



## THE IMPACT OF EMPLOYEE WELLBEING ON THE EMPLOYEE COMMITMENT

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The commitment of employees is crucial to any organization to achieve their objectives and improve organizational performance, and this study attempts to investigate the impact of employee wellbeing on employee commitment. Employee wellbeing and its dimensions such as psychological, subjective, social and workplace wellbeing are important factors in deciding the level of commitment of employees. The target population for this study comprises individuals who are employed in Sri Lanka. The data were collected by distributing a structured questionnaire online. The sample was selected using the convenience sampling method due to unavailability of population size. Though the sample size determined was 384 using Morgan Table, the actual sample size used for this study was 408. The data were presented and analyzed using SPSS software and the data were analyzed using Pearson correlation and simple linear regression to test the hypothesis. The findings of this study indicated that overall employee wellbeing has an impact on employee commitment. Moreover, the social and workplace wellbeing showed a significant relationship and impact on employee commitment and proved to be the key factors in deciding the employee commitment, whereas, the other dimensions such as psychological and subjective wellbeing indicated an insignificant relationship with employee commitment.

Keywords: employee wellbeing, employee commitment, wellbeing dimensions, psychological wellbeing, social wellbeing, subjective wellbeing, workplace wellbeing

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### INTRODUCTION AND LITERATURE REVIEW

A committed workforce is essential for organizations to create a productive work environment, leading to reduced turnover, increased efficiency and high organizational citizenship behaviour (Andrew, 2017) (Meyer John P, 2010). Understanding the elements that motivate dedication and creating a positive work environment is crucial for organizations to maximize their resources and prosper in the competitive landscape. Wellbeing is important in any organizational setting, as it creates resilience, creativity, social engagement, physical and psychological wellness, job satisfaction and a sense of teamwork. Understanding the dynamics of employee well-being is essential to appreciate the complex factors influencing their behaviour, health and productivity at work. Previous initiatives should focus on improving positive aspects of well-being to foster a psychologically sound work environment (Fisher, 2010; Dharmesh, 2021).

#### ***Problem statement***

According to the pilot study carried out among staff and students in a leading higher education institute in Sri Lanka, the following issues could be identified since employee commitment is a key factor in many organizations (Gadhavi, 2021). The commitment among staff in an unconventional setting as well as the employees who are studying part time in their respective organizational setting should be measured by their wellbeing factors. Moreover, according to a previous study on employee wellbeing states that even though it is found that there is a correlation between the commitment and employee wellbeing, it cannot confirm all the circumstances (Andrew, 2017). Moreover, according to the study of N.Gopinath (2019), the wellbeing of employees irrespective of their industry or sector should be measured; moreover, the findings emphasized that wellbeing increases the commitment of employees, irrespective of the sectors such as small, large, medium scale or entrepreneurs and it should be explored in-depth. According to psychology, there are two major approaches to wellbeing such as happiness (hedonic wellbeing) and eudemonic wellbeing which majorly focuses on psychological and social wellbeing (Rynke Douwes, 2023). The extensive research of literatures revealed that psychology wellbeing is broadly acknowledged to be the influencing factor on employee commitment, whereas the dimensions of employee wellbeing factors and their impact on employee commitment are underexplored. Moreover, this study focuses on four major wellbeing factors such as psychological wellbeing, subjective wellbeing, social wellbeing and workplace wellbeing which are generally addressed as employee wellbeing and how they impact the commitment of employees as committed employees are more productive and provide high end quality services in their jobs (Meyer John, 2010). Also, wellbeing helps employees to be more committed towards their jobs. Therefore, this study intends to identify the relationship between employee wellbeing factors and their impact on employee commitment.

#### **Literature Review**

##### ***Relationship between overall employee wellbeing, wellbeing dimensions and employee commitment***

Psychological and positive employee wellbeing significantly impacts organizational success and employee commitment (Gavin JH, 2004). Studies have shown that employee commitment is mediated by their wellbeing throughout their job life, leading to loyalty and commitment towards the organization (Ribeiro MP, 2011). However, the correlation between employee wellbeing and commitment may differ depending on the type of commitment. There is mixed evidence on affective commitment and its implications on wellbeing, and the relationship between continuance commitment and wellbeing is underexplored (Meyer John, 2010). Some studies have found a negative relationship between commitment and wellbeing. Another study emphasizes the strong positive correlation



between employee wellbeing and commitment, with higher levels of commitment resulting in more creative, innovative, resilient, socially connected and physically and mentally healthy employees. The communication industry has a strong and significant relationship between employee wellbeing and commitment (Nicholas Eng, 2024; Ratih Devi, 2020; Pooja Garg, 2009).

**Research objectives**

1. To analyze the relative importance of employee wellbeing on employee commitment
2. To examine whether there is a significant relationship between employee wellbeing and employee commitment
3. To examine whether there is a significant relationship between psychological wellbeing and employee commitment
4. To examine whether there is a significant relationship between subjective wellbeing and employee commitment
5. To examine whether there is a significant relationship between social wellbeing and employee commitment
6. To examine whether there is a significant relationship between workplace wellbeing and employee commitment

**Research questions**

1. What is the relative importance of employee wellbeing on employee commitment?
2. Is there any significant relationship between employee wellbeing and employee commitment?
3. Is there any significant relationship between psychological wellbeing and employee commitment?
4. Is there any significant relationship between subjective wellbeing and employee commitment?
5. Is there any significant relationship between social wellbeing and employee commitment?
6. Is there any significant relationship between workplace wellbeing and employee commitment?

**Conceptual framework**

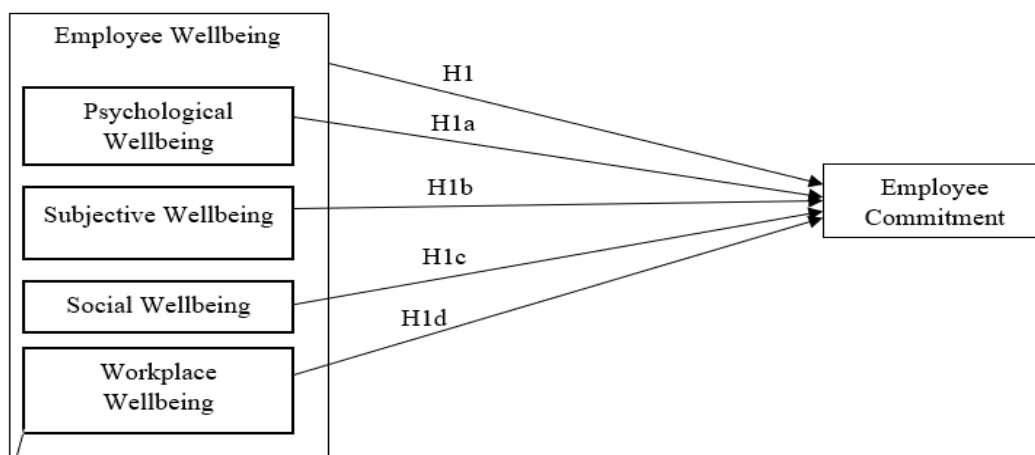


Figure 1: The conceptual framework developed by authors

**Hypotheses development**

- H1: There is a significant relationship between employee wellbeing and employee commitment  
 H1a: There is a significant relationship between psychological wellbeing and employee commitment  
 H1b: There is a significant relationship between subjective wellbeing and employee commitment  
 H1c: There is a significant relationship between social wellbeing and employee commitment  
 H1d: There is a significant relationship between workplace wellbeing and employee commitment



## METHODOLOGY

This study is a correlational investigational study where the research is interested in defining the important variables associated with the problem. The positivism was adapted, and hypotheses were developed based on previous studies and literature review. This study is quantitative research. The target population for this study comprises individuals who are employed in Sri Lanka. Based on the Krejcie and Morgan (1970) table, a sample size of 384 was deemed adequate for this investigation, given the unknown population size. For this study, the researchers utilized a convenience sampling technique, which enables the collection of a sample from the population due to the unavailability of a sample frame. After ensuring the initial reliability of the instrument through a pilot survey, a questionnaire was distributed, and 408 usable responses were received. The primary data were collected through an online-structured questionnaire, and the items were measured using nominal and 5-point Likert scale. Inferential and descriptive analysis were performed to analyse the collected data. The reliability of data calculated through Cronbach’s alpha test. Data analyses were performed using SPSS 25.

### *Operationalization table*

Variable	Dimensions	Indicator	Sources	Measurement Scale
<b>Employee wellbeing</b>	<ul style="list-style-type: none"> <li>• Psychological wellbeing (PWB)</li> <li>• Subjective wellbeing (SuWB)</li> <li>• Social wellbeing (SWB)</li> <li>• Workplace wellbeing (WWB)</li> </ul>	<ul style="list-style-type: none"> <li>➤ PWB: Self-acceptance, personal growth, purpose in life and environmental mastery</li> <li>➤ SuWB: General life satisfaction &amp; evaluation of employees</li> <li>➤ SWB: Social acceptance, social actualization, social contribution and social integration</li> <li>➤ WWB: Work-life safety, employee assistance, employee growth, work facilities and environment, work climate</li> </ul>	(R.K Pradhan, 2019), (McCullough, 2002 ; Diener, 2009; Rabindra. P, 2009)	5-point Likert Scale
<b>Employee commitment</b>	<ul style="list-style-type: none"> <li>• Affective commitment</li> <li>• Normative</li> <li>• Continuance</li> </ul>	AC: Attachment with the organization NC: perceived obligations CC: Calculative attachments	(John P. Meyer, 2004)	5-point Likert Scale

## RESULTS AND DISCUSSION

### *Respondents profile*

A total of 408 responses were received and out of these 56% were females and 44% were male respondents. The interpretation of the age of the respondents showed that 51% of respondents were aged between 27-37, whereas the lowest range of 60-69 registered less than 1%. Moreover, 58.6% respondents were from urban areas, 25.5 % from suburbs and the remaining 16% were from rural parts of the country. Also 41.2% of respondents were married, and 29.2% were recorded as single. The employment sectors and organizational sector of the respondents showed that the highest number of respondents were Bankers (105) and academics (50). Also, 205 respondents were from the private sector and 150 from were public sectors.

### *Reliability and validity*



The measurement of reliability of the questionnaire was tested using Cronbach’s alpha. Table 2 shows the constructs, and the alpha values as follows,

Table 1: Source: Survey data

Variables/construct	No. of. items	Cronbach’s alpha
Employee wellbeing		0.921
Psychological wellbeing	10	0.811
Subjective wellbeing	05	0.603
Social wellbeing	09	0.852
Workplace wellbeing	09	0.901
Employee commitment	09	0.742

Most of the scales were found to be satisfactory by the guideline of >0.70 (Creswell, 2001; Nunnally, 1994). Subjective wellbeing recorded a moderate value of 0.603 which is acceptable (Creswell, 2001; George Ursachi, 2015) while the overall value of Cronbach alpha was 0.744, which was found to be satisfactory. Since all the respondents have responded to the survey, the validity is shown as 100% (Wijesiri, 2019).

**Descriptive statistics**

*Mean and standard deviation*

Table 2: Source Survey Data

Descriptive statistics					
	N	Range		Mean	Std. deviation
		Min	Max		
Employee wellbeing	408	1.00	5.00	3.6031	.51104
Psychological wellbeing	408	1.00	5.00	3.7088	.57334
Social wellbeing	408	1.00	5.00	3.4739	.65240
Subjective wellbeing	408	1.00	5.00	3.6244	.58937
Workplace wellbeing	408	1.00	5.00	3.7157	.69706
Employee commitment	408	1.00	4.00	3.0008	.66351

In total, six constructs were developed including five independent and a dependent variable. Employee wellbeing (3.60), psychological wellbeing (3.71) and workplace wellbeing (3.72) depicted the values between 1-5 on the Likert scale which indicated that the responses were on strongly disagree to strongly agree level. Social wellbeing (3.5) showed the responses were from 3-5 in the scale, neutral to agree level, the subjective wellbeing (3.6), which was between 2-5 indicates the responses were in between disagreed to strongly agree. The employee commitment (3.0) with 0.66 of standard deviation indicated that commitment variables were near the level of neutral to agree level.

**Correlation and simple regression analysis**

*Relationship between employee wellbeing dimensions and employee commitment*

The relationship between employee wellbeing, psychological wellbeing, social wellbeing, subjective wellbeing, workplace wellbeing and employee commitment are shown in Table-3.

**Correlation**



**Table 3: Pearson correlation: survey data**

	Employee Wellbeing	Psychological Wellbeing	Social Wellbeing	Subjective Wellbeing	Workplace Wellbeing	Employee commitment
Employee wellbeing	1					
Psychological wellbeing	.796***	1				
Social wellbeing	.845***	.586***	1			
Subjective wellbeing	.762***	.516***	.484***	1		
Workplace wellbeing	.843***	.527***	.649***	.510***	1	
Employee commitment	.093*	.002	.115**	.017	.148***	1
***Correlation is significant at the 0.01 level, N=408						
*Correlation is significant at the 0.05 level, N=408						
* Correlation is significant at the 0.10 level, N=408						

According to Table 3, overall employee wellbeing has a positive correlation with positive but low correlation with employee commitment (0.093) and significant at 0.10 significant level. Moreover, social (0.115, 0.020) workplace wellbeing (0.148, 0.003) also has a positive and low correlation with employee commitment and significant at 0.10 significant level. However, psychological (0.093, 0.002) and subjective wellbeing (0.017, 0.743) have positive low correlation and insignificant. Therefore, accept H1, H1c and H1d and reject H1a and H1b.

**Simple regression analysis**

**Influence of employee wellbeing dimensions on employee commitment**

The influence and impact of wellbeing on employee commitment has been examined using simple regression models for independent variables such as employee wellbeing, workplace wellbeing, subjective wellbeing, psychological wellbeing, social wellbeing and the dependent variable: employee commitment. The summary of results is shown in Table 4.

**Simple regression summary of employee wellbeing dimensions and employee commitment**

**Table 4: Simple regression summary: Author**

	Employee wellbeing	Psychological wellbeing	Subjective wellbeing	Social wellbeing	Workplace wellbeing
F	3.512	0.001	0.111	5.476	9.120
R	0.093	0.002	0.017	0.115	0.148
R <sup>2</sup>	0.009	0.000	0.000	0.013	0.022
Beta Coefficient	0.093	0.002	0.017	0.115	0.148
Sig	0.062**	0.972	0.740	0.02*	0.003*
**Significant at 0.10 significance level					
*Significant at 0.05 significance level					

The above table shows the summarized simple regression results. The simple regression model of each variable shows low R square value; however, it is acceptable as according to the study of Ozili (2023) state that acceptable R-square in social science empirical modelling with particular focus on why a low R-square model is acceptable in empirical social science research. A low R-square model is not necessarily bad. This is because the goal of most social science research modelling is not to predict human behaviour. Rather, the goal is often to assess whether specific predictors or explanatory variables have a significant effect on the dependent variable. Therefore, a low R-square of at least 0.1



(or 10 percent) is acceptable on the condition that some or most of the predictors or explanatory variables are statistically significant. Therefore, according to the regression results, the low R-square is acceptable. According to the Table 4, the simple regression results depict that employee wellbeing ( $0.062 < 0.10$ ), social wellbeing ( $0.02 < 0.05$ ) and workplace wellbeing ( $0.003 < 0.005$ ) are significant. Whereas, the psychological and subjective wellbeing are insignificant at 5% significance level. Therefore, accept H1, H1c and H1d and reject H1a and H1b. Moreover, the Beta values which indicate the coefficient of variables such as employee wellbeing, psychological wellbeing, subjective wellbeing, social wellbeing and workplace wellbeing depict that the impact of these on employee commitment is positive. The summary of hypothesis testing is shown below Table -5.

Table 5: Hypothesis testing: Survey data

	Hypothesis	Status
<b>H1</b>	There is a significant relationship between employee wellbeing and employee commitment	<b>Accept</b>
<b>H1a</b>	There is a significant relationship between psychological wellbeing and employee commitment	<b>Reject</b>
<b>H1b</b>	There is a significant relationship between subjective wellbeing and employee commitment	<b>Reject</b>
<b>H1c</b>	There is a significant relationship between social wellbeing and employee commitment	<b>Accept</b>
<b>H1d</b>	There is a significant relationship between workplace wellbeing and employee commitment	<b>Accept</b>

## DISCUSSION

The study sought to explore the impact of employee wellbeing on employee commitment. Within employee wellbeing dimensions, the psychological and subjective wellbeing had no impact on employee commitment, whereas, the social and workplace wellbeing had a significant impact on employee commitment. Even though most studies suggest that there is a significant relationship between psychological wellbeing and subjective wellbeing, this study points out that even though psychological wellbeing and subjective has a good mean value of 3.6, it may have occurred due to the other related factors. However, it is not necessarily compulsory that committed employees have psychological wellbeing since different dimensions of psychological wellbeing should be considered while relating with committed employees such as happiness, autonomy etc. (Garg, 2009). Also, the subjective wellbeing is insignificant may be due to the study population's take on life. Subjective wellbeing is a subjective measure that considers one's own thoughts and feelings about their wellbeing rather than relying on external and objective indicators. Therefore, the population of this study may have different thought process and measures on their life. It may also have influenced their commitment. Also, huge workload of employees could have affected their subjective wellbeing and the influence of it on their commitment on work (Azeez, 2013). Furthermore, psychological and subjective wellbeing may be insignificant as this study included affective, normative and continuance commitment but not alone the affective as most of the previous studies. However, the overall employee wellbeing, social wellbeing and workplace wellbeing have a significant impact on employee commitment. Previous research has supported these results. The studies of Ratih Devi Aryanti (2020), Ajay K. Jain, (2009) and Meyer John P (2010) emphasize that when there is a sense of belongingness in organizations, mutual respect, friendships, quality and safety of the physical environment, how workers feel about their work, their working environment, the climate at work and work organization have a positive and significant impact on employee's affective commitment.



## CONCLUSION, RECOMMENDATIONS & LIMITATIONS

Committed employees are the assets of any organization. However, the dimensions of commitment such as affective, normative and continuance will have a great effect on the wellbeing measurement of employees. The wellbeing measurement has a great impact on the employees who are committed affectively. Moreover, this study contributes to the literature of the importance of social wellbeing and workplace wellbeing as key wellbeing dimensions in increasing employee commitment of employees from various sectors of Sri Lanka. The research findings reviewed here as well as the findings of this study state that when employees have a great life at workplace with all aspects including the peer support, healthy working relationships, healthy working environments, quality of work life etc.

Although well-grounded in theory and related research, some aspects we offered will provide direction for this research. In future the conceptualization and measurement of well-being can be broader with the inclusion of mediation and controlling variables such as happiness. The use of longitudinal research designs to examine relations over time and the importance of considering commitment profiles can be considered in future research. The cross-sectional study on wellbeing dimensions provides valuable insights for future research, although non-serious attitudes and delicate issues may influence responses.

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