

IMPACT OF EMPLOYEE WELL-BEING ON ORGANISATIONAL PRODUCTIVITY AT FORTUNATE BREAD, OSOGBO, OSUN STATE, NIGERIA

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Abstract

Employee well-being is increasingly recognized as a crucial factor influencing organizational productivity. This study examined the impact of employee well-being on organizational productivity at Fortunate Bread, Osogbo, Osun State, with a specific focus on job satisfaction, sustainable practices, and workplace culture. The researcher adopted a descriptive survey research design. The study surveyed 98 employees, selected from a total population of 130 employees, using Karasar's (2014) sampling formula. Data collection employed a structured questionnaire based on validated measurement scales. At the same time, the Pearson Product-Moment Correlation Coefficient (PPMCC) was used to examine the strength and direction of relationships between employee well-being dimensions and productivity outcomes. Furthermore, to test the underlying hypotheses and explore the direct and indirect effects among variables, Path Analysis using Structural Equation Modeling (PA-SEM) was conducted with the aid of STATA version 15. The findings revealed that job satisfaction ($x = 79.54$, $r\text{-value} = 0.660$, $\beta = 0.832$) has the most potent positive effect on organizational productivity, followed by workplace culture ($x = 57.32$, $r\text{-value} = 0.583$, $\beta = 0.750$) and sustainable practices ($x = 61.90$, $r\text{-value} = 0.675$, $\beta = 0.727$), all with statistically significant relationships ($p < 0.00$). The results highlight that employees who experience greater job satisfaction, work in an ethical and sustainable environment, and feel included in a positive workplace culture tend to be more productive. Conversely, neglecting employee well-being leads to decreased engagement, high turnover, and lower efficiency. This study contributes to the growing discourse on workplace well-being and productivity by providing empirical evidence on the relationship between employee satisfaction and business success. It implements structured well-being programs, fosters workplace diversity, and supports environmental initiatives to boost employee morale, reduce absenteeism, and drive organizational performance. The study prioritizes employee well-being as a driver of long-term business development and sustainability as an imperative strategy.

Keywords: Employee Well-Being, Organizational Productivity, Job Satisfaction, Workplace Culture, Sustainable Practices.

Introduction

In today's competitive and rapid business environment, the contribution of employee well-being to organizational productivity is becoming ever clearer. Employee wellness is a multidimensional concept encompassing job satisfaction, organizational culture, and sustainability, which affect an organization's performance and effectiveness. As organizations pursue excellence, developing a positive and healthy work culture is essential to ensure a motivated workforce and to realize strategic goals.

Literature suggests that employee well-being is at the heart of organizational performance (Bosede, 2024). Those organizations that focus on well-being have an engaged, motivated, high-performing workforce, and as a result, efficiency, innovation, and overall business success improve (Liu et al., 2023). Well-being is not merely physical; it incorporates mental, emotional, financial, and social well-being, directly impacting job performance, job satisfaction, and organizational commitment (Abiodun et al., 2022).

Investments in employee well-being programs like stress management, flexible work options, wellness programs, and employee assistance services have yielded increased productivity, reduced absenteeism, and reduced turnover (Harter et al., 2020). On the other hand, employee neglect can lead to workplace stress, burnout, disengagement, and compromised productivity, ultimately undermining organizational effectiveness (Sonnentag, 2017). This highlights organizations' need to adopt strategic well-being policies that improve individual and organizational performance (Robertson & Cooper, 2018).

The link between workplace well-being and organizational productivity has become a top research issue in organizational behaviour and human resource management. The research indicates that companies with a robust well-being culture experience greater employee engagement, cooperation, and job satisfaction, leading to improved business performance (Danna & Griffin, 2022). Moreover, the contemporary workplace is also experiencing profound transformation, with digitalization, remote working, and changing workforce expectations impacting how companies react to employee well-being (Bailey et al., 2018).

In spite of the known advantages of well-being programs, most organizations are prevented from establishing successful programs by budget issues, insufficient leadership commitment, and a lack of knowledge about best practices (Grawitch et al., 2021). There is a greater necessity to examine employee well-being's direct and indirect impacts on organizational performance, determine the key areas of well-being that drive performance, and develop possible paths to improvement (Cooper et al., 2020).

This study explores the impact of employee well-being on organizational productivity at Fortunate Bread, located in Osogbo, Osun State, Nigeria. At the heart of this investigation are three critical variables: job satisfaction, sustainable practices, and workplace culture. Job satisfaction goes beyond compensation; it reflects how valued, supported, and motivated employees feel in their roles. A positive workplace culture, characterized by open communication, mutual respect, and inclusivity, creates an environment where employees are more likely to thrive. Likewise, the incorporation of sustainable practices such as environmentally friendly operations and community-conscious policies not only reflects a company's values but also contributes to employees' sense of purpose and pride in their work.

By examining how these elements interconnect and influence overall productivity, this study seeks to provide Fortunate Bread with practical insights that can lead to measurable improvements in staff morale and performance. A workforce that feels respected, engaged, and aligned with organizational values is more likely to be productive and loyal. Moreover, when well-being is prioritized, the ripple effect extends beyond the factory floor, it positively impacts the surrounding community, and promotes long-term business sustainability.

Statement of the Problem

Employee well-being has become the most significant driver of organizational productivity. However, most organizations do not have effective well-being programs, particularly in industries that are intensive in labour, such as food production (Hussin et al., 2024). According to Guest (2017), organizations that fail to prioritize employee well-being often experience higher absenteeism, lower engagement, increased workplace stress, and reduced productivity. Despite growing awareness of the benefits of employee well-being programs, many organizations, including those in the bakery industry, continue to face challenges in fostering a healthy and supportive work environment (Danna & Griffin, 2022).

Fortunate Bread, like many businesses in the bakery sector, relies heavily on manual labour, long working hours, and physically demanding tasks, all of which can negatively impact employees' physical and mental well-being. Bakery operations involve repetitive tasks, exposure to heat, tight production deadlines, and night shifts, which can contribute to occupational stress, fatigue, and burnout (Cooper & Quick, 2019). Without proper intervention, these factors can lead to low employee morale, decreased efficiency, high turnover rates, and overall declining productivity (Harter et al., 2020).

Although there has been strong research showing employee well-being to be a determining factor of productivity, empirical work in the Nigerian bakery sector is limited. Much of the existing research on workplace well-being has focused on corporate organizations, service organizations, and tech firms, and hence a gap in research explaining how well-being impacts productivity in small-scale manufacturing firms such as Fortunate Bread (Kendra, 2024). Furthermore, the majority of small

businesses lack structured HR policies, employee health programs, and mental health care systems, hence continuing employee well-being challenges (Grawitch et al., 2021).

With the growing pressure on organizations to optimize employee performance, this study seeks to investigate the impact of employee well-being on organizational productivity at Fortunate Bread. The research will consider how various well-being factors, such as Job satisfaction, sustainable practices, and Workplace Culture, influence Fortunate Bread, Osogbo, Osun State productivity.

Hypotheses of the study

- i. There is no significant relationship between job satisfaction and organizational productivity among employees at Fortunate Bread, Osogbo, Osun State.
- ii. Sustainability practices implemented by Fortunate Bread do not significantly influence employee job satisfaction.
- iii. Employee perceptions of workplace culture have no significant effect on their engagement and performance at Fortunate Bread, Osogbo, Osun State.

Review of the Related Literature

The impact of staff well-being on business productivity is a key area of research that points towards the mutual dependence of human capital and corporate performance. The empirical integration focuses on three themes: sustainable methods, organizational culture, and work satisfaction, and their roles in addressing staff well-being and, by direct implication, business productivity. The Fortunate Bread case study provides a contextual overview of the appreciation of these realities.

Research has established that employee well-being and organizational productivity go hand in hand (Danna & Griffin, 2022). Well-supported employees perform effectively, have lower sick leaves, and show stronger organizational loyalty, as research reveals (Guest, 2017).

A study by Cooper and Quick (2019) on manufacturing and food production industries revealed that companies with health and wellness initiatives saw a 23% increase in productivity and a 30% decrease in absenteeism. Similarly, a meta-analysis by Robertson and Cooper (2018) across industries revealed that companies emphasizing psychological well-being saw a 32% rise in employee engagement and performance.

Green business practices help the well-being of employees and sustained organizational performance (Elkington, 2018). Research indicates that companies that embrace environmental policies, responsible sourcing, and energy-efficient strategies have better employee morale and lower costs of operation (Goyal et al., 2018).

Denison et al. (2018) study on organizational culture and worker performance found that organizations with good leadership, open communication, and professional development programs saw productivity rise by 40% and employee retention improve by 25%.

Osibanjo et al. (2020) investigated Nigerian SMEs and concluded that those firms that put emphasis on employees' well-being in organizational culture had better financial health and lower turnover. Similarly, Gagné Deci (2019) found that autonomy-supporting cultures promoted higher employee satisfaction and productivity.

Bocken et al. (2019) in their research found that companies with efficient supply chains and resource efficiency initiatives had higher job satisfaction and productivity rates. Employees working in ethically responsible firms are more likely to demonstrate heightened loyalty and engagement (Porter & Kramer, 2019).

A study by Sonnentag (2017) found that employees who perceived their work as significant and meaningful had 28% greater productivity. A Gallup workplace survey (Harter et al., 2020) identified that organizations with high job satisfaction levels resulted in increased profitability, customer satisfaction, and reduced employee absenteeism.

Amongst bakery workers, well-being matters due to physical labor, extensive working hours, and heat exposure. Sonnentag (2017) carried out a case study and found that bakeries with ergonomic workplaces, monetary security, and stress management programs had improved worker morale and higher operational efficiency.

However, studies indicate that neglecting the well-being of workers causes unnecessary turnover, burnout, and industrial conflict (Grawitch et al., 2021). Studies indicate that job dissatisfaction results in stress, absenteeism, and decreased productivity (Robertson & Cooper, 2018). Nigeria SMEs often encounter low employee morale due to irregular wages, work insecurity, and working conditions (Osibanjo et al., 2020). Resolving these issues through structured well-being programs can improve employee motivation and firm performance. In a Nigerian context, Osibanjo et al. (2020) found that small-scale businesses often struggle with employee dissatisfaction due to poor welfare policies, inadequate wages, and lack of job security, leading to reduced productivity.

Job Satisfaction

Job satisfaction is the level to which staff are satisfied, motivated, and engaged (Deci & Ryan, 2017). Job satisfaction is a significant variable that influences the happiness of employees as well as company performance. Locke (1976) writes that job satisfaction encompasses the extent to which people feel positively towards their work, such as the remuneration, workplace, and co-worker interpersonal relationships. Literature shows that job satisfaction and productivity have a very strong correlation; satisfied employees work better and are more engaged (Harter, Schmidt, & Hayes, 2002). Judge and Bono did a meta-analysis and found that job satisfaction was a strong predictor of job performance across various industries (Ryan et al, 2021). At Fortunate Bread, job satisfaction can be achieved through appreciation, professional development opportunities, and a supportive work environment, which enhances employee performance and overall productivity.

Sustainable Practices

Sustainable practices at the workplace involve adopting business techniques that put particular stress on environmental stewardship, social justice, and economic stability. According to research, those organizations with sustainability practices exhibit enhancement of environmental protection and well-being of the working population. An instance of research by Geng, Mansouri, and Tzeng (2017) found that employees from organizations that practiced strong measures in sustainability scored highly in satisfaction at work as well as workplace participation. This heightened sense of purpose can improve productivity because employees will have the feeling that their work contributes to higher values in society (Mishra & Suar, 2010). At Fortunate Bread, the combination of sustainable practices such as waste minimization and environmentally friendly purchasing can boost workers' sense of belonging and commitment, thereby improving their overall well-being and productivity.

Workplace Culture

Workplace culture refers to the shared values, beliefs, and practices that govern how work is done in an organization. Positive workplace culture has been linked with enhanced employee well-being, directly influencing productivity. Schneider, Ehrhart, and Macey (2011) state that supportive and inclusive organizations have higher employee morale and lower employee turnover. A study by Kahn (1990) emphasized the importance of psychological safety in establishing employee engagement and performance. In the Fortunate Bread scenario, an effective workplace culture that fosters collaboration and communication can play an important role in employee well-being, resulting in enhanced productivity. Employees who feel valued and supported will likely invest more in their jobs, enhancing organizational outcomes.

Impact of Well-Being on Organizational Productivity

The study identifies an absolute correlation between organisational productivity and staff well-being. Gallup's (2017) research established that companies highly engaged by employees record 21% greater productivity than organizations with low employee engagement. Furthermore, wellbeing initiatives, such as staff health and staff support schemes, have registered massive returns on investment through enhanced productivity and healthcare cost savings (Gurdeep et al., 2024).

Theoretical Framework

This study is anchored in the **Job Demands-Resources (JD-R) Model**, which provides a comprehensive lens through which the relationship between employee well-being and organizational productivity can be understood, particularly in the labor-intensive bakery industry. At Fortunate Bread in Osogbo, where the workforce faces both physical and mental challenges daily, the JD-R model offers a practical framework to examine how well-being influences performance outcomes. According to Bakker and Demerouti (2007), the model posits that every occupation has specific job demands such as workload, time pressure, and physical strain, and job resources, including support systems, recognition, and growth opportunities. The balance (or imbalance) between these elements significantly determines employee well-being, which, in turn, impacts productivity.

Within this framework, three key dimensions **job satisfaction, sustainable practices, and workplace culture** emerge as crucial mediators of the well-being-productivity connection. **Job satisfaction** is treated as a fundamental job resource that not only improves morale but also motivates employees to perform better. When workers at Fortunate Bread feel valued, heard, and fulfilled in their roles, they are more likely to engage actively in their tasks, reducing absenteeism and enhancing output (Bakker & Demerouti, 2014). **Sustainable practices**, though they may initially present new demands, can evolve into valuable resources when implemented thoughtfully. Providing employees with opportunities to participate in environmentally friendly initiatives can foster a sense of meaning and shared responsibility, thus enhancing commitment and reducing burnout (Mishra & Suar, 2010).

Meanwhile, **a supportive workplace culture** built on principles of mutual respect, inclusion, and recognition acts as a reinforcing resource. A strong organizational culture can buffer the negative effects of job demands by creating a psychologically safe environment where employees feel connected and motivated. In the context of Fortunate Bread, cultivating such a culture can translate into higher levels of staff engagement, improved teamwork, and ultimately, increased productivity (Schneider et al., 2011). Thus, this framework does not just theorize a linear relationship between well-being and output, it emphasizes the dynamic interplay between workplace conditions and employee responses.

In summary, the JD-R model, as applied in this study, provides a holistic understanding of how Fortunate Bread can strategically enhance productivity by investing in employee well-being. By prioritizing job satisfaction, embedding sustainable practices, and nurturing a healthy organizational culture, the bakery can build a workforce that is not only efficient but also deeply committed. This framework serves as a guide for actionable change, demonstrating that employee well-being is not merely a welfare concern but a cornerstone of sustainable business performance.

Methodology

This study adopted a **descriptive survey research design** to explore the *impact of employee well-being on organizational productivity* at **Fortunate Bread**, Osogbo, Osun State, Nigeria. This design was chosen because it enables the researcher to collect firsthand, quantifiable insights from employees regarding their experiences with job satisfaction, workplace culture, and sustainable practices. The target population comprised **130 employees** currently working at Fortunate Bread. Using **Karasar's (2014) sample size determination formula**, a statistically valid sample size of **98 employees** was calculated based on a 95% confidence level and a 5% margin of error. This sample size ensures sufficient representation and statistical power for generalizing findings across the organization.

A **convenience sampling technique** was employed, given the ease of access to employees during working hours, while still ensuring diversity across departments and job roles. Data were gathered using structured questionnaires built on **standardized and previously validated measurement**

scales. Specifically, **Olanipekun et al. (2019)** provided the scale for *job satisfaction*, **Klettner et al. (2019)** for *sustainable workplace practices*, and **McKinsey & Company (2015)** for *organizational culture*. Each variable was measured using a **5-point Likert scale** (ranging from 1 = *Strongly Disagree* to 5 = *Strongly Agree*), enabling nuanced responses across attitudes and perceptions.

To ensure the **reliability** of the instrument, **Cronbach's alpha coefficients** were calculated for each scale, yielding values between **0.792 and 0.832**, which reflect a high level of internal consistency. Regarding **validity**, content and construct validity were assured through the use of established, peer-reviewed instruments, while pilot testing helped fine-tune clarity and context relevance for Fortunate Bread's workforce.

For data analysis, **inferential statistical techniques** were employed. The **Pearson Product-Moment Correlation Coefficient (PPMCC)** was used to examine the strength and direction of relationships between employee well-being dimensions and productivity outcomes. Furthermore, to test the underlying hypotheses and explore the direct and indirect effects among variables, **Path Analysis using Structural Equation Modeling (PA-SEM)** was conducted with the aid of **STATA version 15**. This method allows for a robust exploration of how job satisfaction, workplace culture, and sustainable practices collectively and individually influence organizational productivity. The psychometric properties of the scales are detailed in **Table 1**, affirming their suitability for the current research context.

Table 1: Evaluation of the Measurement Model

Construct	Item	Loading	AVE	Composite Reliability	Cronbach's Alpha	VIF
Job Satisfaction	I am satisfied with my current job role at Fortunate Bread.	0.832	0.810	0.822	0.812	2.452
	I believe my salary and benefits package is fair compared to my workload.	0.843				1.998
	I often receive recognition for my work contributions.	0.849				2.099
	My organization provides me with opportunities for skill development and career advancement.	0.829				2.211

Construct	Item	Loading	AVE	Composite Reliability	Cronbach's Alpha	VIF
	I feel motivated to perform my job effectively based on the working conditions.	0.852				2.141
Sustainable Practices	My organization (Fortunate Bread) implements workplace sustainability initiatives.	0.828	0.831	0.861	0.892	2.143
	Employees feel valued and respected regardless of their gender, race, or cultural background.	0.862				1.978
	I agree with the rate of the company's commitment to employee health and safety.	0.902				1.975
	Do you agree that there are sufficient measures in place to ensure employee well-being?	0.871				2.002
Workplace Culture	Do you agree with the workplace culture at Fortunate Bread in terms of teamwork and communication?	0.905	0.859	0.838	0.820	1.998
	Do you feel that the management team is supportive and approachable?	0.877				2.098
	Are employees encouraged to share their opinions or concerns?	0.902				2.124
	My company promotes a fair and inclusive work environment for all employees.	0.872				2.009
	Does my workplace culture affect my motivation and engagement at work?	0.888				2.165

Source: Data Analysis, 2025

Interpretation of Table 1

The measurement model evaluation indicates strong validity and reliability across all constructs. All questionnaire items related to job satisfaction, sustainable practices, and workplace culture exhibit loading values above 0.8, demonstrating robust correlations with their respective constructs. The Average Variance Extracted (AVE) values exceed 0.8, confirming good convergent validity. Composite Reliability (CR) values and Cronbach's Alpha exceed 0.8, indicating excellent internal consistency and reliability of the scales employed.

The Variance Inflation Factor (VIF) values, ranging from 1.9 to 2.4, suggest low to moderate multicollinearity among items, ensuring that each item contributes uniquely to the model. Overall, the measurement model is robust and well-suited for effectively capturing the constructs of interest.

Results and Discussion

Table 2: Relationship between Variables

Model	X	SD	r-value	p-value	Remark
Job Satisfaction	79.54	22.045	0.660**	0.000	S
Sustainable Practices	61.90	15.695	0.675**	0.000	S
Workplace Culture	57.32	12.763	0.583**	0.000	S

S = Significant; ** = significant at 5% level

Source: Data Analysis, 2025

Table 2 presents the relationship between the variables of interest. The mean scores indicate that employees generally perceive high levels of job satisfaction (79.54) and sustainable practices (61.90), while the perception of workplace culture is moderate (57.32). The correlation coefficients (R-values) show strong positive relationships: job satisfaction with sustainable practices (0.660) and workplace culture (0.583), both statistically significant at the 5% level (p-value < 0.001). The strong correlations suggest that improvements in employee well-being dimensions are likely to enhance organizational productivity.

Table 3: Path Analysis Structural Equation Modeling (Direct Effect)

Path	Beta-value	t-value	p-value	Hypothesis	Remark
JB → OP	0.832	9.98	0.000	H1	Supported
SP → OP	0.727	8.79	0.000	H2	Supported

Path	Beta-value	t-value	p-value	Hypothesis	Remark
WC → OP	0.750	8.56	0.000	H3	Supported

Note: JB = Job Satisfaction, SP = Sustainable Practices, WC = Workplace Culture, OP = Organizational Productivity

Table 3 summarizes the results of the Path Analysis Structural Equation Modeling. Each path demonstrates significant effects of employee well-being dimensions on organizational productivity. The Beta-values indicate strong positive relationships, with job satisfaction (JB) having the highest effect (0.832), followed by workplace culture (WC) at 0.750, and sustainable practices (SP) at 0.727. All paths are statistically significant (p-value < 0.001), supporting the hypotheses that job satisfaction, sustainable practices, and workplace culture positively impact organizational productivity. These results affirm the importance of fostering employee well-being to enhance overall productivity at Fortunate Bread.

Discussion of findings

The study highlights that employees at Fortunate Bread generally perceive high levels of job satisfaction, with a mean score of 79.54. This suggests that employees feel positively about their roles, recognition, and the support they receive, which are critical components of job satisfaction. When employees are satisfied with their jobs, they are likely to be more productive, engaged, and motivated to contribute to the organization's success. The strong correlation (r-value = 0.660) between job satisfaction and sustainable practices further emphasizes that when employees feel valued and supported in their roles, they are more inclined to engage in practices that promote sustainability. This not only enhances their well-being but also contributes to the organization's commitment to social responsibility and environmental stewardship.

However, the moderate perception of workplace culture (mean score of 57.32) indicates an area that requires attention. While employees appreciate their work environment, there may be room for improvement in communication, teamwork, and inclusivity. The correlation coefficient of 0.583 between workplace culture and organizational productivity suggests that a more cohesive and supportive culture could further elevate productivity levels. Employees thrive in environments where they feel safe to express their opinions and collaborate with colleagues, which ultimately fosters a sense of belonging and commitment to the organization's goals.

The path analysis results reinforce these insights, demonstrating that job satisfaction has the most substantial impact on organizational productivity (Beta = 0.832), followed closely by workplace culture (Beta = 0.750) and sustainable practices (Beta = 0.727). These findings underscore the importance of prioritizing employee well-being as a strategic approach to enhancing productivity.

Organizations that invest in their employees' well-being not only reap the benefits of increased productivity but also cultivate a positive organizational culture that attracts and retains talent.

Therefore, the findings underscore that prioritizing employee well-being dimensions can lead to tangible improvements in organizational productivity, emphasizing the need for strategic initiatives at Fortunate Bread.

Conclusion

This study has effectively examined the impact of employee well-being on organizational productivity at Fortunate Bread, Osogbo, Osun State. Through rigorous analysis utilizing established measurement scales and statistical techniques, the findings demonstrate that job satisfaction, sustainable practices, and workplace culture significantly contribute to enhancing organizational productivity. The positive correlations between these dimensions indicate that fostering employee well-being is essential for achieving higher performance levels and overall organizational success. As organizations navigate the complexities of modern business environments, prioritizing employee well-being emerges as a strategic imperative that benefits both employees and the organization as a whole.

Recommendations

- i. To further improve job satisfaction, Fortunate Bread should implement or enhance employee recognition programs. Recognizing employees for their hard work and contributions fosters a sense of value and motivation. Regular acknowledgment of achievements, both big and small, can significantly boost morale and encourage continued engagement.
- ii. Given the moderate perception of workplace culture, it is essential for management to actively cultivate an inclusive and supportive environment. This could involve regular team-building activities, open forums for feedback, and establishing clear communication channels. Encouraging collaboration and a sense of community can enhance employee relationships and overall job satisfaction.
- iii. To enhance overall employee well-being, Fortunate Bread should consider implementing policies that promote work-life balance. Flexible working hours, remote work options, and wellness programs can significantly reduce stress and improve job satisfaction. When employees feel supported in maintaining their personal lives alongside their professional responsibilities, their productivity and engagement are likely to increase.

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