

A Literature Review of Workplace Well-Being

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***Abstract.* Workplace well-being plays an important role in the sustainability of organizations and individuals within the organization. Organizations that have implemented health programs at work reported positive business results such as increased employee retention, productivity, and psychological well-being among a variety of other benefits. For individuals, workplace well-being means a healthy and balanced life. The benefits of the mental health of the workforce are very clear. Mental health work is a place where risk factors are recognized and dealt with, and protective factors are nurtured and maximized. This article discusses workplace well-being, factors that affect workplace well-being, and the impact of workplace well-being. This literature review was conducted based on 18 journals on workplace well-being. The result shows workplace well-being is one of the important elements in an organization. The existence of workplace well-being will foster individuals in the organization to be "healthy" and have high productivity that in turn will benefit the organization.**

***Keywords:* employee welfare, productivity, workplace well-being**

INTRODUCTION

The concept of workplace well-being is an application component of subjective well-being in a work environment. Workplace well-being that will have an impact on employee welfare is a key factor to determine long-term sustainability in an organization [1]. Workplace well-being is an obligation because improving workplace well-being will have a positive impact on overall performance [2].

Workplace well-being is a sense of prosperity obtained from work that is related to the feelings of workers in general (core affect) and the intrinsic and extrinsic value of the work (work values) [3], [4]. Three main areas of research related to organizational life for worker health are: (1) the relationship of hazardous work arrangements with certain diseases and diseases; (2) work stress condition; and (3) the specific relationship of

diseases with personality characteristics or type of work environment [5].

Workplace well-being is an important issue that occupies the highest in organizational research [6]. Individual experience at work, whether emotional or social, clearly influences the person at work and also in the non-working domain. Workers spend about one-third of the time at work and still carry the work even after leaving the workplace [7]. Welfare can potentially affect workers and organizations in a negative way. Workers with poor welfare may be less productive, make low-quality decisions, be more vulnerable to absenteeism at work, and consistently reduce overall contributions to the organization [7].

Workplace well-being has contributed to the emergence of the attachment of workers [4]. Well-being also contributes positively and significantly to the emergence of personality characteristics of a person which is reflected in psychological capital namely hope, self-efficacy, resilience, and optimism [4]. This is in line with previous research which stated that employees with well-being will look happier, have a physical, mental, and healthy behavior [8]. The low well-being of an employee can result in low productivity of the employee itself, a decrease in the quality of decision making, and a decrease in the contribution of the employee in his organization [8].

As stated before, workplace well-being is an important element in organizational sustainability. For instance, workplace well-being will contribute to the organizational commitment of workers as well as contribute to organizational performance [4].

Factors such as demographic characteristics, personality, organizational climate, and organizational well-being, and subjective well-being contribute to the welfare of employees in the workplace [9]. Other studies prove that job demand also contributes to workplace well-being [3], [10]. Besides, many studies said the importance of workplace well-being for organizations [3], [10].

The usefulness of the workplace well-being encourages researchers to review studies that focus on the topic. In this article, the author reviews the journals that have been obtained based on workplace well-being journal searches keywords.

METHOD

The author uses keywords "workplace well-being" in searching journals and scientific articles through several sites, such as Google Scholar, ScienceDirect, Garuda Portal, Elsevier, Springer, and Digilib. In the initial stages, the authors found 67 scientific journals in English and 8 in Indonesia. After examining the title, the authors eliminated 15 English journals that did not fit the discussed theme. Furthermore, through the abstract search, the authors found 2 irrelevant Indonesian journals. Then, briefly analyzed the contents of 15 English journals, 6 Indonesian journals, so that in the final stage the authors obtained 12 English journals and 6 Indonesian journals that were suitable for literature review.

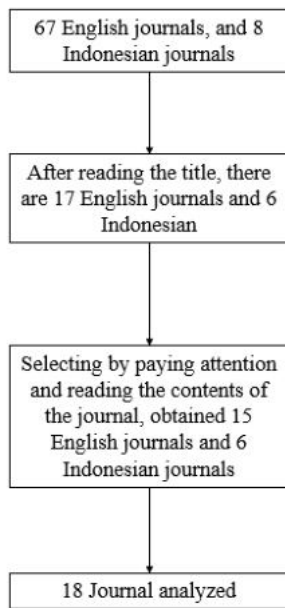


Figure 1. Literature Review Method

RESULT & DISCUSSION

There are four themes related to workplace well-being, namely the concept and definition of workplace well-being, things that affect workplace well-being, the impact of workplace well-being, and other models of workplace well-being.

The concept and definition of workplace well-being

Workplace well-being is a sense of prosperity obtained from work that is related to the feelings of workers in general (core affect) also the intrinsic and extrinsic work values [11]. The core effect is defined as a condition in which a sense of comfort and discomfort are mixed with the passion which affects human activities [3], [4]. Workplace well-being is based on intrinsic and extrinsic values from work, referring to Herzberg's two motivational theories

[11]. Company policies, salaries, interpersonal relationships, working conditions, and superiors are the company's extrinsic factors. While the company's intrinsic factors include achievement, awareness of the achievements, responsibilities, and progress made. Extrinsic dimension is a dimension that refers to things outside the employee's work but can affect employees in work which consists of eight aspects as follows [4]:

- a. The best use of time
This aspect is defined as the feelings of employees in knowing their work time is important because it forms the balance of employees in dividing work time and personal life (work-life balance).
- b. Working Conditions
This aspect is defined as employee satisfaction with the work environment such as working spaces and organizational culture.
- c. Supervision
This aspect is defined as the employee's superior treatment, such as good treatment, providing support and assistance when needed, appropriate feedback, and appreciation from superiors. Several studies have found that employees who have a good relationship with supervisors tend to have high welfare and low stress.
- d. Promotional opportunities
This aspect is defined as the condition of the work environment that allows employees to develop professionally.
- e. Recognition of good performance
This aspect is defined as employees' feelings that in their work environment, employees who produce a good performance, and they get equal treatment.
- f. Appreciation as an individual at work.
This aspect has a definition as the employee's feeling that they are valued and accepted as individuals both by their colleagues and superiors.
- g. Wages (pay).
This aspect is defined as employee satisfaction with wages, benefits, and rewards in the form of money earned and the work environment.
- h. Job security.
This aspect is defined as satisfaction with security in their work position.

Workplace well-being is an obligation, where many people believe that improving workplace well-being will have a positive impact on overall workplace performance [12]. Workplace well-being can shape one's mind toward maximizing work performance and achieving self-potential [4].

The concept of workplace well-being is the application of subjective and psychological well-being which builds the concept of employee mental health. Subjective well-being is a positive state of mind that involves all life experiences. Components

of subjective well-being include life satisfaction, positive affection, and negative affection [2], [8].

Factors that influence workplace well-being

Factors that influence workplace well-being include:

1. Organizational climate. Some of the factors that contribute to a positive organizational climate are clarity of expectations, the appropriateness between skills, knowledge, and job requirements, also alignment between organizational and employee values. With a positive organizational climate, individuals in the organization will also feel positive feelings so that it can bring up the workplace well-being [1], [13], [14].
2. The quality of leader-subordinate interaction. Leaders who are systematic and have emotional stability have a role in the formation of good quality interactions between subordinate superiors. The good quality of subordinate boss interactions ultimately increases employee psychological well-being in the workplace [13].
3. Job demands. The results showed that the demands of work significantly influence the welfare of employees in the workplace [3], [10].
4. Other factors include personality factors, type of work environment, and health and well-being concepts. Apart from interactions with personality traits and other factors, stress is also recognized as an important component and a major problem that threaten the organization, and employee health [6].
5. Independent variables such as Accountability (AC), Fair and Reasonable Policy (FRT), Relationships with Senior Management (SM) are believed to be effective in workplace well-being [1].

Internal and external problems might result in the workplace. Internal problems include job stress, oppression and harassment, conflicts, as well as loss, sadness, and trauma at work. External problems imported into the workplace such as mental health problems, used prohibited goods, family problems, and the sense of loss, sadness, and trauma. Furthermore, problems that can affect employee well-being are joint problems such as forms of discrimination and undesirable aspects of life [13].

The ecological approach accepts the holistic concept whereby biological, psychological, physical, and social culture influences well-being. The bio-ecological approach considers both the physical and social environment important for the creation of health: the physical aspects include geography, architecture and technology, and the social environment refers to the cultural, economic, and political dynamics at work [15].

Impact of workplace well-being

The impact of workplace well-being includes:

1. Teacher performance

Research conducted to determine the effect of workplace well-being on teacher performance shows the results. There is a significant effect between workplace well-being on elementary teacher performance [2]. The correlation coefficient of the workplace well-being variable to teacher performance is -0,855, this means that the lower the workplace well-being teacher, the lower the teacher's performance, and vice versa. This can prove that the impact of the workplace well-being is individual performance [2].

2. Psychological capital

Well-being also contributes positively and significantly to the emergence of a person's personality characteristics that is reflected in psychological capital namely hope, self-efficacy, resilience, and optimism [4], [8], [14], [16].

3. Employee engagement.

The studies conducted by several previous researchers where each obtained results that workplace well-being, has contributed to the emergence of a person's positive attitude, namely the attachment of workers [4], [8], [14].

4. Organizational culture

A workplace culture where leaders are optimistic about the future, compassionate in their communication and forgiving when needed, can help develop a supportive leader-worker relationship and a supportive work community; relationships and community are social resources that can help develop employee happiness at work [16].

Another Model of a Well-Being Workplace

Other models of well-being at work [7] are:

1. Subjective well-being

Subjective well-being is the overall person's life experience and reflects happiness. Subjective well-being includes positive attitudes assessment as well as positive experiences and negative effects. An important component in subjective well-being is job satisfaction, which is a positive emotion resulting from job evaluation or individual work experience.

Another important component in subject-being is organizational commitment and emotional atmosphere. The function of positive emotions in the short term to broaden one's repertoire of thought-actions and thereby build one's long-term cognitive, social, psychological, and physical resources.

Positive emotions reflect energy levels, excitement, enthusiasm, interests, appreciation, physical strength, and cognitive activeness, as well as engendering social interactions. While negative emotions reflect ridiculous mood conditions such as anger, anxiety, depression, fatigue, and fear.

2. Eudaimonic Well-being

Some constructs in organizational behavior show that some of the constructs can be matched with eudaimonic wellbeing, including job involvement, work engagement, thriving, flow, intrinsic

motivation, and meaning in work. Job involvement consists of identifying closely with one's work, identity, and self-esteem in one's work role [17]. Work engagement is described as a state of mind associated with positive work that is characterized by enthusiasm, dedication, and absorption [18]. Thriving is a feeling of vitality and a belief that someone is learning, developing, and making progress towards self-actualization [19]. Flow occurs when a person is truly absorbed in using skills to progress on a challenging task. Intrinsic motivation is often measured as a subjective experience of interest or pleasure while engaging in a task, which may overlap with subjective well-being. Meaning in work is related to the role of the work itself, which does something valuable and self-actualization.

3. Social well-being

Social welfare includes satisfaction with fellow employees and satisfaction in interacting with leaders. Another relevant construction is social support which has two main dimensions such as emotional support and instrumental support. Giving also receives social support is a predictor of well-being. An additional aspect of social welfare in the workplace that might be included is a sense of belonging that is embedded in the work community [7].

The journals collected have similarities in compiling an understanding of workplace well-being. The similarity of theoretical constructs used in explaining the behavior of workplace well-being is by referring mostly to the same theory in which workplace well-being is a sense of well-being that is obtained from work related to workers' feelings in general (core affect) and intrinsic and extrinsic work values [11].

The next equation is about the research respondents who used the subject of the research are teachers [2], [9], [10]. The results of this study note that the well-being in the workplace, especially on teachers, influences the teacher's performance. As for the differences found in the journals collected are in terms of subjects where there are other research subjects namely employees [20], [21] including nurses [22], [23].

Another equation is to examine the variables that are thought to affect workplace well-being, one of which is job demands [3], [10]. The results of both studies show that job demands significantly affect the workplace well-being teacher. This also means that an increase in the level of job demands can predict a decrease in the level of workplace well-being, and vice versa.

The next equation from research that examines the effect of workplace well-being on employee engagement, and using psychological capital variables [4], [8]. The difference is that study makes the psychological capital variable that is influenced by workplace wellbeing [4] and the other research

makes the psychological capital variable a predictor for employee engagement [8]. The results of both studies together show that workplace well-being has contributed to the emergence of a person's positive attitude (employee engagement).

Whereas the differences found in the journals collected are in terms of the placement of the workplace well-being variable. The differences found related to this matter indicate that the workplace well-being does not only affect an aspect or variable but is also influenced by aspects and variables.

CONCLUSION

Workplace well-being is a feeling of well-being that employees get from their work, which related to general employee feelings and satisfaction with the intrinsic and extrinsic values of a job. Aspects that affect workplace well-being include organizational climate, the quality of interaction between superiors and subordinates, job demand, personality, type of work environment, health and welfare concepts, problems at work, problems imported into the workplace, work stress. Workplace well-being affects various aspects including performance, psychological capital, and employee engagement. Other models of workplace well-being are social well-being at work, eudaimonic well-being at work, and subjective well-being at work.

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