

Pathways to performance : Investigating job-related elements, HR practices, and employee wellbeing

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Abstract

Employee wellbeing is becoming increasingly important in modern organisations, serving as a vital pillar, defining overall productivity and organisational performance. The delicate interplay between numerous job-related aspects and popular human resource practises within organisational settings become critical in this context. Notably, the characteristics include work-life balance, social support, employee engagement, and workplace diversity, all of which substantially impact an employee's wellbeing and, as a result their performance. This study builds a comprehensive framework linking these essential constructs to unravel their influence and interrelationships. This study focuses on

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employees working in academic and healthcare settings to understand better the dynamics of work-life balance, social support, employee engagement, and workplace diversity as they relate to employee wellbeing and consequently employee performance. The study incorporates verified procedures and approaches used for rigorous data analysis and practical implications have also been discussed.

Subject Classification: 62 Statistics (SPSS 62-04 and Multiple Regression 62J05).

Keywords: Employee wellbeing, Employee performance, Job-related factor, HR practices, Academia sector, Healthcare sector.

Introduction

Employee wellbeing is increasingly important in modern workplaces, as organisations recognise its critical role in defining overall productivity and organisational success. It is a foundational factor influencing job satisfaction, dedication, turnover rates, and, most importantly, performance results in organisational settings [1][2][3]. Research demonstrates a beneficial relationship between employee wellbeing and performance, clarifying how a happy workforce encourages higher productivity, creativity, and innovation [4][5]. The relationship between wellbeing and performance emphasises the need for organisations to prioritise strategies that improve and protect employee wellbeing.

Employee wellbeing is, in turn, closely intertwined with numerous job-related factors and prevalent human resource practices within organisational environments. Work-life balance is a major determinant among essential job-related characteristics, outlining the equilibrium between professional commitments and personal life domains [6][7]. Similarly, social support in the workplace, including peer and managerial assistance, is an important element in employee wellbeing. Empirical research supports its importance in stress reduction, establishing a sense of belonging and improving mental health among employees [8][9].

Furthermore, HR practises have a significant impact on employee wellbeing. Employee engagement, which is described as emotional attachment, dedication, and excitement for work duties, has emerged as a critical HR practise in moulding employee wellbeing [10][11]. When handled inclusively, workplace diversity has been found to have good connections with employee wellbeing by eliminating prejudices and establishing an environment of acceptance and belonging [12].

Literature Review

Work Life Balance: Work-life balance has become a prominent concern in modern organisational contexts due to its substantial implications for employee wellbeing and performance. Work-life balance is affected by various elements that span the individual, organisational, and societal dimensions. Organisational determinants include flexible working hours, supportive leadership, and an organisational culture that supports a healthy separation of work and family life [13]. Furthermore, societal changes, such as technology advancements that enable constant connectedness, have an important influence in altering beliefs and practises about work-life balance [14]. According to the literature, employees who have a better balance between work and home life report lower levels of stress, reduced burnout, and improved psychological wellbeing [15][16]. These studies, taken together, highlight the important relationship between work-life balance and employee wellbeing, confirming the significant impact of a balanced lifestyle on building a healthier and more content workforce. **H1:** Work-life balance has strong association with employee well-being.

Social Support: Social support in the workplace is recognised as an important aspect of employee wellbeing and organisational health [17]. Support from co-workers can be emotional help, companionship, and instrumental assistance, whereas supervisor support can be direction, mentorship, and recognition [18]. These studies show that social support plays an important role in reducing stress, increasing job satisfaction, and improving overall wellbeing among employees in a variety of organisational settings. Thus, the study hypothesize that: **H2:** Social support has strong association with employee wellbeing.

Employee Engagement: Employee engagement has evolved as a critical aspect of organisational effectiveness, covering individuals' emotional connection to their work and the organisation, and is affected by various individual, organisational, and environmental elements, like personal motivation, professional autonomy, and opportunity for skill development [3]. Employee engagement is greatly influenced by organisational characteristics such as leadership style, supportive work environment, and organisational culture emphasising transparency and communication [19]. Contextual factors such as work design, task significance, and alignment with organisational goals also contribute to employee engagement [20]. Employees engaged in their jobs are more likely to have a sense of fulfilment and success, improving their mental

health and subjective wellbeing [21] [22]. This discussion leads us to develop the following hypothesis: **H3:** Employee engagement has strong association with employee wellbeing.

Workplace Diversity: Workplace diversity, characterized by the presence of individuals from various backgrounds, cultures, genders, ages, and experiences, has become increasingly recognized as a catalyst for innovation and success in contemporary organizations [23]. Diversity in the workplace fosters creativity, innovation, and problem-solving by incorporating a wide range of perspectives and ideas [24]. According to Jaiswal and Dyaram [25], varied work environments contribute to higher levels of job satisfaction and general psychological wellbeing among employees when managed inclusively. Thus, based on the above discussion, the study hypothesizes that: **H4:** Workplace diversity has strong relationship with employee wellbeing.

Employee Wellbeing: Employee wellbeing is a multidimensional concept that represents the overall status of an employee's mental, physical, and emotional wellbeing at work. It's crucial as a determinant of job performance, job happiness, and organisational success is well documented [2]. Positive emotions, life satisfaction, and a sense of purpose are all components of wellbeing [26] [27]. Understanding employee wellbeing is critical to understanding the complex interplay between organisational elements and individual workplace experiences [28].

Employee Performance: Employee performance is a cornerstone of organisational effectiveness, reflecting individuals' competencies, behaviours, and contributions to accomplishing organisational goals. Khoreva and Wechtler [29] emphasise that persons who have a better work-life balance have higher levels of job satisfaction and overall contentment, which influences their performance outcomes. Similarly, Taris and Schaufeli [30] discovered that individuals with higher levels of engagement and wellbeing demonstrate increased dedication to their roles, resulting in improved job performance. The link between wellbeing and performance goes beyond individual productivity. Thus, the study hypothesize that: **H5:** Employee wellbeing has strong relationship with employee performance.

All the relationships mentioned in the literature review section are presented in the given framework (Figure 1).

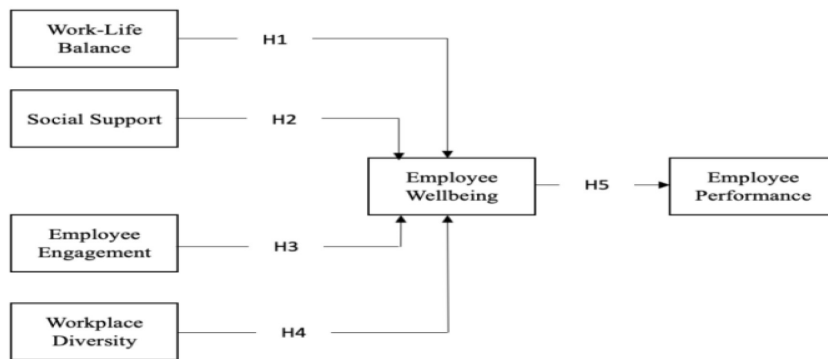


Figure 1
Conceptual Framework

The importance of conducting this research in academic and healthcare settings stems from their distinct organisational characteristics. Both industries have high-pressure situations that regularly connect personal and professional spheres. So, in order to understand how certain factors affects an employee's wellbeing and performance, the study tries to accomplish following objectives:

- To understand the effect of work life balance on employee wellbeing
- To understand the effect of social support on employee wellbeing
- To understand the impact of employee engagement practices on employee wellbeing
- To understand the impact of workplace diversity practices on employee wellbeing
- To evaluate the role of employee wellbeing on employee's performance.

Measurement Items

The constructs discussed in the literature review section are assessed using standardised scales adopted from various sources. The statements were evaluated using a 7-point Likert scale, with (1) representing "Strongly Disagree" and (7) representing "Strongly Agree." Depending on the construct, a minimum of three and a maximum of four statements have been employed. For "work-life balance," Hayman's [31] and Shukla and Srivastava's [32] scales have been utilised. "Social support" was assessed using the scale items developed by Sundin et al. [33]. The "employee

engagement” assessment scale developed by Schaufeli et al. [34] was employed. Roberson’s [35] “workplace diversity” measurement scale has been implemented. Items implemented by Pradhan and Hati [2] for “employee wellbeing” has been embraced. Finally, Ramos-Villagrasa [36] scale has been used to measure the “employee performance”.

Sample and Data Collection

A small sample of 40 respondents was used for pilot testing to verify that the respondents understood the questionnaire. Data collected from individuals in the academic and healthcare sector provides a rich perspective on the relationship between employee wellbeing and performance in two critical areas. In total, 400 surveys were distributed via online channels, for speedier data collection. After filtering the replies, 312 questionnaires were used in the final analysis. Table 1 gives the other relevant demographic descriptors of the study.

Table 1
Demographic profile of respondents

Descriptors		Frequency	Percentage
Industry	Academics	165	53
	Healthcare	147	47
Age	25-30	41	13
	31-36	90	29
	37-42	81	26
	43 and above	100	32
Gender	Female	178	57
	Male	134	43

Analysis and Results

Validated procedures and methodologies were used to analyse the data. SPSS (24) was used to perform the Exploratory Factor Analysis (EFA). Then, for additional validation, Confirmatory Factor Analysis (CFA) is performed, followed by path analysis in AMOS (20).

Reliability Assesment

Each measurement item, as well as each construct, has been tested for dependability [37]. Cronbach alpha (α) was used to assess the construct's reliability ($\alpha=0.852$) [38]. Squared Multiple Correlation (SMC) has been used to examine measuring item reliability [39]. Both needed values exceed the required limits of 0.7 (Table 4) and 0.3 (Table 3). As a result, the reliability coefficients can be concluded to be satisfactory and suitable for research purposes.

Table 2
Factor Extraction

Construct	Mean	Std. Dev.	Factor Loading	SMC
Work-life Balance	4.74	1.595	0.88	0.768
	5.19	1.64	0.896	0.752
	5.23	1.63	0.871	0.797
Social Support	4.76	1.711	0.85	0.716
	4.81	1.674	0.928	0.854
	4.84	1.72	0.89	0.793
Employee Engagement	4.07	1.57	0.92	0.837
	5.16	1.49	0.785	0.612
	4.06	1.71	0.876	0.76
Workplace Diversity	5.35	1.612	0.898	0.808
	4.03	1.552	0.81	0.65
	4.56	1.514	0.745	0.55
Employee Well-being	5.09	1.588	0.895	0.794
	4.89	1.633	0.892	0.796
	4.02	1.567	0.812	0.654
	4.79	1.491	0.85	0.705
Employee Performance	4.89	1.608	0.933	0.863
	4.72	1.647	0.833	0.688
	5.48	1.367	0.856	0.726

Exploratory Factor Analysis (EFA)

Before identifying the factors, evaluating the data's appropriateness and suitability is critical. "Kaiser-Meyer-Olkin (KMO) sampling adequacy" and "Bartlett's sphericity test" are employed for this as per the threshold

given in the table 3 [40]. Table 3 shows the results. As an outcome, the factors are not correlated.

Table 3
KMO and Bartlett's Test

Kaiser-Meyer-Olkin (KMO) Measure of sampling adequacy		0.908
Bartlett's Test of Sphericity	Approx. Chi-Square	4962.424
	Df	264
	Sig.	0.000

The SPSS (24) programme employed principal component analysis with varimax rotation for factor analysis. Using one or more eigenvalues, 6 factors comprising 19 items were extracted. The six mentioned factors make up 80.484 per cent of the total variation. Table 3 reveals that the factor loading is more than 0.50, indicating that the data can be factored [41]. Table 2 also contains mean and standard deviation information.

Confirmatory Factor Analysis (CFA)

CFA was conducted on AMOS (20) to assess the dimensionality and adequacy of the measurement model. It covers Work-Life Balance, Social Support, Employee Engagement, Workplace Diversity, Employee Wellbeing, and Employee Performance.

Validity

Convergent validity can be proven once three conditions are met as given in the table 4 along the threshold values [42]. As per Table 3, the factor loading and SMC values are larger than 0.5 and thus significant. CR and AVE are significantly more than acceptable bounds, suggesting convergent validity, as demonstrated in Table 4. The discriminant validity of the measurement model was assessed via comparing the correlation amongst variables to the square root of the AVE [37]. To resolve any validity concerns, the diagonal value, "the square root of the average variance explained," must be greater than the non-diagonal value, which "represents the correlation across constructs" [43]. This ensures that each study's factors are unique.

Table 4
Validity Measurement Index

	Alpha	CR	AVE	WLB	SS	EE	WPD	EWB	EP
Threshold	>0.7	>.07	>0.5						
WLB	.926	.933	.757	.876					
SS	.909	.922	.713	.523	.879				
EE	.906	.907	.724	.193	.139	.857			
WPD	.872	.905	.717	.659	.539	.118	.853		
EWB	.907	.888	.734	.266	.074	.351	.220	.863	
EP	.886	.900	.740	.386	.295	.334	.498	.426	.867

Overall Fit for the Model

Table 5 displays the model fit indices for the measurement model. The goodness-of-fit measurement indices strongly confirm unidimensionality throughout the measurement model [44]. However, the badness-of-fit measurement indices show the disparity in model fit. The current analysis adheres to the model fit assessment suggestions offered by Boomsma [45], McDonald and Ho [46], and Schreiber [47].

Table 5
Model Fit Indices

Model Fit	Cut-off Criteria	Measurement Model Statistics
CMIN	--	254.698
DF	--	226
CMIN/Df	≥4	1.447
GFI	≥.9	0.911
AGFI	≥.8	0.901
IFI	≥.9	0.980
NFI	≥.9	0.937
CFI	≥.9	0.980
RMR	≤.1	0.086
RMSEA	≤0.08	0.028

Path Coefficients

Upon examining the psychometric properties, the model was tested using AMOS (20). The statistics in the Table below show that all hypotheses

are significant, with p-values less than 0.05. Figure 2 illustrates a diagrammatic representation of path coefficients.

Table 6
Hypothesis Testing Result

Hypothesis	Relationships	Estimates	<i>t</i> – Statistics	Result
H1	WLB→EWB	.448	10.376***	Supported
H2	SS→EWB	.151	3.389(.001)	Supported
H3	EE→EWB	.143	2.779(.008)	Supported
H4	WPD→EWB	.314	4.660***	Supported
H5	EWB→EP	.379	6.529***	Supported

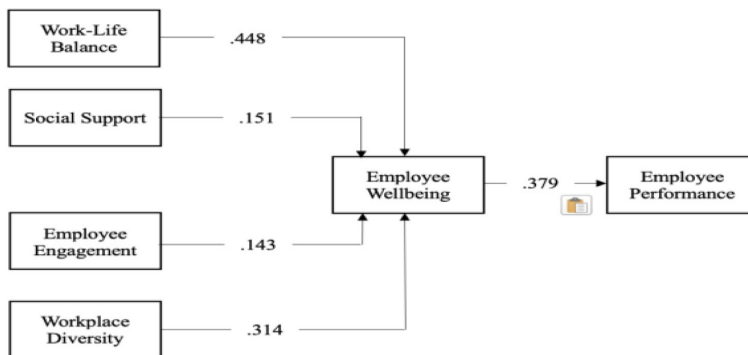


Figure 2
Path Diagram

Findings and Discussion

The structural model analysis revealed crucial insights into the subtle linkages between job-related aspects, HR practises, employee wellbeing, and performance in the context of this study. Table 6 shows the statistical results, which show strong connections between the variables, illuminating the essential interplay between work-related components and organisational dynamics. The relationship between work-life balance and employee wellbeing (H1: $\beta = 0.448$, $p < 0.005$) highlights the significance of balancing professional and personal life duties in encouraging employee wellbeing. What makes this finding particularly noteworthy is its validation of the impact of work-life balance on total employee wellbeing

in the context of this study and in modern work environments. These findings highlight the importance of organisational policies and practices to facilitate a healthier balance between work demands and personal life commitments. The empirical evidence of the relationship between social support and employee wellbeing ($H2:\beta = 0.151, p < 0.05$) resonates with what has been commonly observed in previous studies [48], adding to our understanding of the significant impact of social support mechanisms on employee wellbeing. It supports the importance of an encouraging workplace that fosters employee wellbeing and includes both colleague and supervisor support. Confirming a positive relationship between employee engagement and employee wellbeing ($H3:\beta = 0.143, p < 0.05$) highlights the critical role of engagement in creating higher levels of employee satisfaction and wellbeing [49]. Organisations can plan and execute initiatives that actively involve employees, provide growth opportunities, recognise achievements, and encourage a sense of purpose, thereby contributing to their overall wellbeing by recognising engagement as a driver of employee satisfaction and wellbeing. The relationship between workplace diversity and employee wellbeing ($H4: \beta = 0.314, p < 0.005$) highlights an important feature of organisational dynamics. Employees feel like they are part of a team where differences are recognised and valued, which leads to a sense of inclusivity and acceptance, which improves wellbeing. The study found a significant relationship between employee wellbeing and performance ($H5:\beta = 0.379, p < 0.005$), a key component of organisational success [50]. It emphasises that enhanced employee wellbeing translates into considerable practical benefits for the organisation. It's a domino effect: happier, more pleased employees are more likely to be driven, active, and efficient, resulting in increased "productivity," "innovation," and "overall organisational performance." This finding emphasises the importance of organisations treating employee wellbeing as a strategic imperative rather than a secondary concern.

As a result, the higher beta values of work-life balance and social support in comparison to employee engagement and workplace diversity may reflect the immediate and direct impact of job-related factors on daily wellbeing, whereas HR practises may exert a more gradual influence through shaping organisational cultures and structures. This shows that while both job-related factors and HR practises have a major impact on employee wellbeing, the timing of their impact explains the observed differences in beta values.

Conclusion

The observed relationships among work-life balance, social support, engagement, workplace diversity, and employee wellbeing are consistent with existing theories such as the conservation of resources theory, the social support theory, and the job demands-resources model. The study emphasises employee involvement as a beneficial resource for employee satisfaction and wellbeing. The discovered relationship between employee wellbeing and performance shows that job resources, particularly factors linked to employee wellbeing, operate as a buffer against workplace demands, resulting in increased work engagement, motivation, and, ultimately, improved job performance.

The study's findings are especially relevant to the educational and healthcare sectors, providing specialised insights for these sectors. In these industries, where employee wellbeing considerably impacts service quality, initiatives to foster a balanced work-life approach are critical. Adopting flexible scheduling and remote work choices could reduce stress among educators and healthcare professionals, leading to higher job satisfaction and better patient or student care. Cultivating a supportive workplace culture is also vital in educational and healthcare settings. Investing in team-building activities, mentorship programmes, and encouraging open communication channels can improve educators' and healthcare workers' wellbeing. This, in turn, may favour their participation and, as a result, the quality of education or healthcare services. The study's emphasis on employee engagement activities, such as including employees in decision-making processes and recognising their achievements, might significantly improve commitment and wellbeing in the educational and healthcare sectors. Finally, fostering an inclusive climate supporting multiple opinions within these industries is vital. Comprehensive diversity training and fair opportunities can help educators and healthcare professionals feel appreciated and included, improving their general wellbeing and, as a result, the quality of services they provide.

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