

# **Employee Well-Being: An Empirical Study On Its Effect On Job Satisfaction In Manufacturing Sector.**

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## **ABSTRACT**

*The well-being of employees in the workplace is crucial to the survival of both companies and individuals. Organizations implementing workplace health programs have reported various good business outcomes, including higher employee retention, productivity, and psychological well-being. A healthy and balanced lifestyle characterizes individuals' workplace well-being. There are evident benefits for the mental health of the workers. Mental health therapy identifies and addresses risk factors while protective factors are fostered and enhanced. This article examines workplace well-being, the elements that influence workplace well-being, and the effects of workplace well-being. This research focuses on manufacturing businesses and determines whether the employee well-being program benefits individuals and organizations. PLS-based SEM analysis was used to test the hypothesis. As a result, all the hypotheses were accepted, and the findings suggested that social and emotional support at the workplace has a more significant effect on employee well-being. The findings also reveal a bidirectional relationship between Employee well-being and Job satisfaction.*

**Keywords:** *Well-being, Employee well-being, Psychological well-being, Job Satisfaction, Manufacturing, Mental health.*

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## **I. Introduction**

The concept of Employee well-being is frequently used interchangeably with happiness, engagement, experience, and satisfaction. Although they have certain similarities, they have diverse meanings, and the approaches to enhancing them might vary widely. The term "employee well-being" refers to the many facets of an employee's work-life balance that can significantly affect the performance of the person and the business. Therefore, including elements that have a direct bearing on the mental state of mind of an employee. In today's competitive environment, the effectiveness of the employee continues to rank among the most critical factors contributing to the expansion of the business. It is essential to safeguard employees' health and safety within an organization and how they are treated within the business setting if one wants to preserve the level of competency possessed by the workforce. On the other hand, discontent with one's physical surroundings can create obstacles to smooth work and can be detrimental to the well-being of employees. Productivity and well-being of employees are strongly tied to one another for the simple reason that productivity is correlated with performance, and performance is realized through the well-being of employees.

The workplace is a social environment since it comprises individuals, their activities, and the degree to which they interact. The interactions that take place among workers are key stimulators that contribute to an individual's sense of well-being [1]. An employee's mental health can be affected by the complex web of interpersonal relationships that develops on the job. These exchanges have the potential to both positively and negatively impact the workplace in which they take place. A pleasant environment at work can help motivate every worker to improve their performance. Employee well-being is an essential concept for both employees and organizations, and organizations are constantly working to solve the problem of safe working conditions. The organization makes every effort to maintain its work atmosphere inspired because a motivated work atmosphere benefits both people and the organization. Employee well-being encompasses bodily and intellectual well-being,

ensuring employees enjoy their work without difficulty. Corporeal well-being encompassed a variety of variables such as lighting, seating arrangement, and workstation atmosphere because these directly impacted employees' bodies. Employee well-being has evolved in recent years to include not just their physical health but also their emotional, financial, social, professional, community, and purposeful lives.

Many businesses and organizations realize the importance of prioritizing employee health and happiness. Futuristic-oriented organizations prioritize employees as they realize people are their most important asset. While some companies have been slow to respond to employee concerns about their well-being, others have begun to do so in light of research suggesting that management's inattention causes problems in the workplace to such requirements. Stress, bullying, conflict, drug and alcohol misuse, and mental health disorders are all issues that can arise in the workplace if the need to enhance workers' health and happiness is ignored. Any organization serious about making its workplace more pleasant and productive can do it via effective leadership, open communication, and a commitment to learning and development. In addition to the usual safety and health measures, it had become standard practice in several industrialized countries to construct programs targeting specific health concerns in the workplace, particularly those associated with drug and alcohol addiction. Legislative actions usually catalysed this. More and more businesses and organizations are instituting company-wide initiatives to improve employee and community health. Drug dependence is just one aspect of mental, physical, and social wellness that is addressed by these programs. Employee well-being is not restricted to a select group of workers but extends throughout the entire organization, from the janitorial staff to the board of directors. The staff is one of the company's most significant resources. By investing in their employees' health and happiness, companies may ensure that they will have a dedicated, productive, and happy staff throughout their employment with the Firm.

According to a poll of 7,500 employees conducted in 2021, about two-thirds of full-time workers are stressed [2]. Another research found that nearly 70% of respondents believed their employers were not doing enough to avoid or reduce stress, with 21% saying their company did not have any initiatives to help them [3]. Although leaders are responsible for attaining annual goals, it is equally crucial for them to be in charge of their employees' well-being. It is about time they encouraged individuals to take regular breaks from work. Employees are the organization's main backbone and the company's greatest asset. The organization should maintain a positive employee relationship so that employees can feel free to work at their place of employment and collaborate to achieve the organization's goals and objectives. Today, all companies are paying close attention to how the health and happiness of their employees affect how well they do their jobs. This research focuses on the factors that enhance employee well-being and relates well-being to job satisfaction.

## **II. Literature Review**

**There is extensive research on employee well-being, but limited qualitative studies have been conducted in the manufacturing sector.**

HRM policies have more impact on employee well-being. Success or failure depends upon the organization's HRM policies. There is a correlation between HRM policies and employee well-being. They create opportunities for employee growth and involvement in the work environment, reducing employee turnover and greater productivity. Trust is essential for the organization to develop a healthy well-being program. The organization should develop ethical principles such as honesty, equality, loyalty, integrity, transparency, Etc. These are the most critical and influential causes of failure or success of an employee well-being program in the organization. [4]

The importance of a healthy work-life balance for employees has grown in recent years. Workplace cultures that encourage more freedom and autonomy at work affect employees' day-to-day lives and, indirectly, their sense of fulfilment and productivity. We discovered a strong correlation between a culture of flexibility at work and role tension. Organizational culture was shown to be the primary mediator, with role conflict playing a supporting role. Developing a culture of employee happiness is possible if workers can strike a healthy balance between personal and professional obligations. Several forms of friction emerged due to attempting to balance work and personal life. Employees' days are filled with various duties at work and in their personal lives. Because of the potential adverse effects of role overlap and conflict on employees' well-being and job satisfaction, keeping work and personal lives apart is essential. Management should consider this contradiction when creating a flexible work schedule policy. [5]

Research Studies have focussed that the different aspects of employee well-being, job satisfaction, and work-life balance satisfaction have a significant relationship with organizational and employee performance. The work-life balance promotes to help the employee's well-being drive. The organization shall focus on employees who are well rewarded so that it will help boost their job satisfaction the organization and it will be directly helpful to improve the organization's performance. The organization's performance dose was independent of modern equipment. It also depends upon the employee. Organizations pay close attention to enhancing employee well-being. It will be helpful to influence their attitude as well as performance, and indirectly it will be helpful to boost the effectiveness of the overall organization's performance. Job satisfaction has a significant and positive

correlation with employee well-being and productivity, indirectly affecting the psychological state of mind positively. [6]

The positive correlation between employee well-being and organizational performance means that motivated and satisfied employees are more valuable contributors to the company's performance. It will help to reduce employee attrition. The organization should focus on problematic areas that are affecting productivity. The five essential areas for employee well-being are career, social, financial, health, and community. The employee well-being focus area depends upon the age group and gender. The age group between 25 and 38 is more concerned with careers, while the age group 57 and up is more concerned with financial stability. Male employees are more focused on their careers and financial stability. Female employees may be focused on their social and community acceptance and careers. [7]

Most organizations need the opportunity to drive organizational performance through well-being. The organization can redesign its work, so employees feel good and perform well. Moreover, it strengthens the employee's well-being, the organization's performance, and a greater sense of belonging overall. The United States spent 3.6 million on employee well-being programs in 2019 at \$762 per employee. The global corporate well-being market grew at an accelerated 7% in 2017 and will likely continue growing in 2018 by 53.6 billion, which is expected to reach 90.07 billion in 2026. 95% of HR leaders agreed that burnout impacts employee retention. 94% of respondents say that employee well-being drives are the most contributing factor to organizational performance. The return on investment may be more substantial than it may be. In the 19th century, well-being programs such as occupational health programs were designed historically. Now the paradigm has been shattered of employee well-being programs from occupational health to a minimum on their employees' physical, mental, and financial health. [8]

The innovative health promotion program improves the well-being at work and the performance of individual as well as organizational. Organizations have significant opportunities to track improved well-being and performance in terms of employee health and organizational behaviour and success. The organization can consider innovative health programs for employees, such as bicycle commuting instead of motorbike commuting. Employee well-being is not limited to workers; it includes all levels of employees. It starts from worker to managing director and covers the entire organization. The employee's well-being included both physical and mental health. Physical well-being includes basic aspects such as access to lighting, ventilation, and temperature control, mainly affecting our bodies directly. Equally essential is mental wellness assistance by offering appropriate resources like breakout zones and unofficial meetings with associates. Employee well-being connects with the working conditions of employees. It will help to build a healthy and productive workforce. Employee satisfaction is part of employee well-being and impacts employee retention. The employee well-being program should be loyal and transparent. The organization should create a work environment so employees feel more comfortable and easily share their issues. While implementing the employee well-being program, the organization should consider emotional, physical, and social factors. The virtuous employee well-being drive helps maintain employees' strength and empowerment. [9]

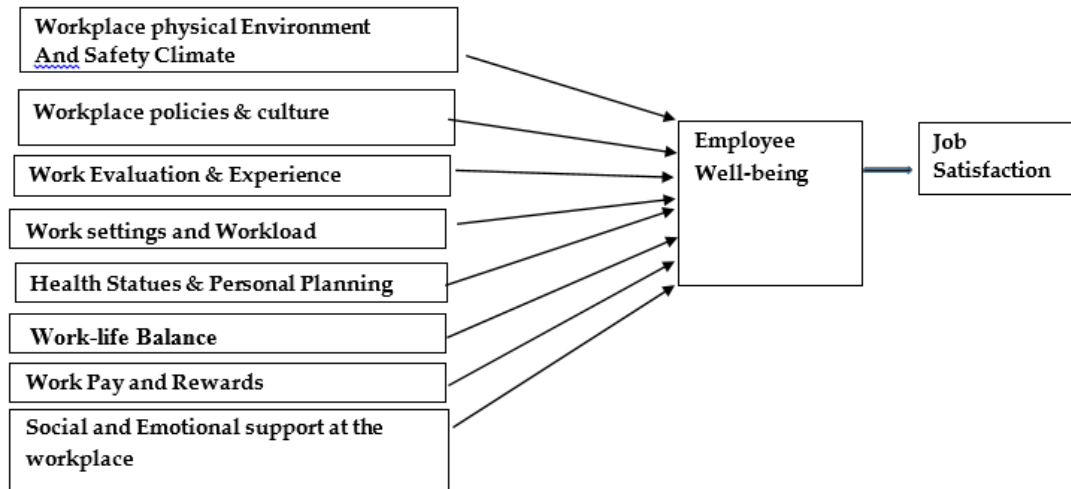
Employers can incentivize people to work harder by giving bonuses based on individual or team success (such as piece rates or commissions), bonuses based on group performance (such as profit sharing or stock options for all employees), or even gifts or efficiency salaries. The author's research whether the kind of compensation has a different impact on employee well-being when the company does well, compared to when it performs poorly or when workers are subjected to favourable or unfavourable working conditions. They found positive links between the group performance modes of pay and the well-being of workers in four of the five data sets that they studied. These links were found both within and between firms and among European employees. The relationship is strong when accounting for individual fixed effects and job and workplace factors. Employees' acknowledged emotions of reciprocity and the sense of shared ownership that result from share capitalism account for some of the effects. Still, these factors only account for some of them. Performance bonuses also help to minimize the detrimental impact of terrible working conditions on employee happiness. Increased compensation and incentive payments also lower quit rates. Conversely, salary reductions lead to higher employee turnover rates and lower work satisfaction. Still, the authors have found little proof that incentive compensation may offset these negative consequences. [10]

### **III. Methodology and Data Collection**

This study uses a survey research method to measure and analyse the employee well-being constructs undertaken for the study and its impact on job satisfaction. A questionnaire based on appropriate literature is developed, and its validity and reliability were appropriately tested before hypothesis testing. This study uses Partial Least Square (PLS) supported using systematic and comprehensive analysis on the practical implementation of employee well-being constructs considering the current situation in a manufacturing organization to understand its impact on Job Satisfaction [11]. Data is collected for research on employee well-being and its impact on Job Satisfaction, considering the current situation of employee well-being in manufacturing companies. The employee well-being drive has yet to be successful in the manufacturing industry because most of the manufacturing

industries follow the statutory norms directed by government authorities under the Factories Act like washing, drinking, restroom, lighting, ventilation, medical check-up, Etc. However, they do not focus on employee well-being but on welfare and safety. The well-being drives benefit employees and the organization and will undoubtedly impact employee motivation, performance, and, indirectly, organizational performance.

### Hypothesis Model



- H1:** Workplace Physical Environment and Safety Climate significantly influences employee well-being. **H2:** Workplace policies & culture employee well-being significantly influences employee well-being. **H3:** Work Evaluation & Experience significantly influences employee well-being. **H4:** Work settings and work Load significantly influences employee well-being. **H5:** Health status & Personal Planning significantly influences employee well-being. **H6:** Work-life Balance significantly influences employee well-being. **H7:** Work Pay and Rewards significantly influences employee well-being. **H8:** workplace social and emotional support significantly influences employee well-being. **H9:** Employee well-being significantly influences Job satisfaction.

### Population and Sample

The conceptual model that was created previously controls the data-collecting methodology. For this study, a structured questionnaire survey was used to collect the data. The questionnaire was designed with consultants and employees who took part in implementing employee well-being practices. A total of 136 questionnaire forms were circulated among the executives and managers of the manufacturing organization. As a response, 116 sets of filled-out questionnaires were received back, of which 12 sets were incomplete and considered inappropriate. The study considered 104 sets of filled-out questionnaires, which is enough based on the rule of thumb for the sample size needed in Hair et al.

### Statistical tools:

Using SmartPLS software, the conceptual model was created for simulation work to determine the impact of employee well-being on Job Satisfaction. The model is run through a PLS simulation by calculating and evaluating different factors, such as Factor Loading, Reliability, and Validity. The goal of evaluation is to determine how consistent and authentic the manifest variables are. Evaluations of consistency are through individual manifest and construct reliability. While the variables' validity is tested based on how well they fit together, convergent and discriminant validity. The Software has convergent validity, discriminant validity, reliabilities, factor loadings,  $R^2$ , and  $f^2$  statistics. It uses powerful, satisfactory, flexible, and enough statistical tools to make analytical models that are good enough [11,12]

The second part of a consistency evaluation is built-in reliability, measured in two ways, Cronbach's alpha and Composite Reliability (CR). Cronbach's alpha and CR reflect the extent to which a group of manifest variables evaluates a single latent component. However, composite reliability is regarded as a more accurate indicator of internal consistency than Cronbach alpha. [13, 14]

## IV. Data analysis and Interpretation-

Cronbach's alpha is used to confirm the instrument's internal consistency and evaluate its accuracy and reliability. The cut-off value for Cronbach's alpha should be greater than 0.7. Cronbach's alpha values of 0.81, 0.88, 0.98, 0.942, 0.93, 0.93, 0.82, 0.88, and 0.94 for the components in Table 1 verified the reliability of the survey

instrument. Cronbach's alpha coefficient for scale reliability factors is  $0.82 > 0.70$ . It indicates that the variables are internally consistent due to their association with their component grouping.

Convergent validity is established when the extracted average variance is less than 0.5. The AVE values for the components of table 5 are respectively 0.75, 0.79, 0.87, 0.81, 0.81, 0.88, 0.80, 0.82, 0.72, 0.71 and 0.88. The AVE Score of 0.5 confirms convergent validity, and all AVE values in Table 1 are larger than 0.5 [15]. The components' composite reliability values are respectively 0.98, 0.75, 0.72, 0.72, 0.74, 0.80, 0.84, 0.83, 0.83, 0.79, and 0.81. It demonstrates the internal consistency of the scale items. Factor loadings indicate how much a factor explains a variable. Factor loadings and average variance extracted (AVE) were examined to determine the convergent validity of the constructs. Convergent validity is "the extent to which a measure correlates with other measures ." A factor loading of 0.7 or higher is regarded as highly satisfactory. The measurement model is evaluated at the first round of iterations, and the weak variables are omitted from the final developed model [16]. Two iterations were involved in this study, which resulted in the omission of the weak variables. Table I presents the final iterations only.

**Table I Results of Model Evaluation**

Component	Factor Loading	AVE	CR	Alpha
<b>Workplace physical Environment and Safety Climate</b>				
WPES-1	0.883	0.759	0.984	0.813
WPES-3	0.825			
WPES-5	0.802			
WPES-6	0.817			
WPES-7	0.859			
<b>Workplace policies &amp; culture</b>				
WPC-1	0.895	0.796	0.758	0.887
WPC-2	0.876			
WPC-3	0.859			
WPC-4	0.857			
WPC-7	0.759			
<b>Work Evaluation &amp; Experience</b>				
WEE-3	0.767	0.877	0.729	0.988
WEE-5	0.875			
WEE-6	0.863			
WEE-8	0.840			
<b>Work settings and Workload</b>				

WSWL-1	0.736	0.812	0.743	0.922
WSWL-3	0.771			
<b>Health Statues &amp; Personal Planning</b>				
HSP-1	0.867	0.882	0.803	0.942
HSP-4	0.759			
HSP-5	0.826			
HSP-6	0.790			
HSP-8	0.767			
<b>Work-life Balance</b>				
WLB-1	0.766	0.801	0.846	0.931
WLB-2	0.713			
WLB-3	0.738			
<b>Work Pay and Rewards</b>				
WPR-2	0.841	0.825	0.831	0.937
WPR-3	0.832			
<b>Social and Emotional Support at the Workplace</b>				
SESW-1	0.862	0.722	0.835	0.825
SESW-3	0.883			
SESW-4	0.841			
SESW-5	0.836			
<b>Employee Well-being</b>				
EWB-1	0.817	0.718	0.798	0.887
EWB-2	0.828			
EWB-3	0.819			
EWB-4	0.743			
EWB-6	0.775			
EWB-7	0.764			
EWB-10	0.832			
<b>Job Satisfaction</b>				
JS-1	0.727	0.885	0.816	0.944
JS-2	0.848			
JS-3	0.889			
JS-6	0.771			
JS-8	0.841			

From the above table, the criteria of convergent validity is fulfilled. A summary of the results of the Fornell and Larckercriteria test is presented below-

**Table II: Measurement of Model Assessment and Discriminant Validity**

	WPES	WPC	WEE	WSWL	HSP	WLB	WPR	SESW	EWB	JS
WPES	0.871									
WPC	0.661	0.892								
WEE	0.590	0.611	0.936							
WSWL	0.450	0.535	0.453	0.901						
HSP	0.682	0.461	0.441	0.549	0.939					
WLB	0.601	0.392	0.391	0.358	0.582	0.894				
WPR	0.416	0.628	0.228	0.621	0.419	0.661	0.908			
SESW	0.511	0.422	0.291	0.543	0.582	0.427	0.652	0.849		
EWB	0.482	0.452	0.483	0.259	0.671	0.471	0.541	0.511	0.847	
JS	0.571	0.522	0.541	0.411	0.403	0.492	0.544	0.278	0.664	0.940

Once the iteration process is completed, the final model is again checked for discriminant validity using the strongly recommended Fornell and Larcker Criteria[15]. From the above table it is clearly observed that, the value at the top of each column is highest of the rest of the column. The values for the Fornell and Larcker test results are all significant in this study and the model has a good discriminant validity as the AVE Square value of each construct is exceeding the correlation between the construct and other constructs. For Hypothesis testing, the structural model assesses the relationship between the variables by evaluating the R<sup>2</sup> value and also  $\beta$  value. The R<sup>2</sup> corresponds to the degree of explained variance of the dependent variable, while  $\beta$  indicates the strength of an effect from independent variables to dependent variables. The R<sup>2</sup> value here is 0.58 and 0.63, and the model is considered to have a substantial degree of explained variance in employee well-being by inhibiting factors. The next step is assessing the path coefficient by comparing  $\beta$  values among all paths.

**Table III: Path Coefficient with t-values for the structural model and Results of Hypothesis Testing.**

Direction	Hypothesized	( $\beta$ ) Value	t -Value	Significant	R <sup>2</sup>	Result
Workplace physical Environment and Safety Climate $\square$ Employee Wellbeing	+	0.717	3.554*	P<0.01	0.58	Supported
Workplace policies & culture $\square$ Employee Well-being	+	0.193	4.044*	P<0.01		Supported
Work Evaluation & Experience $\square$ Employee Wellbeing	+	0.291	1.524*	P<0.01		Supported
Work settings and Work load $\square$ Employee Well-being	+	0.236	2.459*	P<0.01		Supported
Health Statuses & Personal Planning $\square$ Employee Wellbeing	+	0.145	3.528*	P<0.01		Supported
Worklife Balance $\square$ Employee Well-being	+	0.256	4.543*	P<0.01		Supported
Work Pay and Rewards $\square$ Employee Well-being	+	0.438	3.694*	P<0.01		Supported
Social and Emotional Support at Workplace $\square$ Employee Well-being	+	0.597	5.116	P<0.01		Supported
Employee Well-being $\square$ Job Satisfaction	+	0.698	9.431*	P<0.01		0.63

The path coefficient of all the latent variables is assessed by comparing the  $\beta$  values. The  $\beta$  values are to be tested for their significant level through t- a value test. The higher the  $\beta$  value shows, the more substantial effect of the independent predictor variable on the dependent variable. The Bootstrapping technique is used for computing the t- value. The above table shows that t values are significant at 1 Percent, which implies that they substantially affect employee well-being. The most significant construct influencing employee well-being is the workplace's physical environment and safety climate. Similarly, employee well-being also critically influences the job satisfaction of employees.

To determine the effect size of the independent/predictor variable on the dependent variable, Cohen's f<sup>2</sup> test is done. The same is summarized in the table below

**Table IV: Effect Between Variables- Cohen's f<sup>2</sup>**

Path	Cohen's f <sup>2</sup>	Effect Size
Workplace physical Environment and Safety Climate -> Employee Wellbeing	0.31	Medium to Large
Workplace policies & culture -> Employee Well-being	0.05	Small to Medium
Work Evaluation & Experience -> Employee Wellbeing	0.02	Small to Medium
Work settings and Workload -> Employee Wellbeing	0.08	Small to Medium
Health Statuses & Personal Planning -> Employee Wellbeing	0.43	Medium to Large
Worklife Balance-> Employee Well-Being	0.18	Medium to Large
Work Pay and Rewards -> Employee Well-being	0.04	Small to Medium
Social and Emotional Support at Workplace -> Employee Well-being	0.68	Large
Employee Well-being -> Job Satisfaction	0.46	Large

As defined,  $f^2 \geq 0.02$ ,  $f^2 \geq 0.15$ , and  $f^2 \geq 0.35$  represent small, medium, and large effect sizes, respectively [17]. From the above, it is seen that social and emotional support has a significant effect on employee well-being. Similarly, workplace physical environment and safety climate, health statutes and personal planning, as well as work-life balance, have a medium to a significant effect on employee well-being.

## **V. Discussion**

This study has focused on the factors that impact employee well-being and, in turn, the contribution of well-being to work satisfaction among individuals. The measurement model demonstrates that all the indicators we assess are valid and dependable, whereas the structural model demonstrates that all the evaluated assumptions are accepted. The appropriate R Square value originates from the statistical precision of the prediction models for the first and second equations. The R square in this investigation indicates a satisfactory outcome. The results indicate that 58% of the factor variance explains employee well-being. Furthermore, approximately 63% of the variance in employee well-being is predicted by work satisfaction in individuals. The conclusion is that social and emotional support at work has a greater impact on employee well-being.

Similarly, employee well-being has a significant impact on job satisfaction [18]. Furthermore, studies have shown that workplace engagement is connected with personality traits that predict employee performance and mental health [19]. On the other hand, it was discovered that fundamental self-evaluations and psychological capital had a direct association with the analysed outcomes. Additionally, the recent study validates the preceding conclusions. Individual and organisational mind-set-building methods aid employees in acquiring more resources and psychological support, which are key aspects for boosting employee well-being and, thus, contribute more to Job Satisfaction [20].

The empirical findings of a study reveal that the long-term leadership and personal planning of an individual employee have a substantial influence on psychological well-being [21]. Personal planning has a positive indirect influence on long-term success via psychological protection, which is reinforced in the presence of psychological empowerment, according to this study. Long-term outcomes will be enhanced by fostering a psychologically healthy workplace that supports information sharing and open communication. The same has been demonstrated by the research. In addition, employee experience, a positive psychological term, is revealed to be an intriguing mediator between human resource activities and success [22]. Efforts to improve the Employee Experience with an emphasis on meeting the psychological demands of integrity, autonomy, and relatedness may increase workers' perceptions of their jobs' relevance. Even while job experience and assessment have a favourable and statistically significant impact on well-being in this study, the predictive power of these factors [22] is modest in comparison to that of other variables.

In practice, well-being at work can be increased by encouraging employees and requiring them to encourage other employees, which also improves team cohesion by providing employees with access to the knowledge and tools necessary to perform their jobs efficiently, providing them with real-time feedback on their job performance, and allowing them to explore and demonstrate their abilities and talents. Individual well-being and strategic human resource benefits have permitted the development of a number of intervention tactics designed to enhance work performance and job happiness.

## **VI. Conclusion-**

The primary focus of this research is on the positive effects of employee well-being on productivity in the workplace. Employee happiness is a crucial aspect. Every organization should offer employee well-being measures to satisfy its staff and increase productivity. Wellness programs in the industrial industry focus on health and safety, education for children, housing, transportation, and leisure activities. The manufacturing industry provides all the amenities employees need to perform effectively in the workplace. Still, the purpose of this research is to determine if well-being aids in the provision of improved industrial relations, to learn more about the degree of employee satisfaction toward employee well-being in the organization, and to examine the facilities offered by the organization for the well-being of their employees. The results revealed that social and emotional support at the workplace has a more significant effect on employee well-being and employee well-being contributes largely towards job satisfaction.

An organization's productivity and working relationships are significantly impacted by employee well-being. Employees who are satisfied and happy at work respect their managers, follow corporate policies, make recommendations to enhance the business, assist their co-workers, and collaborate as a team to accomplish shared objectives. This behaviour adds to a high-performing, productive, and innovative organization with socially integrated people. Research has also revealed a good relationship between staff well-being and consumer satisfaction, which should not surprise them. It also applies in reverse. Currently, influential organizations face two interrelated socio-economic challenges: low productivity and low working population's mental and physical health levels. Organizations today understand the importance of Well-being and consider it a driver of a high level of productivity because there is a strong relationship between productivity growth and well-being, which involves



many moderating and mediating factors. Previous research indicated that the organization's culture and policies, the physical environment and the work itself, and the quality of employees' interpersonal relationships with their supervisor directly affect their job satisfaction and emotions or moods, which in turn affect employee performance and performance organizational commitment. Given the opportunity costs associated with hiring, on-the-job training, and turnover, organizations must prioritize having contented, high-performing staff with low intentions to leave. This study highlighted the components that impact the well-being of the employees and, in turn, how employee well-being contributes to job satisfaction. The components are initially grouped under four headings and modelled in Smart PLS Software, which is analysed to assess the effect on employee well-being. This study urges further research to involve more components and variables influencing employee well-being.

## VII. Limitations and Future Research

We must pinpoint the areas of our inquiry that need more work. First, since our study's findings were based on a sample of managers and executives, they cannot be generalized to the entire population. The managers and executives in our sample work for a single manufacturing company, and neither chance nor organizational features were considered. The dimensions were assessed using self-reported questionnaires, and the data is cross-sectional. Thus causal connections cannot be inferred. In future studies, it would be fascinating to investigate well-being and happiness among diverse age, occupational, gender, and sectorial groups. The research issues stated in this study, the components performed for the workplace study, and other relevant concepts that may serve as additional resources for workplace well-being and happiness need future examination. Our findings will affect future positive psychology research for researchers and experts in manufacturing environments.

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