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## “Well-being at Work: Identifying the key factors impacting employee well-being”

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### ABSTRACT :

Employee well-being is an essential aspect for business organizations as it leads to reduced absenteeism and healthcare costs. Companies recognize that preventing issues like burnout and stress is more profitable than reacting to them later. Healthy employees are less distracted, enhancing productivity and engagement. This study focuses on understanding how employees in an organization experience well-being in their workplace. The main objective of the current study is to assessing the overall physical and psychological well-being of employees in organization. It also aims at identifying the key factors influencing employee well-being at workplace. By conducting survey of 90 employees across various departments of the organization on various aspects of employee well-being, and by employing exploratory factor analysis, the key factors influencing employee well-being were recognized for the organization. The findings of the study reveal that team dynamics & organizational support towards well-being, physical environment and provisions for safety, workplace stress and employee engagement, communication and role clarity are the major factors affecting employee well-being of the organization under study.

Overall, the study concludes that while the organization demonstrates strength in fostering physical safety, supportive work culture, and clear communication, there remains a need to enhance emotional wellness programs, reduce job stress, and introduce more flexible and holistic employee support systems. By addressing these areas, the organization can significantly improve the overall well-being, satisfaction, and productivity of its workforce.

**Keywords:** Employee well-being, Work environment, Mental health, Job satisfaction, Organizational support, Stress management

### Introduction

Employee well-being is an essential aspect for business organizations as it leads to reduced absenteeism and healthcare costs. Companies recognize that preventing issues like burnout and stress is more profitable than reacting to them later. Healthy employees are less distracted, enhancing productivity and engagement.

In recent years, the idea of employee well-being has become a major point of focus for organizations that want to grow sustainably. It goes beyond just physical health and includes emotional stability, work satisfaction, financial safety, and a sense of connection at the workplace. Companies that pay attention to these factors are more likely to retain employees and maintain productivity. Initiatives such as mental health workshops boost morale and retention, while a strong focus on well-being enhances employer branding, making companies more attractive to talent. Ultimately, investing in employee health fosters a supportive and successful work environment.

The organization understudy is into the business of modular furniture and steel structures. The company has taken steps to improve workplace culture and ensure safety, but with the growing challenges in today's work environment, especially after COVID-19, the need to look at employee well-being more closely has increased. This study helps understand how organization supports its employees in areas like stress management, communication, and engagement.

The research mainly focuses on how employees view their current working conditions, what efforts are made to support their health—both mental and physical—and whether or not they feel valued. Understanding these aspects will give a clearer idea of what organization is doing well and where it can still improve in terms of people management and well-being initiatives.

### Factors affecting employee well-being

- Physical wellbeing – ergonomics and workspace, health & safety, accessibility and inclusivity
- Emotional and mental wellbeing – work life balance, stress and burnout, mental health support, positive work culture
- Social wellbeing – colleague relationships, manager-employee relationships, team dynamics
- Financial wellbeing – compensation and benefits, job security, fair pay, health benefits, other perks
- Organizational factors – leadership style, communication, recognition and rewards, job clarity, career development and growth opportunities, fair appraisals, culture – respect, inclusion, engagement, sense of purpose

- Technology and tools – digital wellness, autonomy and flexibility

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## Objectives of Study

- To assess the overall physical and psychological well-being of employees within the organization
- To identify the key factors that influence employee well-being in the workplace
- To assess the impact of employee well-being on job satisfaction
- To provide recommendations for improving well-being strategies within organizations

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## Literature reviews

Rong Chang (2024) – Conducted in Shanghai, the study found a strong correlation between employee well-being and performance post-COVID, highlighting flexible schedules and emotional compensation as key strategies.

Srija T.S. & Prof. D. Chitra (2024) – A descriptive study at Panimalar Engineering College revealed that organizational support and individual coping strategies significantly enhance employee mental health and satisfaction.

William J. Fleming (2024) – A large-scale UK study showed that individual well-being programs, like mindfulness, had minimal impact unless organizational issues were also addressed.

Rath & Jena (2024) – At XIM University, the study linked well-being in knowledge management with overcoming competency traps and fostering innovation.

Liu Rufeng et al. (2023) – A study in Malaysia's manufacturing sector confirmed that healthcare and recreational programs positively influence performance and workplace harmony.

Sodha & Goswami (2023) – Found a positive correlation between employee well-being and retention, particularly through the promotion of mental, physical, and financial wellness.

Rufeng, Nan & Jiangiang (2023) – Also in Malaysia, this research emphasized the role of workplace amenities and mental health support in improving productivity and satisfaction.

Sneha C. et al. (2022) – Surveyed young Indian professionals and found that mental health significantly influences productivity, recommending flexible schedules and awareness programs.

Gadhavi (2021) – At Ganpat University, found that life satisfaction and physical health were key contributors to employee happiness and overall well-being.

Harshitha & Senthil (2021) – In Bangalore's manufacturing sector, well-being programs like medical and recreational facilities improved employee performance.

The following major factors affecting workplace culture could be identified from the literatures reviewed:

1. Flexibility
2. Workload
3. Insecurity
4. Support
5. Leadership
6. Recognition
7. Compensation
8. Culture
9. Health
10. Engagement
11. Physical conditions
12. Policies

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## Research Methodology

The study adopts a descriptive research design to assess and analyse the perceptions of employees regarding their physical health, well-being, work environment, and organizational support. This approach is suitable for obtaining detailed information about the current status of employee experiences and organizational practices. The main purpose was to study the overall well-being of employees across various departments. A structured questionnaire was created and shared with a total of 90 employees, chosen through simple random sampling. The survey collected both personal background information and responses to statements related to workplace wellness. A Likert scale was used for rating agreement. Secondary data through literature reviews helped identify various factors affecting employee well-being which were used in drafting the data collection instrument. The internal consistency and reliability of the data collection instrument and data captured was tested by performing the reliability test on SPSS. Further, Exploratory Factor Analysis was performed to reduce the various dimensions on employee well-being into key factors affecting employee well-being within the organization under study.

The demographic study of the respondents revealed that more than 60% of the employees are young falling into the age group of 18 – 25 years followed by 18.9% into the age group of 26 – 35 years. 86.7% of the respondents are male. 35.6% of the respondents are graduates. 20% of the respondents have completed HSC and 20% have completed SSC. Only 14% of the respondents are post graduate. 50% of the respondents belong to production department being the largest department for the manufacturing firm. However, the remaining 50% is represented by respondents from other departments. 37.4% of the respondents have been associated with the company for 1 – 4 years and 36.7% for less than a year. 17% have been working for 5 – 10 years and 6% for more than 10 years.

### Data Analysis and Interpretation

To analyse the key factors that affect employee well-being at organization, Exploratory Factor Analysis (EFA) was performed using SPSS. Before conducting the factor analysis, a reliability test was done to check the internal consistency of the data collection tool using Cronbach Alpha Model.

Cronbach's Alpha	N of Items
0.942	32

The reliability statistics for the 32 statements under study were assessed using Cronbach's Alpha. This statistical measure determines how well the items in a scale correlate with one another and reflect consistency in responses. The reliability test yielded the alpha value of 0.942, which is excellent, indicating that the responses given by the employees are consistent, and the items used in the questionnaire are reliable for further factor analysis.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.823
Bartlett's Test of Sphericity	Approx. ChiSquare	2340.928
	df	595
	Sig.	.000

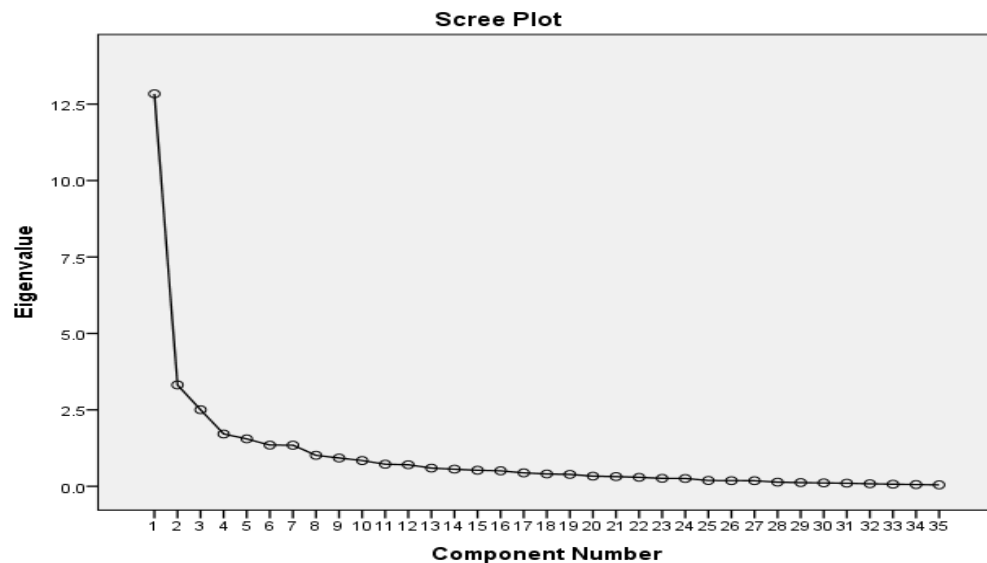
The Kaiser-Meyer-Olkin (KMO) test measures sampling adequacy. A KMO value above 0.7 is considered sufficient to proceed with factor analysis. In this case, the value is 0.823, which is well above the threshold, confirming that the data is suitable for factor analysis.

The Bartlett's Test of Sphericity tests whether the correlation matrix is an identity matrix. A p-value below 0.05 suggests that there are significant relationships among variables. With a Chi-square value of 2340.928 and a p-value of 0.000, the test confirms that the correlation matrix is not an identity matrix, and factor analysis is appropriate.

Further, From the list of extracted communalities, the communality values greater than 0.5 were considered for further analysis, and statements having communalities less than 0.5 were removed.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.837	36.677	36.677	12.837	36.677	36.677	9.572	27.349	27.349
2	3.316	9.475	46.151	3.316	9.475	46.151	5.386	15.390	42.739
3	2.504	7.154	53.305	2.504	7.154	53.305	3.145	8.986	51.725
4	1.712	4.893	58.197	1.712	4.893	58.197	2.265	6.472	58.197
5	1.552	4.435	62.632						
6	1.349	3.853	66.486						
7	1.345	3.843	70.329						
8	1.014	2.898	73.227						
Extraction Method: Principal Component Analysis.									

This table highlights the percentage of variance explained by each component derived from Principal Component Analysis (PCA). The first component explains 36.68% of the total variance, followed by the second component with 9.48%, the third factor explains 7.15% and the fourth factor explains 4.89% of the total variance. The first four components collectively explain 58.197% of the total variance in the data.



As visible in the plot above, there is a rapid decline from the first to fourth component, after which the curve flattens out significantly. The eigenvalue levels off after the 4th component. The flattening indicates that the subsequent components explain very little variance and can be considered noise or insignificant. It can be interpreted that it will be reasonable to retain the first four components as they explain most of the variance in the data.

<b>Rotated Component Matrix<sup>a</sup></b>				
	<b>Component</b>			
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
I feel included in my formal team	.813			
My organization is fair in the matter of opportunity for growth	.793			
My organization has provision for mental health & wellbeing support (counselling/stress relieving etc.)	.789			
My superior supervisor is supportive of my work	.733			
There is enough trust among team members	.730			
My superior/reliable & transparent in communication	.714			
I am consulted about changes related to work	.709			
I can communicate openly with my fellow workers/team-members	.677			
My organization regulatory conducts employee engagement activity (social gathering/Team building)	.673			
I am involved in decision making process	.660			
I feel supportive of my colleagues/co-workers	.658			
My organization encourages open timely and honest communication	.646			
My organization provides opportunity to socialize and bond with colleagues, workers (employee engagement, team building etc.)	.640			

Our organization cares about employees, health and wellbeing	.634			
I feel comfortable discussing my work-related issue with my superior/supervisors	.628			
I get sufficient autonomy and flexibility in my work	.617			
My organization takes care of employees work life balance	.608			
My organization has sufficient provision for medical aids		.772		
My organization provides conducive working environment		.769		
My organization has sufficient provision for workplace safety measures		.766		
My organization provides comfortable & safe working condition		.724		
My organization promotes respectful & supportive work culture		.615		
My hard work & efforts get appreciated		.582		
I often feel stress about the work			.792	
I often feel overburden			.763	
I feel completely drained at the end of the day			.761	
I often feel the need of having flexible work schedule			.721	
Most of my work is attached with deadlines			.670	
overall wellbeing in the organization				.782
overall Physical health				.754
<b>Extraction Method: Principal Component Analysis.</b>				
<b>Rotation Method: Varimax with Kaiser Normalization.</b>				
<b>a. Rotation converged in 7 iterations.</b>				

The Rotated Component Matrix provides insights into how different items group together after rotation, offering a clearer interpretation of the underlying factors. The rotation method used is Varimax, which maximizes the variance of squared loadings of a factor across variables, leading to a simpler and more interpretable structure.

The table above shows the rotated component matrix for 30 items surveyed representing the factor loadings of each item identified through PCA and Varimax rotation. Factor analysis without rotation gives only component matrix. This matrix contains loading of each variable onto each factor.

**Rotated component matrix shows 30 factors minimized into four components, which covers every factor.**

- Team dynamics and organizational support
- Physical work environment and safety
- Workplace stress
- Employee engagement communication and role clarity

Each component groups items that align with a specific area of employee well-being, reflecting the complex yet interconnected nature of workplace experience. This analysis helps the company understand which areas are performing well and where improvements are necessary.

## Conclusion

The study on employee well-being highlights the crucial role of workplace conditions in shaping job satisfaction and productivity. The study offers a comprehensive understanding of the factors influencing employee well-being within the organization, particularly among shopfloor-level workers. While the organization offers a supportive work environment with benefits such as health insurance, pension plans, and financial support, certain challenges

were identified. Employees expressed concerns about work stress, workload management, and the need for flexible work arrangements, which can impact overall well-being and performance.

**The Exploratory Factor Analysis (EFA) further consolidates the findings into four major dimensions:**

1. Team Dynamics & Organizational Support
2. Physical Work Environment & Safety
3. Workplace Stress
4. Employee Engagement, Communication & Role Clarity

These extracted factors represent a well-rounded framework that can guide the organization in designing targeted well-being interventions.

Overall, the study concludes that while the organization demonstrates strength in fostering physical safety, supportive work culture, and clear communication, there remains a need to enhance emotional wellness programs, reduce job stress, and introduce more flexible and holistic employee support systems. By addressing these areas, the organization can significantly improve the overall well-being, satisfaction, and productivity of its workforce.

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