



## Exploring Contemporary Dimensions of Employee Well-being: A Comprehensive Analysis of Work Life Quality

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Date of Submission: 26-07-2024

Date of Acceptance: 07-08-2024

**ABSTRACT:** The changing landscape of employee well-being requires a thorough examination that extends beyond traditional concepts of work-life balance. It emphasizes the importance of individual and organizational resources, especially during crises, and examines the role of organizational culture, flexible work schedules, and wellness programs. The analysis covers physical health aspects like obesity and chronic issues, psychological well-being including stress and life satisfaction, and social well-being with a focus on social support and community engagement. The study highlights gaps such as the necessity to investigate the mediators between organizational social capital and well-being, as well as the impacts of different crises. Using case studies from different industries, it provides insights into the diverse needs of a multi-generational workforce and offers practical recommendations for fostering a supportive work environment. The findings highlight employee well-being as crucial for enhancing work-life quality, overall satisfaction, mental health, and productivity.

**KEYWORDS:** Employee well-being, physical well-being, Social well-being, Psychological well-being, Quality Work life,

**I. INTRODUCTION** The concept of work-life quality has evolved significantly, reflecting shifts in societal values and technological advancements. The modern workplace blurs the lines between professional and personal life, requiring new strategies for managing employee well-being. Recognized as a key component of organizational success, employee well-being influences productivity, engagement, and retention. Modern challenges include stress from constant connectivity, necessitating comprehensive wellness programs that address mental health and provide

flexible working arrangements. These measures, supported by a positive organizational culture, enhance job satisfaction and loyalty. Additionally, financial wellness programs help mitigate financial stress, further supporting overall well-being. The integration of technological tools, like wellness apps and AI-driven health analytics, personalizes support for employees. Case studies show that companies prioritizing well-being experience higher engagement and lower turnover. As trends like AI and financial wellness gain prominence, ongoing adaptation is crucial. This exploration of employee well-being highlights its importance in fostering a productive and innovative workforce, providing a framework for organizations to support their employees' overall quality of life.

[1].Ko (2021) examines how organizational social capital (OSC) affects employee well-being. Utilizing social exchange theory, need satisfaction, and spillover approaches, the study investigates the impact of OSC on subjective well-being (SWB) through the quality of work life (QWL) and job-related outcomes. The results highlight OSC as an intangible asset that can improve both organizational performance and employee well-being.

[2]. Stankevičienė et al. (2021) investigate the connection between work culture, work-life balance (WLB), and employee well-being. They discover that certain elements of work culture—namely temporal flexibility, supportive supervision, and operational flexibility—significantly influence employee well-being. Although WLB serves as a mediator in this relationship, the direct impact of work culture on well-being is still substantial. A family-friendly work culture contributes to better WLB, enhancing overall employee satisfaction with well-being at work

[3]. Researchers specifically investigate how employee ambidexterity moderates these



interactions. Utilizing a quantitative approach, the study analyses two-wave cross-sectional data from 324 employees in Ghana's pharmaceutical manufacturing sector through Structural Equation Modelling-Partial Least Squares. The results uncover several important insights. Firstly, HPWS significantly bolsters the connection between organizational resilience and employee well-being. Secondly, while employee resilience has a positive impact on both organizational resilience and employee well-being, this effect is not statistically significant. Lastly, exploitation ambidexterity plays a vital role in enhancing the relationships between HPWS, employee resilience, organizational resilience, and employee well-being, especially during crises.

[4]. Sharma (2024) investigates the influence of organizational culture on employee well-being, moving beyond the traditional focus on policies and practices. The study adopts a qualitative approach, drawing on in-depth interviews with 30 employees across diverse industries. By exploring the nuances of organizational culture, the author sheds light on how cultural elements—such as values, norms, communication patterns, and leadership styles—shape employees' experiences and well-being.

[5]. The study utilizes a mixed-methods approach, integrating quantitative surveys and qualitative interviews with 250 seafarers from different maritime companies. The findings reveal several noteworthy insights. First, work-life balance significantly influences seafarers' wellbeing, which in turn affects their happiness. Second, trust in organizational policies and leadership plays a crucial mediating role.

[6].The authors identify 24 dominant themes related to well-being and ten primary topics concerning innovativeness. These themes serve as the foundation for their conceptual framework. The resulting framework comprises 21 components distributed across three levels: individual, organizational, and market. These components include constructs, domains, and factors that can directly or indirectly influence both employee well-being and innovativeness.

[7]. Singh and Gautam (2023) explore the dimensions of employee wellbeing, focusing on physical, social, and psychological aspects. They emphasize the gender impact on perceived well-being and underscore the importance of social well-being. Organizations can leverage these insights to create supportive environments that benefit employees and the overall organization. By fostering a workplace culture that prioritizes

employee well-being, companies can enhance job satisfaction, productivity, and overall organizational success

[8]. The authors introduce a structured approach to enhance worker well-being. It comprises three phases: the Initial Phase, the Test Phase, and the Concluding Phase. Key considerations involve accurately measuring employee well-being, fostering thriving work cultures, and implementing evidence-based positive activity interventions. The framework empowers organizations to prioritize well-being alongside financial success, creating a positive impact on both individual lives and organizational outcomes.

[9].The authors explore the relationships between psychological wellbeing, social support, and work-life balance. They find that social support is negatively correlated with work-life balance, meaning higher social support is associated with better balance. Additionally, psychological well-being positively correlates with work-life balance. The study indicates that psychological well-being mediates the relationship between social support and work-life balance.

[10]. The study explores how multidimensional well-being—comprising psychological, social, and health aspects—affects both task and contextual performance among service employees. Data was gathered from 281 employees in New Zealand's service sector through a questionnaire survey. The results show that various facets of well-being have different impacts on performance outcomes. Notably, happiness and trust positively influence both task and contextual performance, while life satisfaction and work-life balance do not have significant effects.

[11].The authors' research has significant implications for organizational practices. By identifying specific research gaps and opportunities, their study can inform targeted interventions to enhance work-life balance in diverse sectors. Moreover, practitioners can leverage the MA framework to design evidence-based policies and programs that promote employee well-being while maintaining productivity.

[12].The study investigates the relationship between perceived supervisor support (PSS), work-life balance (WLB), and employee well-being (EW) among millennial employees. It specifically investigates how WLB mediates the effect of PSS on EW. Data from 235 full-time millennial employees in Turkey's financial sector reveal that PSS positively impacts WLB, which subsequently influences employee well-being.



[13]. The paper explores the interplay between work-life balance (WLB), personality traits, and eudemonic well-being (EW). Through a triangulated approach, the study investigates how these factors influence each other. The findings highlight the significance of WLB in promoting overall wellbeing, especially when considering individual personality traits. By emphasizing the interconnectedness of these dimensions, The research deepens the understanding of employee welfare and offers valuable insights for organizations looking to improve employee satisfaction and productivity.

[14]. Elufioye et al. explore the evolving landscape of human resource (HR) practices with a heightened focus on employee well-being and mental health. The authors emphasize the strategic integration of mental health initiatives into HR practices, recognizing their impact on employee performance, engagement, and overall organizational success. The multifaceted nature of well-being initiatives, including flexible work arrangements, comprehensive health programs, and de-stigmatizing mental health conversations, is discussed.

[15]. Pawar (2016) investigates the research explores the connection between workplace spirituality and different forms of employee well-being, specifically emotional, psychological, social, and spiritual well-being. Using a survey design, the study empirically tests four hypotheses, each suggesting a positive relationship between workplace spirituality and one of these dimensions of well-being. Notably, all four hypotheses are supported, highlighting that workplace spirituality positively influences employee well-being. This study contributes by emphasizing

[16]. Hammer and Zimmerman (2011) explore the multifaceted concept of QWL. They discuss work-family dynamics, including both conflict and enrichment, and emphasize the impact of QWL on employee well-being, engagement, and recovery. The proposed integrative systems model considers contextual factors that influence QWL, providing valuable insights for practitioners and managers seeking to enhance employee satisfaction and overall organizational performance

[17]. The study by Zheng, Kashi, Fan, Molineux, and Ee (2015) investigates the impact of individual coping strategies and organizational work-life balance (WLB) programs on Australian employee well-being. Using structural equation modeling, the authors find that individuals with positive attitudes and effective coping strategies experience better overall well-being. Interestingly,

both monetary- and non-monetary-based WLB provisions by organizations do not directly influence employee well-being but indirectly affect it through individual coping strategies.

[18]. The research based on the social exchange theory, investigates the effects of work-life support (WLS) practices on subjective well-being among bank employees. Analyzing data from 332 employees across three waves, the research reveals that WLS practices directly and indirectly influence subjective well-being. Specifically, the study supports the serial mediation effect through work engagement and job satisfaction.

[19] The study investigates how ex post idiosyncratic deals (i-deals) affect work-life balance and work well-being within the hospitality industry. Analysing data from 642 hotel managers in developed Chinese cities, the research identifies three types of i-deals: task and career/incentives i-deals, and flexibility i-deals. Key findings include the positive influence of task and career/incentives i-deals on work-life balance and work well-being. However, flexibility i-deals do not significantly impact either.

[20]. The research investigates how work-life balance (WLB) policies influence employee engagement. By synthesizing comprehensive studies, the authors shed light on the parallelism between work-life integration policies and their impact on job engagement and overall organizational effectiveness. The study also develops a theoretical framework using Dubin's methodology, emphasizing the interconnectedness of these factors.

[21]. The study by Lee, Back, and Chan (2015) examines the relationship between quality of work life (QWL) and job satisfaction (JS) among frontline hotel employees using self-determination and need satisfaction theory. It identifies key QWL attributes, such as a safe workplace, reasonable pay, authorization, and operative training that significantly impact JS and job dissatisfaction (JDS).

[22] Su and Zabilski (2022) investigates the relationship between quality of working life (QWL), work-life balance (WLB), and quality of life (QoL) within the hospitality industry. By analyzing corporate social responsibility (CSR) practices at three different hotel companies, the study finds that CSR initiatives positively impact QoL, regardless of the company's size or location.

[23]. The study by Arif and Ilyas (2013) explores the various scopes of quality of work life (QWL) and their impact on the attitudes and perceptions of teachers at private universities in



Lahore, Pakistan. Using a quantitative approach, the researchers surveyed 360 faculty members to understand how QWL influences employee commitment, engagement, job involvement, and the university's reputation.

[24]. The article by Nunes and Rodrigues (2024) investigates the relationship between work-life balance (WLB) and workplace well-being, emphasizing the interceding role of job embeddedness. The study reveals that both WLB and job embeddedness positively impact workplace wellbeing. When job embeddedness is considered, the direct effect of WLB on well-being diminishes, indicating partial mediation. This underscores the importance of fostering a balanced work-life environment and enhancing employees' connection to their roles to improve overall well-being and engagement at work.

[25]. Florian Pichler's (2009) article examines the determinants of worklife balance (WLB) and highlights the limitations in its existing measurement in large-scale surveys. Using data from the European Social Survey (ESS II, 2004/2005), Pichler identifies that work-related factors predominantly explain variations in WLB. However, the study points out that the measurement of WLB is problematic because it often conceptualizes the work component more specifically than the life component, making the latter rather intangible.

[26]. The study by Kim, Woo, Uysal, and Kwon (2018) explores the impact of corporate social responsibility (CSR) on employee well-being in the hospitality industry. It highlights that hotel workers' insights of CSR, particularly philanthropic and economic CSR, positively influence their quality of working life (QWL), job satisfaction, and overall quality of life. However, legal and ethical CSR do not show a significant impact on these aspects.

[27]. The study by Parray, Shah, and Islam (2023) investigates the role of psychological capital in shaping employee job attitudes, emphasizing the critical significance of work-life balance. Conducted in prestigious healthcare institutes in North India, the research gathered data from 613 employees and applied Structural Equation Modelling (SEM) for analysis. The findings reveal that work-life balance fully facilitates the relationship between psychological capital and job attitudes, including job satisfaction, organizational commitment, and turnover intentions.

[28]. Sareminia and Sajedi Haji (2024) presents a dynamic model for strategic and personalized decision-making in human resources

(HR), employing data mining techniques to advance corporate social sustainability (CSS). It examines the interplay between employee engagement (EE), enablement, and the quality of work life. The findings reveal that while overall engagement does not directly impact the quality of work life, specific subcomponents—such as perceived transparency and organizational processes, particularly the "employee performance evaluation system"—play a crucial role in enhancing work-life quality.

[29]. Palumbo, Manna, and Cavallone (2021) examines the impact of home working on work-life balance in the educational sector, particularly during disruptions like COVID-19. It highlights that while telecommuting can help maintain educational services, it often blurs the boundaries between work and personal life, leading to conflicts. The authors suggest that implementing soft Total Quality Management (TQM) practices, such as fostering organizational meaningfulness and enhancing work-related well-being, can help mitigate these negative effects and promote a sustainable work-life balance.

[30]. Shevchuk, Strebkov, and Davis (2018) explores how work value orientations impact the well-being of internet freelancers using the Job Demands-Resources (JDR) model. The study finds that intrinsic work values, such as personal growth and job satisfaction, are linked to higher subjective well-being, while extrinsic values, like financial rewards, are associated with lower well-being. Additionally, intrinsic values can buffer the negative effects of high job demands, whereas extrinsic values can exacerbate them.

[31]. Kim, Milliman, and Lucas (2020) investigates how corporate social responsibility (CSR) affects employee retention in the hospitality industry. It finds that ethical and philanthropic CSR initiatives positively influence organizational identification (OI) and higher-order quality of work life (HQWL), which subsequently boost employees' intention to stay (IS). The research highlights that OI directly enhances both HQWL and IS, while CSR impacts IS indirectly through its effects on OI and HQWL.

The objective of this analysis is to comprehensively explore the contemporary dimensions of employee well-being and work-life quality. It aims to understand the evolving challenges and opportunities that modern workplaces face in fostering a supportive environment for their employees. This study will delve into key factors such as the impact of technological advancements, the blurring of





professional and personal boundaries, and the necessity of flexible working arrangements. Additionally, it seeks to highlight the importance of mental health and financial wellness programs in enhancing overall employee well-being.

## II. KEY DIMENSIONS OF EMPLOYEE WELL-BEING

The findings from the four categories are integrated to identify the Key Dimensions of Employee Well-Being. This step involves analysing the data to pinpoint the most critical factors affecting overall well-being. The goal is to create a comprehensive understanding of how different aspects of well-being interact and influence each other.

**Physical well-being** is a state of health that encompasses the ability of the body to function properly. It involves physical fitness, ability to perform daily activities, and overall health. To assess and compare physical wellbeing across individuals or groups, it can be analysed using various parameters.

**Obesity Prevalence** measures the percentage of people classified as obese based on Body Mass Index (BMI) which is calculated using height and weight. While not perfect, it provides a general indication of weight-related health risks.

**Physical Activity** refers to the percentage of people who engage in regular physical activity. This can include exercise, sports, or any activity that gets your heart rate up and muscles moving. Regular physical activity is crucial for sustaining a healthy weight, reducing chronic disease risk, and boosting overall well-being.

**Sedentary Behavior** measures the percentage of people who spend prolonged periods sitting or lying down with minimal activity. Excessive sedentary behavior is linked to several health concerns, so understanding its prevalence helps identify areas for improvement.

**Chronic Health Issues** looks at the percentage of individuals reporting chronic health conditions like diabetes, heart disease, and high blood pressure. These conditions are often linked to lifestyle factors like poor diet, inactivity, and obesity.

**Sleep Quality** focuses on the average number of hours of sleep people get each night. Generally, adults need 7-8 hours of quality sleep for optimal health. Insufficient sleep can affect mood, energy levels, and even physical health.

**Smoking Prevalence** measures the percentage of people who smoke tobacco products. Smoking is a significant risk factor for numerous health issues, such as lung cancer, heart disease, and stroke.

**Alcohol Consumption** looks at the average number of alcoholic drinks people consume per week. Excessive alcohol intake can damage the liver, increase blood pressure, and contribute to weight gain.

**Fruit and Vegetable Intake** measures the average number of servings of fruits and vegetables people consume daily. Fruits and vegetables are packed with essential vitamins, minerals, and fiber, all crucial for good health.

**Physical Fitness Levels** assesses the percentage of people classified as physically fit. This can be determined through fitness tests or self-reported activity levels. Good physical fitness helps maintain a healthy weight, improves strength and endurance, and reduces the risk of chronic diseases.

**Social well-being** refers to the quality of our social connections and how they influence our overall sense of well-being. It's about feeling connected, supported, and valued by others.

**Social Support Availability** measures the percentage of people who feel they have a strong network of friends, family, or others who provide emotional and practical support. Robust social support is associated with improved mental and physical health.

**Community Engagement** looks at the percentage of individuals actively involved in community activities, clubs, or social groups. Community engagement fosters a sense of belonging and provides opportunities for social interaction.

**Social Isolation** measures the percentage of people experiencing social isolation, meaning a lack of meaningful social connections. Social isolation is a risk factor for loneliness, depression, and other health problems.

**Loneliness Prevalence** This focuses on the percentage of individuals feeling lonely, which is a subjective experience of distress due to a lack of desired social connection.

**Quality of Relationships** assesses the average score on a scale measuring the satisfaction and closeness individuals experience in their personal relationships (family, friends, and romantic partners). Strong, positive relationships contribute significantly to social well-being.

**Civic Participation** measures the percentage of people involved in civic activities like voting or attending community meetings. Civic participation allows individuals to feel a sense of belonging and contribute to the betterment of their community.

**Work-Life Balance** focuses on the percentage of individuals who feel they have a healthy balance between work demands and personal life. A good



work-life balance allows for time to invest in social connections and reduce stress.

**Trust in Others** measures the percentage of people who report high levels of trust in others. Trust fosters a sense of security and strengthens social bonds.

**Volunteerism** looks at the percentage of individuals who volunteer their time and skills to help others. Volunteering strengthens social connections and provides a sense of purpose.

**Psychological well-being** also known as mental well-being, refers to the optimal mental health and overall functioning. It's a multifaceted concept that encompasses various aspects of your emotional, cognitive, and social state.

**Depression Prevalence** measures the percentage of individuals experiencing depression, a mood disorder marked by ongoing sadness, a lack of interest, and alterations in sleep or appetite.

**Anxiety Prevalence** focuses on the percentage of individuals experiencing anxiety, a feeling of worry, nervousness, or unease that can interfere with daily life.

**Life Satisfaction** assesses the average score on a scale measuring overall satisfaction with life. It reflects an individual's sense of contentment and fulfillment.

**Stress Levels** measures the average reported stress levels, with lower values indicating better psychological well-being. Chronic stress can adversely affect both mental and physical health.

**Social Support** measures the percentage of individuals who feel they have a strong network of friends, family, or others who provide emotional and practical support. Social support is a crucial buffer against stress and contributes to better mental health.

**Mental Health Days (Poor)** reflects the average number of days per month where individuals report poor mental health, indicating days with significant emotional or psychological difficulties.

**Resilience** measures the percentage of individuals classified as resilient, meaning they have the capacity to adapt to challenges, bounce back from setbacks, and cope with stress effectively.

**Positive Affect** assesses the average score on a scale measuring the frequency of positive emotions like joy, contentment, and love. Experiencing a range of positive emotions is vital for well-being.

**Negative Affect** measures the average score on a scale measuring the frequency of negative emotions like anger, sadness, and anxiety. While negative emotions are normal, their frequency and intensity can impact mental well-being.

**Work-life well-being** refers to achieving a healthy balance between the demands of work life and personal life. It's about having enough time and energy for both work and personal pursuits without feeling overwhelmed or depleted.

**Job Satisfaction** measures the percentage of employees who feel satisfied with their jobs. Satisfaction can be influenced by factors like work content, compensation, and company culture.

**Work Stress** focuses on the percentage of employees who experience stress due to their work. High stress levels can lead to burnout and negatively impact well-being.

**Work Hours Flexibility** measures the availability of flexible work schedules, allowing employees to manage their work hours around personal commitments.

**Paid Leave Availability** looks at the percentage of employees who have access to paid leave, such as vacation days and sick leave. Paid leave allows for time to recharge and address personal needs.

**Work-Life Conflict** measures the percentage of employees who experience difficulty balancing work demands with their personal life.

**Remote Work Capability** measures the percentage of employees who have the option to work remotely, offering flexibility and potentially improving work-life balance.

**Childcare Support** focuses on the availability of childcare support programs or resources offered by the employer, which can significantly benefit working parents.

**Career Development Opportunities** measures the percentage of employees who have access to opportunities for career growth and advancement within the company.

**Physical Workplace Environment** assesses the percentage of employees who rate their physical work environment (lighting, temperature, workspace layout) positively. A pleasant workspace can contribute to improved well-being and productivity.

### III. HYPOTHESES

The well-being of employees is significantly influenced by contemporary factors, technology, organizational practices, and work-life relationships. These factors not only have direct impacts on employee well-being but also interact with each other, potentially moderating or mediating their individual effects.

Some Hypothesis based on this study are formulated as,

**Hypothesis 1: Focusing on the impacts of contemporary factors** posits that modern factors such as mental health, financial well-being, and



social dynamics have a significant impact on overall employee satisfaction and performance. Understanding these factors can help organizations tailor well-being initiatives to address the specific needs of today's workforce.

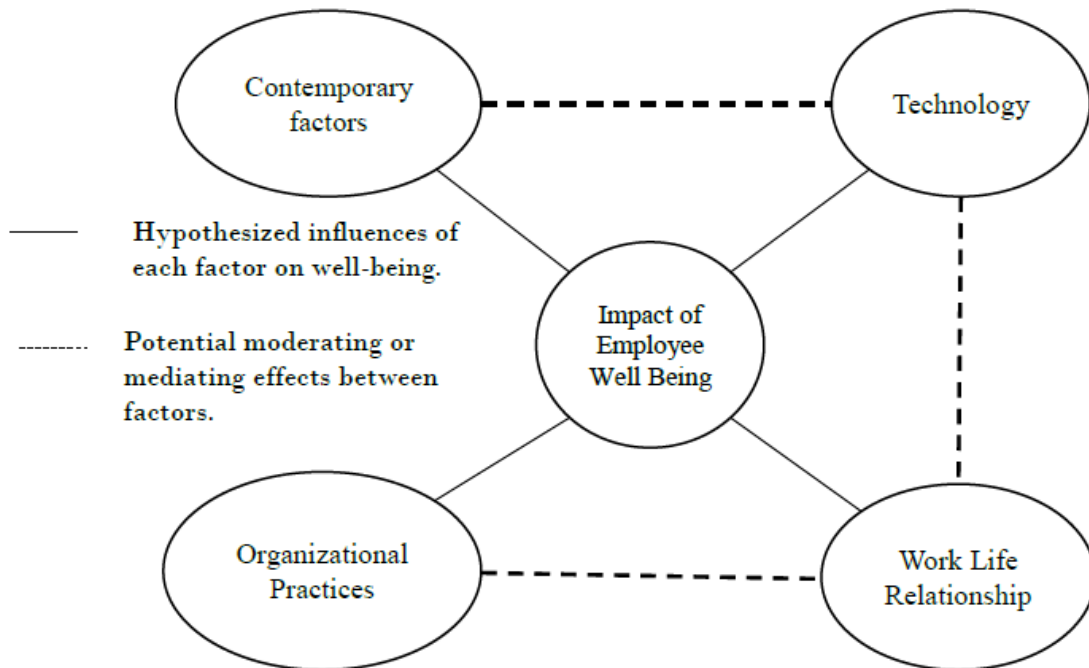
**Hypothesis 2: Focusing on emphasizing the connection between work and personal life** suggests that maintaining a balance between work and personal life is essential for employee well-being. It explores how flexible work arrangements, work-life integration strategies, and boundaries impact employee productivity, job satisfaction, and mental health.

**Hypothesis 3: Focusing on Organizational practices** examines how organizational policies, leadership styles, and workplace culture influence

employee well-being. It highlights the role of supportive practices, such as providing mental health resources and promoting a positive work environment, in enhancing employee engagement and reducing burnout

**Hypothesis 4: Focusing on Technology** investigates the dual role of technology in both facilitating and challenging employee well-being. It explores how digital tools can improve flexibility and communication while also addressing potential issues like digital fatigue and the blurring of work-life boundaries.

The theoretical framework centers around understanding the multifaceted influences on employee well-being within modern workplaces. It comprises four main components:



**Hypotheses Model for Employee Well –Being- Theoretical Framework**

A negative influences in any of these areas can adversely affect employee well-being. For example, economic instability, rapid technological changes, poor organizational practices, and an imbalanced work-life relationship can increase stress, anxiety, and burnout among employees. Therefore, organizations must adopt a holistic approach to employee well-being, considering all these interconnected factors. By doing so, they can foster a supportive and thriving work environment that enhances the health and happiness of their employees.

#### IV. SURVEY FINDINGS

**Respondents' Age Distribution:** Age is a frequently examined variable in demographic research, often showing a negative correlation with job satisfaction. Typically, younger workers report higher job satisfaction than their older colleagues. In this study, respondents were asked to specify their age in the designated space provided. The results are as follows:



- **Age group 41-50 years:** 140 respondents (66.7%)
- **Age group 30-40 years:** 65 respondents (30.9%)
- **Age group below 30 years:** 4 respondents (1.9%)
- **Age group 51-60 years:** 1 respondent (0.5%)

**Marital Status of Respondents** Additionally, 72% of the respondents were married, while 28% were not married. This suggests that most respondents had family responsibilities, which might prevent them from quitting the organization readily due to concerns about their family obligations.

**Gender of Respondents:** Gender is a key demographic factor that receives substantial focus in job satisfaction research. Numerous empirical studies have indicated that female employees frequently report lower job satisfaction levels compared to their male counterparts, primarily due to the male dominance in many public organizations.

In this study, the intended sample size was 210, and all 210 respondents (100 percent) completed and returned their questionnaires. The results reveal that:

- **Male respondents:** 185 (88.1%)
- **Female respondents:** 25 (11.9%)

The results indicate a significant gender imbalance, with a predominance of male respondents. This gender distribution aligns with findings from other studies indicating male dominance in public organizations

**Education level** is another common demographic variable studied in relation to job satisfaction. Research consistently shows that employees with higher levels of education generally report greater job satisfaction compared to those with lower levels of education. In this survey, the respondents' education levels were assessed, revealing that the majority hold a bachelor's degree:

- **Bachelor's degree/Advanced diploma:** 128 respondents (60.5%)
- **Master's degree:** 23 respondents (10.9%)
- **Diploma:** 43 respondents (20.5%)
- **Other professional qualifications (e.g., CPA, PSPTB, CPB):** 4 respondents (1.9%)
- **Certificates (after secondary school):** 15 respondents (7.1%)

- **Primary school education:** 1 respondent (0.1%)

The organization has a significant number of graduates, with approximately 71.4% of the staff holding at least a bachelor's degree. This suggests that the respondents had adequate academic qualifications to read and understand the questionnaire effectively, enabling them to provide informed and accurate responses.

**Respondents' Work Experience:** Respondents were asked to share details about their work experience within the organization. The selection of participants for this study took into account their length of service. The findings reveal the following distribution of work experience:

- **16-25 years of service:** 120 respondents (57.1%)
- **Less than 5 years of service:** 33 respondents (15.7%)
- **5-10 years of service:** 30 respondents (14.3%)
- **11-15 years of service:** 13 respondents (6.2%)
- **More than 25 years of service:** 14 respondents (6.7%)

Most respondents had been employed by the organization for between 16 and 25 years, followed by those with less than 5 years of service. This suggests a significant portion of employees either have long-term tenure or are relatively new to the organization, implying a potential issue with employee retention.

The large proportion of employees with 16-25 years of experience indicates that the organization has successfully retained a considerable number of staff over a long period. However, the substantial number of employees with less than 5 years of service suggests a high turnover rate, possibly due to difficulties in retaining employees. This might result in the organization frequently hiring newly graduated or recent graduates to fill open positions.

Overall, the study also found that 14 respondents (6.7%) have more than 25 years of work experience, indicating the institution's ability to retain some staff members for extended periods. The period of service with the same employer is a crucial factor in understanding the elements that affect employee job satisfaction in the workplace..





## V. SURVEY ANALYSIS

**Factors Affecting Employees' Job Satisfaction in the Workplace:** This section aims to identify the factors that influence employees' job satisfaction in public organizations. Employees' job satisfaction at the workplace is influenced by several key factors, including the quality of management and leadership, opportunities for professional development, and the overall work environment. Positive relationships with colleagues, fair compensation, and recognition for achievements also play crucial roles. Additionally, a supportive

organizational culture that values work-life balance and employee well-being significantly enhances job satisfaction.

To obtain the required responses, seven statements were used to examine various aspects of job satisfaction factors. Respondents rated each statement on a five-point Scale (1 = highly satisfied, 2 = satisfied, 3 = Neutral, 4 = Dissatisfied, 5 = highly dissatisfied). The frequency of responses from 210 participants is presented in percentages (%)

**Table : Factors Affecting Employees' Job Satisfaction in the Workplace:**

Factors	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
I am highly satisfied with my job due to the incentives it offers.	10 (5%)	24 (11%)	11 (5%)	122 (58%)	43 (20%)
All employees receive thorough training and development to perform their jobs well.	5 (2%)	25 (12%)	26 (12%)	105 (50%)	49 (23%)
The working environment in this company is very supportive.	6 (3%)	2 (11%)	25 (12%)	105 (50%)	50 (24%)
Employees in this company are effectively managed by strong leadership.	2 (1%)	35 (17%)	30 (14%)	88 (42%)	55 (26%)
Managers in this company set an example through their leadership.	12 (6%)	25 (12%)	18 (9%)	105 (50%)	50 (24%)
I am very satisfied with the level of employee involvement in decision-making.	5 (2%)	26 (12%)	11 (5%)	88 (42%)	80 (38%)
Promotion opportunities are applied equally and fairly for all employees in this company.	12 (7%)	25 (12%)	35 (17%)	90 (43%)	48 (23%)
Total responses and Percentages	52 (3.5%)	184 (12.5%)	156 (10.6%)	703 (47.8%)	375 (25.5%)

**Effective Strategies for Enhancing Employee Job Satisfaction in the Workplace:** this section aims to explore management strategies that effectively enhance job satisfaction among employees in public organizations. Management can enhance employees' job satisfaction by implementing strategies such as by emphasizing transparent communication, providing growth opportunities, fostering a positive workplace, and recognizing employee achievements, organizations can enhance job satisfaction and ensuring fair and

competitive compensation are also crucial. These strategies help create a supportive and motivating workplace culture, leading to higher employee engagement and retention. To gather the necessary responses, five statements were used to explore different aspects of these strategies. Respondents were asked to rate each statement on a five-point Scale (1 = highly satisfied, 2 = satisfied, 3 = Neutral, 4 = Dissatisfied, 5 = highly dissatisfied). 171 responses (16.3%) were neutral in expressing their views on management's strategies applicable



in ensuring employees' job satisfaction in public organizations. Another 55 responses (5.2%) agreed, and 164 (15.6%) strongly agreed with the strategies

presented to them. On the other hand, 413 responses (39.3%) disagreed, and 247 responses (23.5%) strongly disagreed.

**Table: Management's Strategies Applicable in Ensuring Employees' Job Satisfaction at the Workplace**

Factors	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
This company has a well-defined system for preparing employees to assume higher positions.	15 (7%)	30 (14%)	35 (17%)	70 (33%)	60 (29%)
This company provides ample opportunities for employee skill development.	12 (6%)	27 (13%)	28 (13%)	88 (42%)	55 (26%)
This company offers numerous opportunities for employees to acquire new skills.	6 (3%)	50 (24%)	42 (20%)	85 (40%)	27 (13%)
My employer's acknowledgment of my contributions is very motivating.	18 (9%)	27 (13%)	27 (13%)	93 (44%)	45 (21%)
This company offers competitive compensation and benefits packages.	4 (2%)	30 (14%)	39 (19%)	77 (37%)	60 (29%)

**The Extent to Which Employees' Level of Job Satisfaction Affects Employees' Performance**

Employees' level of job satisfaction has a significant impact on their performance. Higher job satisfaction often leads to increased motivation, better engagement, and higher productivity, as satisfied employees are more likely to go above and beyond in their roles. Conversely, low job satisfaction can result in decreased efficiency, higher absenteeism, and turnover, ultimately affecting overall organizational performance and morale.

To determine how employees' job satisfaction impacts their performance, four statements were provided. Each statement was rated on a five-point scale (1 = highly satisfied, 2 = satisfied, 3 = Neutral, 4 = Dissatisfied, 5 = highly dissatisfied). Responses from 210 participants

**Table: The Extent to Which Employees' Level of Job Satisfaction Affects Employees' Performance**

Items	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
High employee morale contributes to exceptional productivity.	10 (5%)	20 (10%)	40 (19%)	90 (43%)	50 (24%)
Competitive compensation packages contribute to low employee absenteeism.	4 (2%)	30 (14%)	39 (19%)	77 (37%)	60 (29%)



This company has a highly dedicated workforce.	12 (6%)	34 (16%)	42 (20%)	78 (37%)	44 (21%)
This company has a positive and strong work culture.	8 (4%)	46 (22%)	46 (22%)	78 (37%)	32 (15%)

A significant portion of the responses (60.6%) indicated disagreement or strong disagreement with the statements, suggesting dissatisfaction with the job satisfaction levels. Only 164 responses (19.5%) were positive (agree or strongly agree). The findings indicate that employees' job satisfaction is significantly impacting their performance. The high level of disagreement with the positive attributes of job satisfaction suggests that improvements in management strategies could enhance productivity, reduce absenteeism, and increase employee commitment and morale.

## VI. RECOMMENDATIONS

In light of the study, the following recommendations are made:

**Incentives for High Performance:** Public organizations must strategically develop incentive systems that directly correlate with exceptional employee performance. This involves determining effective incentives and setting up both formal and informal structures for rewarding employees who go the extra mile. Economic incentives should be designed so that employees at all levels benefit, which will help minimize absenteeism and encourage hard work.

**Continuous Training and Development:** Public organizations must prioritize ongoing employee training to foster adaptability and performance in a dynamic business environment. A combination of formal and informal learning opportunities will enhance skills and boost job satisfaction by demonstrating a commitment to employee development as a core organizational asset.

**Government Role in Education and Training:** The Tanzanian government should focus on Schools, training institutions, and businesses must enhance their capacity to deliver high-quality, relevant skills training. This involves expanding access to quality basic education, modernizing apprenticeship programs, recognizing skills acquired through various pathways, promoting equal educational opportunities, and making training affordable. Additionally, improving the capacity of labor market institutions to provide reliable information on skills needs and promoting

social dialogue in training at various levels is essential.

**Improvement of the Working Environment:** Public organizations should continuously seek ways to improve the working environment. Optimal physical work conditions are essential for employee well-being and job satisfaction. Factors such as working hours, temperature, ventilation, noise levels, hygiene, lighting, and resource availability should be carefully managed to prevent negative impacts on physical and mental health. Organizations should avoid extreme conditions and ensure that employee's feel appreciated and acknowledged.

**Leadership Quality:** Public organizations require strong leaders capable of inspiring and motivating employees to achieve optimal performance. It includes adopting a participative leadership style that involves discussing ideas, helping employees, and celebrating successes.

**Leading by Example:** Effective leadership in public organizations requires exemplary role models who inspire and empower employees to reach their full potential. Effective leaders are inspirational, creative, and innovative, with a long-term vision. Managers should model exemplary behavior to inspire employees and foster a positive work environment that boosts job satisfaction.

**Employee Involvement in Decision Making:** Public organizations should strongly committed to employee empowerment, the company actively seeks and incorporates employee input into decision-making processes. This enhances performance and increases job satisfaction.

**Internal Services Strategy Development:** Public organizations should re-examine their internal services strategy, especially regarding employee satisfaction and retention. Vacant positions should be filled internally when possible, creating trust between employees and employers, which influences customer satisfaction and loyalty.

**Respect and Leading by Example:** Managers should practice the behavior they expect from their employees and respect themselves as leaders. Respect from employees follows when leaders respect themselves. Leading by example increases



job satisfaction and subsequently enhances performance.

**Equal Opportunities for Promotions:** Organizations should ensure that promotion opportunities are executed fairly and equitably. Positions should be advertised internally so that all qualified employees can apply. In-service programs with clear promotion pathways can enhance job satisfaction, teamwork, dedication, and loyalty.

**Merit-Based Promotions:** Efficient and deserving employees should be promoted based on merit. While some external appointments are necessary for diversity, excessive external recruitment can lead to frustration and loss of key talent. In-service programs leading to promotions should be well-defined and accessible to all.

**Succession Planning:** Clear succession planning and position exchanges between employees help eliminate planning deficiencies and reduce the risk of leadership vacuums. This strengthens governance and increases performance.

**Investment in Training and Development:** Public organizations must prioritize substantial investment in employee training and development to create knowledgeable staff capable of working independently or in teams without constant supervision. This keeps employees updated with new technological changes and enhances overall performance. Adequate training should be provided to management at all levels, not just senior leadership.

**Opportunities for Skill Development:** Organizations should prioritize employee development by providing ample opportunities for skill enhancement, promoting productivity through smarter work practices. This environment attracts and retains employees, helping achieve organizational performance targets.

**Government Support for Job Satisfaction Strategies:** Employee job satisfaction strategies need government support for effective implementation. The government should establish and maintain systems that empower public agencies, businesses, schools, training centers, and universities to effectively address evolving skill and training requirements. These institutions should advocate for transparency, disseminate information, coordinate efforts, and promote social dialogue to enhance job satisfaction.

By implementing these recommendations, public organizations in Tanzania can improve job satisfaction, retain talented employees, and enhance overall performance.

## VII. CONCLUSION

The study delves into contemporary employee well-being, transcending traditional notions by encompassing physical, psychological, and social dimensions. It underscores how organizational culture, flexible work arrangements, and wellness initiatives significantly influence employee welfare. Key findings underscore the role of evidence-based practices and leadership in fostering positive work environments. Graphical representation highlights critical aspects: the prevalence of physical health issues among employees necessitates effective health interventions; job satisfaction levels correlate with flexible work arrangements; workplace stress impacts mental health; and social support enhances overall life satisfaction. Identified gaps include the need for mediators between organizational social capital and well-being, and the impact of cultural dimensions. Practical recommendations advocate for flexible work policies, supportive cultures, and strategies tailored to a diverse workforce. This research provides insights to enhance employee satisfaction, mental health, and productivity, offering guidance amid today's dynamic work environment.

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