

Influence Of Holistic Well-Being Interventions On Job Performance

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ABSTRACT

Holistic well-being eventually leads an employee engagement towards job performance. Employee performance must maintain its primary position in organizational research for at least two reasons. Productivity growth is a key factor in stabilizing the economy through higher wages, improved living standards, and an increase in the availability of consumer goods. Hence, the research tries to identify the influence of holistic well-being interventions on job performance with respect to employee engagement. The research demonstrated that the Holistic well-being significantly influence employee engagement among NLCIL executives. It is found that the Holistic well-being significantly influence job performance among NLCIL executives. The analysis identified that the employee engagement significantly influence job performance among NLCIL executives. NLCIL management can use the results of this research to promote and support holistic well-being. Also, management should be encouraged to realize the value achieved through employee engagement. Focusing on holistic well-being and employee engagement can improve executives' job performance. Holistic well-being can increase employee engagement and job performance of NLCIL executives.

Keywords: NLCIL Executives, Holistic Well-Being, Employee Engagement and Job Performance.

INTRODUCTION

Holistic well-being understanding can alleviate suffering and achieve lasting happiness. The concepts of "suffering" and "equilibrium" are often presented in terms of well-being. Current research on the influence of holistic well-being interventions on job performance suggests that holistic well-being and job performance are an important component that leads employees to success. A number of researches have clarified the role of holistic well-being in underlying job performance. For example, holistic well-being has various outcomes such as social skills, employee engagement, career choices, employee satisfaction, and employee performance.

Employee engagement defines the level of mental and physical involvement an employee shows in his or her work. Many researchers have found that employee engagement is the key resource for organizational productivity and have offered various definitions. Rothbard (2001) has defined employee engagement as the psychological presence of an employee at work. Thus the performance of the employee is greatly increased. According to May, Gilson, and Harter (2004) employee engagement can be seen as an integral factor of cognitive and emotional work activities. This employee engagement eventually leads an employee towards employee performance.

Performance is usually discussed in the context of leadership behavior, motivation, goal setting, task design, and other key areas of organizational research (Griffin, 1981). However, empirical tests involving performance and different areas of research are normally disappointing. Employee performance must maintain its primary position in organizational research for at least two reasons. Productivity growth is a key factor in stabilizing the economy through higher wages, improved living standards, and an increase in the availability of consumer goods. Hence, the research tries to identify the influence of holistic well-being interventions on job performance with respect to employee engagement.

REVIEW OF LITERATURE

Munawir Ali Subaidi, et al. (2024) revealed that WH has a positive effect on EP. WH has a positive impact on IB. WH has an impact on OCOM. IB has an effect on EP.

Mohammad Algarni and Meshari Alemeri (2023) job satisfaction, employee engagements also contributed to the individual's happiness at work.

Miguel Angel Canchari Preciado, et al. (2023) revealed that that WH can have a positive influence on employee engagement with the organization.

Ashwini Uttamrao Shelke and Naim Shaikh (2022) found that WH has mediating effect on work engagement and employee engagement.

Dian Bagus Mitreka Satata (2021) found that the work performance was influenced by employee engagement so that organizational goals can be achieved.

Yadava, et al. (2015) identified that the absorption was significantly higher than comparison group. The study also found that vigor and dedication are significantly lower than comparison group. Y

Yupono Bagyo (2013) described the engagement as a variable to develop the relationship between organizational culture, and leadership with performance of employees. The analysis found that employee engagement was influenced by leadership. Also found that the employee engagement influence high performance of the employees. Finally, the research found that the employee engagement, employee performance, and corporate culture influenced by leadership.

Kasimu, et al. (2018) discovered the positive relationship between training and employee performance. The research also identified that the employee performance was influenced by training and employee engagement at 44.7 per cent. Finally the research found that the employee engagement is a major predictor of employee performance. But, Pooja Rani and Shabnam Saxena (2017) identified that there is no significant difference in the age group view of employee engagement. Naveen and Jivan (2018) identified that the improvement in employee engagement is enhanced by the various strategies adopted by organizations. Companies implement a variety of approaches such as skill management, open communication, and employee retention practices to improve employee engagement.

Caroline and Josphat (2018) found that positive correlation exists between employee engagement and employee performance. Jenkins and Delbridge (2013) discovered that the organization productivity was influenced by employee engagement. The research suggested the organization management to use soft approach for increasing high levels of engagement.

Blazej (2018) found that there is a significant relationship between employee engagement and performance. The research also identified that the employee engagement levels differ between generations and employees' age.

Malik & Rehman (2003) analyzed the effect of professional stress on work motivation and psychological well-being. Results revealed that negative relationship between psychological well-being and occupational stress. The research also identified the stressors of Pakistani people and their coping strategies.

Amjad & Misbah (1998) found that significant difference between the pre and post measures of anxiety and well-being after the mediation. It was also found that no significant difference towards life satisfaction scale. Well being and happiness and can be improved and nervousness can be reduced through religious involvements.

FRAMEWORK

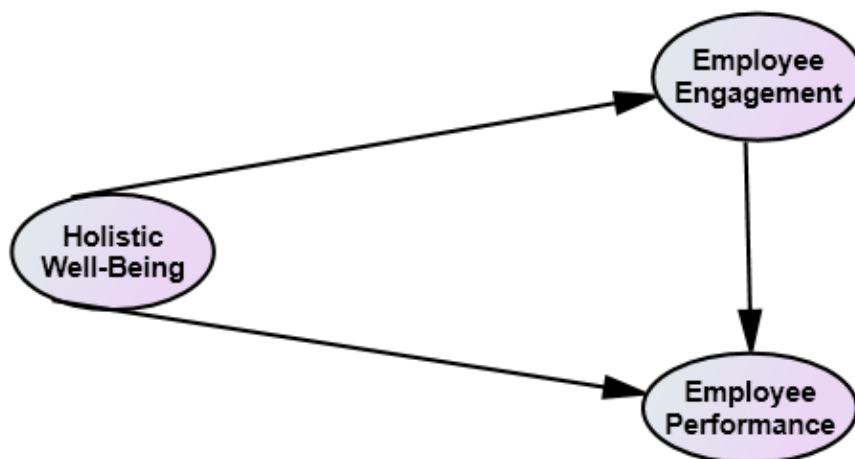


Figure 1: Conceptual framework

Limited research has been conducted related to holistic well-being interventions, employee engagement and job performance. Hence, the study attempts to fill this gap by estimating the influence of holistic well-being interventions on job performance. Below are my proposed hypotheses.

H1: Holistic well-being has significantly influences employee engagement among NLCIL executives.

H2: Holistic well-being has significantly influences job performance among NLCIL executives.

H3: Employee engagement has significantly influences job performance among NLCIL executives.

NEED FOR THE STUDY

The findings of this study will help NLCIL management. This study will help to know the NLCIL executives level of holistic well-being. This study also will help to influence of holistic well-being interventions on employee engagement. Findings from this study can help NLCIL management to identify the ways to increase employee engagement and increase job performance.

OBJECTIVES

- To identify the influence of holistic well-being on job performance among NLCIL executives.
- To discover the influence of holistic well-being on employee engagement among NLCIL executives.
- To identify the influence of employee engagement on job performance among NLCIL executives.

MATERIALS AND METHODS

In order to explore the influence of holistic well-being interventions on job performance a descriptive research design is employed by the researcher. Data is collected from NLCIL executives in NLCIL, Neyveli, Tamilnadu through a well-

designed questionnaire. This descriptive research design is employed to explore the relationship between holistic well-being, employee engagement and job performance.

QUESTIONNAIRE DESIGN

Table 1: Questionnaire Construction

S.No.	Variable	Items	Author
1	Demographic Profile	10	---
2	Holistic Well-Being	30	Celia, et al. (2014)
3	Employee Engagement	15	Self Design
4	Job Performance	20	Hira Aftab, et al. (2012)

Data is collected from NLCIL executives in Neyveli, Tamilnadu through a well-designed questionnaire. The questionnaire construction for this study is divided into four parts. The first part of the questionnaire is a demographic profile of the NLCIL executives, the second part is holistic well-being, the third part is employee engagement, and the fourth part is job performance. The first part is set up as a category and the other three as a measuring scaling technique.

RELIABILITY

Pilot study was done to confirm that the results of this research questionnaire are reliable. The questionnaires are verified by involving 50 NLCIL executives. Based on the NLCIL executives’ opinion, some changes are made in the questionnaire. Cronbach’s alpha tool is employed to test the reliability. All the variables of this questionnaire are above 0.70. The results show that it is reliable. This means that the questionnaire has a high reliability value.

Table 2: Reliability of the research

S.No.	Variable	Items	Cronbach’s Alpha
1	Holistic Well-Being	30	0.87
2	Employee Engagement	15	0.84
3	Job Performance	20	0.94

Source: Primary data

SAMPLING TECHNIQUE

In this study, purposive sampling technique has been applied to collect the primary data from NLCIL executives in Neyveli. In this way 50 NLCIL executives are approached to collect the primary data.

STATISTICAL TOOLS

Path analysis is used to estimate model by probing the relationship between independent variable (Holistic Well-Being) on dependent variable (Employee Engagement and Job Performance). The researcher has employed the path analysis for influence of holistic well-being interventions on job performance.

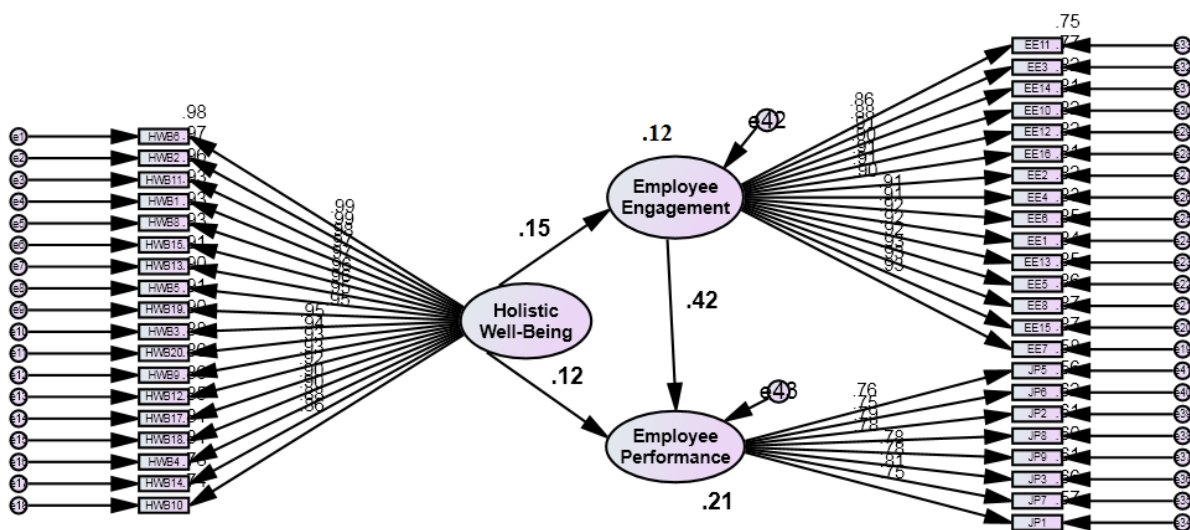


Figure 1.2: Influence of holistic well-being interventions on job performance

Table 3: Model Fit Indication

S.No.	Model Fit Indicators	Calculated Values in the Analysis	Recommended Values (Premapriya, et al. 2016)
1	Chi-Square	1458.940	---
2	p	0.057	> 0.050
3	GFI	0.835	< 0.90
4	AGFI	0.883	
5	CFI	0.831	
6	NFI	0.801	
7	RMR	0.063	< 0.080
8	RMSEA	0.074	

Source: Primary data

The table 3 presents the mode summary of influence of holistic well-being interventions on Job Performance. The path model presented, along with mode summary to verify the model fitness. The Chi-square statistic is 1458.940 with $p < 0.05$. The table illustrates the model fit statistics such as RMSEA, RMR, NFI, CFI, AGFI and GFI. RMR and RMSEA are within than the recommended limit i.e., RMR and RMSEA is less than 0.08 (Indra, Balaji and Velaudham, 2020; Velaudham and Baskar, 2016). NFI, CFI, AGFI and GFI are within than the recommended limit i.e., NFI, CFI, AGFI and GFI is less than 0.90 (Kantiah Alias Deepak and Velaudham, 2019; Velaudham and Baskar, 2015). All the model fit statistics imply a moderately fit (Premapriya, et al. 2016; Victor and Velaudham, 2020).

Table 4: Regression Weights

DV		IV	Estimate	S.E.	C.R.	Beta	p
Employee Engagement	<---	Holistic Well-Being	0.187	0.090	2.085	0.148	0.037
Job Performance	<---	Holistic Well-Being	0.093	0.053	1.753	0.119	0.042
Job Performance	<---	Employee Engagement	0.261	0.045	5.742	0.420	0.001

Source: Primary data

H₁: Holistic well-being significantly influences employee engagement among NLCIL executives.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 2.085; β value is 0.148 and p value is significant. The value of β is 0.148 that Holistic well-being explains 14.8 percent of the employee engagement. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the Holistic well-being significantly influence employee engagement among NLCIL executives. Miguel Angel Canchari Preciado, et al. (2023) revealed that that WH can have a positive influence on employee engagement with the organization.

H₂: Holistic well-being significantly influences job performance among NLCIL executives.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 1.753; β value is 0.119 and p value is significant. The value of β is 0.119 that Holistic well-being explains 11.9 percent of the job performance. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the Holistic well-being significantly influence job performance among NLCIL executives. Munawir Ali Subaidi, et al. (2024) revealed that WH has a positive effect on EP. WH has a positive impact on IB. WH has an impact on OCOM. IB has an effect on EP.

H₃: Employee engagement significantly influences job performance among NLCIL executives.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 5.742; β value is 0.420 and p value is significant. The value of β is 0.420 that Employee engagement explains 42 percent of the job performance. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the employee engagement significantly influence job performance among NLCIL executives. Dian Bagus Mitreka Satata (2021) found that the work performance was influenced by employee engagement so that organizational goals can be achieved.

FINDINGS

- The research demonstrated that the Holistic well-being significantly influence employee engagement among NLCIL executives. Miguel Angel Canchari Preciado, et al. (2023) revealed that that WH can have a positive influence on employee engagement with the organization.
- It is found that the Holistic well-being significantly influence job performance among NLCIL executives. Munawir Ali Subaidi, et al. (2024) revealed that WH has a positive effect on EP. WH has a positive impact on IB. WH has an impact on OCOM. IB has an effect on EP.

- The analysis identified that the employee engagement significantly influence job performance among NLCIL executives. Dian Bagus Mitreka Satata (2021) found that the work performance was influenced by employee engagement so that organizational goals can be achieved.

SUGGESTIONS

- NLCIL needs to improve timely rewards and compensation policies for their executives. Thus executives will be motivated to do their job more efficiently. This will lead to executives' engagement and better performance.
- It is essential to encourage executives to improve their career in the company. Some career development programs that may be offered including allowing executives to attend seminars, workshops, and mentoring related events.
- It is recommended that NLCIL management should improve and implement the engagement factors that contribute to the performance of executives in accordance with the internal and external environment of the company.
- NLCIL management can use the results of this research to promote and support holistic well-being. Also, management should be encouraged to realize the value achieved through employee engagement. The findings contribute to the literature on holistic well-being and employee engagement. Focusing on holistic well-being and employee engagement can improve executives' job performance.

CONCLUSION

The research demonstrated that the Holistic well-being significantly influence employee engagement among NLCIL executives. It is found that the Holistic well-being significantly influence job performance among NLCIL executives. The analysis identified that the employee engagement significantly influence job performance among NLCIL executives. NLCIL management can use the results of this research to promote and support holistic well-being. Also, management should be encouraged to realize the value achieved through employee engagement. The findings contribute to the literature on holistic well-being and employee engagement. Focusing on holistic well-being and employee engagement can improve executives' job performance. Holistic well-being can increase employee engagement and job performance of NLCIL executives. No research has yet been done on the holistic well-being on employee engagement and job performance in the elderly, which is the strength of the present research.

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