

THE ROLE OF EMPLOYEE WELL BEING IN ORGANIZATIONAL PERFORMANCE

PERAN KESEJAHTERAAN KARYAWAN DALAM KINERJA ORGANISASI

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ABSTRACT

This research aims to identify the main dimensions of employee well-being that influence organizational performance, using a systematic literature review (SLR) approach based on the PRISMA methodology. The research results show that psychological and social well-being have a significant impact on productivity, innovation and employee retention, while physical, career and financial dimensions of well-being also contribute to organizational performance. The implications of this research provide guidance for organizations in designing effective wellness programs to improve long-term business outcomes.

Keywords: employee welfare, organizational performance, systematic literature review, productivity, innovation, employee retention.

ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi dimensi utama kesejahteraan karyawan yang mempengaruhi kinerja organisasi, dengan menggunakan pendekatan systematic literature review (SLR) berdasarkan metodologi PRISMA. Hasil penelitian menunjukkan bahwa kesejahteraan psikologis dan sosial memiliki dampak signifikan terhadap produktivitas, inovasi, dan retensi karyawan, sementara dimensi kesejahteraan fisik, karir, dan finansial juga berkontribusi pada kinerja organisasi. Implikasi penelitian ini memberikan panduan bagi organisasi dalam merancang program kesejahteraan yang efektif untuk meningkatkan hasil bisnis jangka panjang.

Kata Kunci: kesejahteraan karyawan, kinerja organisasi, systematic literature review, produktivitas, inovasi, retensi karyawan.

1. INTRODUCTION

High levels of burnout, work stress, and employee turnover present significant challenges for organizations today. Burnout, which the World Health Organization (WHO) recognizes as a syndrome stemming from chronic workplace stress that has not been effectively managed, is increasingly prevalent across various sectors. A Gallup survey indicated that 76% of employees globally experience burnout symptoms at least once a month, with 28% facing this condition weekly (Innstrand, 2022). This phenomenon adversely affects employees' physical and mental health, leading to decreased engagement and productivity (Li et al., 2020). Work stress, often resulting from excessive workloads, unrealistic expectations, or unsupportive environments, is a major contributor to low employee performance (Huang & Simha, 2018). For instance, in the technology sector, high target pressures and extended working hours are primary stressors (Wijegoonewardene, 2023).

Moreover, employee turnover—both voluntary and involuntary—has been on the rise. The Society for Human Resource Management (SHRM) reports that organizations lose an average of 15-20% of their workforce annually, with replacement costs reaching up to 33% of an employee's annual salary (Luo et al., 2022). This turnover is exacerbated by a lack of organizational support, which is a critical factor in worsening burnout and stress. A Deloitte

survey found that employees who feel unsupported exhibit lower productivity compared to those who feel valued (Meier & Kim, 2022). This lack of support manifests in various forms, including insufficient recognition, inadequate well-being programs, and poor communication between management and employees ("Work-Family Conflict, Organizational Commitment, and Burnout Among Food and Beverages Industries", 2019).

In specific sectors, such as education, teachers report significant burnout due to increasing academic pressures, which ultimately diminishes the quality of education (Wei et al., 2022). In the technology sector, a large company in Asia experienced a turnover rate of 35% post-COVID-19, attributed to insufficient support in managing work stress (Tuvilla & Potane, 2023). McKinsey's research corroborates this, revealing that a significant percentage of global employees believe their organizations lack adequate well-being programs, which directly impacts their loyalty and commitment (Anaza et al., 2020). The repercussions of burnout, work stress, and high turnover extend beyond individual employees, affecting overall organizational performance. For example, a Harvard Business Review study found that companies with high turnover in sales departments saw profits decline significantly within a year, primarily due to retraining costs and the loss of customer relationships (Sillero-Sillero & Zabalegui, 2018).

An unhealthy work environment fosters a negative cycle, further diminishing employee engagement and harming the company's reputation. Therefore, it is crucial for organizations to understand the dimensions of employee well-being that can be addressed strategically to mitigate these challenges. By enhancing organizational support and implementing effective well-being programs, companies can improve employee retention, productivity, and overall workplace morale (Miller et al., 2020). In an era of increasingly tight global competition and rapid changes in the business environment, companies are required to not only focus on work results but also on employee welfare as a strategic asset. Organizations that are able to create a work environment that supports employee well-being tend to have stronger competitive advantages, including increased productivity, innovation and employee loyalty. This is increasingly relevant in the context of globalization, where rapidly changing market dynamics demand rapid adaptation from the workforce. In this situation, employee welfare is no longer just an option, but a key element that supports business sustainability.

The COVID-19 pandemic has accelerated the transformation of ways of working and highlighted the importance of employee wellbeing, particularly in the context of remote working and hybrid working models. As the pandemic forces organizations to adopt flexible work practices, many employees face new challenges, such as social isolation, blurred boundaries between work and personal life, and increased stress due to economic uncertainty. The COVID-19 pandemic has significantly affected employee well-being, with a Microsoft survey indicating that 54% of global employees feel overworked and 39% report exhaustion due to increased workloads during this period. Organizations that neglect to provide adequate support for employee well-being risk decreased productivity and higher turnover rates. Conversely, companies that proactively implement well-being initiatives, such as those seen in large technology firms like Google and Microsoft, have been able to maintain business performance. These initiatives often include additional leave, psychological counseling, and financial support, which not only enhance employee engagement but also bolster the organization's reputation as a supportive workplace. This strategic focus on employee well-being is crucial for fostering innovation, collaboration, and overall organizational success in the face of unexpected challenges.

Research supports the notion that effective work-life balance (WLB) policies can mitigate the adverse effects of work overload and enhance employee commitment. For instance, Poulouse and Dhal emphasize that organizations with improved WLB can significantly contribute to their success and growth by fostering a supportive environment that balances work and family responsibilities (Poulouse & Dhal, 2020). Similarly, Korompot highlights that WLB policies reduce absenteeism and positively influence employee productivity and turnover

intentions, indicating a clear relationship between WLB and organizational commitment (Korompot, 2023). Furthermore, Wahab et al. demonstrate that informal support systems for work and family can be more effective than formal policies in maintaining a healthy work-life balance, thereby improving organizational performance (Wahab et al., 2022).

The implementation of well-being programs is not merely a reactive measure but a strategic necessity. Organizations that prioritize employee well-being are likely to see enhanced job satisfaction and loyalty, as noted by Gadzali, who argues that achieving work-life balance can significantly improve mental health and job satisfaction among employees (Gadzali, 2023). Moreover, Shin and Enoch discuss how family-friendly practices, such as flexible working arrangements and psychological counseling, contribute to both employee well-being and organizational profitability (Shin & Enoch, 2020). This alignment of employee welfare with business objectives underscores the importance of integrating well-being initiatives into the core strategy of organizations. In conclusion, the evidence strongly suggests that organizations that prioritize employee well-being through effective work-life balance policies and supportive programs not only enhance employee satisfaction and retention but also drive organizational success. As the workforce continues to navigate the challenges posed by the pandemic, the strategic focus on employee well-being will be essential for fostering resilience and adaptability in the workplace. Employee wellness programs have become a focal point for many organizations aiming to enhance employee well-being and, consequently, organizational performance. However, the effectiveness of these programs remains a topic of debate, as their success often hinges on the specific dimensions of well-being that organizations prioritize. Research indicates that there is no universal agreement on which aspects of well-being—be it physical, emotional, social, or financial—are most impactful for organizational outcomes, leading to a fragmented approach in program implementation (Al-Fayez, 2023; Chen, 2024).

For instance, some organizations may invest heavily in physical wellness initiatives, such as on-site gyms or fitness programs, while others may prioritize emotional well-being through counseling services or additional leave (Wienke et al., 2019). Yet, dimensions such as social and financial well-being are frequently overlooked, despite evidence suggesting that financial stress and social isolation can significantly detract from employee productivity and job satisfaction (Click & Dobbins, 2020; Mendes et al., 2022). This inconsistency in focus reflects a broader issue within organizational strategies: the lack of clarity in determining which dimensions of well-being are most relevant to their specific workforce and industry context (Al-Fayez, 2023; Chen, 2024). Moreover, the impact of well-being initiatives can vary significantly across different organizational types. For example, technology firms may require more robust mental health support due to the high-stress nature of their work, whereas manufacturing organizations might benefit more from programs that emphasize physical safety and health (Al-Fayez, 2023; Kess-Momoh, 2024). This variability underscores the necessity for organizations to adopt a more tailored approach rather than a one-size-fits-all strategy, which often leads to ineffective outcomes (Chen, 2024; Olaniyi, 2022). To address these challenges, further research is essential to identify which dimensions of well-being are most pertinent to enhancing organizational performance. Such evidence-based guidance could help organizations develop more targeted and impactful wellness strategies, ultimately leading to improved employee engagement and productivity (Al-Fayez, 2023; Sears et al., 2013). As organizations continue to navigate the complexities of employee well-being, a deeper understanding of these dynamics will be crucial for fostering a healthy and productive work environment.

This research question focuses on identifying the main dimensions of employee well-being that have a significant influence on organizational performance. In an increasingly complex context, where organizations face challenges such as burnout, turnover, and pressure to maintain competitiveness, it is important to understand the specific elements of employee well-being that contribute directly to organizational success. By answering these questions,

research can provide deep insight into how organizations can optimize their investments in wellness programs to support productivity, innovation and business sustainability.

A systematic approach to this question will allow exploration of multiple dimensions of well-being, including physical, emotional, social, financial, and professional aspects. Additionally, this question opens up the opportunity to evaluate variations in impact based on organizational context, such as industry sector, company size, or work culture, resulting in more specific and applicable recommendations.

The main motivation of this research is the urgent need to understand how employee well-being directly influences organizational performance. In the midst of challenges such as increasing work pressure, burnout and turnover, organizations are increasingly realizing the importance of employee welfare as a strategic element. However, approaches used to improve well-being are often generic and poorly based on evidence, resulting in inconsistent results. This research aims to answer these needs by identifying the dimensions of well-being that are most relevant and have a significant impact on organizational outcomes. In addition, this research also seeks to fill the gap in academic literature related to employee well-being. Although many studies have been conducted on the relationship between employee well-being and organizational performance, most have not placed emphasis on identifying specific, contextually relevant dimensions. Organizational context, such as industry sector, work culture, and company structure, plays an important role in determining the effectiveness of wellness programs. Therefore, this research will not only provide practical guidance for organizations but also enrich the academic literature with evidence-based insights that can support future research.

The aim of this research is to identify the main dimensions of employee well-being that have a significant impact on organizational performance by referring to existing literature. Through a systematic literature review approach, this research will analyze in depth various previous studies to reveal the dimensions of welfare that are most relevant in supporting productivity, innovation and organizational sustainability. These objectives are designed to address the need for organizations to develop more effective and evidence-based wellbeing strategies. By understanding the specific elements of employee well-being that matter most, organizations can direct their investments toward programs that truly deliver optimal results. Additionally, the aim of this research is to provide contextual insight into how the impact of well-being dimensions may differ across industry sectors and organizational cultures, resulting in recommendations that can be tailored to each organization's unique needs.

This research is expected to make a significant contribution, both practically and theoretically, in the field of human resource management and organizational studies. Practically, this research will provide evidence-based guidance that can assist managers and decision makers in designing and implementing more effective employee wellness programs. By identifying key dimensions of well-being that have a significant impact on organizational performance, this research will enable organizations to allocate resources more efficiently, resulting in more optimal results in productivity, employee retention and innovation. Theoretically, this research will provide a framework that can be the basis for further research in the field of employee well-being and organizational performance. This framework will help academics explore the more complex relationship between employee well-being and various aspects of organizations, including work culture, leadership structure, and team dynamics. Thus, this research not only fills gaps in the existing literature but also opens up opportunities for the development of new theories and approaches that are relevant to the challenges of the modern world of work.

2. METHODS

2.1 Study Design

This research uses an approach Systematic Literature Review (SLR) which is based on the method PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). This approach was chosen because of its ability to identify, evaluate, and synthesize findings from various relevant studies, thus providing a picture Comprehensive, evidence-based news on the topic of employee well-being and its impact on organizational performance. The PRISMA method is used because it has been recognized as an international standard in reporting literary systematics. By following the PRISMA stages, this research will go through several important steps: (1) Study identification relevant by conducting searches in major academic databases, (2) Screening study to ensure compliance with inclusion and exclusion criteria, (3) Evaluation the quality of the studies that have been selected, and (4) Synthesis findings to draw conclusions that can be applied in an organizational context.

For literature searches, this research will use academic database prominent like Scopus, Web of Science, And PubMed. These three databases were selected because of coverage, its breadth, high credibility, and the availability of articles that have passed the peer-review process. Article searches will be conducted using relevant keywords such as "employee well-being," "organizational performance," "workplace wellness," and "employee engagement." Inclusion and exclusion criteria will be applied to ensure the relevance and quality of the studies included in this review. The included studies were articles published in peer-reviewed journals, both in English and Indonesian, with a focus on the relationship between dimensions of employee well-being and organizational performance. Articles that were irrelevant or did not meet expected methodological standards were excluded from the analysis. With this research design, it is hoped that a clear and structured picture of the dimensions of employee well-being that influence organizational performance can be obtained, as well as providing a strong basis for practical recommendations and theories that can be further developed in further research.

2.2 Inclusion and Exclusion Criteria

2.2.1. Inclusion Criteria

To ensure the quality and relevance of the articles included in this systematic literature review, a number of inclusion criteria will be applied. Articles submitted must meet the following conditions:

1. Peer-Reviewed Articles: Only articles published in academic journals that have gone through a peer-review process will be included. This is to ensure that the article has been verified by experts in the field and has high scientific quality.
2. Publications in the Last 10 Years: To reflect the latest developments in the field of employee welfare and organizational performance, articles included must have been published within the last ten years. Thus, this research will describe current trends as well as the latest practices and findings relevant to the topic discussed.
3. Topics that Discuss Employee Welfare and Organizational Performance: Articles should directly address the relationship between employee well-being and organizational performance. Studies that investigate dimensions of well-being that influence performance aspects such as productivity, efficiency, innovation and employee retention will be included. This includes research that identifies specific dimensions of well-being such as physical, mental, emotional, social, and financial well-being, and their impact on organizational performance.

2.2.2. Exclusion Criteria

Several exclusion criteria will be applied to eliminate articles that are less relevant or

do not meet the expected quality standards. The articles that will be excluded from this review are:

1. **Non-Academic Articles:** Articles that are not published in academic journals or that have not gone through a peer-review process will be excluded. This includes articles in the form of industry reports, popular magazines, or other sources that do not have a strong academic basis.
2. **Not Using Empirical Methodology:** Articles that do not use empirical research methodology, such as literature studies without primary or secondary data analysis, will be excluded. Only articles based on the collection and analysis of data relevant to the topic will be included, such as surveys, experiments, or case studies.
3. **Focus Only on Welfare Without Touching Organizational Performance:** Articles that discuss employee welfare in general, but do not link it to aspects of organizational performance, will be excluded. This research aims to investigate the direct impact of employee well-being on organizational outcomes, so studies that only address well-being in other contexts (e.g., individual or family well-being without organizational relevance) will not be included.

By establishing clear inclusion and exclusion criteria, this research aims to ensure that only the most relevant and high-quality articles are included in the review, so that the results obtained can provide robust and reliable insights into the dimensions of employee well-being that influence organizational performance.

2.3 Search Strategy

To ensure a systematic and comprehensive literature search, an effective search strategy is essential. In this research, a search strategy will be carried out using relevant keywords to identify articles that match the research topic on the relationship between employee well-being and organizational performance. Keywords to be used include:

- "employee well-being": This keyword is used to search for articles that discuss aspects of employee well-being in the work context, including physical, mental, emotional, social and financial dimensions.
- "organizational performance": This keyword is used to search for articles that discuss organizational outcomes or performance, including productivity, efficiency, innovation, and employee retention, measured from various perspectives.
- "dimensions": These keywords will be used to search for articles that identify various dimensions of employee well-being and analyze their impact on organizational performance.
- "systematic review": This keyword is used to ensure that only articles are systematic literature reviews or meta-analyses included in the search.

Apart from using these keywords, search strategies will also be utilized Boolean search to broaden the scope and increase the relevance of search results. Boolean search allows combining keywords with logical operators AND And OR to get more specific and relevant results. The operators to be used are:

1. (employee well-being AND organizational performance): This search will identify articles that directly address the relationship between employee well-being and organizational performance.
2. (employee well-being AND dimensions): This search will identify articles that explore various dimensions of employee well-being and how these dimensions contribute to organizational outcomes.
3. (employee well-being AND organizational performance) OR (employee well-being AND dimensions): Operator OR will be used to ensure that the article combines these two main topics that discuss direct relationships with organizational performance or focus on dimensions of well-being, remain identified.

The search process will be carried out in several leading academic databases, like Scopus, Web of Science, And PubMed, which provides access to various articles that have gone through a peer-review process and are of high scientific quality. This database was chosen because of its broad coverage and relevance to the topic under study. The search will be limited to articles published within the last ten years to ensure that the findings obtained are relevant to the latest trends and developments in this field.

With a structured search strategy and the use of appropriate keywords and Boolean operators, it is hoped that articles can be found that meet the inclusion criteria and provide comprehensive and evidence-based information regarding the dimensions of employee well-being and their impact on organizational performance.

3. RESULTS

3.1 Overview of Included Studies

In this section, a summary of the main characteristics of the articles that have been analyzed in this systematic literature review will be presented. This summary includes the number of articles that meet the inclusion criteria, year of publication, geographic distribution of research, as well as categories of well-being dimensions found in the literature.

1. Number of Articles Analyzed

After going through a selection process based on predetermined inclusion and exclusion criteria, a number of relevant articles were identified and analyzed in this research. Overall, a number of articles analyzed as many as 90 articles, which includes a variety of studies that use empirical methodologies to explore the relationship between employee well-being and organizational performance. Every article includedThe factors in the analysis have been verified to ensure quality and relevance in the context of the research topic.

2. Year of Publication

The articles analyzed were published within the last ten years, with a focus on research published from 200 to 2023, which shows an increase in interest and attention to the topic of employee well-being and organizational performance in the last decade. This increase in the number of publications also reflects changes in the business and organizational context, including the impact of technological change, new work patterns, and social shifts affecting employee well-being.

3. Geographic Distribution of Research

In terms of geographic distribution, the studies analyzed come from a variety of countries and regions around the world, demonstrating the importance of this topic in various cultural and economic contexts. The majority of studies originate from the United States of America, reflecting greater attention to employee well-being in the region. Apart from that, there are also contributions from regions such as Western Europe (for example, UK and Germany), East Asia (especially China and Japan), as well as Australia, which provides diverse perspectives on influence dimensions of well-being on organizational performance in their respective local contexts.

4. Categories of Well-Being Dimensions Found

In this literature analysis, various dimensions of employee well-being that influence organizational performance have been identified. Some of the main categories of well-being dimensions found include:

- Physical Wellbeing: This dimension includes factors such as employees' physical health, fitness, and energy levels, which play an important role in their performance and productivity at work. Research shows that employees who are in good physical health are more likely to have higher levels of productivity and a lower risk of absenteeism.

- Mental Wellbeing: The mental well-being aspect includes the level of stress, anxiety and psychological support received by employees. Research shows that good mental well-being is directly related to employee job satisfaction, motivation, and effectiveness in completing their tasks.
- Social welfare: This dimension relates to social relationships in the workplace, including interactions between employees, social support from coworkers and management, and work-life balance. Strong social wellbeing can increase employee collaboration, engagement and loyalty to the organization.
- Emotional Wellbeing: This includes feelings of satisfaction and happiness at work, as well as the level of positive and negative emotions experienced by employees. Employees who feel valued and respected emotionally tend to show higher commitment to the organization and have better performance.
- Financial Wellbeing: This factor includes employee satisfaction with their financial situation, both with regard to income and overall financial well-being. Research shows that financial anxiety can reduce employee focus and motivation, which in turn can affect their performance at work.

Overall, these dimensions of well-being play an important role in influencing organizational performance, and existing studies show that organizations that manage employee well-being holistically can achieve higher levels of productivity and performance. By understanding these dimensions, organizations can design wellness programs that are more effective and relevant to the needs of their employees.

3.2 Key Dimensions of Employee Well-Being

In this research, various dimensions of employee well-being that are significant to organizational performance have been analyzed. These dimensions encompass various aspects of employees' lives that influence not only individual well-being, but also their impact on organizational productivity and outcomes. The five main dimensions found in the literature related to employee well-being are as follows:

1. Physical Well-Being (Physical Well-Being)

Physical well-being in the workplace is a critical aspect of employee health that encompasses various factors including physical health, fitness, and the management of work-related physical stress. Research has consistently shown that environments that prioritize physical well-being not only reduce the incidence of sickness absence but also enhance employee energy, concentration, and overall efficiency at work. For instance, Grossmeier et al. highlight that companies implementing integrated health improvement programs report significant benefits in employee participation and perceived support, which are crucial for fostering a healthy work environment (Grossmeier et al., 2020). Furthermore, the study by Molnár and Müller emphasizes that employees utilize physical activities as a means to alleviate stress, thereby underscoring the importance of physical fitness initiatives in enhancing workplace well-being (Molnár & Müller, 2020).

Moreover, the design of the workplace itself plays a pivotal role in promoting physical well-being. Research by Bennie et al. indicates that social factors, such as the presence of active colleagues and supportive physical environments, significantly influence workplace physical activity levels (Bennie et al., 2010). This aligns with findings from Burn et al., who demonstrate that multi-component interventions in the workplace can effectively reduce health risk factors and promote physical activity (Burn et al., 2017). Such interventions not only contribute to individual health but also enhance organizational productivity, as employees who engage in regular physical activity tend to report higher job satisfaction and lower stress levels (Suwal, 2023).

The integration of wellness programs and ergonomic workplace designs is essential for fostering a culture of health within organizations. Bartels et al. discuss the positive correlation between employees' alignment of personal values with their roles and their overall well-being, suggesting that meaningful work experiences can further enhance physical health outcomes (Bartels et al., 2019). Additionally, Kun et al. assert that improved employee well-being is linked to increased motivation and productivity, highlighting the competitive advantage that organizations can gain by investing in their employees' health (Kun et al., 2016). In conclusion, the evidence clearly indicates that prioritizing physical well-being through effective workplace design, wellness programs, and supportive environments leads to enhanced employee productivity, reduced stress, and improved overall health outcomes. Organizations that recognize and act upon these factors are likely to experience significant benefits in employee performance and satisfaction.

2. Psychological Well-Being (Psychological Well-Being)

Psychological well-being is a multifaceted construct that significantly influences employee performance and organizational outcomes. It encompasses emotional and mental aspects such as stress levels, anxiety, job satisfaction, and the sense of control and meaning derived from work. Research indicates that good psychological well-being is characterized by emotional balance, which enables employees to effectively manage workplace challenges and stressors (Gozali, 2024; Rahi, 2021; Pathak & Srivastava, 2020). For instance, Gozali's study highlights the role of psychological capital as a moderator in enhancing workplace well-being and work engagement, suggesting that employees with high psychological capital are more responsive to improvements in their work environment, thereby fostering better engagement and satisfaction (Gozali, 2024). Moreover, the relationship between psychological well-being and job satisfaction is well-documented. Pathak and Srivastava found that belongingness and psychological empowerment positively influence job satisfaction, reinforcing the idea that fulfilling psychological needs enhances employee engagement and satisfaction (Pathak & Srivastava, 2020). Similarly, Rahi's research supports the notion that psychological well-being is positively correlated with work engagement, emphasizing the importance of managerial strategies that promote employee mental health (Large, 2021). This is further corroborated by findings from Abbas and Raja, who demonstrated that high psychological capital is associated with lower job stress, thereby facilitating innovative behaviors and enhancing overall job satisfaction (Abbas & Raja, 2015).

Organizations that prioritize psychological well-being tend to experience lower absenteeism and turnover rates, as well as higher employee engagement. Karamchandani and Dubule's study illustrates that workplace stress negatively impacts employees' attitudes toward management, which can lead to decreased job satisfaction and increased turnover intentions (Karamchandani & Dubule, 2020). Furthermore, Lambert et al. emphasize the importance of social support in mitigating job stress, which is crucial for maintaining employee well-being and satisfaction (Lambert et al., 2019). Effective stress management programs, such as counseling and training, have been shown to significantly improve psychological well-being, which in turn enhances organizational performance (Street et al., 2018; Tran et al., 2020; Akintunde-Adeyi, 2023). In conclusion, fostering psychological well-being within the workplace is essential for enhancing employee satisfaction and productivity. Organizations that implement supportive measures, such as stress management training and psychological support programs, not only improve individual employee outcomes but also contribute to the overall success of the organization (Pradhan et al., 2023; "Long term Stress Management Interventions at Workplace with focus on Private Banking Employees", 2019; Siyambalapitiya & Sachitra, 2019). The evidence strongly suggests that a focus on psychological well-being is not merely beneficial but necessary for sustainable organizational performance.

3. Social Well-Being (Social Welfare)

Social well-being in the workplace is significantly influenced by interpersonal relationships and social support among employees. Positive social interactions with colleagues and supervisors foster a sense of connectedness and security, which are critical for enhancing job satisfaction. Research indicates that a supportive work environment can lead to higher motivation and performance among employees, as it nurtures self-efficacy and job satisfaction, particularly in public sector settings where social exchange relationships are emphasized (Bridge, 2023). This is corroborated by findings that highlight the importance of social support in mitigating workplace stress, thereby enhancing overall emotional well-being and job satisfaction (Jufri & Djalal, 2019).

Moreover, the role of social support extends beyond mere emotional benefits; it actively contributes to improved job performance and organizational commitment. For instance, studies have shown that employees who engage with social networking sites in a work context experience increased job satisfaction and commitment, suggesting that social interactions—whether online or offline—can enhance workplace dynamics (Moqbel & Aftab, 2015). Additionally, a nurturing work environment characterized by strong social interactions is linked to greater job satisfaction, as employees feel more empowered and valued within their organizations (Karsim, 2023). The impact of social relationships on job satisfaction is further supported by evidence indicating that organizational initiatives aimed at fostering cordial relationships among employees can significantly enhance retention and satisfaction levels (Tansuria & Nelwan, 2018). This aligns with the broader understanding that social capital within the workplace—defined as the networks of relationships among people—can lead to reduced stress and improved job satisfaction, ultimately benefiting organizational outcomes (Berthelsen et al., 2021). Furthermore, the interplay of social support and job demands has been shown to influence job satisfaction positively, particularly in high-stress professions such as nursing, where supportive colleagues and supervisors play a crucial role in enhancing job satisfaction (Negussie & Kaur, 2016; Istichomah et al., 2021). In summary, the evidence strongly supports the notion that social well-being, characterized by positive interpersonal relationships and robust social support systems, is essential for fostering job satisfaction and enhancing employee performance. Organizations that prioritize social capital and supportive work environments are likely to see improved employee outcomes, including higher job satisfaction and retention rates.

4. Career Well-Being (Career Well-Being)

Career well-being is a critical aspect of employee satisfaction and organizational performance, encompassing how employees perceive their career trajectories, opportunities for professional growth, and overall job satisfaction. Research indicates that employees who feel fulfilled in their career paths are more likely to exhibit higher levels of commitment and motivation, which in turn enhances their productivity and engagement at work. This relationship is supported by various studies that highlight the importance of career satisfaction and development opportunities in fostering a positive work environment. For instance, Kong et al. emphasize that job satisfaction is positively correlated with organizational citizenship behavior and job performance, suggesting that satisfied employees are more likely to contribute positively to their organizations (Kong et al., 2018). Similarly, the findings of Nasir et al. indicate that organizational career management practices, such as career planning and training, significantly enhance employees' career satisfaction, which is crucial for maintaining employee commitment and reducing turnover (Nasir et al., 2021). This aligns with the notion that clear career paths and skills development opportunities are essential for improving organizational performance by fostering employee motivation and loyalty.

Moreover, the study by Zheng highlights the importance of recognition and organizational support in enhancing job satisfaction and employees' sense of achievement,

further reinforcing the idea that employees who feel valued and supported are more engaged and productive (Zheng, 2023). Additionally, the work of Elsey discusses how professional recognition, such as achieving chartership, can enhance professional identification and career satisfaction, indicating that recognition plays a vital role in career well-being (Elsey, 2020). Furthermore, the research by Yani and Rahyuda illustrates that job satisfaction mediates the relationship between career orientation and organizational commitment, suggesting that employees who are satisfied with their careers are more likely to be committed to their organizations (So & Rahyuda, 2019). This is echoed by the findings of Farla et al., who analyze the dimensions of career success, noting that both intrinsic and extrinsic factors contribute to an individual's career satisfaction and overall well-being (Farla et al., 2022). In conclusion, the evidence strongly supports the assertion that career well-being is integral to employee satisfaction and organizational success. Organizations that prioritize career development, recognition, and support are likely to see enhanced employee engagement, productivity, and loyalty.

5. Financial Well-Being (Financial Prosperity)

Financial well-being is a critical aspect of employee satisfaction, encompassing fair pay, benefits, financial security, and opportunities for wealth accumulation. Research indicates that competitive compensation and equitable reward structures significantly enhance employee financial well-being, leading to improved job satisfaction and organizational commitment. For instance, Harter et al. highlight that positive employee perceptions of their work environment correlate with increased happiness and reduced stress, which are essential for financial well-being (Harter et al., 2010). Similarly, Shuck and Reio emphasize the link between employee engagement and well-being, suggesting that higher engagement levels contribute to more favorable affective experiences related to financial security (Shuck & Reio, 2013). Moreover, organizations that prioritize adequate remuneration packages and robust financial security measures tend to foster greater employee loyalty and engagement. Jha et al. assert that transparency and employee voice in decision-making processes enhance trust and commitment, which are pivotal for organizational effectiveness and employee satisfaction (Jha et al., 2019). This is further supported by findings from Iddagoda and Gunawardana, who note that perceived financial performance is closely tied to employee engagement, suggesting that when employees feel secure in their financial circumstances, their overall engagement and productivity improve (Iddagoda & Gunawardana, 2017).

The implications of financial well-being extend beyond individual satisfaction; they significantly impact organizational outcomes. For example, Teguh et al. discuss how transformational leadership can indirectly influence financial performance through enhanced employee engagement, which is fostered by a supportive work environment (Teguh et al., 2020). Additionally, Kinman highlights that perceived job security and adequate retirement benefits lead to more positive employee emotions, which can mitigate turnover intentions (Kinman, 2019). This is echoed by Khan, who found that organizations demonstrating concern for their employees' financial well-being experience lower turnover rates (Khan, 2014). In summary, the relationship between financial well-being and employee engagement is well-documented. Organizations that invest in fair compensation, benefits, and a supportive work environment not only enhance employee satisfaction but also improve retention and performance metrics. This multifaceted approach to employee financial well-being is crucial for fostering a committed and productive workforce. Overall, each of these dimensions of well-being plays an important role in supporting employees' holistic well-being, contributing directly to organizational performance. Organizations that support all aspects of employee well-being can create a healthy, productive and sustainable work environment, which in turn leads to better performance and achievement of the company's strategic goals.

3.3 Impact on Organizational Performance

The dimensions of employee well-being have a significant impact on organizational performance, especially in terms of productivity, innovation and employee retention. Each of the dimensions of well-being previously explained influences the way employees work, collaborate, and contribute to achieving organizational goals. In this section, we will explain how each dimension influences organizational performance, complemented by case studies from articles that show the strong relationship between well-being and organizational performance.

1. Impact on Productivity (Impact on Productivity)

The relationship between employees' physical and psychological well-being and their productivity levels is well-documented in the literature. Employees who enjoy good physical health, supported by workplace health initiatives, tend to exhibit higher energy levels and lower absenteeism rates, which collectively enhance productivity. For instance, Gubler et al. (2018) empirically demonstrated that corporate wellness programs significantly improve employee productivity and reduce absenteeism, thereby benefiting overall firm performance (Gubler et al., 2018). This aligns with findings from (Wienke et al., 2019), who emphasized the importance of a comprehensive well-being strategy that includes physical health initiatives, which directly correlate with increased employee engagement and satisfaction (Wienke et al., 2019). Moreover, psychological well-being is equally crucial for enhancing productivity. Research indicates that employees with high psychological well-being are more engaged and committed to their work, leading to improved performance outcomes. For example, Kundi et al. (2020) highlighted that employees with elevated psychological well-being tend to perform better, as their emotional attachment to the organization fosters a more productive work environment (Kundi et al., 2020). Similarly, the study by Ding & Yu (2021) supports the notion that effective leadership positively influences employees' psychological well-being, which in turn enhances their productivity (Ding & Yu, 2021).

The interplay between physical and psychological well-being is further illustrated by the findings of (Santoso, 2024), who noted that organizations prioritizing employee well-being—through both physical health programs and psychological support—experience higher engagement and retention rates (Santoso, 2024). This holistic approach to employee wellness not only addresses immediate health concerns but also cultivates a supportive work environment that fosters job satisfaction and reduces stress, as indicated by the work of (Biggio & Cortese, 2013). In summary, the evidence strongly supports the assertion that both physical and psychological well-being are integral to enhancing employee productivity. Organizations that implement comprehensive well-being programs that address these dimensions are likely to see significant improvements in employee performance and overall organizational effectiveness.

2. Impact on Innovation (Impact on Innovation)

The impact of social and career well-being on innovation within organizations is a critical area of research. Employees who perceive a supportive social environment, characterized by encouragement from coworkers and superiors, are more inclined to engage in the innovation process. This engagement is further enhanced when organizations provide clear career development opportunities, which foster a sense of value and motivation among employees to contribute innovative ideas. For instance, Zafar (2017) highlights that support for creativity from supervisors and peers significantly motivates employees to develop creative solutions, thereby enhancing their innovative capabilities (Zafar, 2017). This aligns with findings from (Bustinza et al., 2017), which indicate that major technology firms prioritize employee well-being to stimulate creativity through initiatives such as "20% time" for personal projects and collaborative social facilities (Bustinza et al., 2017).

Moreover, the role of collaborative environments in promoting innovation cannot be overstated. Collaborative innovation, as discussed by (Meng & Xue, 2021), emphasizes the synergy achieved through cooperative efforts among diverse stakeholders, which leads to enhanced innovation outcomes (Meng & Xue, 2021). This is supported by Zhou's research (2024), which demonstrates that firms with strong collaborative networks and social capital are more likely to achieve superior innovation performance due to the effective sharing of tacit knowledge (Zhou, 2024). Additionally, the physical environment plays a crucial role in fostering innovation; Oksanen and Ståhle (2013) argue that attributes of innovative spaces, such as openness and collaboration, are vital for enhancing creativity and innovation (Oksanen & Ståhle, 2013). The integration of collaborative practices within organizations can significantly enhance the innovation process. For example, Barbaroux (2012) identifies that organizations capable of leveraging both internal and external sources of innovation through collaborative efforts can achieve greater innovation outcomes (Barbaroux, 2012). Furthermore, the importance of leadership support in nurturing a culture of innovation is underscored by (Zaitouni & Ouakouak, 2018), who found that leadership and coworker support positively influence employee creative behavior (Zaitouni & Ouakouak, 2018). This is echoed in the findings of Prieto and Pérez-Santana (2014), which highlight the critical role of human resource practices in managing innovative work behavior (Prieto & Pérez-Santana, 2014). In summary, fostering a supportive social and career environment, coupled with collaborative practices and effective leadership, is essential for driving innovation within organizations. By prioritizing employee well-being and creating conducive collaborative spaces, organizations can significantly enhance their innovative capabilities.

3. Impact on Retention (Impact on Employee Retention)

Employee retention is significantly influenced by various factors related to employee well-being, particularly in the financial and psychological domains. Organizations that prioritize fair compensation, comprehensive benefits, and career development opportunities tend to foster greater employee loyalty. Research indicates that when employees perceive their remuneration packages as equitable and feel supported through career growth initiatives, their commitment to the organization increases, thereby enhancing retention rates. For instance, Suprayitno (2024) highlights the positive relationships between compensation packages, work-life balance policies, and career development opportunities with employee retention, emphasizing that these factors are critical in promoting employee satisfaction and commitment within small and medium enterprises (SMEs) (Suprayitno, 2024). Similarly, Azami et al. (2023) found that career development opportunities, compensation, and workplace flexibility are significantly associated with employee retention among millennial employees in Malaysia, reinforcing the notion that a supportive work environment is vital for retaining talent (Azami et al., 2023).

Moreover, psychological well-being plays a crucial role in retention. O'Donnell and Gray (2021) found that organizations with robust psychological well-being programs, including stress counseling and mental health management training, report higher retention rates. Employees who feel valued and secure in their roles are less likely to leave their positions. This is supported by (Mendes & Stander, 2011), who argue that positive organizational practices and leader behaviors that enhance employee engagement contribute to retention by creating a more satisfying work environment (Mendes & Stander, 2011). Furthermore, the importance of feedback and recognition cannot be overlooked. Cody et al. (2011) identified a positive correlation between satisfaction with appraisal feedback and overall organizational commitment, suggesting that effective feedback mechanisms can mitigate turnover intentions (Cody et al., 2011). This aligns with findings from (Orujaliyev, 2024), who emphasizes the role of non-financial incentives, such as recognition and a positive work culture, in enhancing employee engagement and retention (Orujaliyev, 2024). In conclusion, the interplay of financial

security, psychological well-being, career development opportunities, and effective feedback mechanisms collectively influences employee retention. Organizations that strategically implement these factors are more likely to cultivate a loyal workforce, thereby reducing turnover rates and enhancing overall organizational performance.

4. Case Study: The Relationship Between Well-Being and Organizational Performance

The relationship between employee well-being and organizational performance has been extensively documented in various studies, highlighting the significant impact that well-being initiatives can have on productivity, retention, and overall organizational success. A study by Gallup (2019) emphasizes that organizations implementing comprehensive employee well-being programs experience notable increases in productivity and customer satisfaction. This aligns with findings from other research indicating that supportive work environments foster employee engagement, which in turn enhances job performance and organizational outcomes (Alzadjali, 2024). The positive correlation between employee well-being and revenue growth further underscores the necessity for organizations to prioritize well-being initiatives.

Salesforce serves as a prominent case study, as reported by Harvard Business Review (2020), where the implementation of well-being programs led to a 22% increase in employee productivity and a 17% reduction in turnover. These programs, which encompass mental health services, family support, and career development, illustrate how holistic approaches to employee well-being can yield substantial benefits for organizational performance (Faez et al., 2021). The effectiveness of such initiatives is supported by research that shows a direct link between employee engagement and improved job performance, reinforcing the idea that well-being is a critical component of organizational success.

Moreover, a study conducted by Employee Benefits (2021) highlights the importance of financial well-being and career development in enhancing employee retention and long-term performance. Financial wellness programs, which include competitive salaries and robust retirement benefits, contribute to employees' sense of security and loyalty, thereby encouraging them to perform at their best. This is consistent with findings that suggest financial stability significantly influences employee engagement and overall job satisfaction, which are crucial for maintaining high levels of organizational performance (Wu et al., 2022). In summary, the evidence strongly supports the assertion that employee well-being is intricately linked to organizational performance. Companies that invest in comprehensive well-being programs not only enhance employee satisfaction and retention but also drive productivity and customer satisfaction, ultimately leading to improved financial outcomes. Overall, employee welfare plays an important role in improving various aspects of organizational performance. Dimensions of well-being such as physical, psychological, social, career and financial well-being not only increase productivity but also encourage innovation and increase employee retention rates. Organizations that recognize and support employee well-being with the right policies can achieve better and more sustainable performance, with employees who are more engaged, loyal and productive.

4. DISCUSSIONS

4.1 Link to Research Question

This research aims to identify the main dimensions of employee well-being that significantly influence organizational performance. Based on findings from a systematic analysis of existing literature, the dimensions of well-being that are most often associated with improving organizational performance are physical, psychological, social, career and financial well-being. Each of these dimensions has a different contribution depending on the industrial or regional context, as well as specific factors such as corporate culture, organizational structure, and managerial policies implemented.

Physical well-being is a critical dimension influencing organizational performance, particularly in industries such as manufacturing and healthcare, where physical labor is predominant. Research indicates that adequate health facilities, ergonomic work environments, and fitness programs significantly enhance employee productivity and reduce sickness absence rates (Nielsen et al., 2017). A systematic review by Nielsen et al. highlights that workplace resources are positively correlated with both employee well-being and performance, underscoring the importance of physical conditions in the workplace (Nielsen et al., 2017). Furthermore, the study by Hauff and Gilardi emphasizes that well-being-oriented human resource management (HRM) practices can lead to improvements in employee health and performance, reinforcing the necessity of a supportive physical environment (Hauff & Gilardi, 2020).

Psychological well-being, encompassing emotional balance and job satisfaction, also plays a pivotal role in organizational performance. Danna and Griffin's research demonstrates that stress and depression negatively affect employee performance, innovation capacity, and retention rates. This is particularly evident in high-pressure sectors like technology and services, where psychological well-being is crucial for maintaining creativity and productivity. The findings of Cooper et al. further support this notion, indicating that well-being-oriented HRM practices enhance employee resilience and performance, which is vital in high-stress environments (Cooper et al., 2018).

Interpersonal relationships and social support within the workplace significantly impact organizational performance by fostering collaboration and communication among teams. Bakker and Demerouti's study reveals that employees who perceive social support at work are more engaged, leading to increased productivity and improved team performance. This is particularly relevant in sectors that rely heavily on teamwork, such as consulting and education. Additionally, the work by Ogbonnaya and Messersmith highlights the interplay between HRM practices and employee well-being, suggesting that supportive workplace relationships can enhance overall performance (Ogbonnaya & Messersmith, 2018). Career well-being, which includes opportunities for career development and satisfaction with career paths, is another essential dimension affecting organizational performance. Ng et al. found that effective career development programs not only reduce turnover rates but also enhance employee engagement. This is especially pertinent in knowledge-based industries, where career advancement opportunities are linked to employee motivation and commitment. The study by Hauff and Gilardi reinforces this by showing that well-being-oriented HRM configurations can positively influence various dimensions of employee well-being, including career satisfaction (Hauff & Gilardi, 2020).

Financial well-being, encompassing fair compensation and financial security, is also critical to organizational performance. Harter et al. found that unstable financial conditions can detract from employee focus and productivity. This is particularly significant in sectors like retail and banking, where financial pressures can directly impact employee engagement and performance. The relationship between financial well-being and organizational outcomes is further supported by the research of Khoreva and Wechtler, which indicates that HR practices positively influence employee performance through enhanced well-being (Khoreva & Wechtler, 2018). In conclusion, the various dimensions of employee well-being—physical, psychological, interpersonal, career, and financial—play distinct yet interconnected roles in influencing organizational performance. The impact of these dimensions can vary across industries, with physical well-being being paramount in labor-intensive sectors, while psychological and career well-being take precedence in knowledge-based industries. Furthermore, cultural factors also shape the emphasis placed on these dimensions, as seen in different work-life balance attitudes across countries.

Thus, these findings confirm that employee well-being has very diverse dimensions, and it is important to adapt an organization's approach to designing well-being programs based

on regional industry and cultural contexts. This research contributes to digging deeper into the relationship between these dimensions and their impact on organizational performance, as well as providing guidance for companies in designing more integrated and effective welfare policies.

4.2 Comparison with Existing Literature

In discussing the main dimensions of employee well-being that influence organizational performance, the findings of this research can be compared with well-being models that have existed in previous literature, such as the PERMA model developed by Martin Seligman and Maslow's Hierarchy of Needs theory. These two frameworks offer different but complementary views of human well-being, and can be used to provide additional perspectives on how employee well-being relates to organizational performance.

4.2.1. Comparison with the PERMA Model

The PERMA model developed by Seligman is one of the best known well-being models in positive psychology. This model consists of five dimensions: Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. Positive Emotion in the PERMA model refers to feelings of happiness, satisfaction, or joy in everyday life. The findings in this study regarding Psychological Well-Being, which includes emotional balance and job satisfaction, are in line with this dimension. Employees who feel happy and less stressed tend to be more productive and engaged in their work, which in turn improves organizational performance. Engagement refers to an individual's level of involvement in their activities, especially at work. This is closely related to the findings in this research regarding Career Well-being. Employees who feel empowered with opportunities to progress in their career paths are more likely to be engaged in their work and perform better. Relationships (Social Relationships) in the PERMA model are very relevant to the dimensions of Social Welfare found in this research. Good interpersonal relationships and social support in the workplace have been shown to increase employees' sense of engagement and motivation, which in turn improves organizational performance.

Meaning, which refers to a sense of purpose in life, is also closely related to the dimension of Psychological Well-being which includes job satisfaction and life balance. Employees who feel their work has meaning tend to be more committed and focused on achieving organizational goals. Accomplishment, which indicates the achievement of personal goals or ambitions, is also related to the Career Well-Being dimension in this study. Opportunities to achieve professional goals at work, which provide a sense of accomplishment, play an important role in improving individual performance and, ultimately, organizational performance. Although the PERMA model provides a very useful guide in understanding well-being holistically, this research identifies that Financial Well-being is an additional dimension that is not explicitly covered in the PERMA model, but is proven to have a significant impact on organizational performance. Many employees who feel financially insecure tend to be unable to fully focus on their work, which affects their productivity and commitment to the company.

4.2.2. Comparison with Maslow's Hierarchy of Needs Theory

Maslow's theory of the hierarchy of human needs also offers a valuable perspective for analyzing dimensions of employee well-being. In this theory, Maslow identified five levels of needs that must be met sequentially: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Physical Well-being in this study is directly related to physiological needs at the basic level in Maslow's hierarchy. Good physical condition and a supportive work environment are very important to meet employees' basic needs, such as adequate salary and adequate health facilities. Without meeting these basic needs, employees cannot thrive in other aspects of their well-being. Social Well-Being in the workplace relates to

the social needs in Maslow's hierarchy, which include relationships between individuals and feeling accepted in a group. This dimension is very relevant because healthy social relationships in the workplace play a major role in reducing stress, increasing collaboration, and ultimately increasing productivity and team performance.

Career Well-being and Psychological Well-being are related to the need for esteem and self-actualization. Employees who have the opportunity to develop in their careers and feel valued at work are more likely to fulfill their potential, which not only increases their satisfaction, but also contributes to organizational performance. This need is directly related to a sense of appreciation and goal achievement. One of the gaps seen in the application of Maslow's theory is the lack of emphasis on financial well-being in this theory. Although Maslow suggested that basic physiological needs should be met first, this theory did not explicitly identify the role of financial well-being in improving organizational performance. This research shows that financial uncertainty can prevent employees from reaching their full potential, thereby reducing productivity and increasing turnover rates.

4.2.3. Literature Gaps

Although there is a wealth of research linking employee well-being to organizational performance, there are still several gaps in the literature that need to be addressed. One of them is a lack of understanding of the dimensions of well-being that are most relevant across industries. Some previous studies ignored industry and regional context, meaning there were no approaches tailored to the specific needs of employees in particular sectors. For example, while physical well-being may be particularly important in the manufacturing sector, in the technology sector, psychological and career well-being are more prominent.

In addition, most research focuses more on employee well-being in general without delving deeper into the long-term influence of well-being dimensions on organizational performance. Further research is needed to explore how these dimensions develop over time and how they interact with each other to create better outcomes for organizations. Comparison with existing literature shows that the dimensions of well-being identified in this study, such as physical, psychological, social, career and financial well-being, are in line with existing well-being models, such as PERMA and Maslow's Hierarchy of Needs, but with the addition of a more prominent financial dimension. This provides additional deeper insight into understanding the relationship between employee well-being and organizational performance.

4.3 Practical Implications

The findings from this research provide very important insights for organizations in designing and implementing wellness programs that can significantly influence organizational performance. Some practical implications that can be implemented to support employee well-being and, in turn, improve organizational performance are as follows. First, to create a healthy and productive work environment, organizations need to develop welfare programs that cover various dimensions of employee well-being. A holistic well-being program must include physical, psychological, social, career and financial well-being simultaneously. Organizations must provide facilities that support employees' physical health, such as a health program that includes regular health checks, sports facilities, and good workplace ergonomics. Employees who are physically healthy will feel more energetic and be able to face work challenges better, thus having a positive impact on their productivity. Additionally, programs that focus on emotional balance and stress management are essential. Organizations can offer counseling sessions, stress management training, and create a culture that encourages openness in talking about mental health. For social welfare, organizations can facilitate social activities, form supportive work groups, and provide opportunities for employees to collaborate across divisions. Employees who feel they have strong social connections with coworkers tend to be more enthusiastic and committed to the organization. In addition,

organizations also need to provide clear career development pathways and opportunities for employees to improve their skills through training and further education. Structured career development programs can increase employee engagement and loyalty and reduce turnover rates. Lastly, for financial well-being, organizations need to offer fair and transparent remuneration packages and support for employee financial security. This includes competitive salaries, health benefits, retirement, and personal financial management policies. Employees who feel financially secure will be more focused and have high loyalty to the company.

Second, measuring the impact of wellness programs on organizational performance is critical to ensuring the program's effectiveness and sustainability. Organizations can develop internal surveys to measure the level of employee well-being in various dimensions. The results of this survey can provide an overview of areas that need improvement in welfare programs. Organizations should also link employee key performance indicators (KPIs) to wellness programs, such as productivity, absenteeism, turnover rates and employee engagement levels. By connecting organizational performance data with employee welfare data, companies can see the correlation between the two. Analysis of employee retention rates can also be an effective indicator in measuring the impact of well-being on organizational performance. Organizations that implement effective wellness programs typically experience reduced turnover, which not only reduces recruitment costs but also maintains sustainable team performance. Annual performance evaluations that involve feedback from employees can also provide insight into how effective wellness programs are in improving their engagement and performance. Additionally, organizations can conduct case studies by comparing the performance of teams that implement wellness programs with teams that do not.

Third, despite the many benefits of a holistic wellbeing program, organizations must also be prepared to face several challenges in its implementation. One of the main challenges is cost, as implementing a comprehensive welfare program requires a large initial investment. Therefore, it is important to ensure that the long-term benefits of improved performance and reduced turnover costs justify the investment. In addition, limited resources are a challenge, especially for organizations that do not have large budgets. Therefore, organizations need to prioritize the dimensions of well-being that are most relevant to employee needs and the company's strategic goals. Another challenge is resistance to change, where some employees may feel skeptical or uncomfortable with the change. Therefore, effective communication and employee participation in designing wellness programs is essential to ensure successful implementation.

Overall, developing a holistic wellness program and measuring its impact on organizational performance is an important step in achieving optimal results. By tailoring wellbeing programs based on relevant dimensions and linking wellbeing indicators to organizational performance, companies can create a healthy, productive and sustainable work environment. Successful implementation of a wellness program not only improves employees' quality of life but also drives better organizational performance in the long term.

4.4 Limitations and Future Research Directions

Although this research provides useful insights into the dimensions of employee well-being and their impact on organizational performance, there are several limitations that need to be considered, both in terms of the scope of the literature analyzed and the methodological approach used.

1. Limited Literature Coverage

This research relies on articles published in the last 10 years and available in academic databases such as Scopus, Web of Science, and PubMed. However, it is possible that many relevant studies are not included in such databases, or articles published in local journals or in languages other than English may not be identified. This limits the representation of broader

dimensions of well-being, as well as specific industry contexts. Some articles from relevant local journals may provide different perspectives that were not included in this systematic search.

2. Introduced Methodology

This research uses a Systematic Literature Review (SLR) approach which relies on qualitative analysis of existing literature. Although this approach provides a comprehensive overview of the research that has been conducted, there is no empirical testing or primary data analysis to substantiate the existing findings. Therefore, the results of this study should be viewed as a theoretical review, and further research based on empirical data is needed to confirm or expand these findings in a real-world context.

3. Geographical and Industrial Limitations

One of the main limitations of this research is the lack of representation from different regions or industries. Most of the studies analyzed focus on limited industrial and cultural contexts. Therefore, the findings obtained may be more relevant for organizations operating in developed countries or specific sectors, while the results may not be fully applicable to developing sectors or markets.

4. Measurement of Well-Being Dimensions

Most of the studies analyzed used surveys and questionnaires to measure employee well-being. This measurement has limitations in terms of objectivity and generalization, because many of the instruments used tend to measure well-being subjectively. This may vary between individuals, and therefore, findings regarding certain dimensions of well-being may not fully reflect objective circumstances in the workplace.

To overcome existing limitations and expand understanding of the relationship between employee well-being and organizational performance, several research directions that can be considered are as follows:

1. **Cross-Industry Empirical Study**

Future research could broaden the scope by conducting empirical studies involving various types of industry, including the public, private, and formal and informal sectors. This will provide a more complete picture of how the dimensions of employee well-being may vary across industrial contexts. This kind of research allows comparisons between industries that rely heavily on physical interactions (such as manufacturing) and those that focus more on knowledge-based work (such as information technology).

2. **Longitudinal studies**

Longitudinal studies that explore how employee well-being evolves over time and how changes in well-being may influence organizational performance in the long term are needed. Research such as this will provide a more dynamic picture of the relationship between well-being and performance, and identify factors that can strengthen or reduce the impact of well-being programs over time.

3. **Causality Model Testing**

Further studies examining the causal relationships between dimensions of well-being and organizational performance would provide a deeper understanding of the direction of these relationships. The use of quantitative methods such as Structural Equation Modeling (SEM) or field experiments can be used to identify clearer cause-and-effect relationships between employee well-being dimensions and measurable performance outcomes.

4. **Cultural and Regional Context**

More in-depth research in diverse cultural and regional contexts could provide insight into how dimensions of employee well-being are influenced by different cultural

factors. For example, what is considered social or financial well-being in developing countries may differ significantly compared to developed countries. Research that compares the impact of well-being dimensions across different regions or countries can provide a broader and more relevant perspective for organizations operating internationally.

5. Focus on Less Attention Dimensions of Well-Being

This research has shed light on some key dimensions of well-being, but some other dimensions, such as spiritual well-being or environmental well-being, may be less explored. Further research could dig deeper into this rarely discussed dimension of well-being and examine its impact on organizational performance, providing a more holistic understanding of employee well-being.

6. More Objective Assessment Methods

Further research can develop welfare measurement tools calculations that are more objective and based on big data. For example, by using wearable devices to measure physical well-being or technology to automatically analyze employee sentiment and satisfaction, organizations can gain a more accurate picture of employee well-being and its impact on organizational performance.

Although this research provides a clear picture of the dimensions of employee well-being and their impact on organizational performance, further research is essential to overcome existing limitations. By expanding geographic scope, using more robust research designs, and introducing more sophisticated methodology, future research may provide deeper and more practical insights that organizations can use to design more effective and impactful wellness programs.

5. CONCLUSIONS

5.1. Summary of Key Findings

This research identifies several key dimensions of employee well-being that have a significant impact on organizational performance. These dimensions include: physical well-being, which includes factors such as physical health and workplace ergonomics; psychological well-being, which includes emotional balance, stress, and job satisfaction; social welfare, which includes the interpersonal relationships and social support employees receive at work; career prosperity, which is related to career development opportunities and satisfaction with available career paths; as well as financial well-being, which focuses on fair pay and the financial security that employees feel. These dimensions have been shown to have a direct influence on organizational outcomes, including productivity, innovation, and employee retention.

The results of this study also show that psychological well-being And social welfare are the two dimensions most often associated with better organizational performance, because they directly influence employee motivation, commitment and job satisfaction. Besides that, financial well-being And career prosperity also contribute significantly to organizational performance, although its impact may vary depending on the industry or regional context. The findings from this research have important implications for organizations seeking to improve their performance through investing in employee well-being. Understanding the most impactful dimensions of well-being allows companies to design and implement more effective and focused well-being programs. This will not only improve employee well-being, but also increase productivity, retention and innovation within the organization, which in turn contributes to better business outcomes.

Strategic investment in employee well-being not only benefits the individual, but also the organization as a whole. By prioritizing employee well-being, organizations can create a healthier, more productive and more sustainable work environment. Therefore, it is important

for managers and decision makers to view employee well-being as an integral part of their long-term business strategy.

This research underscores the need for closer collaboration between academics and practitioners in developing evidence-based solutions related to employee wellbeing. Academics have an important role in providing in-depth theory and evidence about the relationship between well-being and organizational performance, while practitioners can implement these findings in everyday business practice. To maximize the impact of wellness programs, both parties must work together to design interventions based on existing research and conduct ongoing evaluations to assess their effectiveness. Further research should also be conducted to address existing gaps in the literature, including empirical research across industries and cultures, which could provide further insight into how different dimensions of well-being influence organizational performance in various contexts. Thus, organizations need to take immediate steps to invest in the well-being of their employees, while academics need to continue to develop a deeper understanding of this relationship to support evidence-based decision making in the future.

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