

OBSTACLE AND WORK-RELATED FACTORS THAT AFFECT EMPLOYEE WELLBEING AT WORPLACES

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Abstract: *Nowadays, employees' wellbeing is becoming a popular topic in the world. The employer takes the wellbeing of their workers as a significant topic as a wellbeing worker can increase their productivity and improve the organization's performance. However maintaining wellbeing are also challenging because there are many obstacle that preventing wellbeing at work place. Therefore, this paper is designed to explore about what is wellbeing and why should organizations care about wellbeing. The types at workplaces, what is the major obstacle and factors that affect employee wellbeing in the workplace are also being discussed in this article. There are six types of wellbeing that an employee should granted, which included the physical wellbeing, social wellbeing, mental health wellbeing, life satisfaction wellbeing, emotional wellbeing, and psychological wellbeing. Major obstacle preventing wellbeing in the workplace such as Cost Barrier, awareness, time management, practice management, discrimination and Organizational Policies/Practices. It has been identified that there are six domain factors that affect employee wellbeing at workplaces. Besides, there are some advantages brought by wellbeing to the organization, which increasing employee resilience, employee engagement, reducing absenteeism due to illness, and hence increasing the performance and productivity of employee. Employee is an asset to the company. To ensure the success of the company or businesses, wellbeing at the workplace is an important element to achieve it. Organization need to pay more attention and take as much action as possible so that wellbeing can be maintain and improved. In a nutshell, an organization should care about the employees' wellbeing at the workplace to ensure that their workers are free of stress and able to improve productivity.*

Keywords: *Employer, Employee, Wellbeing, Productivity*

Introduction

Well-being is defined as the experience of health, happiness, and prosperity. Good mental health, a high level of life happiness, a feeling of meaning or purpose, and the ability to deal with stress are all required. In general, happiness is merely a positive emotion. Almost everyone pursues well-being since it incorporates so many positive characteristics, such as feeling joyful, healthy, socially connected, and purposeful. (Davis, 2019).

According to Admin, (2018), what one person views to be their ideal state of well-being may differ significantly from what another person considers to be their ideal state of well-being. This makes sense considering that each of us has our own set of goals, desires, and personalities. Each aspect of being pleasant, healthy, and happy has several facets that can be subjectively perceived. Health, happiness, and prosperity are the experiences that make up well-being. It entails having a positive outlook on life, feeling content with it, finding meaning or purpose in it, and being able to handle stress. In a broader sense, being well simply means feeling well. Because it indicates that individuals think their lives are going well, well-being is a result that is beneficial for people and many facets of society. Good living circumstances, such as a place to call home and a job, are essential to well being (Schaufeli, W. B., & Bakker, A. B. 2020). Workplace well being encompasses all facets of working life, from the physical environment's quality and safety to employees' attitudes about their jobs, their working environments, the culture at work, and work structure (Robertson, M. M., Huang, Y. H., O'Neill, M. J., & Schleifer, L. M. 2020). A person's employment has a big impact on both their own happiness and the health of the community. The typical adult spends the majority of their time working. Employee well-being is defined as the complete mental, physical, emotional, and financial wellness of employees (Gregory, B. T., Osmonbekov, T., & Gregory, S. T. 2020). A variety of things influence it, including how they interact with co-workers, the decisions they make, and the tools and resources they have access to. Working hours, pay, and workplace safety all have an impact on employee well-being (Waida, 2021). Social well-being can help to describe well-being more clearly. Social well-being can be defined as the act of sharing, building, and maintaining meaningful relationships with others. This helps someone feel authentic and valued, as well as a sense of connection and belonging. (Sinclair, 2021). Social inclusion and belonging are inextricably tied to social well-being. A linked person is a socially supported individual. Trust, freedom, and equal rights are all social intelligence attributes that contribute to social well-being, as are moral code, upbringing, flexibility, and compassion. Lifestyle choices, value systems, beliefs, and traditions all have an impact on social well-being. (Mansveld, 2021).

Businesses must provide their employees with the necessary help and care for their physical and emotional wellbeing. Instead, many businesses lack a defined wellness strategy. Employees might feel appreciated and supported by a workplace wellness initiative. It can also increase employee engagement and motivate teams within an organization to achieve their goals. (Waida, 2021). Employee health can be enhanced through well-being programmers, which can influence whether employees miss work. But there's another reason why well-being programs can have such a big impact on absenteeism. Employees with strong morale are far less likely to be absent from work (Aldana, 2022). A single critical employee's absence can devastate a small business; thus, entrepreneurs and business owners must address the causes of absenteeism. Small business owners can reduce absenteeism, tardiness, and decreased productivity by implementing elements of preventative health programs commonly found in large corporations (Milano, 2021).

According to research, 85% of organizations believe that wellness programs improve employee engagement. Employees feel more connected when an employee wellbeing programmed is implemented, their health improves, and their happiness rises as a result. Employee recognition and good feedback processes, on the other hand, have an impact on employee engagement. When attempting to improve employee engagement in organization, make sure the tackle it holistically (Cemazar, 2020). On the one hand, research reveal that smokers miss work twice as much as non-smokers. and obese workers use three to six sick days more per year than normal-weight workers. Employees who cope effectively with stress, on the other hand, are less likely to burn out. When employee well-being improves, employees are more focused on their work, and productivity increases (Cemazar, 2020). A statement can be made, employee satisfaction leads to increased productivity and fewer staff turnover. It also agrees that increased workplace happiness leads to increased business profitability.

Type of Wellbeing in The Workplaces

There are few types of wellbeing in the workplace, which are physical wellbeing, social wellbeing, mental health wellbeing, life satisfaction wellbeing, emotional wellbeing, and psychological wellbeing. Physical wellbeing well-being is related to our level of productivity at work, which is ultimately influenced by exercise, sleep, general lifestyle, and nutritious diet. Employees are often happier, more engaged, and significantly more productive when this area of health is enhanced (Meister, 2021). Among the crucial elements affecting employee well-being are the physical wellbeing and the organizational culture (Rasool et. al., 2021). According to Soffiyah (2021), physical wellbeing has been emphasized to improve a mental well-being and increasing an employee productivity. The good physical wellbeing among employee will live in a healthy lifestyle in which they are often use fewer sick days because they are far less. According to previous study by Kettunen et. al., (2015), there were employees conducted a 12-month exercise programmed and it is significant decrease of stress symptoms, improves mental resources and improve cardiorespiratory fitness. This indicates that employee who are more physically active will have a stronger immune system but those who are less fit are far more prone to get the flu or other illnesses that can spread swiftly throughout the office. However, long-term dedication to exercise can also lower long-term absences because it lowers the likelihood that employees would have non-acute muscle and ligament-related discomfort at work or elsewhere (Coultsman, 2021). All in all, a good physical wellbeing among employee is able to better focus on their job, become more creativity, more energetic, better sleep, low risk of injury in workplace also influence to a high performance for organization.

In the workplace, the term social wellbeing refers to a sense of belonging and inclusion, alignment with corporate values, regular social engagement, and good connections with coworker (Mike, 2022). In particular for people who work remotely, one-on-one talks with coworkers are crucial for developing a sense of belonging and a healthy work culture. The organization leaders who are urged to actively support their team members and foster relationships where employees feel comfortable talking openly about their life (Shortlister, 2022). According to Simone (2014), eudaimonia health is closely tied to having meaningful relationships with coworkers in an environment of trust and respect since these relationships foster growth and success. In fact, social wellbeing will impact to emotional resilience that strengthened at work through strong interactions. The good relationships and interactions with among employees will give a healthy routines like setting boundaries, which can make employees avoid stresses altogether (Kinne, 2022). As a result, when employees feel their efforts are valued, they will perform better and by linking employees to both their work and

one another, organization may foster overall well-being with the use of employee recognition systems.

A crucial component of employee well-being, mental health has been suffering a lot under the circumstances. Employees who experience stress on a regular basis may display lower productivity and require more time off for mental health throughout the year (Pappas, 2022). The capacity of employees to contribute effectively to both their personal and professional lives can be severely hampered by burnout caused by poor mental health. Hence, the positive mental health wellbeing at workplace will help employee's embellishment in their responsibilities, cope stress, and enhancement toughness (Waters, 2022). Moreover, organizations without legislative protection for health and safety and workers' that working in conditions frequently have lengthy workdays, little to no access to social or financial safeguards, and confront discrimination, all of which can be detrimental to employees' mental health. Employees who have a poor mental health wellbeing are more likely to be denied employment opportunities and, if they are employed, are more likely to encounter discrimination at work (World Health Organization, 2022). In a nutshell, mental health is a good or poor wellbeing at workplace which is emotions and level of life satisfaction are affects the whole organization and job performance. Positive psychology, through which businesses seek to understand what makes working environments engaging and motivating, has been more and more popular over the past 20 years in academic and corporate contexts together. Because positive psychology focuses on happiness and well-being at work. Workplace stress, absenteeism, intrinsic motivation, commitment, and contentment are all related to one's degree of well-being. Performance and job satisfaction have both been linked to aspects such as workplace happiness and well-being. The word "workplace happiness" refers to the state of being experienced by people who are motivated and excited about their jobs, who get meaning and purpose from them, who like their interactions with coworkers, and who feel a sense of commitment to their work (Kun & Gadancz, 2022). The concept of well-being, which includes more than simply one's physical well-being and also reflects one's satisfaction with one's life and work, is essential for maintaining the workforce's capacity to perform effectively. Together, these results demonstrated why it is important for systems approach to understand the relationships between job and life satisfaction (Steel et al., 2019). Employees' quality of well-being can be improved by having the ability to balance work and personal obligations. Therefore, in order to effectively benefit employees and the businesses for which they work, work-life balance initiatives must be developed strategically and embraced and appreciated within the organisational culture. Employees must be free to live fully both inside and outside of the workplace in order to achieve this type of health balance.

Emotional labour refers to a process of emotional and expressive control in response to display guidelines that, both implicitly and openly, enhance the public perception of a company and any associated goods and services (Grandey, A. A., & Melloy, R. C. 2020). Organizational guidelines that encourage and reward productive workplace conduct typically increase commitment and performance; the same is true of emotional performance. Many workers engage in emotional labour, controlling their feelings in order to adhere to organizationally prescribed display guidelines (such as "service with a smile"). This emotional labour has both professional and personal repercussions(Johnson, H. M., & Spector, P. E. (2020). To improve customer satisfaction and happiness at work, emotion management is crucial. However, depending on how one manages their emotions, putting on a happy front at work may come at a price. Employees' performance is improved when they try to appear honest (deep acting),but they frequently have to "fake it," which has negative effects on their wellbeing(Grandey &

Sayre, 2019). Employees can enhance their performance and strategies by receiving training on effectively expressing emotions at work, much as actors continue to develop their skill.

The term "psychological well-being" refers to a comprehensive concept that includes physical, mental, and occupational health as well as general life satisfaction. Psychological well-being, which is largely used to gauge hedonic and satisfaction levels, serves to describe an individual's overall efficacy in terms of psychological functioning (Obrenovic et al., 2020). Work-family conflict reduces employee work satisfaction, which in turn decreases productivity and job performance. Additionally, it influences life satisfaction, psychological distress, and workforce turnover. Job performance can be defined as an individual's effort to fulfill workplace responsibilities. One of the main elements promoting higher performance in organizations is psychological safety. By positively affecting employees' attitudes, it can result in the necessary behavioural changes, making workers more likely to adapt when they feel comfortable sharing their thoughts. Employee job design perspective is impacted by psychological safety atmosphere, which also reduces depression and work-related weariness. Employee job involvement and engagement are both favourably influenced by psychological safety, and both factors are linked to work effort and output. The perception of safety can be significantly improved, and uncertainty can be dealt with by improving employees' abilities to prepare for upcoming issues.

Major obstacle preventing wellbeing in the workplace

i) Cost Barrier

According to recent study, more than 50% of employers believe that the main obstacle to employee wellbeing is cost perception (Ministry of Health Malaysia et al., 2017). Implementing a successful employee wellbeing programme may require spending money on new workspaces, hiring a motivational speaker, or even just adding more plants to the workplace. Any investment made to improve employee well-being tends to be beneficial. By a study of Malaysia Mental Health Workplace, it shows high-cost production occurs as a result of employee absenteeism that has an impact on an organization. According to statistics, Malaysia's baseline rate of sickness (mental and physical absenteeism) is 8 days per person, and this rate has been rising since 2010 (The Edge, 2018; 2019).

Therefore, the anticipated national total payroll cost of sickness absenteeism in 2018 is estimated to be RM16.40 billion (15.3 million workers x 8 days x RM134), or 1.13% of GDP (DOSM, 2019a). Our estimate of the general cost of sick leave falls within the range of other estimates of the cost of sick leave in Malaysia that range from 0.76% of GDP (Malaysian Employers Federation [MEF], 2015) to 1.39% of GDP (Rasmussen, Sweeny, Sheehan, & Welsh, 2017). However, this estimate needs to be qualified due to the lack of precise quantification. They choose 20% as an acceptable, conservative estimate of the share of sick days in Malaysia that are attributed to mental health difficulties based on the scant data available and the expected prevalence of mental health disorders. The cost of illness absenteeism owing to mental health difficulties in 2018 is RM3.28 billion, or 0.23% of Malaysia's GDP, given that the percentage of sick days attributable to mental health concerns is 20%.

With the data, it shows that cost is one of the biggest challenges for an organization to prevent any issue related to employee well-being. Organizations should have an appropriate action plan to ensure employee well-being can be implemented properly and effectively while at the same time being able to reduce existing costs.

ii) Awareness

The biggest challenge is always lack of awareness. It's challenging to overcome the stigma attached to mental and physical healthcare. This stigma has begun to fade in recent years. However, talks at work frequently lag behind and are isolated from other aspects of life. Despite this, research from BMC Public Health, (Wallace & Sharfstein, 2022), indicates that the majority of adults spend nearly two-thirds of their waking hours at work. So, if anything, workplace wellness is even more crucial than it is elsewhere. However, in the workplace, the most issues, mental health is frequently disregarded, ignored, and undervalued. Intervening before a significant issue arises is essential to improving the wellbeing of the workers. Leaders should regularly conduct one-on-ones to examine the mental well-being of their team. Give them advice on how to spot potential indicators of distress. This is an important strategy for avoiding burnout and lowering rates of chronic illness.

iii) Management Practise

A favourable manager-employee relationship is characterised by considerate and motivating management styles and communication methods. Johnson, L. E., & Green, K. A. (2022).. On the other side, bad communication and practises strain the union, lead to poor mental health, and increase workplace stress. Employees may feel overburdened and unmotivated if managers don't help eliminate barriers or share resources with them. Wang, D., & Hsieh, C. C. (2022). Managers should, for instance, illustrate how to finish activities that employees are unsure of rather than expecting them to figure them out on their own and be ready to answer inquiries. Chen, P. Y., & Sparrow, P. (2022).

iv) Time Management

Most employer and employee expected to be wellbeing at workplace but far from the result of them are willing to invest the time necessary to make positive changes. Time does not need cost any investment for the wellbeing development at workplace. The important thing is to see availability of the employee apart from the job. Lack of encouragement of the employee awareness about time management will make them stuck in one place and unable to escape the challenges on the job environment. It makes one of the obstacles from working at a wellbeing workplace. (Bauman et al., 2017) If the management schedule the activities during working hours, it makes the staffs could not take a chance to lend any time out of their day from working. The activities must implement outside of the working hours. But the problem is majority of the employees not willing to support commitment to anything for the other activities that encourage wellbeing beyond the limit of contracted hours. A study shows that 70% of the employees voted to make the workplace developed with wellbeing activities while more than 60% of them voted to unwilling of lending their time apart from the working hours. (Gabrielli, 2022) In any case, many businesses get around this issue by scheduling their wellbeing programs during natural breaks in the day.

v) Discrimination at Workplace

Some employees made up their mind to concerned about their mental health for a better job performance. The stigma and stereotyping will be part of the discrimination against employees and can cause them mental health problems. Baker, C., & Roberts, L. (2022). Mentally not stable people can ruin the work wellbeing in many angles of ways and work environment will not supportive to development on good posture Harris, A., & Patel, K. (2022). Identifying the problem with solving conflict about mental issues between employees can be beneficial to create wellbeing workplace. Discrimination can be also including firing from the job, passing them over for a promotion, or work pressure with due time. (Quirk et al., 2018)

vi) Organizational Policies/Practices

This part can be referring to the factor of organizational for employee health for organizing healthy activities. Every individual in all category of salary has their desire to create a culture of healthy organizational environment. In majority of the company or organization lower-wage have the low flexibility of development to higher up the wellbeing at workplace. According to a study, lower-wage employees argued that lack of understanding in taking time-off when sick results in an environment with many sick employees. Higher salary employees responded more generously in promoting the wellbeing and health in the workplace. Some of the employees suggested that supervisor could encourage employees to attend sessions and should ask them feedback about what they learned and how it can be applied to their department unit. (Stiehl et al., 2022) However, the higher-wage groups were more assertive about the importance of mental health, asking for enhanced support from leadership for employees who were dealing with work-related stress. It could be an obstacle to the wellbeing at workplace.

Work Related Factors that Affect Employee Wellbeing

1. Workload

According to Marinaki (2020), employees with heavy workloads often experience difficulty meeting deadlines due to understaffing or pressing company needs. They often compromise on quality and worry about their poor results because they do not have time to work on worthwhile initiatives. In these situations, the dominant emotions are helplessness, doubt, and exhaustion. Based on Editor (2020), employees who work irregularly or without breaks for long periods of time often experience burnout, which can negatively impact their organisational success, productivity and health. Bosses and company owners are responsible for ensuring that employees get adequate breaks during working hours.

Excessive workloads often lead to work overload and long hours, which can negatively affect performance, alertness, concentration and performance, as well as increased absenteeism and serious adverse effects on physical and mental health, including the increased material risk of coronary heart disease (Dajnoki et al., 2020). Feeling underutilised can negatively impact an employee's health, leading to poor self-esteem, lack of purpose, and the development of harmful behaviours. Working in a fast-paced and high-pressure environment can make employees less likely to use all the break time to which they are entitled, exacerbating the effects of demanding and long hours jobs. While being able to work more flexible benefits many, shift shifts, compressed weeks and irregular work hours have also been linked to health, mental performance, and sleep problems (Health Assured, 2021).

2. Relationships at Work

A workplace that promotes trust and where connections among co-worker's help may benefit employee wellbeing. Poor communication, role ambiguity, poor mental health and low job satisfaction are the problems that can stem from mistrust in the workplace and poor relationships with colleagues, subordinates, and superiors (Buli, 2021 & Peeps HR, 2022). According to the Black Dog Institute (2022), team interactions and leaders' emphasis on relationships influence individual mental health outcomes. In many occupations, interpersonal interactions are a common cause of workplace problems and stress, especially concerning workplace bullying. Both social support at work and organisational perceptions of overall support appear to be protective factors against mental health problems.

Because of their high status within the company, the actions of managers can have a particularly negative impact on employee morale. For example, managers exhibiting behaviours such as competitiveness, aggressiveness, and a sense of time urgency were associated with depressive symptoms and higher stress levels in their immediate reports. The critical role that leaders play in promoting employee wellbeing has been recognized by employee wellbeing research. Research has shown that various leadership styles have elements that improve employee wellbeing. Stress ambiguity can be reduced by clarifying performance expectations with the help of reinforcement, feedback and clearly defined goals. Likewise, leaders can help people discover meaning at work, facilitate personal decision-making, and reduce stress while increasing job satisfaction (Indeed Editorial Team, 2022).

3. Work-life Balance

Work-life balance is an important component of quality of life and should be mentioned about workplace wellbeing. Many academics and industry experts have attempted to explore and define the nature of work-life balance from different perspectives. An individual's ability to simultaneously manage work and family's immediate, emotional, and behavioural demands can be considered a measure of work-life balance. Aligns with the language of the Work Foundation: "The concept of work-life balance refers to the idea that people have control over where, when and how they work. When the individual's right to a full life becomes almost the accepted and respected norm both at work and outside of work, which is good for society, others, and the company, and achieves a work-life balance." Summarising this idea, one can say that a person desires a balance between fulfilling the duties expected of society and maximising their quality of life (Dajnoki et al., 2020).

Employee wellbeing, attitudes toward work, and job performance are all significantly influenced by the interplay between life in the workplace and life outside it. Work-life programs that provide employees with flexibility are thriving, but there is conflicting information on whether these programs can successfully meet the needs of individuals and organisations (Bataineh, 2019 & Isabel Sánchez-Hernández et al., 2019). Due to technological advancements, flexible work schedules and home offices are now more common. When these arrangements are successful, they can allow employees to spend more time with family, friends, and interests while reducing stress levels, increasing autonomy and morale and increasing productivity. However, these flexible arrangements can blur the lines between personal and professional life (Ray & Pana-Cryan, 2021).

Individual employees may face a personal crisis that will affect their productivity and ability to continue working, even in the presence of a friendly and proactive employer. Life events such as marital stress, financial difficulties or dependent children can add to work stress and lead to anxiety, illness and sick days. Other issues, such as substance abuse, poor diet, and insufficient exercise, can be directly related to organisational culture and personal preferences. According to research, at-risk individuals can be protected through wellbeing at work, organisational support, and resilience training (Black Dog Institute, 2022). Company employees often struggle to balance work and personal life due to long hours, strict project deadlines or financial difficulties. An encouraging work environment is necessary to give employees the space to balance work and personal commitments (Editor, 2020).

4. Work Settings

The employers need to make sure that their employees are working in a workplace which is peaceful, arranged, pleasant, and most importantly safe (Zwilling, 2022). Employee wellbeing

will be affected by the aura of the workspace. The layout of workplace components may either encourage or dissuade employee wellbeing (van Esch et al., 2019). An article published in *Frontiers of Psychology* discovered that workplace settings have an impact on employee wellbeing, either positively or negatively. According to the findings of this study, organisations should consult psychologists and architects about how to create the most work-friendly environment possible (Abdin et al., 2018). An organisation's working environment can have a positive influence on employee wellbeing. This can be done by transforming and managing workplaces effectively, reducing hazards to health and safety, and providing a comfortable working environment (Pieper et al., 2019). Workplaces that can meet employees' basic needs are the most critical factor that affects their wellbeing holistically. Examples of workspace elements include color options, safety entrances, indoor air quality, ergonomics, noise management, sunlight exposure, and temperature management (Kirillova et al., 2018). According to the WELL Building Standard, work settings should comprise nourishment, water, air, mind, comfort, fitness, and light (Kohll, 2019). The scarcity of natural air and light in the workplace has a negative impact on the health of employees. Therefore, it is necessary for the employer to make sure that the layout of the workspace components is appropriate to protect employee wellbeing (Abdin et al., 2018).

5. Job Control and Autonomy

In order to execute job activities, an employee must have the freedom and self-determination to choose when, how, or where to do so. It is defined as autonomy (Emre & De Spiegeleare, 2019). Employees with more autonomy also have a voice in how and when to work, which helps to improve enthusiasm and cohesion (Morgeson et al., 2005). The degree of autonomy that a person experiences can have an impact on how effectively they manage the pressure of adjusting to the varying responsibilities and switching positions of personal and work life (Voydanoff, 2005). With much more autonomy, the employee is able to define the boundaries more effectively between different areas and adapt to the responsibilities and inherent stress of the job. Moreover, giving employees the freedom to establish their own time management is crucial for accomplishing tasks while maintaining high employee wellbeing in the workplace. A better understanding of how to manage expectations at work is essential when it comes to employee wellbeing (Bakker et al., 2010). Employees who have significant power over their careers can make meaningful use of their working time. Employees with a certain degree of autonomy can arrange tasks, brainstorm creatively to solve problems, and even finish work. An employee with a lot of control over their work schedule chooses when to start and leave the office to avoid traffic congestion. In addition, they spend their rest time meaningfully preparing mentally and emotionally for the day. When given the flexibility to set their own routines, employees may plan their tasks, so they arrive at their workplaces feeling refreshed, thereby improving employee wellbeing. Employees with job control and autonomy can arrange when to complete difficult or simple tasks according to their own needs, so as to improve their wellbeing in the workplace (Emre & De Spiegeleare, 2019).

6. Security and Change

Employment insecurity is the condition of an employee's job being uncertain nowadays. Many previous studies have shown that insecurity about job prospects is related to employee wellbeing, whether short-term or long-term (De Witte et al., 2016). Worrying about the sustainability of one's career is called employment insecurity (Richter, 2019). Due to the risk to the sustainability of job engagement, employment insecurity has been highlighted as one cause of employee wellbeing violations (Piccoli & De Witte, 2015). Based on the most recent meta-analyses on the outcomes of employment insecurity, key findings have been found for

employment insecurity, where lower employee wellbeing are jointly significant consequences of employment insecurity (Cheng & Chan, 2008). Living in a place where there are almost no career development opportunities will naturally make employees afraid of losing their jobs. This can have a negative impact on their mental wellbeing. The symptoms of worry, tension, high blood pressure, and other psychological syndromes begin to show up in employees who frequently feel vulnerable about their employment. This is particularly true when they work for organisations where they cannot obtain long-term employment assurance (De Witte et al., 2015). In order to keep employees psychologically healthy and avoid diverting them from their primary duties, the employer needs to maintain the employee's financial stability. Employers ought to have a clause in place that mandates regular evaluation of their employees' financial security. The employment and financial security of employees, therefore, play a vital role in improving their wellbeing (Bernhard-Oettel et al., 2011).

Conclusion and Recommendation

Well-being can be associate to various type, such as well-being for health of employee, well-being during job, well-being for family and economically, well-being related to benefits. The well-being from workers helps employees to increase their resilience, engagement, reduce absenteeism due to illness, and increase performance and productivity. Employee being confident in their ability to deal with life's challenges can help them become more resilient. Gaining confidence in their own abilities, including the ability to respond to and deal with a crisis, is an excellent way to prepare for the future. Be on the lookout for negative thoughts in the head. Make plans for company outings. Employee chemistry and trust contribute to higher levels of overall engagement. Set up opportunities for them to connect outside of work and form personal relationships to strengthen these bonds. This can be something as simple as a virtual game night or a lunch outing. Understanding the employees and the types of things that might encourage them to call in sick can bring huge health benefits. If employer can figure out when and why their employees are most likely to call in sick, the employer might be able to identify some opportunities to make long-term changes to the workplace and company culture. It takes more than just publishing a mission or vision statement to create a high-performance culture. It is about selecting inspiring company values and rewarding employees who demonstrate those values on a daily basis. The organization's culture should foster psychological safety by emphasising the importance of mutual respect, interpersonal trust, and support for employees' mental and emotional well-being.

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