

**DISSERTATION ON EMPLOYEE WELL-BEING AND ORGANISATIONAL
PERFORMANCE**

A case of study of the Royal London Hospital (London UK).



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EMPLOYEE WELL-BEING AND ORGANIZATIONAL PERFORMANCE

Dissertation submitted to the

University of Wales Trinity Saint David

For partial completion of an MBA Human Resources

Supervisor: Dr Rexon Nting

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1. INTRODUCTION

1.1. Introduction

The global business environment has rapidly and significantly changed in recent years. Organisations have sought sustainable competitive advantage due to the intense market competition increase (Fareed et al., 2016). The labour market has one of the fiercest competitions, with global employers scrambling for the top talents to help them stay competitive in the rapidly changing business landscape (Mok and Wu, 2015). It thus becomes a call for business managers to seek more creative ways to help their companies remain competitive (Collings, Scullion and Caligiuri, 2011). One of the major contributing factors to organisational performance and is crucial for a sustainable competitive advantage is embracing the well-being of employees to ensure the organisation attracts and retains the top talents, which significantly influence productivity (Krekel, Ward and De Neve, 2019). Therefore, employee well-being has become a topic of interest, given that human resource is the most vital resource in productivity for any given organisation. Employee well-being has been established to have a direct relationship with an organisation's productivity, as has been observed in situations where employee absence and lack of commitment due to mental health conditions such as stress have adversely affected their companies (Holbeche, 2009). The safety issues such as accidental injuries and absenteeism due to mental health problems have high costs on an organisation. They have thus made these organisations focus their vision on having a workplace that considers employees' well-being and safety to prevent such costs (Bach and Edwards, 2013). Many businesses are slowly embracing and implementing policies that focus specifically on employees' well-being regarding physical, psychological and mental factors (Torrington, 2014). Several studies have acknowledged that healthy employees with high satisfaction result in increased efficiency, productivity and profitability for organisations that have implemented supporting policies. Armstrong (2016) confirms that when organisations take a proactive

approach to support employee well-being through good employment practices, flexible return to work policies and other rehabilitation strategies, such organisations are likely to have employees that spend most of their time at the workplace and effectively contribute to productivity.

According to the International Labor Organization (2022), employee well-being, also known as workplace well-being, refers to all the aspects of working life: quality and physical environment, workers' feelings about their work, the nature of the work environment, and work organisation. The relationship between organisational performance and employee well-being has been a research topic for several years (Collings, Scullion and Caligiuri, 2011). The employees' well-being implicates the likely performance of such individuals and consequently influences the organisation's financial and non-financial outcomes. Bakker et al. (2019) found evidence that employees' health and general well-being regarding work are some of the most crucial factors that significantly influence the organisation's performance. It thus implies that taking care of such employees' well-being is directly proportional to the organisation's likely performance. Shin and Konrad (2017) further emphasised that the productivity and performance of an organisation depend on the employees. Therefore, it implies that if the employees are in good mental, emotional and physical health, it increases the likelihood of high productivity and performance in such an organisation.

As a critical factor in determining an organisation's long-term effectiveness and remaining competitive, employee well-being ensures that employees are safe, healthy, satisfied, and highly engaged in their respective duties at the workplace (Ilo.org, 2022). Cumulatively, the well-being of individual employees is achieved by attaining: physical, emotional, financial, social, and psychological health. Since it touches every aspect of working life, employee well-being significantly impacts employee retention, engagement and, therefore, the overall performance of any organisation. The work conditions and environment significantly impact

the mental health of employees; equally, employees' mental health has a significant impact on their performance in their jobs.

Employee well-being is a conscious and profitable organisational decision since it helps in aligning the human resources in any organisation are vital to the realisation of the organisation's strategic goals and objectives; this is made possible by addressing both the physical and mental health of the employees. Employee well-being also creates positive social and cultural attitudes in the workplace (Torrington, 2014). These are essential factors for the successful performance of any organisation. Therefore, organisations must create a strategic fit between their strategy and human resources through developing and implementing effective human resources practices, programs, and policies (Senthil, 2021). With intense competition, only the most competitive companies or organisations can maintain a competitive edge in their respective industries, which creates a vital position for employee well-being at the core of the strategic management of organisations.

Human capital has since been identified, in strategic business positioning, as one of the primary sources of competitive advantage that organisations leverage while striving to have a competitive edge over their competitors. In sustaining competitive advantage by an organisation, Bayhan et al. (2019) identified the need for organisations to have highly skilled employees who are perfectly aligned and motivated to promote the institution's strategy; motivation and happiness are key in the whole process and are both achieved when there is an enhancement of employee well-being (Bayhan et al., 2019). In its health and well-being at work report for 2021, the Chartered Institute of Personnel and Development (CIPD) identified six critical dimensions that employers and organisations need to manage to promote well-being at the workplace effectively. These include work-related stress and mental health; provision of well-being benefits; employee financial well-being; addressing issues to do with presentism

and leave; issues that cause absence from work; and managing persons with special conditions(CIPD, 2021).

The research focused on a healthcare institution, focusing more on caregivers' health and well-being than patient safety. Usually, hospitals are where people first seek help when they are sick or in danger. According to Cranley, Cunningham and Panda (2015), healthcare professionals under normal circumstances report longer working hours, less time in leisure-related activities, and few hours of sleep compared to average working adults in other professions. The challenges of the healthcare professionals worsen under conditions such as the recently witnessed COVID-19 pandemic (Cranley, Cunningham and Panda, 2015). Hall et al. (2016) point to research on the association between the well-being and burnout of healthcare professionals with patient safety. From their research, Hall et al. (2016) found that of the hospital in-patient incidents in Australia and America, 16.6% and 3.7% of incidents were linked to employee burnout and mental issues, respectively. The errors arising from the employee's well-being issues cost hospitals £1.3 billion in litigation fees and £2 billion in additional bed days annually (Hall et al., 2016). Most health professionals sometimes ignore their health while taking care of others.

1.2. Statement of the Problem

Since organisational performance and success rely on the employees and their well-being, it presents a problem of how organisation actions can best take care of their employees and ensure their well-being to guarantee good organisational performance and greater success. The employees' actions and behaviours significantly influence the outcomes, including productivity, and thus have to be determined if the organisation succeeds in the short and long run (Pilbeam, 2011). Firstly, several organisations have unrealised employee well-being (Holbeche, 2009). An independent review on mental health and employers commissioned by

the UK's Department of Health and Social Care in 2017 established that statistically, 1 in every 6.8 employees experience mental health challenges in the United Kingdom. There is a lot of stigmatisation of employees with mental health, a lack of appropriate support for those employees with mental health issues. The employers largely remain unsure how to provide proper support, thus losing billions of pounds and employees alike. In the corporate world, according to the CIPD (2021), employee well-being is constantly rising and becoming part of the corporate agenda in most organisations. Following the effects of the COVID-19 pandemic, most organisations have become more proactive in implementing and supporting employee health and well-being with more tailored support to meet individual needs and providing extra help targeting those employees working remotely (CIPD, 2021). Secondly, several researches have been conducted on the relationship between the employee-wellbeing and how it impacts organisational performance. However, there still exists a research gap in the mental well-being of employees in the current job performance research. Despite the numerous research, significant changes occur with time, including economic, social and psychological issues that impact the employees. There are also continuous changes in the workplace, employee expectations and resource-related human problems that are not captured in the past research. These issues and changes present a gap in the available literature which may not be able to provide solutions to the current issues at the workplace and address the various factors that influence employees' well-being at the current times. Without current research that captures the emerging issues on human resource management and employees' expectations and well-being, it becomes challenging to understand how organisations can optimise their employees to realise greater performance. Therefore, this research focuses on providing information on employees' well-being while considering the current and emerging issues influencing them at the workplace and in life and analysing how it impacts their contribution and performance at the workplace.

1.3. Research Objectives

The dissertation aims to investigate how employees' well-being impacts organisational performance.

The specific objectives include:

1. To identify and evaluate the effectiveness of appropriate employee well-being initiatives on the general performance of an organisation regarding business organisations in different industries.
2. To evaluate employees' opinions on the need and relevance of upholding effective employee well-being initiatives at the workplace.
3. To ascertain from HR managers the relevance of employee well-being at the workplace in alignment with an organisation's strategy and performance.

1.4. Research Questions

1. How do appropriate employee well-being initiatives impact the general performance of an organisation regarding business organisations in different industries?
2. What are the employees' opinions on the need and relevance of upholding effective employee well-being initiatives at the workplace?
3. What is the relevance of employee well-being at the workplace in alignment with an organisation's strategy and performance?

1.5. Justification

Due to the current and emerging issues that influence employees' well-being, there is a need to advance the research on employees' well-being and job performance and how it contributes to the overall organisational performance. Therefore, this research is necessary due to its crucial contributions to literature, policy making, and organisational managers.

Contribution to Literature: The research adds to knowledge by providing updated information regarding employees' well-being and how it impacts organisational performance

in the modern business environment. It thus becomes a crucial source of knowledge and information that various stakeholders and scholars can use as references to conduct advanced research on the topic. The study will also be essential in driving more scholars into the topic through its insights into what impacts the employees' well-being in the current times and the consequential impacts on organisational performance.

Contribution to Organization Management and Human Resource Management Policies:

The insights from the research will be crucial in enriching organisational managers, especially through human resources, on how to manage employees better and achieve higher performance. The insights from the research findings on the relationship between the productivity levels in an organisation and the general mental health of employees will help guide the best human resource management practices that would help promote the well-being of employees in the organisation as part of the strategies for positioning organisations for competitive performance. This research captures the application of various employee well-being initiatives and their corresponding effects on the performance of different organisations. The insights from the findings are thus beneficial to employers and human resources managers by establishing the expectations and opinions of the employees on the application of initiatives aimed at promoting their well-being at the workplace and how they will undoubtedly be motivated to enhance their performance and productivity at work. Therefore, the findings of this research and the insights are critical in enabling employers to effectively plan their human resources management strategies to align their human capital with the respective strategic goals and objectives leveraged towards enhancing competitiveness in their industries.

1.6. Scope

This research has two major key variables; the "employees' well-being" and "performance". It is important to define the scope of these variables and where the data for the variables were collected. The research investigates the impacts of employee well-being on the performance of

an organisation. Regarding employee well-being, the research covers employees' mental, psychological, emotional and physical health as influenced by the organisational culture. The performance variable is measured in terms of productivity. The research thus exclusively revolves around how employee well-being influences productivity in an organisation. The study is based on an investigation of employee well-being at Royal London Hospital. Therefore, the respondents are exclusively drawn from the hospital as it acts as the case study. The data was obtained from human resource managers and the employees in the organisation.

1.7. Limitations

One major limitation of the study was the busy schedule of the human resource managers and the employees, which made it difficult to collect information from the respondents physically. However, a virtual survey helped solve the problem. The second problem was the reliability of the information collected from the respondents. There was a significant probability of employees giving unreliable data based on convenience. However, the researcher solved the problem by checking the consistency of one's responses before inclusion in the final sample.

2. LITERATURE REVIEW

2.1. Theoretical Review

2.1.1. The Happy-Productive Worker Hypothesis

The hypothesis states that happy workers tend to be more productive, implying that an employee's performance is a result of the well-being of such an employee (Christensen, 2017). However, Pajic (2022) states that the well-being and productivity of a worker are spurious and majorly depend on the personality trait of an individual, such as self-esteem. It thus challenges the hypothesis that a happy worker is likely to be more productive and perform better than others. The theory is appropriate and applicable in this study in that it supports the aspect for employers to take care of the employees' well-being and keep a happy workforce that is likely to be more committed to their work and the organisational goals.

2.1.2. Broaden-and-build theory

The theory proposed by Wright, Cropanzano and Bonett (2007) holds that job satisfaction measures employee well-being and performance. In this case, performance measured by productivity is moderated by the aspect of positive well-being. It implies that employees with higher levels of psychological well-being would have a stronger relationship with performance. The theory emphasises that when employees experience positive emotions, it expands their momentary thought action and becomes more innovative and creative, enabling them to come up with alternatives for solving a particular situation (Zhao, Li, Zheng and Zhang, 2022). According to the proposers, it implies that by the employers providing an environment that keeps employees in a positive mood, the employees are likely to express reduced stress and increased proactive approach to their work which directly influences their productivity and enhances the organisation's performance (Zhao, Li, Zheng and Zhang, 2022). The theory is applicable and relates to the current study in that it addresses the need for employers to pay

attention to the employee's well-being and have in place programs, plans and policies that promote positive mood and psychological mindset among employees and enable them to become more creative and proactive in their work. The result is increased productivity.

2.1.3. Self-determination theory

The self-determination theory relates the employee's well-being and performance with the degree to which the job fulfils the basic psychological needs of an employee. The theory holds that fulfilling one's psychological needs triggers various motivations, which translate to increased commitment and enhanced individual productivity (Deci, Olafsen and Ryan, 2017). It states that human beings have three basic needs, which include the need for relatedness, the need for competence and the need for autonomy. The need for relatedness refers to the innate human need to experience a positive relationship with others. The need for competence implies that humans want to successfully accomplish challenging tasks, while the need for autonomy refers to the desire for freedom of choice (Heery and Noon, 2017). Therefore, the extent to which a given action positively influences these needs is likely to result in the individual's corresponding intrinsic and extrinsic motivation. Regarding intrinsic motivation, the employees consider the work satisfying, enjoyable and interesting and thus strive to perform these tasks to their best. According to Rigby and Ryan (2018), workers with intrinsic motivation positively engage in their tasks for their own sake as it yields satisfaction. The sustenance of the behaviour depends on the ability of the employees to continue enjoying the satisfaction they derive from these needs being met (Rigby and Ryan, 2018). Extrinsic motivation comes from activities with instrumental value, such as promotion incentives, monetary rewards and social prestige. In such a case, the activities may not contribute to employee satisfaction. However, they have greater benefits which make the employees attracted to perform the tasks and be more productive to realise these benefits. Without the benefits, the employees would invest little effort as possible in the tasks. The theory is

appropriate and applicable in this study in that it explains the intrinsic and extrinsic motivation that influence the well-being of employees and thus consequently influence the productivity and overall performance of the organisation. The theory provides insights that organisations must understand factors that promote intrinsic and extrinsic motivation in the employees by raising their well-being and investing in policies and programs that embrace the strategies.

2.2. Empirical Review

2.2.1. Employee Well-Being

Employee well-being refers to the overall physical, mental, economic and emotional health of the employees in the company (Heery and Noon, 2017). Various factors such as the tools and resources the employees have access to, the relationships they have with their colleagues, workplace safety, salaries, wages and bonuses and the hours worked significantly influence the well-being of employees in a given organisation (Pilbeam, 2011). According to Bach and Edwards (2013), employee well-being is key to an organisation's healthy working environment, which translates to greater outcomes for the employee and overall performance improvement. Therefore, companies that strive to promote the well-being of their employees stand a better chance of succeeding (Armstrong, 2016). They can identify and control the stress levels among the employees and create a positive, productive environment that entices them to commit themselves and outperform the expectations. According to Holbeche (2009), employee well-being programs are essential management strategies organisations can use to create the best environments for their employees to thrive in and deliver their best in their tasks.

Employee well-being varies from individual to individual but generally depends on how healthy and productive the workplace is to an individual based on the internal environment (Bach and Edwards, 2013). However, the external environment may also significantly contribute to employee well-being, such as family, housing and health problems. Despite the employers not having control of what affects the employees outside the workplace, through

HR, they can do their best to address what affects them at the workplace and strive to provide them with a work-life balance to help them address the external factors (Holbeche, 2009). According to Bach and Edwards (2013), it is the employer's duty and responsibility of the employer to ensure that their workers have the necessary care and support they need for mental, economic, emotional and physical health. However, Briscoe, Schuler and Claus (2009) state that many organisations are still careless about employee well-being and do not have dedicated strategies and programs to help them address it. Similarly, Muller (2009) states that a significant number of employees state one of the reasons for quitting is the lack of care and action of the employer to improve their well-being and the lack of programs that address issues affecting employees at a personal level.

2.2.2. Factors Influencing Employee Well-Being

An organisation may take pride in being good to its employees from factors such as having good pay and growth opportunities. However, it might hurt the employees in one way or another and adversely affect their well-being. According to Holbeche (2009), an organisation may be a good employer, but the organisation of work may be the root of its problems and relationships with employees. The demands of a particular work and working conditions significantly influence the employees' well-being and may be a source of stress, as emphasised by Briscoe, Schuler and Claus (2009). Similarly, Bach and Edwards (2013) state that an organisation's work design impacts the employees' health and well-being. However, a study by Low and Graves (2016) states that organisations have at their disposal feasible ways through which they can redesign their work organisation to address such issues and enhance employee well-being. Pilbeam (2011) state that strategic changes to the working condition in an organisation regarding workplace conditions not only improve the employees' health but also translate to beneficial business outcomes such as increased productivity and low levels of employee burnout.

An advantage that organisations have in the course of strategically addressing employee well-being is that it does not have to be costly. Gibb (2011) states that redesigning work organisation and environment is a good investment with great returns. The returns are in the form of various benefits such as reduced employee turnover, which significantly reduces turnover costs, increased productivity and increased overall organisational resilience, leading to higher performance (Allen and Bryant, 2012). In this regard, it is necessary to discuss specific factors that influence employee well-being, as covered by other researchers.

2.2.2.1. Job Satisfaction

Job satisfaction refers to the positive emotional state that an employee achieves as a result of workplace experiences or appraisal of their work (Heery and Noon, 2017). Wilkins, Butt and Annabi (2017) state that job satisfaction affects employee attitudes and behaviours and motivates them to perform better. Bach and Edwards (2013) identified job satisfaction to include satisfaction with the terms and conditions that define their jobs and working environment. It includes factors such as autonomy, pay, rewards, internal promotion and learning and development opportunities.

2.2.2.1.1. Autonomy

According to Sarmah et al. (2021), giving workers more control over how they do their work significantly influences their well-being and productivity. Similarly, Manganelli, Thibault-Landry, Forest and Carpentier (2018) emphasise autonomy by explaining that when employees do not have autonomy and deal with little discretion in how they accomplish their tasks, they are likely to have poor mental health and even risk contracting heart diseases. Another study by Catling, Reid and Hunter (2017) states that employers having too much micro-supervision on the employees eat them mentally, and they risk suffering from mental conditions, including stress. Bach and Edwards (2013) similarly state that a work environment with high work demands and low job control from the employee increases the risk of cardiovascular diseases

and diabetes. Therefore, it shows that changes that embrace employee autonomy are likely to have significant influence on their well-being, thus protecting their mental health. For instance, in his handbook, Armstrong (2016) emphasises that subjecting employees to effective training to take on new tasks and solve problems on their own improves their well-being and significantly positively influences task performance.

2.2.2.1.2. Internal Promotion

Muller (2009) states that internal promotion plays a crucial role in employee job satisfaction, which translates to improved well-being. According to Collings, Scullion and Caligiuri (2011), an organisation that factors the well-being of employees through internal promotion is likely to attract top talents from the labour force, which represents a strategic performance for preparing the organisation for superior performance. The innovative strategies that embrace employee well-being during the recruitment process resulted in the company having the right pool of employees to realise its goals of increased productivity and better performance (Torrington, 2014). After selection, the HRM practices of internal promotion influence the well-being of the employees, which acts as a strategy to retain the top talents and maintain productivity levels. Suppose, after recruiting the right talents for the job, the organisation fails to have effective strategies and policies to keep them. In that case, high turnover costs are likely, which can adversely impact productivity and general performance (Allen and Bryant, 2012). Bach and Edwards (2013) state that internal promotion motivates the employees as they feel a sense of belonging from the growth opportunities in the company. They thus become loyal and work hard towards the organisational objectives and goals. Armstrong and Taylor (2020) state that managers would not like to see employees leave after spending resources on recruiting and training them. They would consider motivations such as internal promotion incentives for employees to stay with the company.

2.2.2.1.3. Pay, Rewards and Compensations

Issues related to salaries, wages and other forms of compensation at the workplace have direct relationships with the employee's well-being. Chanda and Aggarwal (2016) state that employers with unfair pay often lead dissatisfied employees with economic challenges that lead to stress and distraction from productivity-related tasks. However, Lippert and Damaske (2018) state that when employees are well compensated, they are likely to address their economic issues and stay stress-free, thus allowing them to commit to tasks that improve productivity. Bach and Edwards (2013) state that employees also get concerned when their effort and performance result in increased productivity and overall performance. They feel they also deserve a share of the benefits arising from their excellence and high commitment. Similarly, a study by Barret (2017) also notes managers, especially those in the private sector, see it as a factor in promoting employee well-being when they are entitled to a share of the profits realised by the organisation. In this regard, Torrington (2014) emphasises the importance of high compensation contingency to employee performance, where employees receive appropriate and equitable rewards for their performance. Similarly, Muller (2009) states that rewarding employee effort and performance is a motivating factor that leads to more commitment and increased productivity. Armstrong and Taylor (2014) state that an employee is likely to work harder knowing that the effort would be recognised in the end. However, Mendis (2017) states that employees that do not receive rewards for their effort even when the business makes huge profits are likely to feel like they are only used as objects, which affects their esteem and makes them burned out and stressed. It thus adversely affects them mentally and gradually reduces their productivity in the workplace. Similarly, Gibb (2011) states that failing to recognise excellence and commitment from employees leads to frustration and the employee may end up depressed and withdrawn. Therefore, pay and rewards have a direct relationship with job satisfaction. Briscoe, Schuler and Claus (2009) state that job satisfaction

occurs when the employee feels satisfied working and with the broader organisational context. For instance, the positive feeling that arises from various rewards, according to the employees, elicits happiness and job satisfaction.

2.2.2.1.4. Reasonable Workloads

Bach and Edwards (2013) state that work demands substantially affect employees' well-being and, consequently, influence productivity at the workplace. Similarly, Lee and Eissenstat (2018) note that imposing high work demands on the employees is likely to cause burnout, withdrawal and negative consequences on their commitment to the job. Another study by Harvey et al. (2017) found that high job demand increases health risks. The studies show that high workloads and job demands arise when employees practice understaffing and subject the few to perform huge workloads that more employees should have. Thus, employers must consider good staffing practices as a strategy for promoting employee well-being and the spread of the workloads to a good number of employees that can handle them efficiently without experiencing burnout and adverse mental consequences. Torrington (2014) note that high workloads lead to high turnover and reduced productivity, but sufficient staffing and appropriate workloads result in increased output per employee and thus increased overall performance.

2.2.2.1.5. Learning and Development

Armstrong (2016) notes that in the effort of employers to promote employee well-being, learning and development (L & D) training opportunities have gained significant traction as effective and strategic initiatives. The book shows that enhancing employee professional skills, organisational effectiveness and leadership capacities improve employee well-being and consequently boosts productivity at the workplace. It implies that the employees' job satisfaction increases, and their commitment to work increases, resulting in increased performance. In the modern labour market, employees demand that employers offer them

learning opportunities, and thus are likely to apply for jobs in organisations they know to value and provide them. Gibb (2011) implies that employees feel frustrated and stressed when employees do not have learning opportunities and feel that their jobs may be threatened by the dynamic changes that occur at the workplace. The book explains that employees feel settled and their jobs less threatened when organisations provide them with opportunities to enhance their professional skills and acquire new ones. Pilbeam (2011) confirms that opportunities that widen the employee skills give them confidence in having their jobs even when dynamic and rapid changes occur in the workplace. Bach and Edwards (2013) indicate that promoting employee learning and development as a strategy enables them to have a settled mind of state and well-being and use their acquired skills to perform their tasks better and improve productivity and quality of work. It thus implies that learning and development contribute to improved employee well-being and consequently impact productivity and overall organisational performance.

2.2.2.1.6. Social Belonging and Exchanges

Stewart, Oliver, Cravens and Oishi (2017) found that an organisation committed to improving the well-being of its employees pay closer attention by implementing programs encouraging the employees to develop and embrace supportive relationships with others at the workplace. Similarly, a study by Kun and Gadanez (2019) found that good and supportive relationships among colleagues positively contribute to their well-being and a happy workplace. Shacham et al. (2020) also noted that such relationships lower psychological distress, and employees are likely to be in happy moods most of the time. Research by Mobasseri, Srivastava and Kray (2021) shows that positive relationships at the workplace lead to a sense of social belonging. Linos, Ruffini and Wilcoxon (2021) also confirm this when they note that employees can share affirming stories regarding their work which thus results in decreased burnout and increases job satisfaction and commitment. Allen and Bryant (2012) note that workplaces with highly

stressful jobs and a high probability of burnout are likely to experience high turnover. However, a study by Turkoglu and Dalgic (2019) indicates that even when working highly stressful jobs, a workplace with special belonging and employees sharing their experiences at work reduces turnover. Therefore, organisations that want to reduce burnout and turnover should consider caring about the employees' well-being through strategies and programs that encourage positive relationships at the workplace.

2.2.2.1.7. Employee voice and engagement

Armstrong and Taylor (2014) state that employee voice is one of the high commitment aspects of the HRM, which aims to make employees feel that the organisation cares about issues that affect them and is more than willing to address their problems. According to Armstrong and Taylor (2020), allowing employees to express their challenges and grievances independently and openly without intimidation help prevent mental issues such as stress they would experience if they silently underwent the conditions without expressing their frustrations. They thus release the negative energy associated with the frustrations and are free to commit to the organisation. Bach and Edwards (2013) show that the organisation's mechanisms through which the employees express their feelings and problems increase the chances of an employee seeking solutions to their problems instead of opting to quit. The practice of employee voice also allows their contribution to tasks related decisions when the management makes crucial decisions about various processes. Employee engagement through involvement in various organisation matters is also a significant factor influencing employee well-being at the workplace. Alsughayir (2016) states that many employees get frustrated when they are left in the dark regarding various issues, such as crucial changes implemented in the company. Similarly, van der Voet and Vermeeren (2016) state that change in an organisation stands a higher chance of negatively impacting the employees when they are left out of the change process. Holbeche (2009) note that some changes may not align with employee beliefs, and

end up affecting them mentally if they are forced to embrace it through factors such as intimidation. Pilbeam (2011) also states that when an organisation embraces open communication with its employees during such decision-making processes, it confirms to the employees that they are trusted and their beliefs and opinions considered. It thus prevents them from the mental consequences associated with accepting decisions that go against their beliefs.

2.2.2.2. Flexibility and Work-Life Balance

According to Moen et al. (2016), providing employees with the flexibility of where and when they work is crucial in enhancing their well-being. Another study by Kröll, Doeblner and Nüesch (2017) also had similar findings indicating that an organisation giving the employees more control and choice over their work schedules and where they work improves their mental health. Sparrow, Brewster and Chōng (2004) suggest creating a flexible working environment for employees, including permitting various working times and having flexible shifts regarding tasks that must be done on-site and those that can be accomplished off-site. One such program to achieve a flexible working environment is to embrace project management technology that enables employees to continue their work off-site but still collaborate and coordinate with their teammates and team managers to fulfil their tasks. Asare, Kwasnicka, Powell and Robinson (2021) state that such an environment that permits off-site and on-site collaboration improves the employees' mental and physical health. Bach and Edwards (2013) state that flexibility helps reduce turnover for an organisation since the employees can establish an effective life-work balance by having flexible schedules.

Employees consider work-life balance a crucial factor, where lack of it leads to various mental conditions. According to (Heery and Noon, 2017), work-life balance refers to a situation where the employee has a balance of work and issues related to other aspects of life, including family, leisure and other activities outside the workplace. Another study by Paais and Pattiruhu (2020) similarly emphasises the importance of achieving a happy medium where the demands of work

balance the employee's needs and activities outside work. Jaharuddin and Zainol (2019) state that employers have put considerable effort into the aspect of work-life balance in their policies to enhance employee well-being and prevent consequential mental conditions. Ravichandra, Verma and Kaur (2022) investigated how the changing demographic composition in the labour market, such as the increasing number of females and people with special needs, has advanced the urgency of the issue of work-life balance. The categories of the labour force demand considerations of commitments and difficulties (Pilbeam, 2011). Also, those employees with the responsibility to care for their family members with disabilities and the elderly have challenges balancing the time for work and helping these people. It thus raises the issue of work-life balance and flexibility to prevent them from frustration and stress. Felstead and Henseke (2017) explain that long work hours or working full-time is a disadvantage to some employees, such as women, who have the biggest burden regarding responsibilities at home. Therefore, requiring such employees to work long hours or go to work every day results in burnout and higher stress levels and can gradually lead to cardiovascular diseases. Therefore, it makes it necessary for organisations to embrace life-work balance to protect the mental well-being of the employees. When provided with employment conditions that fit their needs, the employees are likely to get motivated to work harder and be more innovative as they strive to appreciate the organisation (Felstead and Henseke, 2017). Employers need to embrace diverse work patterns and work organisations with options that fit the needs of the employees.

2.2.2.3. Workplace Safety

Abdin, Welch, Byron-Daniel and Meyrick (2018) state that workplace safety is an essential element for observing the well-being of employees regardless of the type and size of an organisation. Similarly, a study by Ngwama (2016) found that employees are attracted to workplaces free from accidents and injuries that interfere with physical health. Even the laws and regulations that govern the business environment emphasise employers ensuring

workplace safety as a right for every employee (Michaels and Barab, 2020). Some of the factors that the organisation have to focus on to ensure the safety of the employees include environmental hazards, workplace violence, unsafe working conditions and substance abuse. A study by Zahiri Harsini et al. (2020) found that some organisations expose their workers to hazardous working conditions, such as exposure to the dangers of heavy equipment without effective and sufficient protective gear. The result is an increased rate of injuries and accidents that lead to the employees spending more time receiving treatment and thus being absent from work, consequently lowering productivity. However, Michaels and Barab (2020) state when an organisation puts in place effective measures regarding workplace safety, it protects the employees and keeps them safe from accidents and physical injuries. Another study by Duan, Wang, Brinsfield and Liu (2020) found that when employees learn the desired aspects of workplace safety, it significantly increases their well-being and desire to go to work knowing they will be in good health at the end of the day. They also work diligently and with the confidence of assured safety, and thus do not commit mistakes from panicking and can produce goods and services of high quality. A study by Wei, Sewell, Woody and Rose (2018) similarly found that the safer the work environment, the more productive it is, which is an essential aspect of the organisation regarding productivity. Bach and Edwards (2013) also noted that productive employees could produce more quality goods in less time, thus increasing productivity while lowering costs and thus enhancing the overall organisational performance. Therefore, the findings from the studies imply that workplace safety promotes employee well-being, leading to better physical health and motivation to work efficiently to produce more high-quality goods and services.

2.2.3. Productivity

The relationship between employee well-being is directly due to its influence on developing positive habits that contribute to increased productivity. According to Muller (2009), workers

become more productive when they feel happy, which explains why having a consistent and healthy work-life balance is a crucial strategy that an organisation can effectively use to increase its overall productivity. Positive employee well-being boosts the morale at the workplace since the employees feel valued when their needs are met and thus become more dedicated and competent in their tasks. According to Bach and Edwards (2013), having a program that addresses employee well-being acts positively to preventing stress, illness and absenteeism by the employees and thus leads to more productivity as employees spend more time dedicated to the workplace and contributing their time and effort to processes revolving around productivity. Similarly, Armstrong and Taylor (2020) state that having a strategic plan for improving employee well-being during and after recruitment can significantly help an organisation attract and retain high value and skilled individuals, consequently leading to significant productivity improvement. Another study by Schroth (2019) states that Gen Z job seekers consider the healthy working environment a key factor while looking for a job. Therefore, the study emphasises that employee well-being programs and policies play a crucial role in attracting this generation to an organisation. Similarly, a study by Goh and Lee (2018) states that organisations that can attract highly skilled individuals from Gen Z job seekers are likely to succeed in the future since the individuals are more focused on being productive in the workplace. Allen and Bryant (2012) show that among the top factors the generation seeks when looking for a job include chances for growth, increased sick days and mental and psychological services offered by the company. Another study by Vardarlier (2016) states that such programs that pay attention to the employees' personal needs help an organisation avoid losing their top talents in the highly competitive labour market.

An essential factor determining the workforce's productivity is the quality of goods and services to the customers that enhance customer satisfaction. Muller (2009) states that many companies have realised that proper treatment of their employees by paying closer attention to their needs

and enhancing their well-being reflects on the expected customer experience with the organisation. Taking care of the well-being of employees keeps them in the right physical and mental health to produce high-quality goods and services (Harter, Schmidt and Keyes, 2003). The employees become more competent, attentive and committed to their tasks and thus resulting in high-quality work accomplished. Well-treated employees are happy and satisfied, providing a greater customer experience and making the customers feel valued and happy. A study conducted by Prikhidko, Long and Wheaton (2020) during the covid-19 pandemic showed that many employees interacted with customers with extreme and prolonged stress, which made them emotional, thus resulting in extreme demands when seeking services from the companies. Therefore, such customers meeting equally stressed and unhappy employees would be detrimental to organisations, leading to adverse customer experience. During such situations, it becomes the employee's responsibility to properly manage the situation and lead to great customer experience which result in the customer being happy and satisfied, hence enhancing the organisation's reputation.

2.2.4. Human Resource Management Initiatives and Productivity

Human resource management is the system in an organisation that deals with employees' relationship and strive to ensure that employees are involved in the organisational goals and committed to helping achieve them (Armstrong and Taylor, 2014). The strategies and policies of human resource management within an organisation influence the organisation's overall management and how work is organised across the workplace. With the increasing interest in employee issues, including well-being, the managers become more committed to developing a trustworthy and highly committed workforce and ensuring that they remain loyal and committed to realising the business objectives. Holbeche (2009) states that business managers are increasingly paying attention to the response from employees regarding the human resource management practices to ensure that the HRM-performance models are accepted and effective

in driving employees' behaviour towards increased productivity. Similarly, Armstrong and Taylor (2014) state that the employees look into and interpret the human resource practices and policies and the trustworthiness of the organisation's management as indications of the level of organisational commitment to them and their needs, which in turn influence their commitment to the organisation. Muller (2009) also emphasised that how employees view the organisation's commitment to their needs influences their contribution to its success.

2.2.5. How Employee Well-Being Impacts Positive Performance (Productivity)

When employee well-being is achieved through HRM practices that incorporate the identified factors influencing well-being, organisations can realise various advantages from the mentally and physically healthy workforce (Sivapragasam and Raya, 2017). The various literature has identified that the well-being of employees at the workplace is influenced by the quality of life that the employee experience as determined by the internal and external environment. It thus implies that an employee should work in a physically safe and stress-free environment which makes work exciting and enhances commitment and dedication. It includes having rewards, compensations, open communication and stimulating processes that increases job satisfaction and employee happiness. Sparrow, Brewster and Chōng (2004) state that employees' personal well-being does not just occur within the workplace context but also in a social context. It thus implies that well-being also occurs within the context of lifestyle, organisational agents and employment changes. Employees thus rely on their employers to help them achieve their well-being within these contexts (Bach and Edwards, 2013). In this regard, the employers are responsible for assisting employees to achieve a state of contentment. They can thus deliver to their full potential at the workplace, both for their own benefit and the company's benefit. One crucial result of employee well-being is increased employee commitment. It refers to the employee feeling attached to the organisational values and goals while viewing it as a self-responsibility rather than only in the context of the organisational expectations (Heery and

Noon, 2017). It thus implies an internalised belief by the employee derived from feeling a sense of trust for the organisation and its culture. They, therefore, desire to continue being part of the organisation and contribute considerable effort to attaining the organisational goals. Thus, well-being motivates employees to be more productive for themselves and the business, thus resulting in increased productivity. Increased productivity within an organisation is an indication of high overall organisation performance (Bach and Edwards, 2013). Embracing and promoting well-being at the workplace creates a change in the organisational climate that encourages innovative practices from the employees and consequently contributes to positive outcomes in terms of productivity and even profitability.

2.3. Conceptual Framework

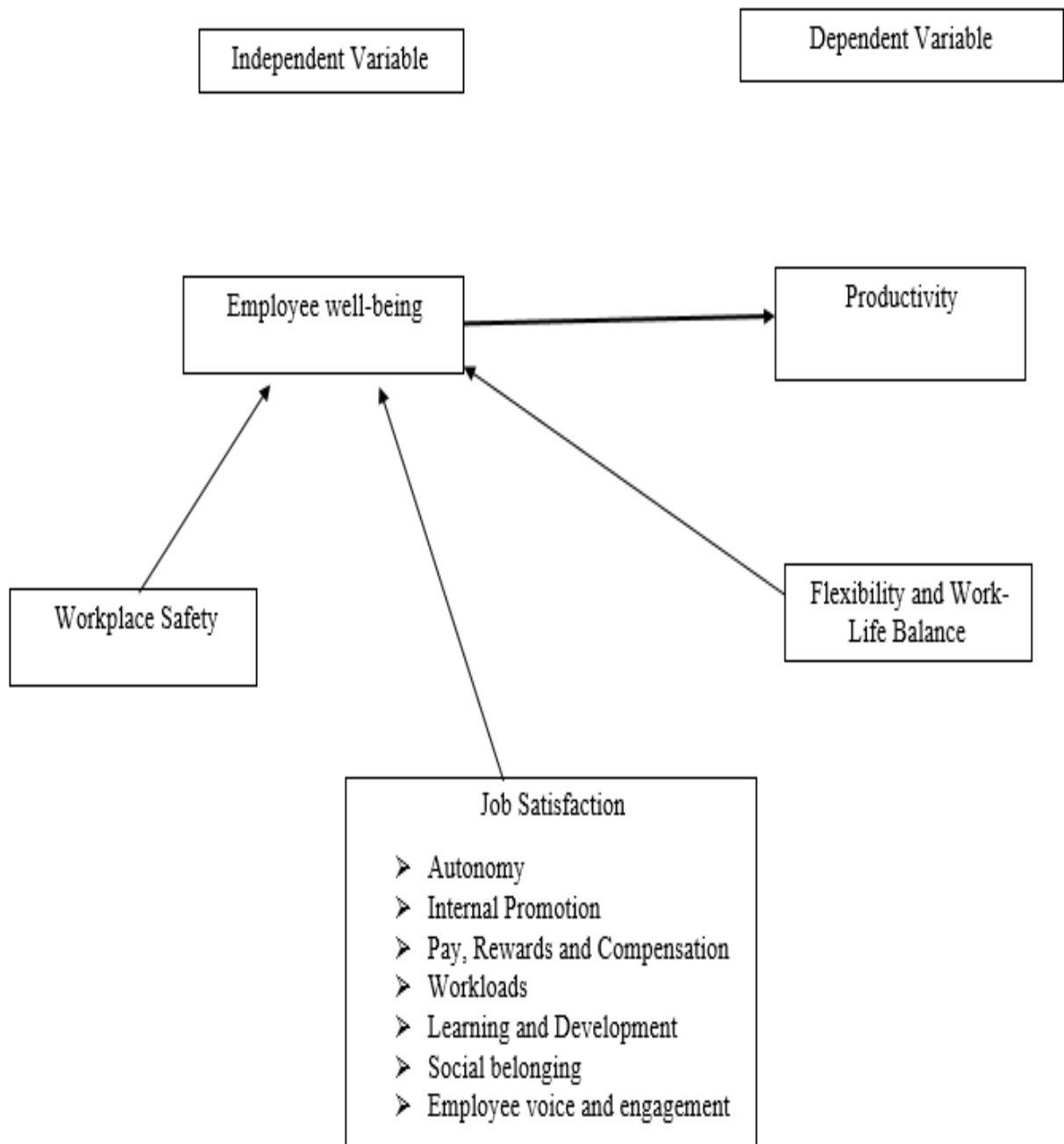


Figure 1: Conceptual Framework

3. RESEARCH METHODOLOGY

3.1. Introduction

The chapter covers the methodology applied in the study to facilitate collecting data that answers the research questions and helps achieve the study's objectives. It includes the research philosophy, approach, design, target population, data collection and analysis validity, reliability and ethical considerations.

3.2. Research Philosophy

The research applied a positivist philosophy. Under this philosophy, the knowledge is independent of the participant. The researcher's perception and opinions on the topic under research do not influence whatever data is collected to answer the research questions and achieve the objectives (Anderson and Kanuka, 2006). It thus represents an evidence-based approach to research that considers reality and collects data that the researcher and other stakeholders can interpret mathematically (Park, Konge, and Artino, 2020). Therefore, it implies that the philosophy only captures the facts regarding the topic and ensures only factual information is used in the analysis, deriving the appropriate conclusion that stakeholders can apply in decision-making. The only role that the researcher plays is to collect and interpret the data (Park, Konge, and Artino, 2020). The results in this regard are based on data from the respondents that can be quantifiable and analysed mathematically. The philosophy is, therefore, applicable in the current research to collect data from employees and HR managers on employee well-being and how it influences the productivity and overall performance of the organisation. The research requires one to hold an empirical view of how various factors and initiatives in an organisation influence employees' physical and mental well-being and how that translates to an increase in productivity. Facts from the human resource management of the initiatives implemented in the organisation and the consequential impacts they had on the

employees are required to provide a factual conclusion of how employee well-being relates to productivity.

3.3. Research Approach

The research applied a deductive research approach to facilitate testing the hypothesis and confirm the relation between the variables of employee well-being and productivity in an organisation (Anderson and Kanuka, 2006). Therefore, it is based on facts of the situation on the ground, which requires collecting quantifiable information. Deductive research with a quantitative approach provides the most appropriate technique to apply.

3.4. Research Design

The research design refers to the strategy that the researcher applies to study the target population based on its sample and the logical processes one follows to collect the data that respond to the research questions (Anderson and Kanuka, 2006). The research aimed to obtain a large volume of data from Royal London Hospital, from both the employees and human resource managers. The two categories of respondents were necessary since the research questions sought to determine the perspective of human resource managers on the initiatives that the organisation had implemented to improve the well-being of its employees and hence productivity versus the results while looking at the impacts of the initiative. Therefore a descriptive research design became appropriate for this case due to its ability to collect data from a broad and diverse audience (Siedlecki, 2020). Since positivism directed the study, quantitative research approach applies questionnaires to collect the necessary data as appropriate. The research focuses on collecting data from the employees and the HR department on the condition of employee well-being and productivity. The research also captures testing of a relationship between the two variables of employee well-being and productivity as a measure of performance. Therefore, it implies that there is a need for statistical

analysis to allow for statistical testing, which could only be possible with quantitative data (Fryer, Larson-Hall and Stewart, 2018).

3.5. Target Population

The target population refers to the subset from where one chooses the sample. The population for the proposed study was employees and human resource managers working at Royal London Hospital, UK.

3.6. Sample and Sampling Procedure

Sampling refers to choosing individual participants from the targeted population (Davies, 2010). It is from the sample that the researcher collects the necessary data for analysis and from which the inferential statistics for the entire population are based. A snowballing method was used to distribute the questionnaire link to the potential participants. Snowballing sampling method is appropriate in this case as it allows the participants that receive the questionnaire link to share it with their colleagues and increase the number of responses. The link directed them to the google forms with the research questions, where the respondents filled in their responses. From the filled responses, the researcher used simple random sampling to identify the targeted 50 respondents included in the final sample based on the inclusion and exclusion criteria of complete, valid and reliable responses. Simple random sampling was appropriate to preserve the data collection process's randomness to boost the collected data's validity and reliability.

3.7. Construction of the Research Instrument

The study applied a standardised questionnaire to collect data from the diverse respondent population obtained from Royal London Hospital. A questionnaire is appropriate for collecting data on a large number of diverse participants as it is standardised and enables the researcher to compare the responses obtained from different respondents and ascertain their validity (Siedlecki, 2020). The construction of the questionnaire included open-ended questions only

in the demographic information section, but closed-ended questions were used in all the sections. The closed-ended questions were designed based on a 5-point Likert scale since it enabled the easier generation of intervals and thus facilitated easier testing of the hypothesis. The type of questionnaire was also applied by Mathieu et al. (2014) in investigating how corporate psychopathy influences employee well-being and job satisfaction. The questionnaire was also designed based on information from the literature review. It was thus free of bias. The questionnaire was divided into four sections. The first section focused on collecting demographic information, while the other three sections each covered one research question.

3.8. Data collection

In this study, the data was collected online due to the constraints of time and the cost of collecting data physically. The online data collection also helped solve the limitation of the busy schedule of the employees and HR managers, who would have been difficult to see physically and administer the results. It also solved the constraint of time, where physical data collection would have led the researchers to consume more time and interfere with the project schedule and other inconveniences. The researcher sent questionnaire links to the potential respondents. Using the snowballing method identified in the research strategy, the researcher ensured the questionnaire reached as many potential respondents as possible to increase the completion rate and increase the probability of getting 50 valid, reliable and completed questionnaires from diverse respondents. There were a total of 58 responses, and 50 were used in the analysis, while the extra eight were disregarded.

3.9. Time Frame

The data were collected within 3 weeks, which represented 15 working days. After three weeks, the researcher turned off the receiving responses button on the Google forms. At this point, the targeted 50 responses had been surpassed.

3.10. Data Analysis

The data analysis process applied the SPSS software as a tool to perform the relevant mathematical analysis, which in this case, was correlation and regression analysis to test and establish as true or false the hypothesis that employee well-being has a significant influence on productivity in an organisation (Anderson and Kanuka, 2006). Through the statistical analysis, the researcher can establish the true nature of the relationship between the two variables. The findings are displayed in tables and graphs for a visual representation to ease interpretation.

3.11. Data Variables Description

It has been established in the research that the aim is to determine and test the relationship between employee well-being and productivity of the employees. The variables are divided into two; the dependent variable is the affected variable which in this case is productivity as a measure of organisational performance (Davies, 2010). The second category of variables is the independent variable which predicts the dependent variable. In this research, the independent variable is employee well-being as measured by job satisfaction, work-life balance and workplace safety.

3.12. Test for Validity

Validity in research refers to the ability and degree to which the research instrument measures the variables while sufficiently covering the underlying questions. It thus entails the accuracy to which the questionnaire measured the variables of employee well-being and productivity (Vaske et al., 2016). The researcher ensured validity by using the literature review to design the research questions. Therefore, the questions used were guided by insights from past peer-reviewed studies. The questionnaire design also involved a simple format and easy-to-understand research questions, which the respondents could easily understand and quickly fill in the responses.

3.13. Testing for Reliability

Reliability refers to the degree of consistency by which the research instrument produces results. Thus, it entails the questionnaire used in the study to produce a consistent result for responses obtained from a diverse group of participants. The reliability of the research was tested using the statistical measure of Cronbach's alpha. It was determined for each variable used in the statistical analysis (Vaske et al., 2016).

3.14. Ethical Issues

The researcher attached the consent form to the respondents, informing them of the contents of the questionnaire, what was expected of them, and that they were to give consent for the researcher to use their responses for the research purpose. They were also informed that their participation was voluntary, and they could withdraw at any time if they wanted to without consequences. While using the response, the researcher observed absolute confidentiality, used random numbers to identify the respondents, and did not use any names. The questionnaire was designed while considering confidentiality and did not ask for the participant's name. The data obtained from the respondents were also stored safely after use in the analysis and are not available to any third party. The information obtained from the data is also intended to be exclusively used for the research purpose by the student and the supervisor and will be discarded three years after graduation from the master's program.

4. Analysis and Results

4.1. Introduction

The chapter focuses on evaluating the data obtained from the online questionnaire survey. It includes analysis of demographic data, determination of reliability test, running correlation and regression equations, and proving the hypothesis as true or false based on the correlation and regression data.

4.2. Sample Characteristics

The questionnaire link was sent to many potential respondents. It even reached a larger number of potential respondents due to the snowball sampling method applied. There were 57 filled questionnaires by the end of the second week, and the researcher turned off the "accepting responses" option on google forms. The questionnaires were scrutinized based on the sampling criteria to select 50 questionnaires that best met the sampling criteria and ensured adequate consistency. Some of the questionnaires were partially field, while some lacked consistency. The researcher obtained reliable and sufficient information from the respondents due to the consistent follow-up on the potential participants.

4.3. Demographics Characteristics

4.3.1. Gender

The analysis considered three gender categories; female, male, and "other." The sample used for the analysis included 38% male participants and 62% female participants. Therefore, the majority of the participants were female. The gender distribution is displayed in table 1.

4.3.2. Age

The participants in the study sample were 26% for the age category from 18 to 30, 32% for those ranging from 31 to 40, 32% for those from 41 to 50 years, and 10% for those above 50

years. There were no participants below the age of 18. Table 1 shows the sample's age distribution.

4.3.3. Years worked with the Hospital

It was necessary to find out the years that the employees participating in the study and the various managers for the HR department had with the Hospital. None of the participants had less than a year of work experience with the Hospital. Only 8% of the participants had worked in the Hospital for one to 3 years at the time when the researcher collected the data. However, most of the respondents had more than three years of working in the Hospital, with 32% having worked for 3-5 years and 60% having over five years. The distribution of the years worked by the participants in the Hospital is displayed in Table 1.

4.3.4. Nationality

Most of the participants were UK nationals, at 74%. Only 26% were foreign nationals, as shown in Table 1.

4.4. Reliability test

A reliability test was applied to determine the reliability of the data collected from the online questionnaire. The reliability test was appropriate in determining whether the data collected from the various respondents were consistent to enable the researcher to use it to run various analyses confidently. Therefore, Cronbach's alpha was used to indicate the percentage of reliability. The interpretation of the value relied on the Taber (2017) breakdown of the Cronbach reliability values as; 0.93 to 0.94 represents excellent reliability values, indicating a high level of credibility of the questionnaire questions and data collected. 0.91 to 0.93 indicate strong reliability, which also implies high consistency, 0.84 to 0.90 indicate good reliability, and 0.70 to 0.83 indicate reliable data (Taber, 2017). The reliability values from 0.60 to 0.69

are acceptable. However, values below 0.60 are not usually good and indicate low reliability. Moreover, reliability values above 0.95 are usually ignored since they indicate high redundancy (Taber, 2017). For this study, the reliability value was 87.6%, indicating that the data is reliable, as shown in Table 3.

4.5. Descriptive Statistics (Employee Well-Being)

The research considered employee well-being as the independent variable, while general performance was the first dependent variable, and productivity was the second dependent variable. It was necessary to determine the descriptive statistics of the various factors that determined employee well-being and understand the employee opinions on the relevance of the factors (initiatives) to well-being at the workplace. The factors captured in the questionnaire to facilitate the collection of the employee opinions included: workload, working hours, pay and reward, career progression, interpersonal relationships, life-work balance, workplace stress reduction programs, expression, and open communication, health, and workplace safety programs, growth and development through education, and financial management programs.

Regarding health and workplace safety, the questionnaire covered workplace safety policies, precautions and response programs, the contribution towards reduced injuries, and health care insurance to help employees stay in good health and remain productive. For the safety policies, precautions, and response programs, the findings show that the Royal London Hospital had sufficient workplace safety policies, precautions, and response programs to help prevent accidental injuries at the workplace, with a mean of 4.30 and a standard deviation of 0.614, as shown in Table 11. It implies that most participants agreed with the sufficiency and effectiveness of workplace safety initiatives. Most respondents also agreed that the workplace safety initiatives have led to reduced injuries and reports of accidental injuries and absenteeism due to treatment needs, with a mean of 4.34 and a standard deviation of 0.688, as shown in

Table 11. Most participants also agreed that the Hospital has health care insurance policy programs for its employees that have enabled them to seek and stay in good health, thus remaining productive, with a mean of 4.28 and standard deviation of 0.640, as shown in Table 11.

Regarding the workload factor at the workplace, most participants agreed that subjecting employees to overwork leads to frustration and stress, thus resulting in job dissatisfaction, with a mean of 4.16 and a standard deviation of 0.738, as shown in Table 11. Consequently, most participants noted that they work for standard hours during their normal working days and receive sufficient compensation for every overtime they partake in, with a mean of 4.30 and a standard deviation of 0.64, as shown in Table 11. It implies that most employees at the Royal London Hospital work for normal hours and receive appropriate overtime compensations whenever they decide to do overtime.

The results for the factor of pay and reward programs, the Hospital seems to score highly among its employees. Most participants agreed that they enjoy working at the Hospital and go to work for the company's sake and for themselves, with a mean of 4.38 and a standard deviation of 0.635, as shown in Table 11. It indicates that they are satisfied with the employee's salary and wages.

The Royal London Hospital also seems to score highly regarding career progression according to the results on the factor. Most respondents agreed that they are satisfied with their career progression at the institution and that it has an effective program where all the employees get regular evaluations and recommendations for promotions. The mean was 4.30 with a standard deviation of 0.647, indicating that most participants responded with agreeing or strongly agreeing on the factor, as shown in Table 11.

The results indicate that most participants agreed on the effectiveness of the Hospital workplace programs available to promote open communication and development of interpersonal relationships to enhance employee job satisfaction, with a mean of 4.24 and a standard deviation of 0.625, as shown in Table 11. It indicates that the Hospital has sufficient and effective programs, including team events that enable its employees to come together and share job experiences, thus resulting in reduced burnout and stress.

The results indicate that the Royal London Hospital has scored highly in enabling life-work balance for its employees. Most participants agreed that they have achieved a life-work balance while working for the institution, where the organisation allows for flexible working schedules and has programs to facilitate work environments that enable employees to also attend to other life activities. The mean was 4.30, while the standard deviation was 0.678, as shown in Table 11.

The results also indicate that the Royal London Hospital has well-being programs that support mental health by helping lower stress levels. The majority of the participants agreed that the organisation has well-being programs, including regular breaks during normal working time, physical fitness and recreational activities and equipment provided at the workplace, and counseling programs to enable employees to maintain good physical and mental health, with a mean of 4.46 and standard deviation of 0.646, as shown in Table 11. It indicates that most respondents agreed or strongly agreed with the institution's effectiveness in its well-being programs to promote mental health.

4.6. Correlation

Conducting a correlation test between the dependent and independent variables was necessary to determine the nature of relationships and ensure no multicollinearity problems. Too high

correlation coefficients indicate a high possibility of multicollinearity. This case used the Pearson correlation coefficient to help determine the correlation coefficients.

The independent variable represented the well-being of employees as measured by the influence of the well-being initiatives on the employees and as reflected by the employee opinions. The second research question aimed to explore the employees' opinions on the relevance of the well-being initiatives and thus entails how the impact of the initiatives on the employees' well-being. The independent variables were the general performance of an organisation as the first dependent variable (first research question), while the second dependent variable was productivity, which measured the specific organisational performance measures (second research question). In this research, the correlations among the variables were determined as follows:

The correlation between employee well-being and general organisational performance was positive. The Pearson coefficient was 0.848. It thus implies that increasing employee well-being through various well-being initiatives by a unit would result in an 84.8% increase in the general performance of an organisation. The p-value is at 0.000 and thus less than alpha (0.01 significance level), indicating the significance of the positive correlation.

The Pearson correlation coefficient was 0.592, indicating a positive relationship between the variables for the correlation between employee well-being and productivity. It implies that a unit increase in employee well-being due to the enhancement of the well-being initiatives leads to a 59.2% increase in productivity within the specific organisation. The p-value is less than the alpha value (0.01 significance level) and thus proves that the correlation is significant.

The correlation coefficients are shown in Table 4.

4.7. Regression Analysis

Regression analysis was used to indicate the coefficient of determination to which the independent variables predict the dependent variables. Based on the regression analysis output, R indicates the extent to which the predictor variable (independent variable) predicts the dependent variables. The R square and adjusted R square indicate the variations occurring in the predicted variables due to the influence of the predictor variables.

For the association between employee well-being and general performance, R square=0.718, while adjusted R square =0.712, as displayed in Table 5. The p-value below 0.01 indicates that the model is a good fit and sufficient in explaining the association between the two variables, as indicated in Table 6. The value portrays that when the employee well-being changes by one unit, the general performance of an organisation consequently changes by 71.2%. The regression analysis outcome for the association between employee well-being and the Royal London Hospital's productivity indicates that R square =0.350, while adjusted R square =0.269. Table 8 shows the regression analysis outcome for the two variables. The p-value is below the alpha value (0.01) and thus shows that the model is a good fit in explaining the coefficient of determination between the two variables of employee well-being and productivity in Royal London Hospital, as shown in Table 9. A change in employee well-being by one unit leads to a variation of 26.9% in the organisation's productivity, as shown in the Table.

4.8. Coefficients and Hypothesis Testing from the Regression Analysis

For hypothesis testing, the null hypothesis is rejected when the p-value is less than 0.01 (alpha). It implies that we do accept the alternative hypothesis. However, when the p-value is greater than 0.01, we do not reject the null hypothesis. In the outcome table, column B indicates the independent variable as a factor that influences the other variables. The Beta values indicate the rate at which the predicted variables change due to a unit change in the predictor variable.

4.8.1. The Hypotheses

H1: Impacts of employee well-being on the general performance of an organisation

The p-value of the relation coefficient is less than 0.01, as shown in Table x, which implies that we reject the null hypothesis. We thus accept the alternative research hypothesis and conclude that employee well-being has a significant positive influence on the general performance of an organisation.

Therefore, hypothesis H1, that employee well-being has a significant positive influence on the general performance of an organisation, is proven.

H2: Impacts of employee well-being on the productivity at Royal London Hospital

Since the p-value is less than 0.01 for the coefficient of determination, as indicated in Table x, the null hypothesis is rejected. We thus accept the alternative hypothesis that employee well-being has significant positive impacts on productivity at Royal London Hospital.

Therefore, the research hypothesis, H2, that employee well-being has a significant positive impact on productivity at Royal London Hospital is proven.

4.9. Conclusion

The study results indicate that the two research hypotheses were both proven. Therefore, it implies that the findings support that embracing employee well-being has the potential to increase any organization's general performance. It also implies that enhanced employee well-being through initiatives that align with the organization's strategy at the Royal London Hospital has contributed to increased productivity and hence increased organisational performance.

5. Discussion

The chapter entails a detailed discussion of the findings and relates the results from the data collected to the past literature.

5.1. Demographic Statistics

The demographic statistics considered in the study included the gender, age, years worked with Royal London Hospital, and nationality of the participants. The statistics on gender is crucial as it helps determine the distribution of the participants based on their sex to enable an understanding of how the different gender view employee well-being and its contribution to organizational productivity and general performance. Most of the respondents included in the final sample were female. However, male participants were also significant and enabled collecting data from male and female employees working in Royal London Hospital. Gender variable is crucial as it allows a researcher to understand how various employee well-being interventions perform across the gender categories. Even though there is an imbalance of gender distribution in the study, it still suits the study as women are more influenced by the well-being initiatives implemented at the workplace. It is consistent with the study by Henseke (2017) that women demand more flexibility at the workplace to enable them to attend to their household obligations, such as taking care of their newborns and kids. Therefore, they require work arrangements to balance workplace and life demands, including household obligations.

The age distribution was another crucial factor to consider in the research, as employees in different age categories may have different opinions regarding employee well-being. There was a fair distribution of the participants across the age categories, with most of the participants falling in the category of middle mid-age workers between 30 and 50 years. However, a significant number fell in the young employees' category between 18 and 30. A small but considerable portion of the participants was above 50 years. It thus implies that the research was able to capture opinions from a diverse group of participants regarding age which gives a reliable picture of how employee well-being at Royal London Hospital influences productivity

and general performance at the institution. Different age categories in the workplace experience different challenges which impact their productivity. Therefore, it implies that the younger workforce may have different opinions regarding employee well-being from the older workforce. Schroth (2019) stated that the younger population, especially Gen Z, views employee well-being differently and thus demands that the HR managers and the institution management consider their opinions while addressing employee well-being. Therefore, the research, including employees from diverse age groups, including both young, middle-aged, and older workers, ensures that opinions from all the workers are incorporated.

The years worked at the Hospital were also crucial for the research in ensuring that the research takes into considerations opinions from workers who had worked for several years with the Hospital and thus understand the true picture of employee well-being at the Royal London Hospital, and also workers with fewer years on how their experiences are with the institution regarding employee well-being. Most of the participants included in the research had more than five years of working experience with the Hospital. Over 90% had more than three years of working experience at the institution. It thus implies that most participants were well conversant with the Hospital, its employee well-being initiatives, and how they have impacted workers' well-being and productivity at the workplace. It thus enabled the collection of reliable information on how the Hospital performs regarding employee well-being and how it has consequently impacted its productivity and general performance. According to Armstrong and Taylor (2020), employees tend to stay longer when employee well-being initiatives are effective. The majority of the participants having more working years with the Hospital shows that the rate of employee retention is high at the institution. It is thus consistent with the study by Turkoglu and Dalgic (2019) that institutions that embrace effective employee well-being are likely to experience low employee turnover since the workers are more satisfied at the workplace. The opinion of employees with fewer years working with the institutions also

enables understanding of the opinion of the employees on the well-being initiatives and how they influence the new employees. According to Armstrong (2016), the effectiveness of the institution's initiatives on employee well-being influences new workers' perception and consequently influences their productivity and loyalty. Therefore, collecting information from those with fewer years of experience also enables us to understand the ability of the institution to experience high employee retention and productivity.

Another crucial factor considered in the demographic distribution was nationality. The UK and non-UK nationals are likely to have different opinions regarding employee well-being. For instance, non-UK nationals may wish for more flexibility to balance family life with work, with their families sometimes miles away in overseas countries. Therefore, their satisfaction and productivity while working with the Hospital relies on the ability of the management to implement initiatives that favor the foreign national workers. The majority of the participants were UK nationals. However, some were foreign nationals, which enabled the research to consider diverse opinions and enhance the findings' reliability. According to Ravichandra, Verma, and Kaur (2022), ensuring employee well-being initiatives with diversity is essential in ensuring all employees are considered and motivated, and their productivity is enhanced.

5.2. Measures of Employee Well-Being

Employee well-being as a variable was captured by the second research question seeking to explore the opinions of the workers at Royal London Hospital regarding the relevance of employee well-being initiatives at the workplace. As shown in the descriptive statistics on the results and analysis, well-being as a variable was measured by several variables, informed by the information in the literature review. The mean for all the variables was above the value for "agree=4" on the 5-Likert scale used in designing the questionnaire.

The descriptive statistics results indicate that most participants agreed on the effectiveness of the workplace health and safety programs implemented by royal London Hospital to ensure that employees stay safe from physical injury and general threats to their physical health. It

implies that the institution is proactive in ensuring the employee's well-being by putting in place programs, precautions, and response protocols to potential injury at the workplace. The results are supported by Ngwama (2016, who noted that a proactive approach to ensuring the physical health of the employees is essential in keeping them in good health at the workplace. Consequently, the findings also indicate that the Royal London Hospital has effective health insurance programs, which ensure that the employees can access better healthcare and stay in good health to enable them to attend to their duties without hiccups. It is consistent with the findings by Bach and Edwards (2013), who noted that having healthcare support programs for employees is crucial for ensuring that employees are in good health for high commitment and productivity.

The descriptive results show that most participants agreed that overloading the employees with work is detrimental to mental health, leading to high-stress levels, frustration, and dissatisfaction at the workplace. The findings imply that when employers subject employees to forced or unpaid overtime, it causes distress, frustration, and burnout and thus poses serious health risks to them. The findings are supported by Lee and Eissenstat (2018), who noted that overworking employees cause burnout and increase the risks of developing cardiovascular diseases. The findings remind organisations of the need to ensure the well-being of employees by creating a work environment that considers the tasks given to them to ensure that they can handle them without burnout and distress.

From the results, most participants agreed that pay and reward programs are relevant factors regarding employee well-being. The findings align with the study by Chanda and Aggarwal (2016), which indicated that employees feel frustrated and stressed when they are not adequately and appropriately compensated.

The descriptive statistics results also indicated career progression as a crucial factor influencing employee well-being at the workplaces such as the Royal London Hospital. It implies that the

employees at the Royal London Hospital are satisfied with the institution's effectiveness in enhancing their well-being by availing sufficient career growth and development opportunities. The findings by Goh and Lee (2018) emphasized the importance of career progression on potential employees, especially from the gen Z group, who look at career growth opportunities as a priority before considering looking for work at a given organization. Therefore, the finding implies that any organisation that wishes to attract and retain top talents has to ensure the well-being of its employees through sufficient and appropriate career progression opportunities.

The descriptive statistics show that Royal London Hospital has contributed immensely to employee well-being through workplace programs, including team events, collaboration workshops, and other activities that bring together employees and promote open communication and the development of interpersonal relationships. Interpersonal relationships at the workplace enable employees to develop a sense of social belonging and acceptance, which is necessary to ensure that they feel like part of the organisation. It also aligns with the findings by Kun and Gadanez (2019), who noted that positive interpersonal relationships are crucial for promoting positive emotions in the workplace, where an employee feels free to share work experiences and challenges with other colleagues. It thus consequently reduces burnout, frustration, and stress at the workplace, thus promoting mental well-being.

According to the results of the descriptive statistics, Royal London Hospital has also been able to promote employee well-being by having a life-work balance and giving the employees considerable autonomy in where and how they carry out the tasks assigned to them. Most participants agreed that the flexibility, working schedule, and general design of work are convenient and effective, where employees can work both from home and on-site depending on the kind of work they have at hand. The findings are consistent with Sparrow, Brewster, and Chōng (2004), who noted that having flexibility in the workplace is crucial for an organisation that aims to enhance the well-being of its employees. It is also consistent with another study

by Kröll, Doeblner, and Nüesch (2017) that organisations embracing flexibility at the workplace provides their employees with choice and control of their tasks and work schedules, which gives them job satisfaction and a feeling of well-being. In the same regard, it also reflects the aspect of autonomy, where employees consider having discretion and control over how they accomplish the tasks assigned to them. It aligns with the findings by Manganelli, Thibault-Landry, Forest, and Carpentier (2018) that autonomy for employees reduces the chances of experiencing stress and mental health risks. It thus implies that granting the employees autonomy reduces the chances of experiencing mental complications and thus ensures their well-being. It thus implies that providing the employees with autonomy and flexibility reduces chances of stress, frustration, and mental health-related risks.

The descriptive statistics show that Royal London Hospital has effective and appropriate well-being programs supporting mental health, including regular breaks during normal working hours, physical fitness and recreation equipment and activities, and counseling programs to ensure that employees can manage their mental issues and remain stress-free. The findings are consistent with Sivapragasam and Raya (2017) that having well-being programs that incorporate physical and mental attention to the employees is crucial for ensuring the workers' physical and mental needs are attended to and addressed. Another study by Bach and Edwards (2013) also supports mental and physical health programs as crucial for ensuring the well-being of employees at the workplace. Employees working full time during normal hours without breaks lead to exhaustion, burnout, frustration, and stress, which adversely impact the well-being of the employees. Therefore, they require regular breaks to cool off, rejuvenate and get back to work. Counseling is also necessary for helping employees with mental troubles address them and stay mentally healthy, which enhances their well-being at the workplace.

5.3. Employee Well-Being and General Organisational Performance

The positive and significant correlation and association between employee well-being and general organizational performance indicate that an organization will likely experience

immense benefits from implementing effective employee well-being programs. Such programs can be crucial in elevating the employee's commitment to the general organisation goal and ensuring that the organisation achieves such a particular goal. The general organizational performance is measured by the ability to achieve its financial goals, meet customer expectations, and achieve smoothness and efficiency in its internal processes and "learning and growth." By ensuring the well-being of the employees at the workplace, there is increased dedication, motivation, commitment, and fewer errors. Physical and mental fitness also results in less absenteeism which would not be possible if employees frequently suffered physical injuries and struggled with mental health. It aligns with the findings by Holbeche (2009) that a lack of physical and mental health leads to employees being absent from work while seeking treatment or experiencing less productivity due to struggles with mental health, such as stress, depression, and cardiovascular diseases. It also aligns with Armstrong's (2016) findings that ensuring the employees are in good physical and mental health results in increased outcomes at the workplace as the employees can commit and dedicate their efforts to their work and realise the best of themselves.

Regarding the financial goals as a measure of general performance, enhanced employee well-being translates to increased productivity, efficiency, and reduced cost of production due to low turnover, as explained by Gibb (2011). Therefore, the organisation is likely to realise increased profitability, good customer relationship, and reduced unit cost, which are essential for realising financial goals. It is consistent with the findings by Armstrong and Taylor (2014), which emphasized the essence of employee well-being to guarantee an organisation's financial and non-financial performance. Regarding the customer perspective as a measure of general performance, employee well-being results in high commitment, fewer errors, and quality, as captured by the findings from Muller (2009). It implies that products and services available to the customers are top-notch and meet customers, which is a good factor for facilitating good

customer relationships. It is consistent with findings by Prikhidko, Long, and Wheaton (2020), which noted that employee well-being is necessary for enabling good service and communication with customers, thus yielding high customer satisfaction.

Regarding internal processes, employee well-being smoothens the internal processes in an organisation. The findings indicated that the participants agreed that an organisation must put in place programs that ensure the well-being of employees at the workplace so that they work smoothly without hiccups. It aligns with the findings by Allen and Bryant (2012) that when employee well-being is enhanced, there is less turnover, absenteeism, and employee struggles which are likely to cause friction at the workplace, interfere with productivity, and lower organisational performance levels. It is also consistent with Bach and Edwards (2013) that keeping employees in a good physical and mental state through relevant and appropriate programs leads to fluidity at the workplace, with employees spending more time on their tasks and thus enhancing performance. The aspect of learning and growth as a measure of general organizational performance is captured by the role of employee well-being in increasing employee capabilities and encouraging innovation and alignment with organizational strategies. The participants agreed that they are satisfied with employee well-being through internal and external training. It is consistent with the findings by Pilbeam (2011) that training enables employees to grow their skills and capacities and thus become more efficient at work and strive beyond their comfort zone to improve output. Being in a good physical and mental state also leads to positive emotions, as explained by Zhao, Li, Zheng, and Zhang (2022), which increases employees' creativity and innovation capabilities. Therefore, employee well-being is necessary for an organisation that wishes to enhance its general performance.

5.4. Employee Well-Being and Productivity at the Workplace

The positive and significant correlation and association between employee well-being and productivity show that the Royal London Hospital has substantively benefited from its effective employee well-being programs to boost and improve its productivity and quality of services.

Workplace health and safety programs ensure there is less absenteeism by employees from the workplace as they seek treatment for their injuries sustained at the workplace. Michaels and Barab (2020) support the findings by indicating that workplace safety programs are not only a necessity for ensuring high productivity but a legal requirement for any organization. The findings also gain support from the study by Duan, Wang, Brinsfield, and Liu (2020), who found that having proper and effective workplace safety precautions enables employees to go to work confidently and work diligently with the certainty that they are safe. They thus avoid panicking and other mistake-inducing reactions, thus resulting in fewer errors and high-quality products.

Work overload for employees reduces their productivity due to burnout and frustration. It is consistent with the findings by Bach and Edwards (2013) that when employees are given appropriate work, they are likely to be more productive, resulting in high-quality products. The descriptive results show that most respondents agreed that Royal London Hospital only works within normal hours and gets compensated when they do voluntary overtime. It indicates that the institution has a healthy working environment that ensures its employees are properly treated, and their well-being is considered. The employees are thus more than happy to accept overtime whenever requested to take on extra tasks beyond normal operations. It aligns with the findings by Torrington (2014) that employees feel motivated when they work within normal working hours and with a reasonable workload. Therefore, they work efficiently with high commitment resulting in high productivity.

Pay and reward programs increase the commitment and productivity of the employees as they feel like they are not just working for the institution but are also working for themselves. It aligns with Lippert and Damaske (2018) findings that employees' salaries, wages, and rewards are extrinsic motivation factors. It implies that the rewards attached to the work make the employees put more value on the work by achieving the required output that they are likely to

earn or get rewarded. The findings gain support from the study by Gibb (2011), which noted that employees feel entitled to a share of the profits realized by the organization from their work. It also aligns with Briscoe, Schuler and Claus (2009), who noted that companies that incorporate good reward and compensation programs realise more productivity from their employees. Therefore, institutions such as Royal London Hospital can realise greater employee well-being by ensuring effective compensation and reward programs.

An organization that avails abundant career growth opportunities has employees willing to work and grow with the company. The findings are consistent with the findings by Muller (2009) that career growth opportunities are instrumental in ensuring employees' loyalty to the company. Thus, it implies that the Royal London Hospital has a better chance of retaining its employees and ensuring low employee turnover. It also stands a better chance for attracting top talents essential for enhancing productivity and minimizing costs in the company.

Social belonging is crucial for an employee to be comfortable while collaborating with other employees on different projects in a business environment. The finding is supported by Shacham et al. (2020), which indicated that when employees feel a lack of social belonging at the workplace, they feel withdrawn, frustrated, and stressed, which consequently undermines their productivity. The "Happy-Productive Worker Hypothesis" states that positive emotions and happy employees are likely to be more creative and find quality solutions to problems at the workplace, thus improving performance (Christensen, 2017). It thus implies that creating an environment for healthy interpersonal relationships among employees is likely to be happy, enabling room for creativity and boosting productivity.

The life-work balance enables employees to stay in good mental and physical health and thus pay more attention to their work. It thus increases productivity since the employees plan themselves appropriately and are committed to ensuring that they accomplish their job tasks alongside their life activities. The finding also aligns with Bach and Edwards (2013) that

providing flexibility to employees ensures job satisfaction at the organisation and consequently reduces turnover. It thus directly influences productivity at the workplace as fewer top employees with direct contributions are lost to employee turnover. Thus, an organisation that aims to retain its top talents to maintain productivity must provide a flexible working environment that ensures a life-work balance. Regarding autonomy, the findings align with Catling, Reid, and Hunter (2017) findings that employees' productivity is influenced by micro supervision and lack of autonomy that eat them mentally and affect concentration and productivity at the workplace.

As implemented by Royal London Hospital, physical and mental health programs directly influence workplace productivity. It aligns with the findings by Shin and Konrad (2017) that employees in good physical and mental health are likely to perform better at their job since they do not have other health issues. They spend most of their time committed to their tasks and thus resulting in high quality and increased productivity per worker. Being in good mental health is essential in ensuring that the work is done correctly and within the expected quality. The finding also aligns with Holbeche (2009), which noted that quality and productivity are greater when the workers are in a sound mental and physical state. Therefore, organisations that aim to boost productivity and general performance have to ensure they have effective physical and mental health programs that enable the employees to maintain physical and mental health.

6. Conclusion and Recommendation

The research focused on exploring the effects of promoting employee well-being at the workplace on productivity and the general performance of an organisation. Employee well-being has become a crucial aspect of a workplace environment, and organisation management is slowly embracing the need for advanced well-being programs. A workplace with effective well-being practices and policies results in satisfied employees with good physical, mental, social and economic health and is thus likely to be more productive. The research uses a case study on the Royal London Hospital, which has been successful to some extent in implementing employee well-being programs, which have translated to increased productivity and general performance of the Hospital. It incorporates quantitative research methodology by applying an online survey to collect information from the Royal London Hospital employees and the HR management concerning their opinions on employee well-being, the relevance of the well-being programs, and how they have contributed to productivity and general performance. The findings show a positive and significant relationship between employee well-being and productivity and a positive and significant relationship between employee well-being and general organizational performance.

It is thus a recommendation that organisations consider implementing effective policies and well-being practices that are relevant to the business environment and align with the organization's strategic goals to ensure it translates to increased productivity and performance. It implies that for institutions like Royal London Hospital to realise high productivity from their employees, they need to avoid subjecting them to work conditions that are likely to result in physical injuries or stress, frustration, and other mental health risks and instead embrace initiatives include job flexibility, rewards and compensation, career progression, workplace safety, autonomy, life-work balance, learning and development opportunities, and other well-being practices. It translates to happy and motivated employees with high dedication,

commitment, and diligence, thus enhancing productivity and the organisation's general performance.

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Appendices

Link Questionnaire:

https://docs.google.com/forms/d/1z3ZUhm78NWTLQSOv8U9uQu9f_VAtu9ZVMMzUZHDIs18/edit

Table 1: Demographic Characteristics

	Gender	Age	Years of Working with the Royal London Hospital	Nationality
Male	38%			
Female	62%			
Under 18 yrs		0%		
18-30 yrs.		26%		
31-40 yrs.		32%		
41-50 yrs.		32%		
Above 50 yrs.		10%		
Less than 1			0%	
1 – 2 yrs.			8%	
3– 5 yrs.			32%	
Over 5 yrs.			60%	
UK				74%
Non-UK				26%
Total	50	50	50	50

Reliability Analysis Results

Table 2: Reliability Exclusion summary

		Case Processing Summary	
		N	%
Cases	Valid	49	98.0
	Excluded ^a	1	2.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Table 3: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.876	24

Correlation Results

Table 4: Correlation Coefficients

		GeneralPerfor mance	EmployeeWel lBeing	Productivit y
GeneralPerformance	Pearson Correlation	1	.848**	.303
	Sig. (2-tailed)		.000	.395
	N	49	49	10
EmployeeWellBeing	Pearson Correlation	.848**	1	.592
	Sig. (2-tailed)	.000		.072
	N	49	50	10
Productivity	Pearson Correlation	.303	.592	1
	Sig. (2-tailed)	.395	.072	
	N	10	10	10

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Results

Table 5: Regression Results; Employee Well-Being and General Performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.848 ^a	.718	.712	.19792	.718	119.925	1	47	.000

a. Predictors: (Constant), EmployeeWellBeing

Table 6: Regression Anova; Employee Well-Being and General Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.698	1	4.698	119.925	.000 ^b
	Residual	1.841	47	.039		
	Total	6.539	48			

a. Dependent Variable: GeneralPerformance

b. Predictors: (Constant), EmployeeWellBeing

Table 7: Regression Coefficients; Employee Well-Being and General Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.299	.368		.813	.421
	EmployeeWellBeing	.935	.085	.848	10.951	.000

a. Dependent Variable: GeneralPerformance

Table 8: Regression Results; Employee Well-Being and Productivity

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.592 ^a	.350	.269	.21729	.350	4.305	1	8	.072

a. Predictors: (Constant), EmployeeWellBeing

Table 9: Regression Anova; Employee Well-Being and Productivity

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.203	1	.203	4.305	.072 ^b
	Residual	.378	8	.047		
	Total	.581	9			

a. Dependent Variable: Productivity

b. Predictors: (Constant), EmployeeWellBeing

Table 10: Regression Coefficient; Employee Well-Being and Productivity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.758	1.916		.396	.703
	EmployeeWellBeing	.851	.410	.592	2.075	.072

a. Dependent Variable: Productivity

Table 11: Employee Well-Being Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The organization has sufficient workplace safety policies, precautions, and response programs to help prevent accidental injuries at the workplace and ensure employee physical well-being.	50	3	5	4.30	.614
Workplace safety programs have led to less cases of employees reporting accidental injuries at the workplace and consequently being absent from work to receive treatment.	50	3	5	4.34	.688
The implemented better health care insurance policies programs have been instrumental in helping employees access better healthcare to say in good health to be more productive at work.	50	3	5	4.28	.640
Subjecting employees to overwork leads to job dissatisfaction since the workload causes stress and frustration to one as an employee.	50	2	5	4.16	.738

I work for standard hours during a normal working day and receive compensation for every overtime, which has been crucial in enhancing my determination and diligence in my duties.	50	3	5	4.30	.614
I am satisfied at work and enjoy working for myself and the organisation due to the effective and reasonable pay and reward programs available.	50	3	5	4.38	.635
I am satisfied with my career progression at Royal London Hospital, and the organisation has a working program where all the employees get regular evaluations and recommendations for promotions.	50	3	5	4.30	.647
The workplace programs available, including outdoor team events and open communication programs, have enabled me to develop positive relationships with my workplace colleagues.	50	3	5	4.24	.625
I have achieved a life-work balance under the organisation, and the organisation allows flexibility through its flexible work programs.	50	3	5	4.30	.678

My organization has well-being programs, including breaks, recreational and physical fitness equipment, and counseling programs for its employees to support physical and mental health, which have been crucial in lowering stress levels.	50	3	5	4.46	.646
As an employee, I have the confidence to talk to my managers about any challenge or problems I may face within and outside the workplace by implementing an open and independent expression program.	50	3	5	4.36	.663
My organization supports training, further learning, and career development programs for the employees, which has led to the employees reporting having personal goals to enhance their performance and contribution to the organisational performance.	50	3	5	4.20	.700

Regular financial and educational programs such as seminars and workshops to provide courses and training for all employees on financial management and how to live a stress-free financial life based on one's income help prevent stress-related challenges a	50	3	5	4.20	.700
Valid N (listwise)	50				