

Conceptual exploration of links between Work, Workplace and Workplace Well-being

– Seep Sethi*

Assistant Professor, The NorthCap University, Gurugram, India

 seepsethi@ncuindia.edu  <https://orcid.org/0000-0002-4822-5490>



ARTICLE HISTORY

Paper Nomenclature: Review of Literature (RoL)
Paper Code: GJEISV14I4OD2022ROL1
Submission at Portal (www.gjeis.com): 13-Oct-2022
Manuscript Acknowledged: 16-Oct-2022
Originality Check: 23-Oct-2022
Originality Test (Plag) Ratio (Turnitin): 03%
Author Revert with Rectified Copy: 1-Nov-2022
Peer Reviewers Comment (Open): 14-Nov-2022
Single Blind Reviewers Explanation: 16-Nov-2022
Double Blind Reviewers Interpretation: 20-Nov-2022
Triple Blind Reviewers Annotations: 23-Nov-2022
Author Update (w.r.t. correction, suggestion & observation): 10-Dec-2022
Camera-Ready-Copy: 15-Dec-2022
Editorial Board Excerpt & Citation: 24-Dec-2022
Published Online First: 31-Dec-2022

ABSTRACT

Purpose: The paper attempts to explore the various linkages between work, workplace and well-being. Various components of workplace well-being were explored in order to understand how and whether these components interact with each other and result in employee's experience of well-being at work.

Design/ Methodology/ Approach: The paper is based on the synthesis of the existing literature on work needs & motives, workplace related factors and workplace well-being.

Findings: Well-being at Work results from the match between the work need and motives that derive people to work and the various factors at workplace. The more workplace offer and supports what people (employees) are looking for, higher is the well-being.

Originality/Value: The unique contribution of the study lies in the understanding that well-being at work is driven by two major contributors- work needs and the workplace environment.

Paper Type: Review of Literature

KEYWORDS: Work Needs/ Motives | Workplace Environment | Employee Well-being | Workplace Well-being | Social Engagement

*Corresponding Author (Seep)

- Present Volume & Issue (Cycle): Volume 14 | Issue-4 | Oct-Dec 2022
- International Standard Serial Number:
Online ISSN: 0975-1432 | Print ISSN: 0975-153X
- DOI (Crossref, USA) <https://doi.org/10.18311/gjeis/2022>
- Bibliographic database: OCLC Number (WorldCat): 988732114
- Impact Factor: 3.57 (2019-2020) & 1.0 (2020-2021) [CiteFactor]
- Editor-in-Chief: Dr. Subodh Kesharwani
- Frequency: Quarterly
- Published Since: 2009
- Research database: EBSCO <https://www.ebsco.com>
- Review Pedagogy: Single Blind Review/ Double Blind Review/ Triple Blind Review/ Open Review
- Copyright: ©2022 GJEIS and it's heirs
- Publishers: Scholastic Seed Inc. and KARAM Society
- Place: New Delhi, India.
- Repository (figshare): 704442/13



GJEIS is an Open access journal which access article under the Creative Commons. This CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0>) promotes access and re-use of scientific and scholarly research and publishing.



Introduction

Workplace well-being is the domain specific well-being and defines well-being in the context of a person's job using various measures such as job/career satisfaction, stress and strain, work-life balance, job engagement, career development and many others. Workplace well-being is also commonly referred to as 'Employee Well-being'. Several authors have attempted to define workplace well-being. Juniper et al. (2009) defined workplace/ employee well-being as a part of an employee's overall well-being that is primarily determined by the work he/she does and is mainly affected by the workplace interventions. According to Dejoy and Wilson (2003; as cited in Grawitch et al. 2006) employee well-being is the physical, psychological and emotional aspects of an employee's health that synergistically affect people in an intricate manner (p. 134)

International Labor Organization (ILO) states that workplace well-being relates to all facets of an employee's working life ranging from the safety and quality of the physical work environment to the experience of employees about their work/ job, the climate at work and the working environment (Workplace Well-being, ILO, n.d.). Bakker and Oerlemans (2011) defined work-related well-being as a state of well-being achieved when an employee is satisfied with the job and experience more of positive emotions such as engagement, happiness at work, and satisfaction and less of negative emotions such as burnout, stress, and anxiety, thereby resulting in increased job performance.

According to Bakker and Demerouti (2014), employee/ workplace well-being is a function of the work environment and majorly comprise of two types of job characteristic- 'Job Demand and Job Resources' (JD-R theory); where 'Job demands' refers to the roles and responsibilities associated with the job which requires considerable energy and efforts, and 'Job resources' refers to that aspect of the job which enables an employee meet the demands of the job successfully for example organizational support, autonomy and clear work roles. Evidence suggests that when job resources exceed job demands, employees experience increased performance, satisfaction, engagement, and well-being at work (Demerouti et al., 2001; Bakker, 2015).

Aryanti et al. (2020) reports that Workplace well-being relates to the feeling and satisfaction that employees derive from their work in terms of the intrinsic and extrinsic values; where company policies, remuneration, social and interpersonal relationships, working conditions, and leadership are some of the extrinsic factors related to the job and achievement, responsibilities, awareness of the achievements and progress made are the intrinsic factors.

Research suggests that workplace well-being leads to increased individual as well as organizational performance, by enabling organizations to capitalize on their human capital

and reap benefits of the thriving, satisfied and an engaged workforce. Happy workers tend to be more productive, show higher organizational citizenship behavior, reflect low counterproductive work behaviors, have high intentions to stay, and report less absenteeism (Danna & Griffin, 1999; Judge et al., 2001; Ilies et al., 2009; Taris & Schreurs, 2009; Harries et al., 2006; as cited in Ilies et al., 2015).

When employees perceive that organization do not care about their wellbeing it is likely to negatively impact their level of commitment, motivation and performance. However, when employees perceive that their employers support them, care for them and can be trusted, they reciprocate with increased commitment and high motivation towards the organization resulting in improved and better performance (Baptiste, 2008). It has been found that promoting employee well-being results in positive outcomes at many levels. At the individual level, employees with high well-being tend to have better mental health (stress-free life) and physical health. At the organization level, employers can capitalize on the human capital and draw competitive advantage resulting from the increased performance and productivity of employees. And at the society level, people tend to 'flourish', resulting in a society where people are active, have enthusiasm for life, and engage with each other (Yeung and Berman, 1997; Goetzl, 2003; Keyes, 2002; Huppert, 2009; Bakker and Oerlemans, 2011; as cited in Kazemi, 2017).

It is evident from the research cited above that well-being of employee is essential for organizational success and effectiveness. Happy employees make a productive workplace. Having established the concept and importance of workplace well-being and its impact on job and overall life satisfaction, it is time to examine the components of workplace well-being. It is suggested that workplace well-being is affected by the nature of work people do in the organization, the environment in which they work, and the fact whether workplace is offering them what they are looking to achieve in life through work, i.e., the interplay between work and workplace. Subsequent section will explore the suggested links between the variables.

Review of Literature

Review of literature will be discussed under three sections. Section 1- 'Work and Well-being', this section will explore the link between the work and well-being, Section 2- 'Workplace and Well-being', which will discuss the literature highlighting how workplace impact well-being of employees, and Section 3- Interplay of Work and Workplace.

2.1 Work and Wellbeing

One of the important components of workplace wellbeing is the 'Work itself'. The nature of work people do at the workplace/ organization impacts their sense of well-being. This section will discuss the relevant literature to establish

that work impacts wellbeing of employees. Meaning of Work (MOW) International Research Team (1987) refers work as, 'an activity carried out in organizational settings for pay, and in employment relationships'. However, work is not just a 9 to 5 job there is much more to it. Work is central to human existence. It not only serves as a medium for personal identity and affects personal growth & development, but it also helps boost self-esteem and well-being of the person. Through work an individual finds the purpose of existence in the world, develops identity, build up new relations, utilizes skills and talents, learn new things, and develop a sense of belonging (Morin, 2004)

Work fulfills a wide range of needs- means of living, providing status and social engagement, offering source of identity, and also opportunity for self-growth & development (Budd & Spencer, 2014; Schwartz, 2015). In its most basic form, work act as a source to earn livelihood, enabling a person live a decent life. And if such work has meaning and purpose, it enables a person experience joy and feeling of fulfillment. "Access to fulfilling, paid work has long been a significant determinant of people's wellbeing. Economically, fulfilling work provides a secure income, while in social terms; such work can offer a sense of purpose, social connections and personal agency" (White, 2016, p. 2).

People list a wide range of monetary and non-monetary reason for doing their work. . For some people work is only a means of earning their livelihood, to accumulate materialistic wealth and to afford luxury. While some people say work provides them with respect and status. To some, work and work place is a medium to meet new people, interact with people from diverse backgrounds. These people do their work because it is an opportunity for social engagement. To some others, work /job give them something to strive for. They feel sense of accomplishment/ achievement. And for some others work is an opportunity for evolution, improving well-being, self-growth and development (Schwartz, 2015).

People spend maximum time at work and thus work becomes an integral and inseparable part of their life. They are increasingly looking for greater meaning in life through work. Employees' expectations from the workplace and the work are expanding and they are increasingly looking for employment opportunities that offer platform for personal development, fulfillment, and well-being. People are more and more seeking to derive social connections, happiness, meaningful work, and opportunities for learning and development at professional as well as on personal level (Slomp et al., 2015). Clearly reasons/motives for people to work ranges across a wide continuum with money on one end to well-being, growth & development on the other end. People may have different motives for work, but all people work because workplace is providing them something that they need from work.

When a person engages himself in a meaningful work, he/ she experience a sense of self, personal development, dignity and worth. Further, by accomplishing results they tend to develop their self-esteem and move towards self-actualization and a state of well-being (Morin, 2004). Work significantly contributes to happiness and well-being of people (Warr, 2007; Fisher, 2010). Job/ Wok being an important part of one's life and this it affects well-being (Agarwal & Sharma, 2011).

Thus it can be seen from the above stated studies, that work is a key determinant of well-being. The kind of work a person does have an impact on their satisfaction and well-being. Work tends to fulfill a wide range of needs in people's life and most people connect deeply with their work. Work that offers good monetary benefits coupled with opportunities for social interaction, leaning and development, is in line with interest of employee, allow utilization of skills and talents, lead to experience of well-being at work. Having established the relation between work and well-being, we shall now be discussing the second important component of workplace well-being i.e., 'The Workplace'.

2.2 Workplace and Wellbeing

Workplace plays an important role in the life of every working professional, and an employees' well-being considerably depends on the experiences they undergo at workplace. People in general spend their maximum productive hours at workplace and therefore their experiences at workplace affect their sense of well-being. Experiences of people at work be it emotional or social in nature not only affects the person rather they spill over other non-work domains. Employees are spending majority of their time and lives at workplaces; and therefore it has become difficult to segregate matters of personal life/family and work. Thus the quest to find happiness and fulfillment continues even at the place of work and is not only limited to one's personal life anymore (Srirangarajan & Bhaskar, 2011).

Employees expect their workplace to not only offer employment opportunities but they are actively looking for platforms for personal development, fulfillment and well-being, i.e., their expectations from workplace are rising (Slomp et al., 2015). It is widely believed by practitioners and leaders that making employees healthier and happier increases their productivity, efforts and contributions (Fisher, 2003; as cited in Grant et al., 2007). There are several factors at workplace that have an impact on the well-being of employees. Leadership quality, HR practices, social climate at work, organization's culture, physical work environment are some of the factors reported in literature that are found to impact the perceptions of well-being at work.

According to Wilson et al. (2004), organizations acts as a key driver in determining and affecting the well-being



of employees at work. Organization's structure, the way it functions, its policies and procedures and fabric of the organization impacts the health and well-being of employees and results in increased organizational effectiveness. Buffet et al. (2013) reported that organizational factors such as employee involvement, communication, work-life balance, employee growth and development, employee health and safety have a considerable impact on organizational functioning and the well-being of employees.

Warr's (1994) 'Vitamin'-model is the classic representation of how work environment can impact the mental/ psychological and physical well-being of employees. Warr's model identifies nine environmental factor that are significant for the well-being of employees, namely, opportunity for control (implying discretion, autonomy at work); opportunity for skill use (job fit and job design); variety (in job content, roles & responsibilities); externally generated goals (work demands, work pressure); environmental clarity (availability of information, feedbacks); physical security (good working conditions); opportunity for interpersonal contact; availability of money (competitive package); and valued social position. According to Warr (1994), impact of these environmental features on mental health of employee is analogous to impact of vitamins on physical health of person.

Danna and Griffin (1999) also proposed a comprehensive framework of well-being at workplace. They discussed several person-centric (i.e. personality type) and organizational factors that have an impact on the health and well-being of employees. The organizational factors as proposed by them are: work setting comprising of safety hazards, health hazards and other workplace perils such as ergonomics at workplace, safety equipments- fire extinguishers, smoke detectors, regular inspections and so on; and occupational stress comprising of factors intrinsic to the job, i.e., work overload/ under load, use of technology, long hours and shift work; role in organization covering role ambiguity, responsibility at work, role conflict; relationships at work with seniors, colleagues and subordinates; career development; organizational climate and structure covering politics at work, poor communication, lack of feedback, low participation; and work-home interference referring to spill over of work over non-work domain leading to conflict and emotional exhaustion.

Similarly, Dejoy and Wilson (2003) proposed a model of healthy work organization and suggested that factors such as job design covering demands and characteristics associated with the job; organizational climate involving employees' perception concerning participation, interpersonal relations at work, communication; job future: covering equity and fairness, job security, opportunities for career development; and psychological work adjustments: referring to how people respond to work environment such as perceived stress, satisfaction and so forth, have an impact on the performance and well-being of employees.

Given the amount of time people spend at work, workplace policies and practices increasingly tend to impact their health and well-being. Thus, above literature suggests that organizational/ workplace factors are indeed crucial in determining well-being of employees. Where on one hand, a good and supportive working environment can boost the well-being of employees resulting in job and life satisfaction on the other hand unhealthy work practices can cause severe damage to the health and well-being of employees.

Having discussed the linkages between 'Work and Well-being' and 'Workplace and Well-being'; it will be interesting to explore if work and workplace interplay together and impacts the sense of well-being at work. Literature below will discuss the same.

2.3 Interplay of Work and Workplace impacting Well-being:

The present paper suggests that an opportunity to fulfill work needs through meaningful work/ job coupled with favorable organizational policies and practices will lead to an experience of well-being at work. An employee, who enters an organization, comes with a set of needs that he wishes to fulfill through work. If the organization is able to provide an environment that is conducive and supportive towards fulfillment of those needs, it results in employees' experience of well-being at work. In other words, Well-being at work is the outcome of the interaction between work and workplace

According to Rath and Harter (2010), "wellbeing at work is experienced as the result of the combination of our love for what we do each day, the vibrancy of our physical health, the security of our finances, the quality of our relationships, and the pride we take in our contribution to the community". Conceptual framework as proposed by Heerwagen et al. (1995) discusses three components and is based on the person-environment congruence theory, which postulates that people prefer to work in an environment that is in line with their work preferences and work needs. The three components discussed in the framework are

- 1) Identifying basic employee needs in the context of work settings;
- 2) Identifying various organizational factors that tend to affect the fulfillment of employee's needs; and
- 3) Resulting indicators of "fit" and "misfit" leading to either state of well-being or stress at work.

On similar lines, Brandstatter et al. (2016) also mentions that person-environment interaction and fit is the essential prerequisite for employee well-being. They mention two types of person-environment fit

- Demands-abilities fit refers to the fit between the demands of the work environment and employees' abilities; and

- Needs-supplies fit referring to the fit between employees need and resources available in the work environment.

According to them, it is this fit that determines the level of well-being experienced by employees. Using needs-supplies fit as the premise for their study, they reported the interaction between work motivation (need for power, need for autonomy and need for affiliation) and job characteristics and its resultant impact on the well-being of employees.

Nielson et al. (2008) on the other hand used work characteristics such as role clarity, meaningful work and growth and development opportunities as mediating variable impacting the relationship between organizational factor, i.e., leadership style and psychological well-being. Similarly, Gillet et al. (2011) in their study discussed the mediating role of psychological work needs (i.e. the needs discussed by Ryan & Deci (2000) in their Self-determination theory) between organizational factors which includes supervisor's

interpersonal style and perceived organizational support and hedonic and eudaimonic well-being measured in terms of happiness, job satisfaction and self-realization.

In another study by Xu et al. (2014), relation between work needs, organizational factor and well-being was explored, whereby subjective well-being was treated as the mediating variable between work needs and organizational commitment. According to them, "subjective well-being has the potential to increase understanding of how work motivation is related to the way employees' envision themselves in a workgroup, which may also be associated with their organizational commitment" (p. 1).

Thus, it can be seen from the above stated studies that many researchers have explored the relation between work needs, organizational factors and well-being of employees. Table-1 below summarizes the review of literature for all the variables under study.

Table-1: Summary of Review of Literature

Author	Title	Nature of Paper/ Methodology	Variable/ Constructs Studied	Finding
Agarwal, M., & Sharma, A. (2011)	Effects of Hospital Workplace Factors on the Psychological Well-being and Job Satisfaction of Health Care Employees.	Empirical, Multiple Regression	Job Satisfaction, Psychological well-being, Workplace factors	Workplace has positive effect on both physical and psychological health of employees
Aryanti, R. D., Diah Sari, E. Y., and Widiana, H. S. (2020).	A Literature Review of Workplace Well-Being	Conceptual Structured Literature review	Workplace well-being, Employee productivity,	Papers discusses concept of workplace well-being, its importance, models and impacts of workplace well-being
Brandstatter, V., Job V., and Schulze B. (2016).	Motivational Incongruence and Well-Being at the Workplace: Person-Job Fit, Job Burnout, and Physical Symptoms.	Empirical Polynomial regression	Person-Environment Fit, Job demands ,Burnout, and Physical Symptoms, Job Characteristics, Implicit affiliation & power motives, Physical well-being	Study suggests interventions to rectify imbalances in the needs-supplies fit, thereby reducing the risk of impairment of employee well-being.
Budd, J. W., & Spencer, D. A. (2014).	Worker well-being and the importance of work: Bridging the gap	Conceptual paper	Meaning of work, Worker well-being,	Paper proposed a comprehensive framework to worker well-being
Buffet, M. A., Gervais, R. L., Liddle, M., & Eechelaert, L. (2013).	Well-Being at Work: Creating a Positive Work Environment.	Conceptual report	Work Environment, Workplace Well-being, Psychological healthy workplace, Occupational safety & health	European Agency Report
Danna, K., & Griffin, R. W. (1999).	Health and Well-Being in the Workplace: A Review and Synthesis of the Literature	Conceptual paper	Work Settings, Occupational Stress, Personality traits, Employee health, Well-being	A model was conceptualized with the select variables



Author	Title	Nature of Paper/ Methodology	Variable/ Constructs Studied	Finding
Dejoy, D. M., & Wilson, M. G. (2003).	Organizational health promotion: broadening the horizon of workplace health promotion.	Conceptual paper	Core Organizational attributes- policies, job design; values & beliefs; Psychological work adjustment, Job future; Organizational health	Paper emphasizes that in order to maximize health and well-being of employees, improvements should be made to the characteristics of the job and the organization.
Fisher, C. (2010).	Happiness at Work	Conceptual	Job satisfaction, Happiness at work, Job involvement, Commitment, work motivation, Engagement, Vigor & Thriving	Paper discusses the concept of happiness and work, and its consequences at individual as well as organizational level
Gillet, N., Fouquereau, E., Forest, J., Brunault, P., & Colombat, P. (2011).	The Impact of Organizational Factors on Psychological Needs and Their Relations with Well-Being.	Empirical Structural Equation Modelling	Psychological work needs, Interpersonal style, Perceived organizational support, Need & Work Satisfaction, Self-realization, Happiness, Need thwarting	Perception of supervisor autonomy support and perceived organizational support was positively related with satisfaction of basic needs & negatively with need thwarting
Grant, A. M., Christianson, M. K., & Price, R. H. (2007)	Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs.	Conceptual paper	Work Redesign, Employee well-being, Reward & Compensation practices, Team building practice, Employee health & safety practices	Effects of various managerial practices are discussed on employee's psychological, social and physical well-being
Heerwagen, J. H., Heubach, J. G., Montgomery, J., & Weimer, W. C. (1995).	Environmental design, work, and well being: managing occupational stress through changes in the workplace environment	Conceptual	Work needs, Physical Environment, Occupational Stress, Person-Environment fit, Individual & collective well-being,	Physical work setting positively relates to the productivity and well being of Employees and the organizations.
Morin, E. M. (2004)	<i>The meaning of work in modern times</i>	Conceptual paper	Meaning of work, Work values, Work coherence	Paper discusses concept, dimensions and characteristics of Meaningful work
Nielsen, K., Randall, R., Yarker, J., & Brenner, S-O. (2008).	The effects of transformational leadership on followers' perceived work characteristics and psychological well-being: A longitudinal study	Empirical Longitudinal design, Structural Equation Modelling	Transformational leadership, Work characteristics, Well-being,	Employees' perception of work characteristics mediated the relationship between transformational style of leadership and employee's psychological well-being.
Rath, T. and Harter, J. (2010)	<i>Your well-being is a serious business matter.</i>	Article		Paper discusses various dimensions of workplace well-being
Slemp, G. R., Kern, M. L., & Vella-Brodrick, D. A. (2015)	Workplace Well-Being: The Role of Job Crafting and Autonomy Support.	Empirical Structural Equation Modelling	Autonomy, Job crafting, Support, Positive and negative affect, Job satisfaction, Workplace Well-being,	Paper highlighted the importance of individual and contextual factors in supporting workplace well-being.
Srirangarajan, G. S., & Bhaskar, R. K. (2011).	Key Dimensions of Spirit at Work—An Indian Perspective.	Conceptual paper	Spirit at work, Meaningful work, spirituality at work	Paper discusses various dimensions and models of Spirit at work

Author	Title	Nature of Paper/ Methodology	Variable/ Constructs Studied	Finding
White, D. (2016)	<i>Work and Well-being.</i>	Discussion Paper	Availability and Quality of Work; Work and Well-being	
Wilson, M. G., Dejoy, D. M., Vandenberg, R. J., Richardson, H. A., & McGrath, A. L. (2004).	Work characteristics and employee health and well-being: Test of a model of healthy work organization	Empirical Structural Equation Modelling	Job Design, Job future, Core organizational attributes, Organizational climate, Psychological work adjustment, Employee health and well-being.	Employees' perceptions of organization affect their perception of the organizational climate impacting the way employees see their future in the organization and relate to their job/work; which further impacts their health, work adjustment and well-being.
Xu, S., Choi, Y., & Lv, Q. (2014).	Subjective well-being, work motivation and organizational commitment of Chinese hotel frontline employees: A moderated mediation study.	Empirical Mediation, Moderated Mediation	Employee work motivation, job enrichment, organizational commitment and subjective well-being (SWB)	SWB partially mediates between work motivation & organizational commitment. And job enrichment programs positively influence employees' subjective wellbeing

Source: Compiled by Author

Linkages between Work, Workplace and Well-being:

Based on the above discussed literature, it can be established that well-being at work gets impacted by three important linkages:

1. First link is the nature of work employees do at the organization; which implies that if people are engaged in meaningful work that satisfies their needs and motives, they experience a sense of well-being. Every employee expect their work to provide them with something- it can be the financial independence, a network of people, a platform to express ourselves, source of identity, and many more. The more work is in line with employee's needs/ motives, or in other words the more employees' needs are fulfilled through work, higher is the satisfaction and sense of well-being.
2. The second important link is the environment in which they work, i.e., various factors at workplace that impacts wellbeing. When an employee enters an organization, he/ she comes with a certain set of expectations, they expect their workplace to provide support system, fair remuneration, flexible and employee centric work policies, impartial leadership, opportunities to perform and many more. So it is expected that more the organizational environment is providing the support employees' expects; higher would be the sense of well-being.

3. The third important link is the interaction between the work and workplace, which in some way hints towards the person-environment fit. Having established that people join an organization to fulfill certain needs and motives, upon entering they come across a set of organizational systems and policies, so the interaction here points at the fit between the two. That is, more the workplace satisfies the motives/ needs of employee or offers support systems that enables them to experience and achieve their work outcomes, higher would be the perceptions of well-being.

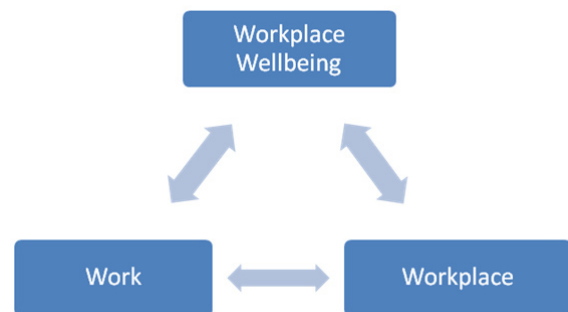


Figure 1: Linkages between Work, Workplace, and Workplace Well-being

Source: Developed by author



Conclusion:

The present study establishes the linkages between work, workplace and workplace well-being. Well-being of employees is of utmost importance for success of the organizations. Happy employees make a productive work place. Every employee who joins the organization comes with certain goals which he/she aspire to accomplish through work; and with a set of expectations he/she has from the organization they join; making 'Work' and 'Workplace' important components of workplace well-being. The more the work enables an employee to achieve goals/ motives they want to achieve through work; they experience a sense of satisfaction and well-being. And while they work presence of certain organizational factors such as conducive work environment, support from organization, fair treatment, opportunities for advancement, and alike furthers their sense of well-being; which brings us to the link that it is the interaction of 'Work X Workplace' that results in employee experience well-being at the workplace.

More the employees' feel their work values are in line with organizational values, higher would be the experience of well-being. In other words, higher the fit between people's work aspirations and values and the organizational work environment, higher would be the perceptions of well-being. On the other hand, any misfit between work and workplace will negatively impact their experience of well-being.

Recommendations & Future Implications:

The important recommendations for managers that follows from the linkages explored in the study are firstly, managers/ leaders must understand and explore the various needs and motives employee wish to fulfill through work. The more managers are clear about the needs and motives of their employees, more they can assign the work that is in line with their expectations and aspirations, resulting in increased commitment from employees. Secondly, managers' needs to explore what are the various organizational factors that have a greater impact on the perceptions of well-being as compared to others. For example employees may consider flexible work policies more favorable to balance their work life as compared to fixed hour schedule. So more the managers/ leaders understand the expectations of employees and develop mechanisms to ensure employees feel they are being understand and supported, higher are the chances employees feel motivated and contribute towards success of the organization. And lastly, it is imperative that managers/ leaders ensure there is a fit between employee's work aspirations and motives, and the nature of work and support being given to them from the organization. This person-environment fit will result in experience of well-being and satisfaction.

Based on the above discussion, the future implication that follows are the linkages established through theory are tested and verified with the help of multivariate data analysis techniques. A mixed method approach can be followed, where in through qualitative study, one can gauge the various work motives and needs that employees wish to accomplish through work, and the various organizational factors they consider are important for smooth functioning and will enable them to accomplish their goals. Later the same can be validated through model building and testing.

References

- Aryanti, R. D., Diah Sari, E. Y., and Widiana, H. S. (2020). A Literature Review of Workplace Well-Being. *Advances in Social Science, Education and Humanities Research*, 477, 605-609.
- Agarwal, M., & Sharma, A. (2011). Effects of Hospital Workplace Factors on the Psychological Well-being and Job Satisfaction of Health Care Employees. *Journal of Health Management*, 13(4), 439-461. <https://doi.org/10.1177/097206341101300405>
- Bakker, A. B. (2015). Towards a multilevel approach of employee well-being. *European Journal of Work and Organizational Psychology*, 24(6), 839-843. <https://doi.org/10.1080/1359432X.2015.1071423>
- Bakker, A. B., & Demerouti, E. (2014). *Job demands-resources theory*. In P. Y. Chen & C. L. Cooper (Eds.), *Wellbeing: A complete reference guide* (Vol. III, pp. 37-64). Chichester, UK: Wiley-Blackwell.
- Bakker, A. B., & Oerlemans, W. (2011). *Subjective well-being in organizations*. In K. S. Cameron & G. M. Spreitzer (Eds.), *The Oxford Handbook of Positive Organizational Scholarship* (pp. 178-189). New York: Oxford University Press.
- Baptiste, N. R. (2008). Tightening the link between employee wellbeing at work and performance- A new dimension for HRM. *Management Decision*, 46(2), 284-309.
- Brandstatter, V., Job V., and Schulze B. (2016). Motivational Incongruence and Well-Being at the Workplace: Person-Job Fit, Job Burnout, and Physical Symptoms. *Frontiers in Psychology*, 7:1153. [doi: 10.3389/fpsyg.2016.01153](https://doi.org/10.3389/fpsyg.2016.01153)
- Budd, J. W., & Spencer, D. A. (2014). Worker well-being and the importance of work: Bridging the gap. *European Journal of Industrial Relations*, 21(2), 181-196. <https://doi.org/10.1177/0959680114535312>.
- Buffet, M. A., Gervais, R. L., Liddle, M., & Eechelaert, L. (2013). *Well-Being at Work: Creating a Positive Work Environment*. Luxembourg: European Agency for Safety and Health at Work.
- Danna, K., & Griffin, R. W. (1999). Health and Well-Being in the Workplace: A Review and Synthesis of the Literature. *Journal of Management*, 25(3), 357-384.
- Dejoy, D. M., & Wilson, M. G. (2003). Organizational health promotion: broadening the horizon of workplace health promotion. *American journal of health promotion: AJHP*, 17(5), 337-341. <https://doi.org/10.4278/0890-1171-17.5.337>
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86, 499-512. <https://doi.org/10.1037/0021-9010.86.3.499>
- Fisher, C. (2010). Happiness at Work. *International Journal of Management Reviews*, 12(4), 384 - 412. <https://doi.org/10.1111/j.1468-2370.2009.00270.x>.
- Gillet, N., Fouquereau, E., Forest, J., Brunault, P., & Colombat, P. (2011). The Impact of Organizational Factors on Psychological Needs and Their Relations with Well-Being. *Journal of Business and Psychology*, 27(4), 437-450. <https://doi.org/10.1007/s10869-011-9253-2>
- Grant, A. M., Christianson, M. K., & Price, R. H. (2007). Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs. *The Academy of Management Perspectives*, 21(3), 51-63.
- Grawitch, M., Gottschalk, M., & Munz, D. (2006). The path to a healthy workplace: a critical review linking healthy workplace practices, employee well-being and organizational improvements. *Consulting Psychology Journal*, 58(3), 129-47.
- Heerwagen, J. H., Heubach, J. G., Montgomery, J., & Weimer, W. C. (1995). Environmental design, work, and well being: managing occupational stress through changes in the workplace environment. *AAOHN journal: official journal of the American Association of Occupational Health Nurses*, 43(9), 458-468.
- Ilies, R., Aw, S. S. Y., & Pluut, H. (2015). Intra-individual models of employee well-being: What have we learned and where do we go from here?. *European Journal of Work and Organizational Psychology*, 24(6), 827-838. <https://doi.org/10.1080/1359432X.2015.1071422>
- International Labor Organization (n.d.). *Workplace Well-being*. Retrieved from [https://www.ilo.org/safework/areasofwork/workplace-health-promotion-and-well being/WCMS_118396/lang-en/index.htm](https://www.ilo.org/safework/areasofwork/workplace-health-promotion-and-well-being/WCMS_118396/lang-en/index.htm)

- Juniper, B., White, N., & Bellamy, P. (2009). Assessing employee wellbeing: Is there another way?. *International Journal of Workplace Health Management*, 2, 220-230. <https://doi.org/10.1108/17538350910993412>.
- Kazemi, A. (2017). Conceptualizing and Measuring Occupational Social well-being: A validation study. *International Journal of Organizational Analysis*, 25(1), 45-61. <https://doi.org/10.1108/IJOA-07-2015-0889>
- Morin, E. M. (2004, August 20). *The meaning of work in modern times*. 10th World Congress on Human Resources Management, Rio de Janeiro, Brazil. <https://uiamaket.files.wordpress.com/2015/03/estelle-2004-the-meaning-of-work-in-modern-times-pdf.pdf>
- MOW International Research Team. (1987). *The meaning of working*. Academic Press.
- Nielsen, K., Randall, R., Yarker, J., & Brenner, S-O. (2008). The effects of transformational leadership on followers' perceived work characteristics and psychological well-being: A longitudinal study. *Work & Stress: An International Journal of Work, Health & Organizations*, 22(1), 16-32. <https://doi.org/10.1080/02678370801979430>
- Rath, T. and Harter, J. (2010, June 7). *Your well-being is a serious business matter*. <http://www.forbes.com/2010/07/06/well-being-wellbeing-rath-harter-leadership-managing-engagement.html>
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68-78. <https://doi.org/10.1037/0003-066X.55.1.68>
- Schwartz, B. (2015). *Why we work*. New York: Simon & Schuster
- Slemp, G. R., Kern, M. L., & Vella-Brodrick, D. A. (2015). Workplace Well-Being: The Role of Job Crafting and Autonomy Support. *Psychology of Well-Being*, 5(1), 7. [doi:10.1186/s13612-015-0034-y](https://doi.org/10.1186/s13612-015-0034-y)
- Srirangarajan, G. S., & Bhaskar, R. K. (2011). Key Dimensions of Spirit at Work—An Indian Perspective. *Journal of Human Values*, 17(2) 93-120.
- Warr, P. (1994). *Age and employment*. In H. C. Triandis, M. D. Dunnette, & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (p. 485-550). Consulting Psychologists Press.
- Warr, P. (2007). *Work, happiness, and unhappiness*. Lawrence Erlbaum Associates Publishers.
- White, D. (2016). *Work and Well-being*. The Carnegie UK Trust. https://d1ssu070pg2v9i.cloudfront.net/pex/carnegie_uk_trust/2016/11/Work-and-Wellbeing-Discussion-Paper-1.pdf
- Wilson, M. G., Dejoy, D. M., Vandenberg, R. J., Richardson, H. A., & McGrath, A. L. (2004). Work characteristics and employee health and well-being: Test of a model of healthy work organization. *Journal of Occupational and Organizational Psychology*, 77(4), 565-588. <https://doi.org/10.1348/0963179042596522>
- Xu, S., Choi, Y., & Lv, Q. (2014). Subjective well-being, work motivation and organizational commitment of Chinese hotel frontline employees: A moderated mediation study. *Journal of Tourism Research and Hospitality*, 3(1), 1-9. <https://doi.org/10.4172/2324-8807.1000137>.

GJEIS Prevent Plagiarism in Publication

The Editorial Board had used the Turnitin – a Swedish anti-plagiarism software tool which is a fully-automatic machine learning text-recognition system made for detecting, preventing and handling plagiarism and trusted by thousands of institutions across worldwide. Original by Turnitin is an award-winning software that helps detect and prevent plagiarism regardless of language. Combining text-matching with writing-style analysis to promote academic integrity and prevent plagiarism, Ouriginal is simple, reliable and easy to use. Ouriginal was acquired by Turnitin in 2021. As part of a larger global organization GJEIS and Turnitin better equipped to anticipate the foster an environment of academic integrity for educators and students around the globe. Ouriginal is GDPR compliant with privacy by design and an uptime of 99.9% and have trust to be the partner in academic integrity (<https://www.ouriginal.com/>) tool to check the originality and further affixed the similarity index which is {3%} in this case (See below Annexure-I). Thus, the reviewers and editors are of view to find it suitable to publish in this Volume-14, Issue-4, Oct-Dec 2022.

Annexure 14.23

Submission Date	Submission Id	Word Count	Character Count
23-Oct-2022	1984867566 (Turnitin)	5607	39358

Analyzed Document	Submitter email	Submitted by	Similarity
4.1 RoL1_Seep_GJEIS Oct to Dec 2022.docx (1984867566)	seepsethi@ncuindia.edu	Seep Sethi	03%

The screenshot shows a Turnitin Originality Report for document 1984867566. The overall similarity index is 3%. The report lists several sources with their respective similarity percentages:

- Internet Sources: 1%
- Publications: 1%
- Student Papers: 1%
- Primary Sources:
 - 1. www.ncbi.nlm.nih.gov (Internet Source): 1%
 - 2. Submitted to Kingston University (Student Paper): 1%
 - 3. Evangelia Demerouti, Arnold B. Bakker. "Job demands-resources theory in times of crises: New propositions", *Organizational Psychology Review*, 2022 (Publication): <1%
 - 4. Submitted to University of Queensland (Student Paper): <1%
 - 5. Submitted to Mahidol University (Student Paper): <1%
 - 6. Gillet, Nicolas, Philippe Colombat, Estelle Michinov, Anne-Marie Pronost, and Evelyne Fouquereau. "Procedural justice, supervisor autonomy support, work satisfaction, organizational identification and job performance: the mediating role of need satisfaction and perceived organizational support", *Journal of Advanced Nursing*, 2013. (Publication): <1%
 - 7. www.researchgate.net (Internet Source): <1%
 - 8. Nicolas Gillet, Evelyne Fouquereau, Jacques Forest, Paul Brunault, Philippe Colombat. "The Impact of Organizational Factors on Psychological Needs and Their Relations with Well-Being", *Journal of Business and Psychology*, 2011 (Publication): <1%

Reviewers Memorandum



Reviewer's Comment 1: Extensive qualitative research has been performed to understand the linkages between workplace well-being, workplace and work. However, the study could include quantitative data to gauge the impact of various variables to build a more concrete model.

Reviewer's Comment 2: The study is well structured to highlight the need of workplace well being of employees for organisational success and effectiveness. The study has used a good number of past literature and some recent studies are also included. However, more suggestions of improving workplace well-being could be added for more practical implications of the research.

Reviewer's Comment 3: Systematic literature review in the tabular form makes the study lucid and helps the reader to understand the various constructs and variables used in this field of study over the years, this would lay grounds for further research.



Seep Sethi

“Conceptual exploration of links between Work, Workplace and Workplace Well-being”
Volume-14, Issue-4, Oct-Dec 2022. (www.gjeis.com)

<https://doi.org/10.18311/gjeis/2022>

Volume-14, Issue-4, Oct-Dec 2022

Online ISSN : 0975-1432, Print ISSN : 0975-153X

Frequency : Quarterly, Published Since : 2009

Google Citations: Since 2009

H-Index = 96

i10-Index: 964

Source: <https://scholar.google.co.in/citations?user=S47TtNkAAAAJ&hl=en>



Conflict of Interest: Author of the Paper had no conflict either financially or academically.

Editorial Excerpt



The article has 3% of plagiarism which is the accepted percentage as per the norms and standards of the journal for publication. As per the editorial board's observations and blind reviewers' remarks the paper had some minor revisions which were communicated on a timely basis to the authors (Seep Sethi), and accordingly, all the corrections had been incorporated as and when directed and required to do so. The comments related to this manuscript are noticeably related to the theme “**Conceptual exploration of links between Work, Workplace and Workplace Well-being**” both subject-wise and research-wise. Workplace well-being is the need of the hour, this has been rightly addressed in the present research study, that workplace well-being adds up to the power to create balance in life on and off work, in order to create a resilient and self-leading workforce. After comprehensive reviews and the editorial board's remarks, the manuscript has been categorized and decided to publish under the “**Review of Literature**” category.

Acknowledgement



The acknowledgement section is an essential part of all academic research papers. It provides appropriate recognition to all contributors for their hard work and effort taken while writing a paper. The data presented and analyzed in this paper by (Seep Sethi) were collected first handily and wherever it has been taken the proper acknowledgment and endorsement depicts. The authors are highly indebted to others who facilitated accomplishing the research. Last but not least, endorse all reviewers and editors of GJEIS in publishing in the present issue.

Disclaimer



All views expressed in this paper are my/our own. Some of the content is taken from open-source websites & some are copyright free for the purpose of disseminating knowledge. Those some we/I had mentioned above in the references section and acknowledged/cited as when and where required. The author/s have cited their joint own work mostly, and tables/data from other referenced sources in this particular paper with the narrative & endorsement have been presented within quotes and reference at the bottom of the article accordingly & appropriately. Finally, some of the contents are taken or overlapped from open-source websites for knowledge purposes. Those some of i/we had mentioned above in the references section. On the other hand, opinions expressed in this paper are those of the author and do not reflect the views of the GJEIS. The authors have made every effort to ensure that the information in this paper is correct, any remaining errors and deficiencies are solely their responsibility.