwhile, that there is still a worrying discrepancy between company activities to assist mental health and workers' impressions of these efforts. Although many companies want to improve mental health benefits, just a small fraction of workers believe these programs sufficiently address their requirements. This gap highlights a crucial issue in workplace mental health: even if companies understand the need to help mental well-being, their initiatives often fail to appeal to the real experiences of their staff. Though well-meaning, many programs might be seen as shallow or insufficient if they fail to specifically address the particular difficulties and pressures workers experience. This discrepancy shows that good mental health programs need more than just benefits; they also need a thorough awareness of workers' viewpoints, a dedication to real assistance, and the adaptability to change efforts to match the changing requirements of the workforce.

Organisations have to go beyond simple therapies and foster a real culture of mental wellness if they are to close this distance. This entails attentively listening to staff members, learning about their stresses, and putting in place support mechanisms fit for their difficulties. Workplaces that provide customised support such as flexible work schedules, stress management training, and access to mental health resources that give mental well-being top priority experience better degrees of engagement and productivity, according to Madsen et al. (2014). Furthermore, Schaufeli et al. (2017) found that workers who feel valued and psychologically supported are more resistant to workplace pressures; so, thorough mental health plans may help to reduce burnout and promote a more involved workforce.

Consequently, a workplace that gives mental health priority will assist in reducing burnout and greatly raise employee satisfaction. Practices including raising knowledge of mental health issues, teaching managers to see symptoms of mental stress, and encouraging honest dialogues about mental health to lower stigma help to build this supportive society. Rich et al. (2010) find that workers who feel appreciated and understood in their jobs are more likely to have good mental health, which increases their involvement. Moreover, the workplace Demands- Resources (JD-R) model developed by Bakker & Demerouti emphasises how important mental well-being is as a resource that may balance workplace demands and enable workers to participate completely even in the face of possible difficulties. This emphasises the reciprocal character of mental well-being and involvement: workers who get help for their mental health may better negotiate the responsibilities of their jobs and stay more involved in their positions.

Physical well-being was also proven to be correlated with employee engagement demonstrating that while physical health has a favourable effect in increasing engagement levels, its impact is somewhat less strong than that of other elements including mental well-

being or social contacts. This modest correlation implies that employee engagement is influenced by physical well-being as better people usually have more energy and vitality, which helps them to participate more completely in their jobs. Koroglu & Ozmen (2022) who underline the need for physical well-being in the framework of employee engagement endorse this perspective. According to their studies, workers who consider themselves to be physically capable are more likely to show energy and dedication to their work. This result fits quite well with the observed link in the research because those who have better physical well-being are probably more energetic and able to engage more deeply and efficiently with their activities. The physical component of well-being seems to provide the required vitality and endurance needed to increase job performance, hence raising engagement.

Furthermore, reflected by Schaufeli and Adisa et al. (2023) is the fundamental part physical health plays in encouraging job engagement. They contend that maximising degrees of job involvement depend on keeping bodily well-being. Physical health problems might restrict an employee's capacity to carry out their responsibilities, therefore causing possible disengagement. Employees who give their physical health a top priority regular exercise, good diet, and enough rest are more likely to show zeal and dedication in their jobs. This is consistent with the results of the present research, therefore supporting the theory that, in the larger framework of employee engagement, physical health is very essential.

Physical well-being does not, however, function alone; it is rather a complex process. As Wortham et al. (2020) point out, other aspects of well-being including mental and emotional health have an impact on how physical well-being and engagement interact. A thorough feeling of employee engagement depends on this kind of contact. An employee who has strong physical health but is struggling with mental health problems, including anxiety or depression, may nonetheless find it difficult to participate completely in their job. This emphasises the need for a comprehensive strategy for employee well-being that takes many aspects physical, psychological, and emotional into account to support better degrees of involvement. Furthermore, supporting this multidimensional perspective is a study done by Kahn (1990), which holds that the interaction of physical, emotional, and cognitive resources generates engagement. To completely participate in their job, workers must, he underlined, feel psychologically protected and supported in all spheres of their well-being. Moreover, Bakker & Demerouti (2008) Job Demands-Resources (JD-R) model supports this concept by implying that, while physical well-being is a vital resource, it must be accompanied with mental and emotional support to properly control job demands and improve engagement. These results have major consequences for companies. Organisations have to make sure that mental and emotional health assistance is easily accessible even as they encourage physical well-being by means of activities like exercise programs and health checks. Among the strategies may include encouraging a work-life balance, giving access to mental health services, and creating

an inclusive and supporting working environment. This all-encompassing approach understands that improving employee engagement calls for addressing all aspects of well-being, not simply physical health by itself.

Moreover, a noteworthy positive correlation between financial well-being and employee engagement indicated that workers' confidence and financial stability significantly affect their relationship to their job duties. This relationship emphasises the important part financial situation plays in an employee's capacity to actively participate in their work as those who feel comfortable in their financial situation are probably more committed, motivated, and involved in their responsibilities. Supporting these results, Kinnunen et al. (2019) underline the negative consequences financial problems may have on employees's mental health, pointing out that people under financial pressure can show high degrees of anxiety and despair. These mental health problems may seriously affect an employee's capacity to do their task, therefore lowering their output and satisfaction. Financial stress may be a widespread distraction, taking focus away from employment obligations and degrading general involvement. Financial stress may have severe psychological effects that show up as poorer work satisfaction, lower morale, and a closer connection to the company.

Furthermore, the American Psychological Association (2021) notes that a major cause of stress on the job is financial difficulty, which reduces employees' focus and output. Workers who have financial difficulties might find it difficult to concentrate on their work because of their ongoing anxiety about their circumstances. This fits quite well with the relationship shown in this study, wherein workers who have better financial situations claim to be less worried and more capable of focusing on their jobs. This implies that financially stable workers are more suited to participate actively and provide their best performance.

Though the link between employee engagement and financial well-being is clear, it is important to take organisational support into account in this regard. Studies by Rasool et al. (2021) underline how important organisational support is in reducing the negative effects of financial problems on participation. Organisations that provide counseling services, financial education programs, and other support activities, for example, may enable staff members to handle their financial difficulties. Employees who feel their company values their financial situation can develop more trust and loyalty, which would help to raise their degree of participation even more.

Moreover, the study of Kahn (1990) emphasises how the psychological safety and support individuals experience within their companies shapes their participation. Employees who know they have tools to assist them in negotiating financial challenges might feel less stressed and more confident in their employment, therefore strengthening their commitment and involvement. Furthermore, Schaufeli et al. (2017) contend that companies that give employee

well-being including financial health top priority develop an engaged culture that helps the company as a whole as well as the individual workers.

On the other hand, companies that overlook the financial situation of their staff might unintentionally increase disengagement and lower general output. This emphasises the need to take a proactive attitude to financial well-being as it may be a strategic advantage for improving staff involvement. The research supports this view by stressing how negative financial pressure on mental health and involvement is. Using help and tools to solve financial challenges, organisations may improve employee engagement, therefore promoting a workplace culture that gives general employee well-being a first priority.

The results of this research show a quite clear beneficial link between employee engagement and transformative leadership. Transformational leaders have a major impact on the level of involvement of their staff in their responsibilities. Conditions that improve employee commitment and performance are well recognised to be created by transformational leadership marked by inspiring and motivating colleagues via a shared goal, emotional support, and the creation of an atmosphere of cooperation. Supporting this point of view, Khodri Kholib et al. (2015) underline that while transformational leadership is very helpful in raising employee engagement, it may not be enough on its own to handle the many difficulties a company faces. Their claim emphasises the need of using a multifarious strategy combining transformational leadership with other management techniques and practices to properly address industrial problems. In the fast-changing workplace of today, where leaders must negotiate complexity including technology developments, changing market dynamics, and varied labour demands, this point of view is especially important.

The favourable association shown in the study corresponds with the body of current research, therefore stressing the many processes by which transformational leadership promotes involvement. Transformational leaders, for example, inspire staff by offering a clear vision and matching their aims with those of the company (2006). Higher degrees of engagement follow from improved workers' intrinsic drive and closer connection to their job resulting from this alignment. Employees who believe their efforts significantly help to achieve more general organisational objectives are more likely to be devoted to their positions. Moreover, transformational leaders usually foster psychological safety and trust so that staff members may freely voice their views and worries. According to Edmondson (1999), these kinds of surroundings are very essential for encouraging participation as workers who feel free to express their ideas and take chances are more likely to be involved actively in their employment. This is backed by Sosik et al. (2019), who discovered that transformational leadership improves the team emotional environment, hence increasing team member engagement levels.

It is important to understand, nonetheless, that the link between transformative leadership and employee engagement is not quite straightforward. Contextual elements include organisational culture, team dynamics, and individual employee traits that might affect the success of transformational leadership. Tims et al. (2011), for example, show how workers' personal beliefs and work-related experiences could help to attenuate the effect of transformative leadership on engagement. This implies that while transformational leadership may greatly increase involvement, its effectiveness may vary depending on the particular organisational environment and the particular demands of people.

Furthermore, the results suggest that companies should not depend only on transformative leadership to inspire involvement. To provide a more all-encompassing strategy to encouraging employee engagement, they should therefore think about combining transformational principles with other leadership styles and management techniques. Goleman (2000) for instance notes other leadership styles—such as mentoring and authoritative leadership that, by attending to different employee requirements and situational obstacles, could complement transformational leadership.

Conclusion

The results of the research highlight the many elements affecting employee engagement: social well-being, mental well-being, physical well-being, and financial well-being each show quite strong positive connections with engagement. Strong interpersonal relationships and a supportive work environment are vital for encouraging commitment and motivation among workers, as the association between social well-being and employee engagement ($r = 0.506$, $p < 0.05$) shows. Likewise, the significant influence of mental well-being on engagement ($r = 0.593$, $p = 0.05$) emphasises the need to treat psychological health as mentally healthy workers are more suited to perform, relate to their job, and participate actively. Though having a relatively modest effect, the research also shows that physical well-being helps to explain involvement ($r = 0.399$, $p = 0.05$). Those who feel physically fit and competent are probably going to show the vitality and concentration required to completely commit themselves to their positions. Engagement ($r = 0.511$, $p < 0.05$) showed a clear positive correlation with financial well-being, suggesting that financial stability is rather important in lowering stress and allowing workers to focus on their duties. These results taken together show that employee engagement is closely related to many characteristics of well-being, each of which enhances the working experience. The findings of the research on transformational leadership show that it is very important for encouraging participation ($r = 0.506$, $p = 0.05$), especially by motivating staff members and establishing an emotionally friendly workplace. The focus of transformational leaders on team cohesiveness and shared vision fits very well with the many aspects of well-being as leaders who interact emotionally also help their people

to be healthier. Although transformational leadership is successful, the results of Khodri Kholib et al. (2015) and related research point to the requirement of augmenting other leadership styles to handle challenging, industry-specific issues even if transformational leadership is beneficial. Combining leadership with employee well-being programs in a multi-dimensional approach to engagement might help to create a strong, all-encompassing workplace. These results point to the need for companies striving to improve engagement addressing many facets of employee well-being in parallel with leadership development. The findings of the research highlight for stakeholders; especially leaders and human resource professionals, the need to embrace transformational traits along with including pragmatic support systems for social, mental, physical, and financial well-being. Future studies might build on these results by looking at how various leadership styles could complement transformative leadership in attaining continuous employee engagement and by investigating longitudinal effects of well-being and leadership on engagement across several industries.

CHAPTER SEVEN – CONCLUSION

Theoretically, the five constructs; social well-being, mental well-being, physical well-being, financial well-being, and transformational leadership each play a distinct but linked function in improving employee engagement, the dependent variable. These ideas provide unique perspectives on the strategies companies need to properly inspire and keep a dedicated staff, therefore contributing to engagement. First, social well-being is conceptually linked as a basic driver of engagement, implying that supportive interpersonal interactions and strong connections inside the workplace produce a feeling of belonging that increases employees's motivation and commitment. This fits social exchange theory, which holds that good relationships and relational support between workers and their company resulted in reciprocal involvement and loyalty. Nurturing social well-being helps workers to show greater degrees of involvement, therefore highlighting the relational basis of effective workplaces. Another important concept is mental well-being, which emphasises the need of psychological health and resilience as fundamental for keeping drive and concentration. Grounded on self-determination theory, which stresses the fulfilment of psychological needs as crucial for intrinsic motivation, the results imply that workers with great mental well-being are better positioned to participate actively in their jobs. This suggests that companies which give mental health care top priority should create surroundings that improve workers' natural drive and, hence, their degree of involvement.

From the perspective of resource-based theories, including conservation of resources (COR) theory, which holds that personal health resources are essential for controlling job demands and preserving engagement, physical well-being is conceptually associated with engagement. As the results show, physical well-being supports energy, vitality, and general ability to invest in employment. Physical well-being employees are more suited to manage job demands, hence companies should take into account wellness initiatives aiming at physical health as a means of maintaining involvement.

Engagement also strongly corresponds with financial well-being; hence financial stability is a basic element in lowering stress and allowing workers to concentrate on their tasks. Here, the inference fits Maslow's hierarchy of requirements, in which financial stability meets workers' fundamental needs and helps them to advance towards greater degrees of motivation and self-actualization within their employment. Organisations may reduce pressures that compromise employee engagement by helping their financial stability, therefore fostering an atmosphere in which workers feel valued and safe. At last, transformational leadership is linked as a powerful component improving engagement by creating an exciting and emotionally supportive workplace. This is consistent with transformational leadership theory, which holds that leaders who inspire followers, clearly present a goal, and support personal growth can greatly increase participation. Transformational leaders build a good organisational culture that appeals to staff members emotionally, therefore strengthening their bond to their jobs and dedication to organisational objectives. Understood under transformational leadership, these theoretical findings confirm that employee engagement is a multi-dimensional construct depending on a supporting interaction of social, mental, physical, and financial well-being. The combined effect of these ideas implies that engagement strategies have to be comprehensive, addressing many aspects of workers' well-being in line with inspirational leadership to maximise motivation, commitment, and performance within the workforce.

Research Contributions

By offering empirical data supporting a multi-dimensional strategy to improve employee engagement via well-being and leadership structures, the study advances the fields of organisational behaviour and human resource management. This research provides insightful analysis of how various forms of well-being—social, mental, physical, and financial— independently and together affect participation, therefore guiding our knowledge of how companies may create focused interventions to support a more engaged workforce. The results highlight that employee engagement is motivated by an interconnected network of well-being dimensions rather than by a single element that, taken collectively, has a more significant influence. This study emphasises how each element of well-being supports the

larger employee experience and engagement levels, so advancing theories including social exchange theory, self-determination theory, and Maslow's hierarchy of needs in the framework of workplace engagement by proving the value of social connections, psychological health, physical vitality, and financial security.

Furthermore, this research presents a complex view of the function of transformational leadership in engagement by means of empirical evidence supporting the major enhancement of workers' connection to their job by vision, support, and inspiration-oriented leadership behaviours. The results reveal that while transformational leadership is powerful, it performs best when combined with a strong emphasis on workers' whole well-being, thereby implying that companies should combine leadership development with well-being initiatives for greatest engagement results. Because it emphasises the importance of thorough well-being programs alongside leadership development activities, this study is also practically important for HR experts, organisational leaders, and legislators. Through showing the advantages of attending to social, psychological, physical, and financial aspects of well-being in the workplace, the study offers practical advice on creating policies that acknowledge and assist workers' several needs, so promoting a culture of involvement, satisfaction, and productivity. By providing a clear and pragmatic framework for enhancing engagement, this study generally advances current knowledge by inspiring more research to investigate longitudinal impacts, sector-specific effects, and the possible synergies between several forms of well-being and different leadership styles on engagement in diverse organisational environments.

Recommendations of Study for Stakeholders

The results led to the following suggestions for stakeholders especially, for organisational leaders, human resources managers, and legislators:

Companies should create and carry out wellness initiatives including social, psychological, physical, and financial aspects. Providing mental health services, exercise programs, social events, and financial counselling, for example, may help employees be holistically better and, therefore, increase engagement.

HR experts and leaders should provide great social connection among staff top priority. This might call for mentoring programs, team-building exercises, or cooperative offices that promote contact, therefore strengthening the network of support that increases participation.

Stakeholders should make investments in mental health resources like access to counselling services, stress management seminars, and mental health days considering the close

relationship between mental well-being and involvement. Through proactive support of workers' mental health, companies can build a more engaged and resilient workforce. By offering wellness programs, gym memberships, or health exams, HR departments should promote physical health. Small changes like encouraging walking meetings or ergonomic desks help employees' general energy and attention at work as well as their physical condition.

Understanding the importance of financial security in participation, companies could provide tools to assist staff members in handling their money, including financial literacy courses, budgeting seminars, or alliances with financial consultants. These programs help to lower the financial burden so that staff members may concentrate more on their jobs. Employee involvement is much shaped by leaders. Investing in leadership development initiatives with an eye on transformational skills—that is, inspiring a shared vision, offering individual assistance, and promoting team cohesion—will help HR professionals and organisational leaders build their own Organisations may greatly increase employee engagement at a fundamental level by developing transformational leadership attributes. Organisations should mix well-being initiatives with leadership as transformative leadership may be more effective when supported with strong well-being resources. Training leaders will help them to understand the value of employee well-being and to actively support programs aiming at a balanced, healthy workplace.

To prevent differences in engagement and work satisfaction, companies should make sure that well-being tools and support programs are easily available to every employee, regardless of their position or history. By emphasising equality, one may contribute to building a coherent workplace where everyone feels appreciated and encouraged.

Regular polls by HR will help to gauge employee engagement and well-being, thereby provide information on which initiatives are successful and where work has to be done. These evaluations may direct efforts toward ongoing policy and initiative improvement. Policymakers should take into account developing rules or incentives meant to inspire companies to help employee welfare. Policies may assist companies realise the need to invest in well-being for engagement and productivity, therefore guiding their strategic orientation. These suggestions seek to let companies create a workplace that gives workers' whole well-being first priority, therefore supporting engagement, productivity, and long-term success.

Suggestions for future research

Future studies should take into account the conclusions of the present work and solve its constraints in the following lines:

By means of a longitudinal study, researchers may investigate how variations in social, psychological, physical, and financial well-being, along with leadership behaviours, influence employee engagement throughout time. This method would provide understanding of causal links and the long-term effects of wellness programs on participation.

Future research might include objective measurements, including data on absenteeism and performance indicators for engagement, or self-reported data augmented with objective measures for physical well-being. This inclusion would assist to reduce prejudices and increase the dependability of the results.

Future studies should investigate additional aspects, like emotional well-being, work-life balance, and job satisfaction, beyond social, mental, physical, and financial well-being to paint a more complete picture of the elements impacting engagement.

Future research should look at moderating factors such as job autonomy, work environment, and stress levels to better grasp the circumstances that either improve or diminish the link between well-being and engagement. Mediators including work satisfaction or burnout might also help to clarify how indirectly well-being affects engagement.

Examining many linked paths among well-being, leadership, and involvement would let structural equation modelling (SEM) enable more intricate studies. This approach offers a deeper knowledge of how different constructions interact within a larger organisational framework and can better catch non-linear connections.

To see how different leadership approaches such as transactional, servant, or genuine leadership might affect employee engagement, future studies might investigate many leadership philosophies. Analysing many leadership approaches might help one get an important understanding of which leadership characteristics best increase involvement. Including different cultural and geographical settings in the study will enable one to ascertain the generalisability of the results and investigate how cultural differences affect the interaction between well-being, leadership, and participation. Cross-cultural research may expose context-specific approaches for raising employee satisfaction.

Future studies should examine how the link between well-being and involvement differs throughout other sectors, such as manufacturing, education, or healthcare, or among various industries. This method may provide customised insights fit for certain kinds of companies and staff requirements.

Future studies might evaluate how effectively certain leadership and wellness programs increase participation. Researchers could look at the effects of transformative leadership training, financial literacy seminars, or mental health programs, therefore enabling companies to find practical solutions enhancing engagement and well-being.

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Appendix: Research Instrument

SECTION A: DEMOGRAPHIC DATA			
This section aims to obtain data on your demographic profile. Please indicate your answer by putting an X on the applicable code matching your chosen answer.			
Qn. #	Question	Answer	Code
	Do you work in Lagos?	Yes	1
		No	2
		Maybe	3
Gender	Please indicate your gender	Male	1
		Female	2
Age	In which age category do you fall under?	18-25 years	1
		26-35 years	2
		36-45 years	3
		46-55 years	4
		55 years and above	5
Highest Level of Education	Please indicate your highest level of education	National Diploma	0
		High School Diploma	1
		B.Sc	2
		M.Sc	3
		Doctorate	4
		HND	5
Years of experience	Please indicate your years of experience	1-5 years	1
		6-10 years	2
		11-15 years	3
		16 years and above	4
Marital Status	Please indicate your marital status	Single	1
		Married	2
		Divorced	3
		Separated	4
Level in Organisation	What level are you in your organisation?	Lower	1
		Middle	2
		Upper	3
Place of Work	What industry do you work in?	Agriculture	1
		Manufacturing	2
		Construction	3
		Trade	4
		Transportation	5
		Financial Institutions	6
		Oil and Gas	7
		Real Estate	8
		Health	9
		Education	10

SECTION B: PHYSICAL WELL-BEING

Questions in this section aim to obtain insights regarding your physical well-being. Indicate your answer to each question based on the 7-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Neutral, 5 = Somewhat agree, 6 = Agree, and 7 = Strongly agree. **Example:** I feel in control of my physical health. If you “**Strongly Disagree**”, then you place an **X** in the box labeled 1 as shown below.

☒ 1	2	3	4	5	6	7
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Code	Question	Response						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
A1	I typically feel physically healthy	1	2	3	4	5	6	7
A2	I am rarely sick	1	2	3	4	5	6	7
A3	I can typically overcome sources of physical distress (e.g., insomnia, injuries, and vision issues)	1	2	3	4	5	6	7
A4	I feel in control of my physical health	1	2	3	4	5	6	7

SECTION C: SOCIAL WELL-BEING

Questions in this section aim to obtain insights regarding your social well-being. Indicate your answer to each question based on the 7-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Neutral, 5 = Somewhat agree, 6 = Agree, and 7 = Strongly agree. **Example:** I trust my colleagues. If you “**Strongly Disagree**”, then you place an **X** in the box labeled 1 as shown below.

☒ 1	2	3	4	5	6	7
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Code	Question	Response						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
B1	I can receive support from coworkers if I need it	1	2	3	4	5	6	7
B2	I feel appreciated by my coworkers	1	2	3	4	5	6	7
B3	I trust my colleagues	1	2	3	4	5	6	7
B4	My colleagues bring out my best self	1	2	3	4	5	6	7

SECTION D: MENTAL WELL-BEING

Questions in this section aim to obtain insights regarding your mental well-being. Indicate your answer to each question based on the 7-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Neutral, 5 = Somewhat agree, 6 = Agree, and 7 = Strongly agree. **Example:** I've been thinking clearly. If you "**Strongly Disagree**", then you place an **X** in the box labeled 1 as shown below.

☒	☐	☐	☐	☐	☐	☐
1	2	3	4	5	6	7

Code	Question	Response						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
C1	I've been feeling optimistic about the future	1	2	3	4	5	6	7
C2	I've been feeling useful	1	2	3	4	5	6	7
C3	I've been feeling relaxed	1	2	3	4	5	6	7
C4	I've been dealing with problems well	1	2	3	4	5	6	7
C5	I've been thinking clearly	1	2	3	4	5	6	7
C6	I've been feeling close to other people	1	2	3	4	5	6	7
C7	I've been able to make up my mind about	1	2	3	4	5	6	7

SECTION E: FINANCIAL WELL-BEING

Questions in this section aim to obtain insights regarding your financial well-being. Indicate your answer to each question based on the 7-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Neutral, 5 = Somewhat agree, 6 = Agree, and 7 = Strongly agree. **Example:** I am securing my financial future. If you "**Strongly Disagree**", then you place an **X** in the box labeled 1 as shown below.

☒	☐	☐	☐	☐	☐	☐
1	2	3	4	5	6	7

Code	Question	Response						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
D1	I am becoming financially secure	1	2	3	4	5	6	7
D2	I am securing my financial future.	1	2	3	4	5	6	7
D3	I will achieve the financial goals that I have set for myself.	1	2	3	4	5	6	7

D4	I have saved (or will be able to save) enough money to last me to the end of my life.	1	2	3	4	5	6	7
D5	I will be financially secure until the end of my life.	1	2	3	4	5	6	7
D6	Because of my money situation, I feel I will never have the things I want in life.	1	2	3	4	5	6	7
D7	I am behind with my finances.	1	2	3	4	5	6	7
D8	My finances control my life	1	2	3	4	5	6	7
D9	Whenever I feel in control of my finances, something happens that sets me back	1	2	3	4	5	6	7
D10	I am unable to enjoy life because I obsess too much about money.	1	2	3	4	5	6	7

SECTION F: EMPLOYEE ENGAGEMENT

Questions in this section aim to obtain insights regarding employee engagement. Indicate your answer to each question based on the 7-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Neutral, 5 = Somewhat agree, 6 = Agree, and 7 = Strongly agree. **Example:** My job inspires me. If you “**Strongly Disagree**”, then you place an **X** in the box labeled 1 as shown below.

~~1~~	2	3	4	5	6	7
--------------	---	---	---	---	---	---

Code	Question	Response						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
E1	At my work, I feel bursting with energy	1	2	3	4	5	6	7
E2	At my job, I feel strong and vigorous	1	2	3	4	5	6	7
E3	I am enthusiastic about my job	1	2	3	4	5	6	7
E4	My job inspires me.	1	2	3	4	5	6	7
E5	When I get up in the morning, I feel like going to work	1	2	3	4	5	6	7
E6	I feel happy when I am working intensely	1	2	3	4	5	6	7
E7	I am proud of the work that I do	1	2	3	4	5	6	7
E8	I get carried away when I am working	1	2	3	4	5	6	7
E9	I am immersed in my work	1	2	3	4	5	6	7

SECTION G: TRANSFORMATIONAL LEADERSHIP

Questions in this section aim to obtain insights regarding transformational leadership. Indicate your answer to each question based on the 7-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Neutral, 5 = Somewhat agree, 6 = Agree, and 7 = Strongly agree. **Example:** My job inspires me. If you “**Strongly Disagree**”, then you place an **X** in the box labeled 1 as shown below.

~~1~~	2	3	4	5	6	7
--------------	---	---	---	---	---	---

Code	Question	Response						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
F1	My supervisor communicates a clear and positive vision of the future	1	2	3	4	5	6	7
F2	My manager treats staff as individuals, supports and encourages their development	1	2	3	4	5	6	7
F3	My supervisor gives encouragement and recognition to staff	1	2	3	4	5	6	7
F4	My manager fosters trust, involvement, and cooperation among team members	1	2	3	4	5	6	7
F5	My supervisor encourages thinking about problems in new ways and questions assumptions	1	2	3	4	5	6	7
F6	My supervisor is clear about his/her values and practices what he/she preaches	1	2	3	4	5	6	7
F7	My manager instills pride and respect in others and inspires me by being highly competent	1	2	3	4	5	6	7