

The Impact of Employee Well-Being on Organizational Effectiveness: Context of Lebanon

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Abstract

Human resources managers have a critical role in creating a mentally fit workforce that offers their companies a competitive edge by assessing and improving the psychosocial work environment. The study aims to investigate the relationship between employee well-being along three dimensions, i.e., flexibility, work-life balance, and psychological well-being, and organizational effectiveness along three determinant factors, i.e., retention, quality of work, and productivity. This research uses a quantitative, positivist, and deductive approach. Data were collected from a convenient sample of 162 managers from the Lebanese Labor Market. Data collected are processed using the statistical package IBM SPSS version 26.0 to explore the relationship between Employee well-being determinants and Organizational Effectiveness

variables. Descriptive and inferential statistics were employed to test hypotheses and the resultant research framework. Results show a positive statistically significant relationship between flexibility and work-life balance and the three organizational effectiveness factors. Psychological well-being was negatively and statistically significantly related to organizational effectiveness factors. The findings explain why organizations should concentrate on employee well-being, share recommendations for conducting a stress assessment, and examine three main work aspects that impact well-being: Flexible work arrangements, work-life balance, and psychological well-being. The organization may increase the quality of life and contribute to organizational success by broadening its function to include these concerns.

Keywords: employees, well-being, organizations, effectiveness, Lebanon

1. Introduction

The era of the 21st century witnessed that employee well-being has been considered a factor for the success, growth, and development of any organization (Grawitch, Gottschalk, & Munz, 2006; Cooper, Flint-Taylor, & Pearn, 2014; Office for National Statistics (UK), 2015; Litchfield, Cooper, Hancock, et al., 2016; Bartels, Peterson, & Reina, 2019). This consideration overlapped all human resource management (HRM) practices which are staffing (recruitment, selection, and onboarding), performance management, human resource development, compensation, safety and health, and mainly employee and labor relations (El-Dirani, Houssein, & Hejase, 2020; Parul & Mazhar, 2021; Younis, Hejase, Dalal, et al., 2021). Human resources management focuses on managing individuals' ability and potential to achieve organizational objectives and goals, as it also gets a high appreciation as a critical business function (Montoya Agudelo, & Boyero Saavedra, 2016).

The literature on human resource management advances the idea that cohesive systems of HRM functions promote behavioral impacts when noticed subjectively by employees (Younis, Hejase, Dalal, et al., 2021). Although employees represent one of the significant internal organizational stakeholders that have an interest or claim in the organization and the way it performs and embodies the most salient variable for the success of any establishment, this group is undervalued, affecting employees' well-being and motivation. Bedwell (2018) posits that "Even though employees are seen as important stakeholders in the company—are nonetheless frequently disregarded inside. Companies are now skilled in presenting a compassionate culture. Do they, however, view their workers as real stakeholders behind closed doors?" (para 5).

Many companies have been facing employee burnout and turnover problems due to neglecting the importance of enhancing employee well-being (Vaishnavi, 2017; Moss, 2019; Younis, Hejase, Dalal, et al., 2021), so to alleviate the situation, companies started studying the impact of employee well-being on organizational effectiveness. Furthermore, some research has pointed out the significance of employee well-being on organizational performance, efficiency, and retention rates (Vaishnavi, 2017; Panetta, 2022). On the other hand, there is no doubt that the business functions' purpose and practices is to achieve organizational effectiveness. The more compelling the organization is, the more it will

survive and thrive over the long term. Organizational effectiveness is measured using several variables such as productivity, performance, profit, engagement, motivation, and gaining a competitive advantage (Pavagada, and Munishyamappa, 2011; Maloney, 2019).

Referring to the abovementioned facts, managers focus on finding candidates and retaining employees with high productivity levels since organizations lack talents with creativity, critical thinking, and intention to stay. The Manpower Group (2023) reported after surveying 40,077 employers across 41 countries, including all continents, finding that "75% of employers report difficulty in filling roles." What is important for organizational effectiveness and the success of any company is the mental and physical health of employees, that is, employees' well-being (Gallup, 2023). Employee well-being has changed over time due to many environmental factors (internally and externally). Recently, after the COVID-19 pandemic, this concept has become a center of interest for all employees and managers because of the changes that happened as the new system of virtual/remote work, especially for employees who cannot use advanced technology (Raffiee & Byun, 2020; Hejase, 2020). Also, the crises hitting the world affect employees' well-being and lead to a non-satisfied group (Issahaku, Nkyi, Yusif, et al., 2020; Hejase, 2020). A non-satisfied employee won't be motivated enough to perform as needed. This study aims to assess the relationship between employee well-being and organizational effectiveness and determine any other variables that affect them.

1.1 Research Objectives

The research works toward achieving the following objectives:

1. Assess the dimensions of organizational effectiveness.
2. Highlight the importance of employee well-being and its aspects.
3. Examine the relationship between employee well-being and organizational effectiveness.

1.2 Research Questions

According to the above objectives, this study poses the following research questions:

1. What are the dimensions of organizational effectiveness?
2. What are the aspects and importance of employee well-being and organizational effectiveness?
3. What is the impact of employee well-being on organizational effectiveness?

1.3 Research Hypotheses

Based on the objectives and questions, the hypotheses of the research are:

H₁₀: Employee well-being doesn't affect employees' retention.

H_{1a}: Employee well-being does affect the employees' retention.

H2₀: Employee well-being doesn't affect employees' productivity.

H2_a: Employee well-being does affect employees' productivity

H3₀: Employee well-being doesn't affect the quality of work.

H3_a: Employee well-being does affect the quality of work.

H4₀: Employee well-being doesn't affect organizational effectiveness.

H4_a: Employee well-being does affect organizational effectiveness.

1.4 Proposed Research Framework

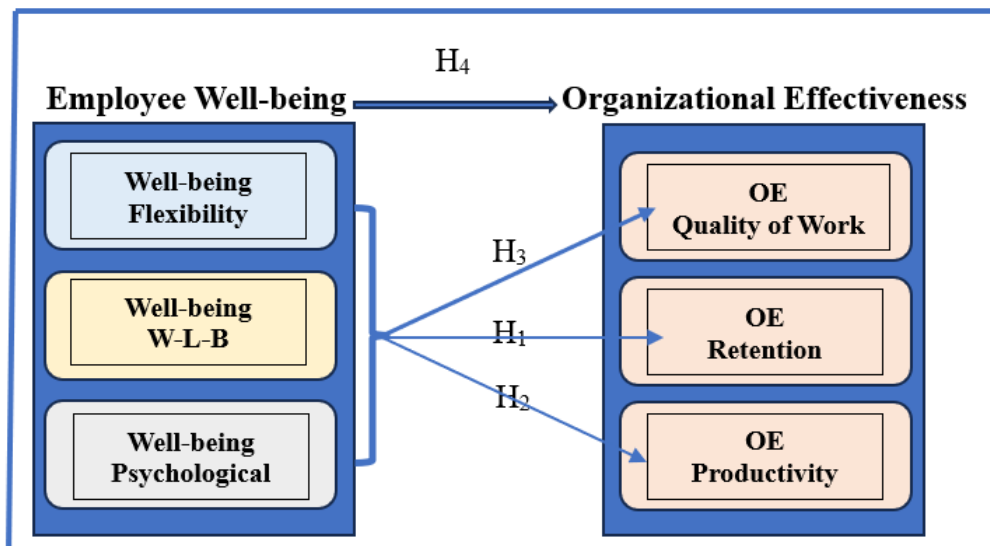


Figure 1. Proposed research framework

The figure illustrates the research hypotheses within a research framework to be tested and statically validated.

1.5 Significance of the Study

The study aims to add to the theoretical and practical aspects, in the context of Lebanon, findings that shall enhance the existing knowledge to uncover various well-being measurements offered by the company for employee benefit. In addition, investigate the employees' expectations and thoughts about the company's well-being measures. Also, to determine the employees' level of satisfaction with the different well-being activities offered to them. Moreover, to determine whether well-being activities boost employee performance and inspire them to work more efficiently.

This study is composed of five sections. Section one consists of a general overview of the

topic, the research problem definition, and the significance of the study. Section two is about the literature review; it shows the historical background of the topic and the research theoretical framework. Section three illustrates the research methodology and its components. Section four shows the findings (results and analysis) and interpretation of the results. Section five concludes and offers recommendations.

2. Literature Review

The 1950s era and beyond witnessed many modifications to HR procedures. People practices have significantly increased productivity and value generation, driven by rapid technological breakthroughs and ongoing changes in business settings (Jayaraman, 2012, p. 14). In addition, the government demands throughout the 1960s and 1970s affected how the personnel function evolved within firms. These pressures led to enforcing laws about equal employment opportunity, workplace safety and health, and pension reform (Hejase, Rifai, Tabsh, et al., 2012, p. 23). Conner and Ulrich (1996) added that "HR management gave strategic and operational company problems a lot of attention in the 1980s. The senior human resource executive's attention was drawn to competitive pressures, cost-cutting, productivity gains, quality improvements, and customer-centeredness" (p. 39). The need for employee engagement and involvement at all organizational levels signals the organization's response to the above developments. The growing impact that people have on an organization's performance, overall efficacy, and sustainability has made human resource management crucial (Zoughaib, El Achi, El Dirani, et al., 2021). In addition, the HR function's role is to support employees' collaboration, helping them understand and support the organization's vision and goals. Also, guiding employees to adhere to a well-established comprehensive plan that includes well-being and other benefits helps them satisfy the customers' demands and ambitions to ensure sustainability and achieve organizational wealth (Hejase, Rifai, Tabsh, et al., 2012). Moreover, Bingham (2016) asserts that "HRM strategists use operational effectiveness based on the principles of quality management and flexibility. One significant goal is to ensure that employees are dedicated to meeting organizational demands, as everything is geared towards efficiently using resources. This involves using performance management techniques to align employee performance with organizational goals, along with a management strategy that uses psychological rewards, and other retention methods, to encourage employee motivation, engagement, commitment, and loyalty" (p. 29).

2.1 Role of HRM

Employee relations is one of the functions of human resource management (Senturk, 2022). Employees are an essential asset of any establishment, so they must have a healthy relationship with their managers and organization to build a motivated, healthy, and engaged workplace culture. All the other functions of HR are related to employee relations because if workers are not motivated, their productivity will decrease, and no training program or any financial rewards might show their best again, but working on the employment relationship will resolve the issue from the base (Bingham, 2016). In addition, any situation that employees face in their workplace will impact their well-being mentally and physically.

2.2 Employee Well-being

Well-being includes all aspects of health, including physical, cognitive, emotional, social, physical, and spiritual. It embodies the full scope of variables that affect a person and what makes them well (Bożek, Nowak, & Blukacz, 2020). Employee well-being is an overall concept for a user's, individual's, group's, or organization's operational physical and mental well-being (Gallup, 2023). Because there is a recognized linkage between an organization and an individual's well-being, promoting productivity and employee well-being is a significant priority of the HR function. It shows the employee's degree of happiness and satisfaction in the workplace. Employees should have a sense of belonging to their organization and also be inspired to show up for work daily, yet they cannot do so on their own; such responsibility goes to managers for how they value and treat their employees (Hashem, Sfeir, Hejase, et al., 2022). Research shows that emotions affect employee's performance and productivity (Staw, Sutton, & Pelled, 1994; Hashem et al., 2022). An individual's well-being is not affected just by what is considered physical problems like accidents or any physical hurt but is influenced by mental and emotional issues such as depression, stress, and anxiety (Zhang, Zhao, Liu, et al., 2022).

2.3 Conceptual Frameworks of Well-being

"Well-being is a complex construct that concerns optimal experience and functioning," posit Ryan and Deci (2001). They contend that there are two approaches to well-being as presented herein.

Two frameworks of well-being are salient:

- A. Eudaimonic (or Psychological) Well-being: This approach characterizes the capacity to recognize self-fulfillment and life objectives essential for achieving the desired goals, such as career planning for long-term development (self-reporting, self-appraisal). It shows the degree to which an individual is operating effectively in all aspects of life, e.g., self-acceptance, personal growth, and purpose in life (Carruthers and Hood, 2004, p. 228; Ryff, 2018).
- B. Hedonic (or Subjective) Well-being: This approach characterizes well-being as an individual's level of happiness, good spirits, and pleasure (e.g., optimism, subjective well-being, and positive emotions). This approach is composed of two components: An affective component and a cognitive component. Such an approach is the degree of satisfaction a person has in life (Carruthers & Hood, 2004, p. 29; Diener, Lucas, & Oishi, 2018).

Psychological well-being is a used term to refer to anyone's emotional (mental) well-being and their overall effectiveness. Psychological well-being is health and well-being as the balance of being well enough and utilizing skills effectively (Huppert, 2009). Some researchers demonstrate that people who have healthy psychological well-being seem to be more willing to live longer and healthier lives (Kubzansky, Huffman, Boehm, et al., 2018; Song, Tay, Gwee, et al., 2023), and that's because they are at a distance from being involved in any harmful and damaging actions. On the other hand, arguably the most thorough model

was created by the UK Office for National Statistics (ONS) (2015). There are 43 metrics and ten (10) categories in all; however, the most pertinent to the workplace is personal or subjective well-being (Beaumont and Thomas, 2012). Cooper, Flint-Taylor, & Pearn (2014) contend that based on a person's assessment of their happiness, health, and sense of purpose in life, personal well-being might be life satisfaction. Joshanloo, Jovanović, & Park (2021) assert that "Eudaimonic well-being is more consistent than hedonic well-being with a long-term emphasis on skill-building and striving for future goals as opposed to their immediate gratification" (p. 47).

2.4 Work-life Balance (WLB)

The term "work-life balance" refers to the harmony in an individual's life between personal and professional obligations (Pettersson, 2023). The term "work-life balance" was coined in 1986 but generally used much later, even though different markets and workplaces instituted work-life programs since the 1930s to support and uphold the problem of working moms (Emslie and Hunt, 2009). After the evolution of this concept, programs have been designed and presented to support employees without specifying gender, age, or any specific condition focusing on recognizing employee commitments besides work like family. Employees need to have a managed and balanced schedule at work. They must give their personal life the same interest as given to their work to have a balance between the two sides (Gragano, Simbula, & Miglioretti, 2020). Work has to be carried out professionally without distraction or negligence of family and social life which are also important (Fila, 2021, p. 5). Work-life balance (WLB) programs are designed by professionals who have noticed that employees who focus only on work and neglect other life sides for the long term wouldn't be as productive, effective, or satisfied, especially working parents (Gragano et al., 2020). However, as much as social life is essential, being too busy for friends won't help one's career. What is significant to focus on is planning for the long term and not staying on the short term. Adults tend to regret later in life because of not balancing between life demands. Therefore, work-life balance is significant for employees and organizations (ibid).

2.5 Flexible Work Arrangement

Flexible work arrangements are non-standard work. It allows an employee to work outside the traditional confines of a standard organization of work concerning different modalities such as amount, distribution of working time, and place of work (Klindzic and Marić, 2019). Joyce, Pabayoy, Critchley, et al. (2010) posit that "Flexibility in working patterns which gives the worker more choice or control is likely to have positive effects on health and wellbeing" (p. 2). Also, "The aim is achieving increased flexibility for organizations, better work-life balance, and improved organizational performance" (Austin-Egole, Iheriohanma, & Nwokorie, 2020, p. 51). Flexibility differentiates the traditional work arrangements that require employees to work daily and within a standard of time. According to Berkery, Morley, Tiernan, et al. (2017), "Flexible working arrangements which have a flexibility of time and place include weekend work, shift work, overtime, annual hour's contract, part-time work, job-sharing, flexi-time, temporary/ casual work, fixed-term contracts, home-based work, telework, and compressed work week" (p. 166). Stavrou's work (2005) on flexible work

bundles and organizational competitiveness leads to the definition of four bundles shown in Exhibit 1.

Exhibit 1. Stavrou's work bundles

Bundle 1, non-standard work patterns (B1) include annual hour contracts, part-time work, job sharing, flex-time, and fixed-term contracts;

Bundle 2, work away from the office (B2) revolves around two forms: Home-based work and teleworking;

Bundle 3, non-standard work hours (B3) use three styles: Weekend work, shift work, and overtime; and

Bundle 4, work outsourced (B4) with two forms: Temporary employment and subcontracting.

Source: Berkery, Morley, Tiernan, et al. (2017, p. 167).

2.6 Organizational Effectiveness

Organizational effectiveness came up from historical management theories. According to Robbins and Coulter (2018), the first significant event was the publication of Adam Smith's "The Wealth of Nations" (1776), in which he argued the benefits of division of labor (or Job Specialization). Fredrick W. Taylor's "Principles of Scientific Management" (1911), described the use of scientific methods to define "one of the best" for a job done. Elton Mayo's management theory (1933) promotes the hypothesis that effectiveness is a function of productivity resulting from employee satisfaction. Omodan, Tsotetsi, & Dube (2020) posit that the human relations management theory, manifested by the Hawthorne studies, "maintains that an organization's performance and effectiveness are significantly influenced by its relationships, attitudes, sense of belonging, interpersonal skills, participatory decision-making, and effective communication" (p. 3). Therefore, an interest in efficiency, efficacy, and productivity is based on the human side of work to reach effectiveness. The most effective organizations are those that put great effort into training and have more enlightened leaders who willfully adopt sustainable business methods and are sensitive to people's welfare and basic requirements (O'Malley, 2022).

The extent to which an organization fulfills its objectives is measured by its effectiveness. These objectives may include a specific result (productivity or service quality), efficiency targets it set out to achieve, the degree of internal process alignment, and the extent to which it has obtained the resources necessary to forge a competitive edge (van Vulpen, n.d.).

Therefore, the organization must be effective in achieving its purpose(s), to lead the efficiency in the acquisition and use of scarce resources, to adapt and develop new opportunities, to mitigate obstacles, and finally, to be sustainable in the distant future and the turbulent environment and leading the change in a world of uncertainties.

Organizational effectiveness is viewed from different angles, just like human resource management (HRM). In the past, "effectiveness" was typically associated with quantitative goals, such as financial success. As a result, HRM requirements focused on controlling or lowering costs associated with its functional tasks. Consequently, limited metrics of an

organization's performance, like balance sheets, ROI, shareholder value, profitability, and relative competitive data, affected hiring practices and the quantity of management or staff development, with a focus on increased productivity per worker (Nankervis, Rowley, & Salleh, 2016). A multi-stakeholder model of effectiveness, which is a more expansive idea than performance, has been embraced by more contemporary viewpoints. Schuler and Jackson (2014) posit that "Today's more comprehensive model of HRM and organizational effectiveness (OE) includes elements of the external global environment, the internal organizational environment, the HRM system, and multiple stakeholders" (p. 40). The aforementioned supports the continuing expansion with the themes using qualitative and quantitative measurements to determine efficacy. Preeti (2023) contends that an increasing number of business owners understand how critical HR departments are to building a successful company. "83% of HR leaders are influential in shaping company decisions" (para 1). Even though most corporate directors are aware of HR's advantages, they are unsure how to gauge its efficacy. Preeti (2023) reports three indicators for effectiveness, "Employee retention, employee satisfaction, and organizational culture" (para 3-5). O'Donoghue (2021) stresses that Ulrich's HRM Model facilitates the arrangement of roles and duties among HR departments to deliver business effectiveness. Ulrich splits HR into four roles: Strategic partner, administrative expert, change agent, and employee champion. O'Donoghue (2021) adds, "The model's primary objectives are to: Establish a cohesive and well-functioning team structure, describe each position in the department and make sure that it is running at a competitive level and putting out its best effort, and evaluate performance to continuously improve" (para 10).

2.7 Retention

Das and Baruah (2013) define employee retention as the "Process in which the employees are encouraged to remain with the organization for the maximum period or until the completion of the project" (p. 8). Therefore, the degree to which employers and organizations can maintain their staff for a long time involves strategic actions to keep employees satisfied and motivated, attracting talented employees who are productive for the benefit (strength) of the organization (Hejase, El Dirani, Hamdar, & Hazimeh, 2016). Maintaining high employee retention increases the effectiveness and performance within an organization. Knowledge of employee retention can be a source of competitive advantage for companies. It is more efficient to retain a quality employee. The quality of strategic retention in any organization is determined to reduce turnover (Babatunde and Onoja, 2023, p. 2). A 2004 SHRM (cited in Krishna and Garg, 2022) employee survey "found that most workers quit for a variety of reasons, such as a lack of opportunity for professional advancement, low pay, a poor work-life balance, stress at work, and unfair treatment" (p. 7). According to Hire EZ (2023), "Without a doubt, recruiting and retaining talent has grown increasingly difficult in recent years. This challenge has been exacerbated by several issues, such as the skills gap, the rise of remote work, changing employee expectations, and a dynamic job market" (para 10). Successful employee retention is essential to an organization's constancy and growth. Organizations can accomplish employee retention by driving effective strategies.

2.8 Productivity

Productivity is one of the key elements influencing the overall success of any business, regardless of size, according to Kazaz and Ulubeyli (2007). It measures the correlation between the resources utilized in an economy's production processes and the actual volume of goods and services produced (Bashir, Alzebeleh, & Al Riyami, 2014).

Productivity is a measure of economic and business performance that indicates how the work resources are utilized efficiently, such as (HR, IT, physical, and financial resources). It measures how efficiently production inputs are managed and produced with added value to output. Along the value-chain process, efficiency and effectiveness need to be measured. Consequently, productivity can generate a higher level of core competence that sets all the resources within an organization to achieve a competitive advantage. According to experts, including Chen and Wu (2007), core competency is a company's ability to function efficiently and effectively in business environments and handle a variety of obstacles. It is closely linked to organizational performance. Chaohsien, Chihkang, & Din (2022) posit that "The creation of a company's competitive advantage is one of the primary objectives of a business strategy as it affects an organization's business performance" (p. 2).

2.9 Quality of Work-life

Improving employee well-being, productivity, and overall organizational success, work-life balance in the workplace is essential. Several studies have shown how important it is. For example, a University of Warwick study discovered that contented workers produce 12% more than their dissatisfied colleagues (AppDeft, 2023).

Leitão, Pereira, & Gonçalves (2019) and Pandey and Tripathi (2018) contend that employees' workplace performance is affected by several variables that impact their well-being, habits, and environment as well as their quality of work life (QWL). Job satisfaction, motivation, productivity, health, job security, safety, and well-being are all linked to the quality of work life (QWL) based on four primary dimensions, i.e., a safe workplace, occupational health care, suitable working hours, and a competitive wage.

This value-based process aimed towards achieving the goals of enhanced organizational effectiveness and improved employees' quality of life at work. Human Resource (n.d.) asserts that "Organizations that prioritize the quality of work-life initiatives aim to provide their employees with more control over how they perform their jobs and how they contribute to the overall success of the company" (para 1). According to Fernandes, Martins, Caixeta, et al. (2017) work-life evaluation dimensions proposed by Richard E. Walton (1973) are based on "adequate and fair compensations, working conditions, use of capacities, opportunities, social integration and constitutionalism at work, occupied space by work in the life, and social relevance and importance of work dimensions" (p. 1).

2.10 Relationship Between Employee Well-being and Organizational Effectiveness

Building internal human capital is necessary for competitiveness since people make organizational systems function. HR procedures are essential to gaining a long-term competitive edge. According to published research, firms in good health view their talent

pool as a valuable resource, hence, they concentrate their efforts on improving the HR function (Raya and Panneerselvam, 2013). Karpenkova (2022) posits, "Organizational health determines a company's ability to develop, communicate, and follow a common business strategy by maintaining a highly engaged workforce." Therefore, organizational health means that the organization can improve its effectiveness and the well-being of employees and deal effectively with internal and external changes in a turbulent environment.

A literature review by Grawitch, Gottschalk, & Munz (2006) categorizes a healthy organization into four kinds: "The identification of essential healthy workplace practices; (2) the construction of a link between employee well-being and organizational enhancements; (3) the interpretation of this relationship; and (4) the relationship between employee well-being, organizational enhancements, and healthy workplace practices" (pp. 130-131). Murphy and Cooper (2000) define two methods that lead to organizational health. "Organizational climate and values had an impact on organizational effectiveness and organizational practices that explained job satisfaction and stress. However, climatic factors are the most important contributors to organizational health" (p.83). Moreover, knowing what types of individual and organizational interventions are successful in raising organizational health is essential. Though technical social job redesign strategies aim to bring these approaches together, people-oriented approaches and technology and business development methodologies remain highly different in work organization development. Encouraging strong organizational values can be seen as a value-based approach that blends the organization's human and business needs. When the goal of the participative approach was to enhance organizational health, it proved beneficial. Lindström, Schrey, Ahonen, et al. (2000) contend that "When a company can mobilize employee learning towards a process of continuous self-transformation, the balance between the company and its business environment can be mastered more successfully" (p. 84).

Employee well-being has a direct effect on organizational effectiveness. Harshitha and Senthil (2021, p. 28) assert that a happy living and working environment is a sign of employees' well-being. An essential resource in the company is its workforce. Investing in training and well-being initiatives can significantly increase employees' value. Offering well-being programs is primarily motivated by building an obedient, productive, healthy, and contented workforce for the company. Harshitha and Senthil also recommend the various forms of well-being that can improve an employee's performance at work. "All aspects of well-being, including social, emotional, physical, and workplace well-being, should be provided by the company to provide workers peace of mind, enable them to perform better for the company, and boost productivity" (pp. 28-29). Positive work practices raise employee satisfaction and well-being levels, which boost positive workplace behaviors like engaging, helping, and retaining employees. Such behaviors raise organizational effectiveness levels, which include retention, productivity, quality of work, and financial success. Sypniewska, Baran, & Kłós (2023) stress in their work that "Organizations where HRM takes care of employees and their health retain more engaged, satisfied, and productive employees, with good overall health and well-being" (p. 1070).

Positive activities strengthen the correlation between employees' skills and their performance

at work. Facets of human resource management and organizational behavior, including Leadership, equality, diversity, job design, and formulation, hiring and selecting employees based on positive attributes, employee preparation, employee training and development, employee motivation and participation, health and safety culture, are relevant to positive psychological concepts and positive organizational scholarship (Burke and Richardsen, 2019, pp. 19-20).

3. Research Methodology

This research uses a quantitative-deductive analysis based on a survey strategy and follows a positivist philosophy (Hejase and Hejase, 2013). One of the benefits of using a quantitative approach is to identify specific areas of interest (i.e., employee well-being) descriptively and explanatorily. This study uses a cross-sectional design survey to measure behavioral content related to attitudes and opinions by systematically collecting data from a sample population for a specific purpose and within a constrained time frame.

3.1 Sampling and Sample Size

This study's sample is convenient, intentional, and non-probabilistic. Respondents who are willing to join and have the freedom to leave at any time are considered participants. The participants are Lebanese employees older than 21 years who work in the service sector. The actual valid sample reached 162 surveys. Defining the population considered the following facts. O'Neill (2023) posits, "The breakdown of jobs in Lebanon by industry between 2011 and 2021 shows that the agriculture sector employed 3.81% of workers in 2021, followed by the industrial sector (20.77%) and the service sector (75.42%)" (para 1). In addition, CAS and ILO (2022, pp. 5-8) reported that the employment-to-population rate was 43.4% for 2022. Also, 74.5% of the employed population were employees. Of those, 81% are working in the private sector. Based on Kemp's (2022) number of 6.73 million as the population for Lebanon, the population size for this study is as follows:

(Population)(Ratio of Employment to Population)(% of Employees)(% Private Sector)(% Service Sector) = $[6.73 \times 10^6][0.434][0.745][0.81][0.7542] = 1,329,329.41 \sim 1,329,330$ service sector employees.

The researchers extracted approximation reliability numbers from Hardwick's (2022) study using the following researchers' approach: Masoudi & Hejase (2023), Hejase et al. (2023a, b), Nasser et al. (2022), El Takach et al. (2022), and Chehimi and Hejase, (2024). That gave them a clear understanding of the trustworthiness of the sample size. Table 1 indicates that for a population of one (1) million+ (or 1,329,330), a 95% confidence level [$\alpha = 5\%$], and an acceptable dependability of $8\% \pm 1\%$, the sample size would be between 100 and 200. With 95% confidence, the 162-sample size in this investigation indicates a dependability of around $\pm 8.5\%$. This suggests that in 91.5 out of 100 survey repeats, the findings will not differ by more than 8.5%. Such a dependability would be appropriate for this kind of exploratory study.

Table 1. Statistical reliability versus sample size at 95% confidence

Sample Size	[50/50% proportion characteristics]						
	Population						
	100	500	1000	5000	10000	100000	1 Million+
75	±5.6%	±10.4%	±10.9%	±11.3%	±11.4%	±11.5%	±11.6%
100		±8.8%	±9.3%	±9.7%	±9.8%	±9.9%	±10.0%
200		±5.4%	±6.2%	±6.8%	±6.9%	±7.0%	±7.1%
300		±3.6%	±4.7%	±5.5%	±5.6%	±5.7%	±5.8%

Source: Extracted from Hardwick Research, 2022.

3.2 Questionnaire Design

The questionnaire included three sections. Section one covered the sample demographics, gathering information related to the participants. Section two assessed knowledge questions considering the respondents' knowledge related to employee well-being. Section three measured participants' attitudes toward employee well-being factors affecting organizational effectiveness. Respondents had to choose the level of agreement or disagreement with the different statements using a five-level Likert scale. Also, some of the questions used a multiple-choice approach.

3.3 Data Collection

The data collected using Google Form surveys reflect employees' answers and opinions. The survey was uploaded to social media platforms targeting employees working in the Lebanese Labor market to reach a sample representative of the population. Respondents were informed that no personal data were required, they were free to stop whenever they desired, and data were used for academic research purposes, and that their confidentiality was respected and assured.

3.4 Data Analysis Techniques

Statistics are tools that help the researcher interpret research study results. The appropriate statistic(s) depends on the nature of the data and the questions asked. The first step in statistical analysis is to organize and enter data into the chosen statistical program. The software used for Data analysis is Statistical Product and Service Solutions or IBM SPSS version 26 (Hejase and Hejase, 2013). Analysis techniques include Descriptive statistics, Reliability testing, and Pearson's Correlation testing. According to Hejase et al. (2012), genuine, realistic, and timely information—numbers and facts—is the foundation for well-informed, objective decisions. Additionally, as per Hejase and Hejase (2013), "To better understand a collection of data, statistics aims to describe the data by reducing their amounts into straightforward representative numerical quantities or plots" (p. 272). This study analyzed data using descriptive statistics for clarity, such as frequencies and percentages depicted in tables. Using more than one tool helps determine the specific relationships

between all variables.

3.5 Ethical Consideration

Ethics is a set of accepted ideas that influence behavior, particularly one founded on morality (Bell and Bryman, 2007). Participants in this research will not be subject to any stress. The participants' dignity is a major priority. Before the study, the participants' agreement has been acquired. Individuals and their organizations participating in the study will remain anonymous. Also, any research-related communication will be conducted with truthfulness and honesty. Any false information, as well as a biased interpretation of main data results, will be avoided. In the preparation of the Questionnaire or Interview Focus group questions, abusive, discriminatory, or other undesirable wording will be avoided.

4. Results and Findings

This section illustrates the resultant findings numerically and verbally. Participants' responses (162) manifested numerically via the SPSS software are recorded herein in order based on the analysis techniques performed, i.e., validity and reliability test, descriptive analysis, Pearson's Correlations, and Regression to infer the relationship between employee well-being and organization effectiveness.

4.1 Validity and Reliability Test

The initially designed questionnaire was presented to a panel of four expert scholars, who offered insightful criticism and suggested modifications. With everyone's approval, the final version increased the validity of the survey. Using the Cronbach's Alpha method, the internal reliability is evaluated. The questionnaire scale yielded a Cronbach's Alpha for the Employee Well-being and the Organizational Effectiveness sections of 81% and 87.1%, respectively (see Table 2). According to the results, Cronbach's alpha values fall between 0.80 to 0.90 designated as "Very Good" (Hejase & Hejase, 2013, p. 570; Burns & Burns, 2008, p. 481). "This shows a very strong relationship and demonstrates that the questions chosen are appropriate for the objective of the questionnaire," said Chehimi et al. (2019, p. 1915).

Table 2. Reliability results

Cronbach's Alpha Employee Well-being	Cronbach's Alpha Organizational Effectiveness
0.810	0.871

4.2 Demographics

The sample constituted 45.5% males and 55.5% females. The largest age category is 21 to 25 years (63.60%), 13.60% (26 to 30 years), 11.10% (31 to 35 years), and the remaining 11.70% distributed between the categories 36 to 40 and above 40 years. Also, 53.7% of respondents have a bachelor's degree, 24.7% have a master's degree, 3.1% have a Ph.D. degree, 10.5% hold a high school certificate, and 8% have a vocational certificate. Moreover, as shown in Figure 2, the salary of the majority of respondents is less than 600 USD (77.8%).

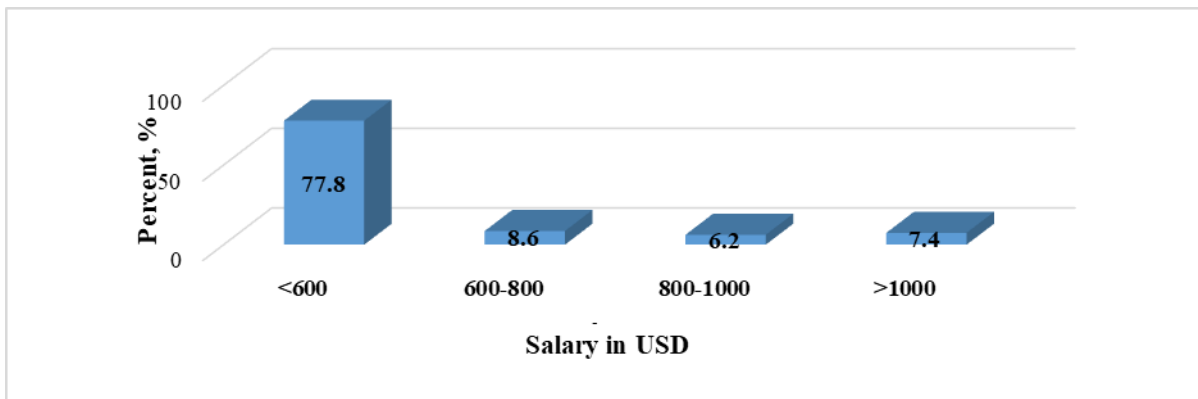


Figure 2. Salary Distribution

Work experience is less than one year for the majority of respondents (32.7%), for more than six (6) years (25.9%), for 1 to 3 years (25.3%), and 16% of them is 4 to 6 years. In addition, according to Figure 3, 47.5% of the respondents are middle-level management (47.5%), line management level 32.7%, and the remaining 17.9% are the top management level.

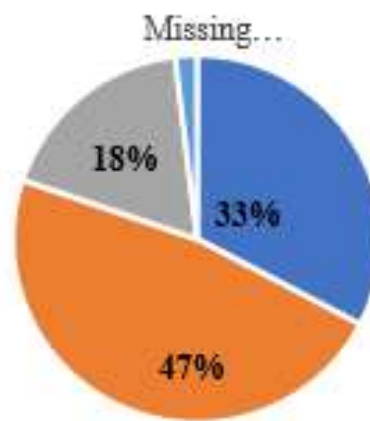


Figure 3. Managerial Level Distribution

4.3 Respondents' Knowledge Assessment

4.3.1 Respondents Were Asked to Mention What the Following Items Refer to Collectively "Worker's Safety, Health, Satisfaction, and Engagement"?

The correct response is well-being chosen by only 22.8%, reflecting low awareness about this dimension at work. According to Gallup (2023), enhancing well-being has a significant effect on the results of corporate operations. Teams that feel that their employer is concerned about their well-being, for instance, outperform others concerning customer engagement, productivity and profitability, employee turnover, and safety occurrences.

Worth mentioning that respondents' choices were as follows: 37.7% related the group of elements to "total work health," 26.5% of respondents related it to "Employee Health," and 13% related it to "Employee welfare." Consequently, the authors stress the fact that Lebanese organizations must increase employees' awareness about 'Well-being' and strive to offer a

much better package of integrated benefits covering the five fundamental elements "career well-being (the most significant), social well-being, financial well-being, physical wellbeing, and community well-being" (Gallup, 2023).

4.3.2 Respondents Were also Asked About the Primary Purpose of Employee Well-Being Programs Targeting Which Aspects Involved

An appropriate response about what employee well-being preserves is the combination of "Mental Health and Physical Health." Figure 4 shows that 6.8% of the respondents opted for such a choice. 11.7% added the emotional dimension, and 7.4% added the social dimension. However, researchers have used the term to include all possible combinations as 30.9% of the respondents denoted (Ryan and Deci, 2001; Bożek, Nowak, & Blukacz, 2020; Hashem, Sfeir, Hejase, et al., 2022; Gallup, 2023).

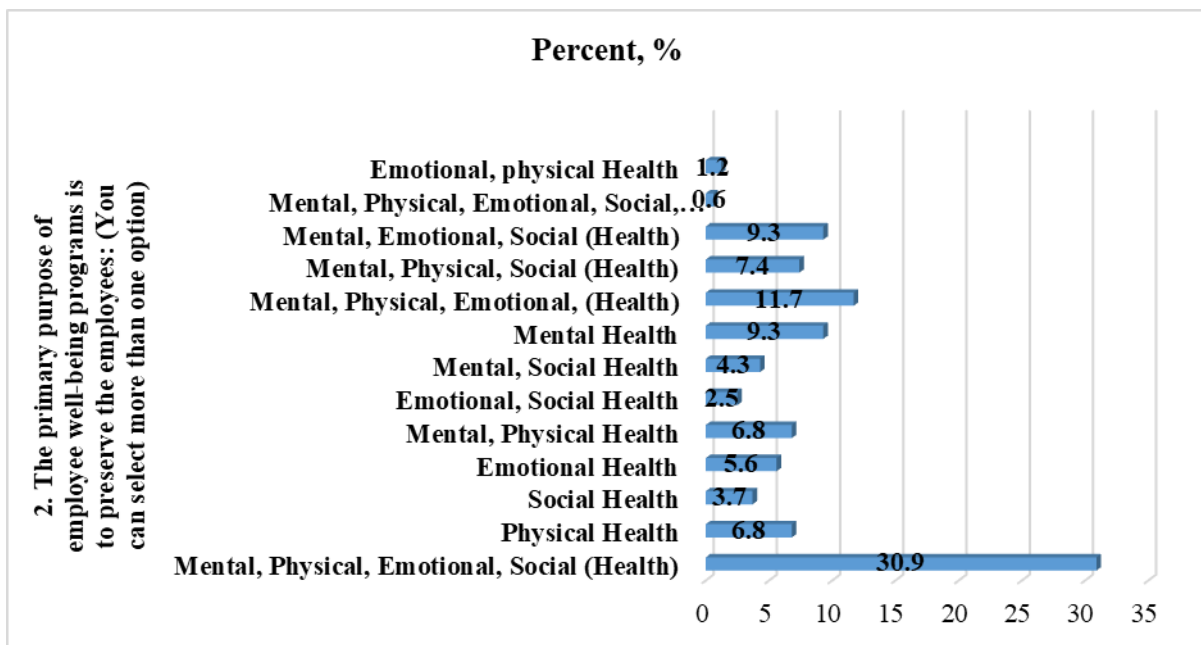


Figure 4. Knowledge question 2

4.4 Attitudinal Assessment

This section uses Likert scale items to measure respondents' attitudes to the statements under consideration. Statements are assessed based on responses that were coded as follows: 5: SA-Strongly Disagree, 4: A-Agree, 3: N-Neutral, 2: D-Disagree, and 1: SD-Strongly Disagree. Those scales were reduced into three by grouping "SA and A as Agreement" and "SD and D as Disagreement" for simplicity of analysis.

Table 3. Employee Well-being

Statement	A	N	D
Flexibility			
1. I have the authority to change my starting and quitting times for my task	38.3%	39.5%	22.2%
2. Working from an off-site location (such as the home) increased my productivity	40.2%	30.2%	29.6%
3. I am given full support and flexibility to work remotely	39.5%	32.1%	28.4%
8. I prefer to have both full-time and part-time work arrangements	52.5%	25.3%	22.2%
Average	42.62%	31.8%	25.6%
Work/Life Balance			
4. I have a good balance between my work and my social life	58.0%	25.3%	16.7%
5. I'm satisfied with my work schedule	58.1%	26.5%	15.4%
6. I finish pending and undone work during vacations and weekends	43.2%	22.2%	34.6%
7. I prioritize my job over my personal life	28.4%	21.0%	50.6%
Average (considering reversing statements 6 and 7)	50.33%	23.75%	25.93%
Psychological Well-being			
9. I feel generally disappointed about my achievements in my work.	19.7%	21.0%	59.3%
10. I have confidence in my own opinions, even if they are different from the way most other co-workers think.	78.4%	17.3%	4.3%
11. I recognize the impact of my home and work environment on my health.	74.1%	19.1%	6.8%
12. I feel misunderstood or unappreciated by my managers	27.2%	27.2%	45.6%
13. I'm engaged with my working environment.	71.7%	22.8%	5.5%
14. I recommend my company to others.	66.1%	25.3%	8.6%
Average (reversing statements 9 and 12)	65.87%	22.12%	12.02%

Table 3 shows four statements related to the flexibility of work. The outcomes show that Lebanese organizations provide marginal freedom to perform jobs based on flexible schedules (average of 42.62%). Results also show that about one-third of the respondents were indifferent about flexibility, and about a quarter disagreed with having a flexible schedule at work. These findings lead to infer that Lebanese organizations did not practice

flexibility, and the few that did were obliged by the pandemic and the dynamic growth of information technology at work. Validating the aforementioned is manifested by the limitations described by the United Nations Economic and Social Commission of Western Asia (ESCWA) study that showed that the Lebanese Code of Labour lacked provisions on non-traditional working patterns (ESCWA, 2022, p. 4). This study also addressed women's participation in capitalizing on flexible work opportunities.

As for work-life balance, Table 3 has four statements related to the topic. Reversing statements six (6) and seven (7), one can observe that 50.33% of the respondents agree that they have a good balance. Considering the worst Lebanese economic and financial conditions (Rkein, A., Hejase, Rkein, et al., 2022a; Rkein, H.I., Hejase, Rkein, et al., 2022b), it is not surprising that 50% of the respondents can satisfy their work-life balance. This result confirmed Nasser's (2022) findings of 54.52% satisfaction level in the work-life balance dimension.

Respondents' psychological well-being was assessed using six statements. One must recall that psychological well-being is the balance of being well enough in health and utilizing skills effectively (Huppert, 2009). An overall agreement average of 65.87% for satisfaction level at work with the highest scores of 78.4%, 74.1%, and 71.7% for self-confidence, awareness about health related to work-life balance, and engagement at work, implying respondents enjoy positive organizational factors that boost positive workplace behaviors like engaging, helping, and retaining employees (Harshitha and Senthil, 2021; Zoughaib, El Achi, El Dirani, et al., 2021). The last statement under this section shows to what extent respondents are ready to recommend their companies to others. 66.10% of the respondents agree they will recommend their organizations to others. To recommend the organization to others signifies "workers feel like they belong, show better job performance, lower turnover risk, and fewer sick days" (Carr, Reece, Kellerman, et al., 2019).

Table 4. Organizational Effectiveness

Statement	A	N	D
Quality of Work			
15. This last year, I have had the opportunities at work to learn and grow	72.3%	15.4%	12.3%
16. This company allows me to grow professionally.	65.4%	22.2%	12.4%
17. I am aware of the advancement opportunities that exist in the company for me.	51.9%	32.7%	15.4%
18. My job skills are always up-to-date	75.9%	16.7%	7.4%
19. My company offers sufficient opportunities to develop my abilities.	52.5%	32.1%	15.4%
Average	63.6%	23.82%	12.58%
Productivity			
20. I can implement everything I learned from	71.0%	22.2%	6.8%

training/coaching/mentoring sessions right away in my work.			
21. There is cooperation among all the departments for achieving the goals.	64.2%	27.8%	8.0%
22. In the last six months, I received feedback from my manager related to my work and progress.	61.1%	21.6%	17.3%
Average	65.43%	23.87%	10.7%
Retention / Intention Not to Leave			
23. I see myself in this company for the next year	66.0%	22.8%	11.2%
24. I feel personal accomplishment in my work.	72.8%	20.4%	6.8%
25. If I had the opportunity to select again, I would choose this company again.	60.5%	25.9%	13.6%
26. I feel that I belong to this company.	67.9%	24.1%	8.0%
Average	66.8%	23.3%	9.9%

Table 4 illustrates three aspects of organizational effectiveness. The first aspect is the quality of work assessed using five statements. Three statements (1, 2, and 4) are related to employee growth and skills updates with agreement scores ranging between 65.4% and 75.9%. Such scores are satisfactory and support the notion that employee growth improves effectiveness. Beaudry (2022) posits that "According to research published by the Society for Human Resource Management (SHRM), over two-thirds of employees desired to acquire new competencies that would enable them to take on -new roles that offer more job security and opportunity" (para 2). Also, Hassan (2023) contends that "Staff engagement, morale, and efficiency will all increase in organizations that place a strong priority on staff development" (para 3). In addition, the remaining two statements (3 and 5) demonstrate that respondents moderately agree that their organizations do not inform adequately about the advancement opportunities available with scores of 51.9% and 52.5%. These scores may become a hurdle if the organizations concerned do not practice better inner communication. The next aspect is productivity. Respondents mildly agree with three statements (average 65.43%) that their productivity is satisfactory. Delving deeper into the statements, it shows that probably there are communication problems and insufficient sharing of information between managers and employees. May (2023), from the Niagara Institute, posits that internal miscommunication "increases errors, conflicts, lost opportunities, decreased employee morale, less engagement, lower productivity, wasted resources, and increased stress among others" (para 11). The third aspect deals with retention and the intention not to leave the organization. Four statements related to personal accomplishment, satisfaction, and belongingness. Respondents with an agreement average of about 67% are almost satisfied in their organizations, however, they show no intention to leave. This aspect is significant for organizations since it looks like their employees are holding on to them. However, looking at their responses on the neutral scale of an average of 23.3% may tell us that some respondents did not state their views openly.

Moreover, going back to the question under psychological well-being, if they are ready to recommend their organization to others, about 66% were positive about it. According to McLean & Co.'s latest report on engagement trends, Kalser (2023) asserts that "Retention drivers influence an employee's desire and likelihood to stay at an organization; they include total compensation, working environment, and work-life balance" (para 2). Therefore, the current study shows that employees are somehow satisfied with no intention to leave.

4.5 Hypotheses Testing

4.5.1 Factor Analysis

Testing the hypotheses requires the identification of the factors demonstrating well-being and the factors leading to organizational effectiveness. For this purpose, a set of 'factor analysis' runs was performed to recognize the resultant factors. At the same time, generate the statements' loads (or weights) needed to create the principal variables by consolidating the correspondent statements with their loads. The first run identified the main components by grouping 14 5-level Likert scale statements related to employee well-being.

The analyzed correlation matrix indicates that the matrix can be factored. KMO and Bartlett's tests led to an adequate (> 0.60) Kaiser-Meyer-Olkin score of sample adequacy of 0.609 and an approximate Chi-square for the Bartlett test of sphericity that is statistically significant ($\chi^2 = 290.659$; $p=0.000$). Consequently, "their grouping is feasible since there is a correlation between the variables" (Burns & Burns, 2008; Coakes, 2013). Furthermore, "after analyzing the resulting anti-image correlation matrix, it is revealed that all measures of sampling adequacy (MSA) are greater than 0.50, the acceptable level" (Coakes, 2013, page 133). Factor analysis communalities varied from 0.241 to 0.616. Table 5 displays the total variation explained and the cumulative percentages. Three components with 43.495% of the variation would be required to explain the variance. According to Kaiser's Rule (Burns & Burns, 2008, p. 456), the three components are kept with one dominant component and two additional factors whose eigenvalues are greater than 1.

Table 5. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	2.580	19.848	19.848	2.580	19.848	19.848	2.505
2	1.559	11.992	31.840	1.559	11.992	31.840	1.667
3	1.515	11.655	43.495	1.515	11.655	43.495	1.587

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Based on the statistical results thus far, we must look at further data to see whether there are any correlations between the variables. Thus, rotation is necessary. Hejase, Haddad, Hamdar, et al. (2014) assert that rotation "reduces the number of complex variables and improves interpretation" (p. 1573). The researchers used Direct Oblimin after rotating with Varimax (details are not reported here owing to space limits). The data from the Pattern Matrix still showed that several weights among the variables include negative weights. Kaiser Normalization was utilized with Promax to produce good outcomes with distinct element weights among the three criteria. Table 6 shows the distribution of the valid items/elements in the three factors following Promax rotation. The factors were 'Flexibility,' 'Work-Life Balance,' and 'Psychological' well-being.

Table 6. Interpretation of Factors Components

Factor	Elements	Weights	% of Variance
1 (7 elements)	1. I have the authority to change my starting and quitting times for my task	0.432	19.848%
	2. Working from an off-site location (such as a home) gave me more productive	0.556	
	3. I am given full support and flexibility to work remotely	0.692	
	4. I have a good balance between my work and my social life	0.607	
	5. I'm satisfied with my work schedule	0.688	
	6. I finish pending and undone work during vacations and weekend	0.515	
	14. I recommend my company to others	0.504	
2 (4 elements)	8. I prefer to have both full-time and part-time work arrangements	0.446	11.992%
	10. I have confidence in my own opinions, even if they are different from the way most other co-workers think.	0.755	
	11. I recognize the impact of my home and work environment on my health.	0.617	
	13. I'm engaged with my working environment.	0.476	
3 (2 elements)	9. I feel generally disappointed about my achievements in my work.	0.684	11.655%
	12. I feel misunderstood or unappreciated by my manager	0.745	

Similarly, a second run resulted in a Kaiser-Meyer-Olkin score of sample adequacy of 0.859 and an approximate Chi-square for the Bartlett test of sphericity that is statistically significant

($\chi^2 = 629.681$; $p=0.000$). Factor analysis communalities for 11 statements varied from 0.520 to 0.798. The cumulative percentages were 42.344, 11.092, and 8.583, respectively. Three components with 62.019% of the variation would be required to explain the variance. After performing the same steps as run one, Table 7 shows the distribution of the valid items/elements in the three factors following Promax rotation. These three factors were ‘Quality of Work,’ ‘Retention,’ and ‘Productivity.’

Table 7. Interpretation of Factors Components

Factor	Elements	Weights	% of Variance
1 (5 elements)	15. This last year, I have had the opportunities at work to learn and grow	0.805	42.344%
	16. This company allows me to grow professionally.	0.804	
	17. I am aware of the advancement opportunities that exist in the company for me.	0.754	
	18. My job skills are always up-to-date.	0.653	
	19. My company offers sufficient opportunities to develop my abilities.	0.733	
2 (5 elements)	20. I can implement everything I learned from training/coaching/mentoring sessions right away in my work.	0.702	11.092%
	23. I see myself in this company for the next year	0.759	
	24. I feel personal accomplishment in my work.	0.735	
	25. If I had the opportunity to select again, I would choose this company.	0.742	
	26. I feel that I belong to this company.	0.717	
3 (1 element)	21. There is cooperation among all the departments for achieving the goals.	0.893	8.583%

Six factors resulted using factor analysis divided and coded as follows:

Well-being variables: Flexibility [WLBFlex], Work-Life Balance [WBWLB], and Psychological Wellbeing [WBPsy]

Organizational Effectiveness: Quality of Work [OEQoW], Retention [OERNT], and

Productivity [OEProd]

The next step is to generate new variables based on resultant factor analysis outcomes reported in Tables 6 and 7 and use the 'Transformation' function in the SPSS software. The results of weighted sums for each variable are illustrated in Exhibit 2.

Exhibit 2. Transformation of Variables

Well-being Factors
COMPUTE WLBFlex =SUM(@1.I'vetheauthoritytochangemystartingandquittingtimesformytask*0.433,@2.Workingfromanoffsitelocationsuchhomegavememoreproductive*0.563,@3.Iamgiventfullsupportandflexibilitytoworkremotely*0.732,@4.Ihaveagoodbalancebetweenmyworkandmysociallife*0.607,@5.I'msatisfiedwithmyworkschedule*0.716,@6.IfI'mpendingandundoneworkduringvacationsandweekends*0.515,@14.Irecommendmycompanyforothers*0.43) EXECUTE.
COMPUTE WBWLB =SUM(@8.Iprefertohavebothfulltimeandparttimeworkarrangements*0.446,@10.Ihaveconfidenceinmyownopinioneveniftheyaredifferentfromthew*0.755,@11.Irecognizeheimpactofmyhomeandworkenvironmentonmyhealth*0.617,@13.I'mengagedwithmyworkingenvironment*0.476). EXECUTE.
COMPUTE WBPsy =SUM(@9.Ifeelgenerallydisappointedaboutmyachievementsinmywork*0.684,@12.Ifeelmisunderstoodorunappreciatedbymymanagers*0.745). EXECUTE.
Organizational Effectiveness Factors
COMPUTE OEQoW =SUM(@15.ThislastyearIhavehadtheopportunitiesatworktolearnandgrow*0.805,@16.Thiscompanyallowsmetogrowprofessionally*0.804,@17.Iamawareoftheadvancementopportunitiesthatexistinthecompanyfo*0.754,@18.Myjobskillsalwaysuptodate*0.653,@19.Mycompanyofferssufficientopportunitiestodevelopmyownabilitie*0.733). EXECUTE.
COMPUTE OERTN =SUM(@20.IcanimplementeverythingIlearnedfromtrainingcoachingmentoring*0.70,@23.Iseemyselfinthiscompanyforthenextyear*0.759,@24.Ifeelpersonalaccomplishmentinmywork*0.735,@25.IfIhadtheopportunitytoselectagainIwillchosethiscompanyagain*0.742,@26.IfeelthatIbelongtothiscompany*0.717). EXECUTE.
COMPUTE OEProd =SUM(@21.Thereiscooperationamongallthedepartmentsforachievingthegoals*0.893). EXECUTE.

Continuing with similar factor analyses, the third and fourth runs generated the loads for the six determinant factors depicted in Exhibit 2. Results show a Kaiser-Meyer-Olkin score of sample adequacy of 0.696 and an approximate Chi-square for the Bartlett test of sphericity that is statistically significant ($\chi^2 = 175.092$; $p=0.000$). Factor analysis communalities for six (6) determinants varied from 0.618 to 0.818. The cumulative percentages were 39.716, 17.550, and 15.532, respectively. Three components with 72.798% of the variation would be required to explain the variance. After performing the same steps as run one, Table 8 shows the distribution of the valid items/elements in the three factors following Promax rotation (or the Structure Matrix). These three factors provided the required elements' loads needed to carry on the next transformation of variables process.

Table 8. Structure Matrix

	Component		
	1	2	3
WBFlex	.735		
WBWLB		.872	
WBPsy			.904
OEQoW	.757	.534	-.516
OERTN	.598	.751	-.546
OEProd	.714		

Extraction Method: Principal Component Analysis.
Rotation Method: Promax with Kaiser Normalization.

Exhibit 3. Generation of the two principal research constructs

```

COMPUTE
Wellbeing2=SUM(WBWLB*0.872,WBFlex*0.735,WBPsy*0.904). EXECUTE.
COMPUTE
OE2=SUM(OEQoW*0.757,OEProd*0.714,OERTN*0.751). EXECUTE.
    
```

Table 8 and Exhibit 3 helped to generate the two weighted constructs ‘Wellbeing2’ and ‘OE2’ based on their weighted determinants.

4.5.2 Regression Analysis

The previous section identified six (6) factors. The two principal constructs include "Employee Well-being" with three determining factors, i.e., WLBFlex, WBWLB, and WBPsy, and "Organizational effectiveness" with three determinant factors, i.e., OEQoW, OERTN, and OEProd. These constructs and their corresponding factors are analyzed using linear regression to help test our hypotheses and verify the proposed framework of this research. Five regression models were obtained testing the following relationships:

1. OE-RTN [Dependent Variable] α [WBWLB, WBPsy, and WBFlex (Independent Variables)].
2. OEQoW [Dependent Variable] α [WBFlex, WBPsy, WBWLB, and Age (Independent Variables)].
3. OEProd [Dependent Variable] α [WBFlex, WBPsy, and Managerial Level at Work (Independent Variables)].
4. OE2 [Dependent Variable] α [WBFlex, WBPsy, WBWLB, and Education level (Independent Variables)].
5. OE2 [Dependent Variable] α [Wellbeing2 and Education level (Independent Variables)].

The first three models tested the relationship between each of the three determinants of organizational effectiveness versus the three determinants of the employee well-being constructs. The last two regression models (4 and 5) tested the weighted organization effectiveness variable versus the three determinants of employee well-being versus the weighted employee well-being variable per se. The results of the regression details are reported in Tables 9 and 10.

All five models analyzed show moderate strength in Pearson's coefficients of correlation and small coefficients of determination suggesting that they fit the available data; additionally, the models' significant probabilities of 0.003, 0.041, 0.029, 0.012, and 0.001 ($p < \alpha = 0.05$) suggest that these are appropriate qualitatively. The regression equations obtained from ANOVA testing (refer to Table 9) with F-values varying between 12.948 and 21.885 (All Sig P. = 0.000 $< \alpha = 5\%$) ensure that the results are more accurate than would be predicted by chance. Additionally, all the standardized betas shown in Table 10 (All Sig. Ps are less than $\alpha = 5\%$) are statistically significant. Furthermore, as indicated by the Variance Inflation Factors (VIFs) in Table 10, all VIF values are less than 2, therefore, there is no multicollinearity and the explanatory variables are suitable for establishing causal associations using regression (Chehimi et al., 2019, p. 1911; Younis, Hejase, Abdallah, et al., 2021, p. 26; Hashem et al., 2022, p. 33; Hejase, Fayyad-Kazan, Hejase, et al., 2023b, p. 149).

Table 9. Models regression and ANOVA coefficients

Model	Dependent Variable	Independent Variables	R	R ²	Adj. R ²	D-W	Sig. F-Change	F-Value	Sig. P
1	OE-RTN	WBWLB, WBPsy, WBFlex	0.542	0.294	0.280	1.754	0.003	21.885	0.000
2	OEQoW	WBFlex, WBPsy, WBWLB, Age	0.508	0.258	0.239	1.875	0.041	13.621	0.000
3	OEProd	WBFlex, WBPsy, Managerial Level at Work	0.364	0.133	0.116	2.258	0.029	7.910	0.000
4	OE2	WBFlex, WBPsy, WBWLB, Education level	0.584	0.341	0.324	1.890	0.012	19.923	0.000
5	OE2	Wellbeing2, Education level	0.377	0.142	0.131	1.809	0.001	12.948	0.000

Table 10. Regression Coefficients

Model	Dependent Variable	Independent Variables	Standardized B	Sig. P.	VIF
1	OE-RTN	WBWLB,	0.720	.000	1.027
		WBPsy,	-0.507	.000	1.006
		WBFlex	0.196	.003	1.031
2	OEQoW	WBFlex,	0.353	.000	1.038
		WBPsy,	-0.523	.000	1.006
		WBWLB,	0.389	.012	1.060
		Age	-0.312	.041	1.036
3	OEProd	WBFlex,	0.091	.000	1.088
		WBPsy,	-0.124	.008	1.006
		Managerial Level at Work	-0.188	.029	1.089
4	OE2	WBFlex,	.478	.000	1.036
		WBPsy,	-.756	.000	1.063
		WBWLB,	.802	.000	1.045
		Education level	-.634	.012	1.061
5	OE2	Wellbeing2,	0.456	.000	1.012
		Education level	-0.948	.001	1.012

Therefore, the five regression models produced are as follows:

1. $OE-RTN = 0.720*WBWLB - 0.507*WBPsy + 0.196*WBFlex.$
2. $OEQoW = 0.353*WBFlex - 0.523*WBPsy + 0.389*WBWLB - 0.188*Age.$
3. $OEProd = 0.091*WBFlex - 0.124*WBPsy - 0.188*Managerial Level at Work.$
4. $OE2 = 0.478*WBFlex - 0.756*WBPsy + 0.802*WBWLB - 0.634*Education level.$
5. $OE2 = 0.456*Wellbeing2 - 0.948* Education level$

4.6 Discussion

Equation 1 shows that two determinants of employee well-being have positive Beta signs, namely work-life balance and work flexibility, increasing organizational efforts to retain

talent. In contrast, the third employee well-being determinant with a negative sign, psychological well-being, hurts talent retention and organizational effectiveness. Avey, Luthans, Smith, et al. (2010) confirmed that having positive psychology will positively impact employee well-being and therefore retention. Otherwise, not as in this case with negative psychology. It is worth mentioning that employees in this research expressed marginal dissatisfaction as the following statements imply "9. I feel generally disappointed about my achievements in my work and 12. I feel misunderstood or unappreciated by my managers". These statements reflect negative "self-acceptance, personal growth, and purpose in life" (Carruthers & Hood, 2004, p. 228; Ryff, 2018).

Testing hypothesis one, we conclude that the Null hypothesis is rejected and therefore accept the alternative hypothesis H1a: Employee well-being does affect the employees' retention.

Equation 2 shows that the variable quality of work has a similar impact as described in equation 1, i.e., two positive determinants of employee well-being and one negative determinant. One difference is that the quality of work is affected by the respondents' age which also carries a negative sign implying the lower the age, the lower the salary, and the lower the quality of work. That is evidenced by the negative sign of the psychological well-being factor.

Testing hypothesis three, we conclude that the Null hypothesis is rejected and, therefore, accepts the alternative hypothesis H3a: Employee well-being does affect the quality of work.

It is not surprising to observe the outcomes of equation 3, where productivity is slightly positively affected by having flexibility but negatively affected by negative psychological well-being. University of Warwick study discovered that contented workers produce 12% more than their dissatisfied colleagues (AppDeft, 2023).

Testing hypothesis two, we conclude that the Null hypothesis is rejected and therefore partially accept the alternative hypothesis H2a: Employee well-being does affect employees' productivity since the variable work-life balance was not statistically significant and consequently dropped from the equation. That is probably due to the current worst economic and financial conditions in Lebanon (Rkein, Hejase, Rkein, & Fayyad-Kazan, 2022a; Rkein, Hejase, Rkein, Hejase, et al., 2022b), it is not surprising that 50% of the respondents can satisfy their work-life balance. Such a marginal percentage indicates that employees do their jobs to survive, especially since they also show a negative psychological well-being.

Equation 4 shows that the dependent variable organizational effectiveness represents a weighted average of the three determinants; quality of work, productivity, and retention, and is affected similarly as its components as shown earlier in equations 1 to 3, i.e., shows that two determinants of employee well-being have positive Beta signs, namely work-life balance and work flexibility, hence, increasing organizational efforts to retain their talent, provide higher quality of work, and higher productivity. In contrast, the third employee well-being determinant with a negative sign, psychological well-being, impedes organizational effectiveness. In addition, the employees' educational level also shows a negative sign which means that a high percentage of younger employees who are the majority at the bachelor's

level, are more sensitive to psychological well-being compared with more mature employees. They impact organizational effectiveness negatively. Mauno, Rulkolainen, & Kinnunen (2013) posit that "For academic staff, older workers are more robust than younger ones when it comes to work-family conflicts, and in the service industry, older workers are better at reducing workload stress and enhancing life satisfaction." In addition, "Age displayed a reverse U-shaped relationship with psychological health, and older age was associated with worse self-rated health. Senior employees are more resilient." (Hsu, 2019, p. 1). Based on equation 4, the Null hypothesis is rejected and the alternative hypothesis is accepted, that is, H4a Employee well-being does affect organizational effectiveness. Finally, equation five supports the alternative hypotheses as a whole, that is, the weighted organizational effectiveness variable is directly related to the weighted employees' well-being variable and the level of education.

The proposed research framework is modified to show the standardized Beta values, depicted earlier, in the diagram of Figure 1, resulting in Figure 5 herein.

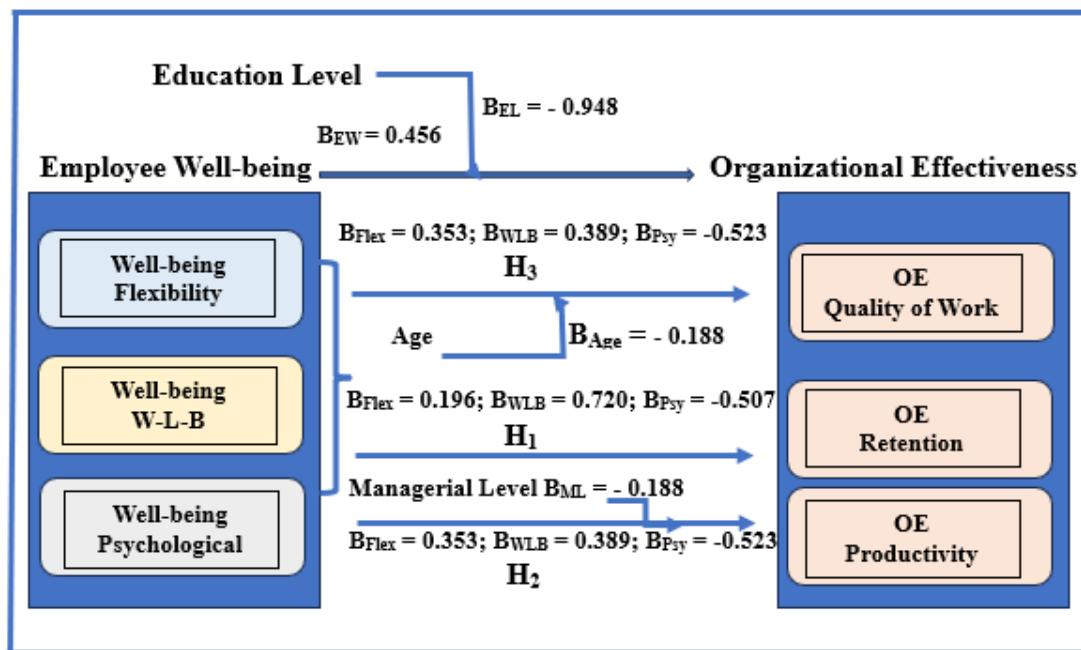


Figure 5. Statistically tested research framework

5. Conclusion and Recommendations

This study is merited because it adds to the current theoretical and practical knowledge by exploring the impact of employee well-being on organizational effectiveness by determining whether there is a relationship between their factors and/or between the weighted sum of the main variables.

In this study, the majority of respondents were females in the age range of 21-25. Also, the majority belonged to the middle managerial level.

Although there have been several pieces of research studying one or more particular variables of well-being and one or more variables of organizational effectiveness, the following

discussion will focus on the significant relations of their variables.

The findings are summarized as follows:

- There exist positive relationships between:
 - Work-life balance and flexibility with retention.
 - Flexible work arrangement and work balance with Productivity.
 - Flexible work arrangement and work balance with Quality of Work.
- There exist negative relationships between:
 - Psychological well-being and the three determinants of organizational effectiveness
- There exists a positive relationship between:
 - Employee well-being and organizational effectiveness.

Many employees are more likely to stay in their workplace with appropriate productivity and efficiency just because they have a sense of loyalty or for monetary reasons, even if their work-life is not balanced, do not have good psychological well-being, and amid a non-organized working schedule. For instance, during the COVID-19 pandemic hurdles, some companies had the potential to overcome these obstacles and continue doing their work with full engagement and motivation and built a strong comfortable relationship with their staff that led to preserving them; representing the abovementioned findings. The overall assessments, performed in this study, of the different influencing factors to reach an acceptable well-being resulted in an above-average agreement by the participants. 71.7% of the participants said they were engaged with their working environment, and 66.1% were ready to recommend their companies to others. Harshitha and Senthil (2021, p. 28) assert that a happy living and working environment is a sign of an employee's well-being. Such an assertion is an objective to look for and, therefore, organizations are urged to put more effort towards their employee's well-being, especially the psychological aspects.

Moreover, the literature in human resource management advances the idea that cohesive systems of HRM functions promote behavioral impacts when noticed subjectively by employees (Preeti, 2023). Activities enforced by effective policies, and directed toward employee well-being, were implemented for many years in those concerned organizations and have helped eliminate workforce problems and decrease rational and physical stress and skill development.

Work-life balance, flexible work arrangement, and psychological well-being are measurable factors that impact productivity, quality of work, and retention rates for workers in all divisions within the company. It was clear that every organization employee understood that the relation between the two concepts had so far played a part in the company's success.

Healthy organizations are not created by accident. Organizations need to manage the health of their employees carefully, and the most effective way of improving the well-being of the staff is through the implementation of integrated employee well-being programs. Schuler and

Jackson (2014) posit that "Today's more comprehensive model of HRM and organizational effectiveness (OE) includes elements of the external global environment, the internal organizational environment, the HRM system, and multiple stakeholders" (p. 40).

5.1 Limitations

This research had 162 participant managers belonging to lower, middle, and top management levels. Being quantitative research, such a sample may not look large, causing the results not to be generalizable, but qualitatively significant. Some drawbacks are faced:

1. Respondents' bias: Some respondents may choose not to assess research statements rightfully and shy away from being truthful. Such a fact is clear when respondents take a neutral stance. This research has an average of about 25% for all the 5-level Likert scale statements.
2. Difficulty in reaching a larger sample: As this research concerns managers, it was difficult to attract a larger number to this research. Researchers had to rely on the managers' voluntary recommendations of other managers willing to participate.
3. Time-consuming endeavor: Distributing the survey in different areas was not easy; limiting the accessibility to more managers.
4. Lack of awareness about the specifics of the subject researched: Some managers think that the effectiveness and efficiency of the organization are not related to the employee's physical or mental well-being.

5.2 Recommendations and Future Research

After analyzing the findings and based on the conclusion, the following recommendations are suggested:

1. Using a mixed method in conducting similar research to achieve higher validity.
2. Increasing the sample size and expanding the data collection to a broader area of Lebanon.
3. Developing employee well-being programs for all organizational levels. For instance, doing assistance programs, community service activities, physical/sports activities, etc.
4. Mechanisms must be designed to determine whether the healthy workplace practices implemented by organizations are aligned with the organizational context, including the organization's values, strategy, and structure.
5. Building a strong comfortable relationship between organizational hierarchical levels.
6. Implementing healthy workplace practices to increase employee involvement is associated with it. To achieve the needed healthy workplace, managers must work based on specific strategies that allow employees to be more comfortable and flexible in their workplace. Some of these strategies might be as follows:

- Involving employees in their performance appraisal: By giving them the task of self-appraisal; employees are more likely to know what they need to develop regarding skills, competencies, abilities, etc. Sometimes the gap might not be related to the employee's performance, it might be related to their mental or emotional well-being without being aware of that. So, throughout self-appraisal, these employees will notice the difference in gaps and choose the right way to solve it.
- Constant and continuous communication: Employees need to communicate and talk to their employers and managers frequently, especially if their organizations are growing and developing and them being a principal asset of this success and growth. For instance, some companies started using an application with a specific feature that allows employees to chat and communicate with any position within the organization; this application permits employees to tell their managers what happens to them and how it is affecting them either positively or negatively. Also, after the COVID-19 pandemic, all companies need to consider communication a high priority, especially with employees working remotely.
- Active feedback: Managers or employers must give feedback after each work or task is done by employees to show them an appreciation for their efforts. Feedback reinforces positive attitudes and curbs negative habits. In both ways, employees will see themselves as a significant part of their organizations.
- Improving employee relations: Employees must have a sense of belonging to their company to be more productive and effective. This is related to how their relationship with other workers and with managers. Managers have to build a healthy relationship with all workers in the organization and allow flexibility between positions and levels.

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