THE RELATIONSHIP BETWEEN EMPLOYEE WELL-BEING AND ORGANISATIONAL EFFECTIVENESS IN A BOND ORIGINATION COMPANY IN SOUTH AFRICA

by

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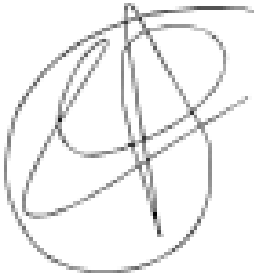**INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY**

at the

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Declaration

I, Chryssa Van der Merwe, student number 59788224, hereby declare that "the relationship between employee well-being and organisational effectiveness thesis" is my own work, and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

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SIGNATURE

(Ms Chryssa Van der Merwe)

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DATE

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SUMMARY

THE RELATIONSHIP BETWEEN EMPLOYEE WELL-BEING AND ORGANISATIONAL EFFECTIVENESS IN A BOND ORIGINATING COMPANY IN SOUTH AFRICA

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DEGREE	**:**	**MCOM (Industrial and Organisational Psychology)**

The well-being of employees influenced the way in which they performed and ultimately impacted the effectiveness of an organisation. The interdependent and mutually beneficial relationship between an organisation and its employees needs to be addressed to adequately adapt to the increased change, competition and volatility within today's world of work.

The overall objective of this study was to determine the relationship between the concepts of Employee Well-being (EWB) and Organisational Effectiveness (OE) in a bond origination company in South Africa. More specifically, the relationship between the constructs of EWB (namely Job satisfaction, Work engagement, Burnout and Workaholism) and a Composite OE Score. The measuring instruments used included the Job Satisfaction Questionnaire (JSQ), the Utrecht Work Engagement Scale (UWES), the Dutch Workaholism Scale (DWS), the Oldenburg Burnout Inventory (OBI) and the Organisational Performance Questionnaire (OPQ). A convenience sample of 203 respondents was achieved and included employees of all genders and managerial and non-managerial positions.

Results indicated that three of the four constructs of EWB, namely Burnout ($r = -.452$, $p < .001$), Job satisfaction ($r = .667$; $p < .001$) and Work Engagement ($r = .587$; $p < .001$) were found to be statistically significantly related to a Composite OE Score. The relationship between Workaholism and OE ($r = -.060$, $p = .394$) was weak, negative and not statistically significant. Furthermore, three of the four constructs of EWB are statistically significant predictors of a Composite OE Score, accounted for 99.3% of the variance of a Composite OE Score.

KEY TERMS: Employee Well-being, Organisational Effectiveness, Job Satisfaction, Workaholism, Burnout, Employee Engagement.

OPSOMMING

DIE VERHOUDING TUSSEN WERKNEMERWELSTAND EN ORGANISATORIESE DOELTREFFENDHEID IN 'N VERBANKMAKELAARMAATSKAPPY IN SUID-AFRIKA

deur

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Die welstand van werknemers beïnvloed hoe hulle presteer en uiteindelik die doeltreffendheid van 'n organisasie. Die interafhanklike en wedersydse voordelige verhouding tussen 'n organisasie en sy werknemers moet aangespreek word om genoegsaam aan te pas by die toenemende verandering, mededinging en onbestendigheid in die huidige wêreld van werk.

Die algehele doel van hierdie studie was om die verhouding tussen die beginsels van werknemerwelstand en organisatoriese doeltreffendheid in 'n verbandmakelaarmaatskappy in Suid-Afrika te bepaal. Meer spesifiek, om die verhouding te bepaal tussen die konstrukte van werknemerwelstand (naamlik werkbevrediging, werksbetrokkenheid, uitbranding en werkholisme) as 'n saamgestelde telling vir organisatoriese doeltreffendheid. Die meetinstrumente wat gebruik is sluit die werkbevredigingvraelys (JSQ), die Utrecht-werksbetrokkenheidskaal (UWES), die Nederlandse werkholismeskaal (DWS), die Oldenburg-uitbrandinginventaris (OBI) en die organisatoriese prestasievraelys (OPQ) in. 'n Gerieflikheidsteekproef van 203 respondente is bereik en sluit werknemers van alle geslagte en bestuurders en nie-bestuurders in.

Resultate toon dat drie van die vier konstrukte van werknemerwelstand, naamlik uitbranding ($r = -.452$; $p < .001$), werkbevrediging ($r = -.667$; $p < .001$) en werksbetrokkenheid ($r = -.587$; $p < .001$) bevind is om statisties beduidend te wees. Die verhouding tussen werkholisme en organisatoriese doeltreffendheid ($r = -.060$, $p = .394$) was swak, negatief en statisties nie beduidend nie. Verder is drie van die vier konstrukte van werknemerwelstand statisties beduidende voorspellers van 'n saamgestelde telling vir organisatoriese doeltreffendheid en

is verantwoordelik vir 99.3% van die afwyking van 'n saamgestelde telling vir organisatoriese doeltreffendheid.

SLEUTELTERME: Werknemerwelstand; organisatoriese doeltreffendheid, werkbevrediging, werkholisme, uitbranding, werknemerbetrokkenheid.

ISIFINYEZO

UBUDLELWANE PHAKATHI KWEMPILONHLE YOMSEBENZI KANYE NOKUSEBENZA KAHLE KWENHLANGANO NGOBUMBANO OBUSUKA KWINKAMPANI ENINGIZIMU AFRIKA

ngo

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Impilonhle yabasebenzi inomthelela kwindlela abasebenza ngayo kanye nokuba nomthelela ekusebenzeni kahle kwenhlangano. Ukuxhumana kanye nenzuzo kwinhlangothi zombili kubudlelwane phakathi kwenhlangano kanye nabasebenzi bayo kudinga ukuthi kubhekwane nakho ukwenza kuhambelana noshintsho olwenyukayo, ukuqhudelana kanye nezinguquko ezinkulu kumhlaba womsebenzi wanamuhla.

Injongo enkulukazi yalolu cwaningo bekuwukubona ubudlelwane phakathi kwemiqondo ye-Employee Well-being (EWB) kanye ne-Organisational Effectiveness (OE) kubumbano lobusunguli bezinkampani eNingizimu Afrika. Ikakhulukazi ukubona ubudlelwane phakathi komqondo we-EWB (okusho ukuneliseka ngomsebenzi, ukuzibandakanya emsebenzini, ukukhathala okukhulu kanye nokusebenza njalo ngokuzimisela okukhulu - workaholism) kanye ne-Composite OE Score. Ama-instrumenti okukala asetshenzisiwe abandakanya okubizwa nge-Job Satisfaction Questionnaire (JSQ) i-Utrecht Work Engagement Scale (UWES) kanye ne-Dutch Workaholism Scale (DWS), i-Oldenburg Burnout Inventory (OBI) kanye ne-Organisational Performance Questionnaire (OPQ). Kufinyelwe abaphendulu abangu 203 ngesampuli elula kanye nokubandakanya abasebenzi babo bonke ubulili kanye nabasebenzi emkhakheni wamamininjela (abaphathi) nabasebenzi abangebona abaphathi.

Imiphumela ikhombisa ukuthi imiqondo emithathu kwemine ye-EWB, okuyi-burnout (r = -.452, p < .001), i-job satisfaction (r = .667; p < .001) kanye ne-work engagement (r = .587; p < .001) kutholakale kuhambelana ne-Composite OE Score. Ubudlelwane phakathi kwe-Workaholism kanye ne-OE (r = -.060, p = .394) bebungaqinile kakhulu, ku-negative kanti futhi kungabalulekile kakhulu ngokwamanani. Okunye futhi, imiqondo emithathu kwemine ye-EWB

ibaluleke kakhulu kwi-Composite OE Score kanti ibonise amanani ka 99.3% kwi-variance ye-Composite OE Score.

AMATHEMU ABALULEKILE: Impilonhle yabasebenzi (Employee Well-being), ukusebenza kahle kwenhlangano (Organisational Effectiveness), ukweneliseka ngomsebenzi (Job Satisfaction), Workaholism, Burnout, Employee Engagement.

CHAPTER 1: SCIENTIFIC ORIENTATION TO THE RESEARCH

1.1 INTRODUCTION

In Chapter 1, the background to the research, the motivation for, and the paradigms underpinning the study will be discussed. After that, the research design, which includes the research approach and research method, will be discussed. More specifically, the research method will include the research setting, variables used in the study, the unit of analysis, the research participants and sampling, the measuring instruments, the research procedure and ethical considerations, the statistical analysis of data and measures to ensure reliability and validity. Lastly, the layout of the chapters of the dissertation will be provided.

1.2 BACKGROUND TO THE RESEARCH

Constant change and increased competition characterised today's world of work (Martins & Coetzee, 2007). Eustace and Martins (2014) indicated that organisations are defined by volatility and turbulence, which present challenges and opportunities. This constant change, competition, and volatility have placed pressure on the resources available to organisations and how these resources are managed (Louw & Martins, 2004). Organisations have therefore needed to change how their resources are used and managed to continue to achieve and maintain a competitive advantage (Martins & Coetzee, 2007).

Additionally, Ashkenas (2010) argued that due to the rapid way the world of work is evolving, the effectiveness of organisations is more crucial than ever. Most organisations prioritise effectiveness as it enables them to realise a profit, experience growth and ensure sustainability (Kataria, 2014). The level of effectiveness achieved by an organisation is largely influenced by and dependent on their human capital or the organisation's human resources (Guest, 2017). A similar finding was presented by Van der Vaart (2012), who indicated that employees play a vital role in an organisation's ability to achieve and maintain a competitive advantage. By managing employees' expectations, the human resources within an organisation can contribute to achieving and maintaining this competitive edge (Van der Vaart, 2012).

Guest (2017) discussed the mutual gains model in which the relationship between an organisation and its employees is deemed to be interdependent and mutually beneficial. This model suggested that both employees and the organisation should benefit from managing human resources (Guest, 2017). However, the role and value of the organisation is often placed above the role and value of its employees (Guest, 2017). Organisations thus focused

on how performance can be improved but shifted the focus away from the well-being of their employees (Guest, 2017). Despite the increased pressure that employees experienced within their world of work, increased societal pressures posed a further threat to the well-being of employees (Guest, 2017). The approach proposed by Guest (2017) prioritised the well-being of employees whilst aiming to achieve a positive employment relationship as both elements are seen as critical.

Although there are numerous approaches to well-being, which will be discussed further in Chapter 2, Russell (1980) introduced an approach to well-being referred to as the Circumplex Model of Affect. This model was adapted by Bakker & Oerlemans (2011) to include the emotions displayed by employees when experiencing different types of well-being. The four constructs of well-being included in this model are (1) job satisfaction, (2) work engagement, (3) workaholism and (4) burnout. This model was used for this research study, and the concept of well-being was viewed as consisting of these four constructs. The inclusion of this model is argued to be more comprehensive when compared to other models as it included four EWB-related constructs and was therefore considered appropriate for this research.

1.3   PROBLEM STATEMENT AND MOTIVATION FOR THE RESEARCH

Research relating to employee and organisational well-being experienced an increase due to the development of positive psychology (Van der Westhuizen & Viviers, 2007). Positive psychology is an approach in which the strengths and virtues of individuals are studied (Sheldon & King, 2001). Henry (2007) indicated that positive psychology gave attention to the optimistic side of life. Within positive psychology, professionals are encouraged to adopt an approach that is more open and appreciative of individuals' capacities, motives, and potential (Sheldon & King, 2001). The introduction of positive psychology resulted in a shift from studying the phenomenon to identifying the evident deficits to a more solution-focused approach (Henry, 2007). One of the ways this is achieved is by studying individuals' well-being (Henry, 2007).

This development and introduction of positive psychology impacted several other fields as well, such as education, business, health and social science (Henry, 2007). Previously fields such as business and psychology approached matters from a problem-orientated perspective (Henry, 2007). However, Uyan and Aslan (2019) argued that the positive psychological approach began to expand into the world of work and terminology such as healthy workplace practices, positive organisational environment and positive workplace emerged and research into such constructs was conducted.

Research relating to employee and organisational wellness experienced a rapid increase from 1990, specifically between 1990 and 2003 (Schreuder & Coetzee, 2010). The rise in employee and organisational wellness research is attributed to the changing demands individuals experienced due to the turbulent and competitive world of work (Van der Westhuizen & Viviers, 2007). These changing demands have increased employees' workload (Messaris, 2015). Failure to adapt the approaches used within organisations will increase workload, leaving employees overwhelmed (Messaris, 2015). Through researching and understanding employee well-being (EWB), organisations may become more aware of the implications thereof and understand how the well-being of their employees can be addressed. Doing so may be beneficial to both the individual employee and the organisation.

Although well-being is a thoroughly researched topic, Unterslak (2009) indicated that most of the studies conducted with regard to well-being have focused on the relationship between EWB and individual, organisational variables. Some of the variables that have been studied alongside EWB in recent literature, within the last five years, included perceived organisational support (Wattoo et al., 2018), performance (Hu et al., 2017), managing employee well-being (Gauche et al., 2017) and human resource management (Guest, 2017).

The need for such research is further supported by Schreuder and Coetzee (2010), who indicated that additional research concerning employee and organisational well-being within the field of Industrial and Organisational Psychology (IOP) is required. The need for such research is due to national research imperatives and the turbulent and fluctuating conditions that organisations face, which have led to global challenges. Sharkh (2005, as cited in Hinks, 2009) found that although higher productivity is associated with greater satisfaction, there is little empirical evidence pertaining to such a relationship – thus providing further support for this study.

Nadler and Tushman (1999) indicated that change had influenced all spheres of organisations which has ultimately shaped how they function. This was supported by Binsiddiq and Tsai (2012), who presented that several changes have influenced how the business environment operated today. Some of how organisations have been forced to address changes to embrace the impact thereof included reshaping their strategies, scope and structure (Nadler & Tushman, 1999). Failure to make the necessary changes may disable an organisation to compete within their industry, which may lead to instant expiry of the organisation (Senge, 1994, as cited by Louw & Martins, 2004). Olivier (2014) further argued that organisations needed to improve their effectiveness to conquer the future, changes, volatility and turbulence.

The changes, volatility and turbulence discussed above have led to organisational effectiveness (OE) becoming critical. This provided motivation to explore OE and the implications thereof further. Furthermore, expanding the research on OE has resulted in the construction of theories related to various organisational factors which can contribute to the performance thereof (Marcoulides & Heck, 1993).

Lastly, due to the lack of research on the relationship between EWB and the increasing importance of OE, attention should be given to the relationship between these variables to address the current gap in the literature. Additionally, the literary findings should be supplemented by empirical evidence that clearly explain the relationship between the two concepts and the practical implications thereof.

Fourie (2020) indicated that the South African property market had increased bonded properties over the past six months. Due to this increase, the need for bond origination and, more specifically, the work of bond originators has increased. The need for such services, coupled with the changing property market and shifts in technology that bond originators faced, has increased the need to ensure they provided a service that benefited customers and ensured an efficient service is supplied (Fourie, 2020). This provided further motivation for the study, as exploring EWB and OE within a bond origination company will ensure both a theoretical and empirical understanding and provide insight for future interventions that may need to be addressed due to the changes within the property market.

Lastly, the findings generated from this research may be useful to Industrial and Organisational Psychologists (IOPs) as well as Human Resource Managers (Martins & Coetzee, 2007), as the findings may not only provide insight into the relationship between EWB and OE but may provide insight into the practical implications thereof for individuals and organisations.

The following research questions and hypotheses were formulated based on the background and problem statement:

The general research question investigated is: Is there a relationship between EWB and OE? The literature review questions were the following:

- How is EWB conceptualised in the literature?
- How is OE conceptualised in the literature?
- Is there a theoretical relationship between EWB and OE?

The empirical research questions were the following:

- Is there a statistically significant relationship between the four constructs of EWB and OE?
- Can the constructs of EWB predict OE?
- What recommendations or areas for future research can be proposed for the field of IOP regarding the relationship between EWB and OE?
- What recommendations can be made to the participating organisation regarding the relationship between EWB and OE?

The following research hypotheses were formulated for this study:

H1: There is a statistically significant relationship between the construct of Job satisfaction and a Composite OE Score.

H2: There is a statistically significant relationship between the construct of Work engagement and a Composite OE Score.

H3: There is a statistically significant relationship between the construct of Workaholism and a Composite OE Score.

H4: There is a statistically significant relationship between the construct of Burnout and a Composite OE Score.

H5: The four constructs of EWB are statistically significant predictors of OE.

1.4 AIMS OF RESEARCH

1.4.1 General aim of the research

The general aim of the research was to determine the relationship between EWB and OE.

1.4.2 Specific objectives of the research

1.4.2.1 *Specific literature objectives*

The specific literature objectives were the following:

- To conceptualise EWB and its constructs from a theoretical perspective.
- To conceptualise OE and its constructs from a theoretical perspective.
- To conceptualise the theoretical relationship between EWB and OE.

1.4.2.2   Specific empirical objectives

The specific empirical objectives were the following:

- To measure job satisfaction as a construct of EWB by means of the Job Satisfaction Questionnaire in a bond origination company.
- To measure work engagement as a construct of EWB by means of the Utrecht Work Engagement Scale in a bond origination company.
- To measure workaholism as a construct of EWB by means of the Dutch Workaholism Scale in a bond origination company.
- To measure burnout as a construct of EWB by means of the Oldenburg Burnout Inventory in a bond origination company.
- To measure OE and its 12 constructs by means of the Organisational Performance Questionnaire in a bond origination company.
- To determine whether there is a statistically significant relationship between the four EWB constructs of job satisfaction, work engagement, workaholism and burnout and a Composite OE score.
- To determine whether the constructs of EWB can predict a Composite OE Score in a bond origination company.
- To make recommendations for the field of IOP regarding the relationship between EWB and OE.
- To make recommendations for the participating organisation regarding the relationship between EWB and OE.

1.5   THE PARADIGM PERSPECTIVE

The research paradigm is the lens through which the researcher views the research topic or phenomena (Tebele, 2012). By identifying and discussing the paradigm selected for the research study, an understanding of the assumptions, values, and boundaries of the research will be achieved (Gunbayi & Sorm, 2018).

1.5.1　　　　The meta-theoretical paradigm

Sousa (2010, p. 455) stated that a meta-theory is "what lies beyond or outside any substantive theory, empirical research, or human practice". A researcher's meta-theory thus paved the way for the substantive theory that one is likely to create or endorse, the empirical research that one is likely to undertake, or the practice that one is likely to effect. This is supported by Creswell (2014) who refers to the meta-theoretical paradigm as the philosophical worldview, being the basic set of beliefs and general orientation about the world that a researcher holds and which guide their actions.　The current study will be guided by the positivistic paradigm, which holds the assumption that information can be gathered objectively and that a single reality exists that is external to the observer (Creswell, 2014). The positivistic assumptions represents the traditional form of research, and these assumptions hold true more for quantitative and qualitative research (Creswell, 2014). As data for the current study was gathered using survey instruments, and the relationship between EWB and OE was statistically determined, the positivist paradigm was deemed the most appropriate for this study.

1.5.2　　　　The theoretical paradigm

The study was conducted within the field of IOP. The field of IOP focuses on the study of human behaviour, specifically in terms of work, organisations and productivity within organisations (Schreuder & Coetzee, 2010). The field of IOP can be divided into an academic field and an applied field (Schreuder & Coetzee, 2010).

This quantitative research study is included within the applied field of IOP. Two objectives of this field included generating research to increase the knowledge and understanding of work-related behaviour and advancing employees' behaviour, the work environment and psychological conditions (Schredeur & Coetzee, 2010). The theoretical paradigm includes the notion that organisations are viewed as open systems, as is the research setting for this research study, which consisted of inputs, outputs, and feedback (Olivier, 2014).

Further, the theoretical paradigm within the field of IOP contributes to enhancing the effectiveness of human behaviour within an organisation through contributing to the understanding, explanation and enhancement thereof (Olivier, 2014). By understanding the relationship between employees and the world of work from a psychological perspective, Industrial and Organisational Psychologists (IOPs) can maintain and enhance the functioning of an organisation (Tebele, 2012).

The sub-disciplines of IOP relevant to this study included Organisational Psychology and Personnel Psychology.

1.5.2.1 *Organisational psychology*

How an organisation influences employees' attitudes and behaviours are included in Organisational Psychology (Schreuder & Coetzee, 2010). This sub-discipline of IOP takes a holistic perspective to understand the organisation's overall functioning. The activities that may be included in this subfield are promoting job satisfaction, employee engagement, quality of work-life, leadership development, and organisational change (Schreuder & Coetzee, 2010).

1.5.2.2 *Personnel psychology*

According to Schreuder and Coetzee (2010), Personnel Psychology is the sub-discipline of IOP in which psychology and human resource management overlapped. Personnel Psychology studied the individual differences in work settings and included criterion development and job analysis (Schreuder & Coetzee, 2010). The above referred, more specifically, to employee training and development, career development, talent management, employee support and performance evaluation (Schreuder & Coetzee, 2010).

1.5.3 **The methodological paradigm**

Qualitative, quantitative and mixed-methods research designs are valid ways to evaluate a phenomenon (Lowhorn, 2007). However, the type of research employed for a research study is dependent on the outcomes, aims and research questions that the study is attempting to achieve and answer (Lowhorn, 2007). By selecting the most appropriate research design, the validity and reliability of the research study will be strengthened (Lowhorn, 2007). According to Lowhorn (2007), quantitative research enabled the researcher to establish conclusions and draw inferences about a population that fits a particular description.

This study followed a quantitative research approach to determine whether there is a relationship between EWB and OE. The quantitative approach that was used to achieve the above-included collecting data relating to each of the variables and analysing it to determine the nature of the evident relationship (Lowhorn, 2007).

A quantitative approach was relevant as the study aimed to determine the relationship between two concepts, namely EWB and OE, in an objective manner. More specifically, the study aimed to determine whether a statistically significant relationship between EWB and OE existed rather than explore the relationship between two variables - therefore, a quantitative approach was appropriate. The data collected were statistically analysed to make inferences relating to the research questions and hypotheses, for which a quantitative approach is appropriate (Lowhorn, 2007).

1.6 RESEARCH DESIGN

According to Welman et al. (2005), a research design referred to the plan for collecting and analysing the information from study participants. The research design consisted of the Research Approach and Research Method in this study.

1.6.1 Research approach

A non-experimental, quantitative research design was used for this study. This research design aimed to identify variables and describe the relationship that existed between these variables. More specifically, an ex post facto research design was used, as this research design explored the variables relevant to the study without interference from the researcher (Salkind, 2017). Salkind (2017) further indicated that this research approach is suitable for testing research hypotheses.

The research approach indicated above was selected for this research as it applied to the research needs of this project. In other words, the research study aimed to examine the relationship between EWB and OE, a relationship that already existed and was not influenced or manipulated by the researcher.

Primary data was collected for this research project using measurement instruments relevant to EWB and OE. The use of primary data was also selected as the data gathered and conclusions and recommendations drawn from the evidence gathered are specific to the organisation from which the data was collected.

1.6.2 Research method

1.6.2.1. Research setting

The research was conducted in a national bond origination company in South Africa. Bond origination is the process involved in obtaining a home loan or bond when purchasing property (Kopp, 2020). A bond originator is a person who corresponds between the buyer and the bank, the entity which is providing the financing, and the originator works on behalf of the buyer and is involved with the negotiations (Fourie, 2020).

The company in which the research was conducted spans across South Africa and employed approximately 400 people. Employees across South Africa were invited to participate in the research, and the instruments were uploaded onto an electronic platform and sent out in an email which included a link to the online questionnaire.

1.6.2.2 Variables used in the study

Two variables were used in the current study, namely an independent and a dependent variable, which could be measured. An independent variable produced an outcome or affected another variable and is also called a cause variable (Tebele, 2012). At the same time, a dependent variable is influenced by the independent variable and is thus changed (Tebele, 2012). The four constructs of EWB, namely Employee engagement, Job satisfaction, Burnout and Workaholism, were the independent variables in the current study, and the concept of OE was the dependent variable. This research study attempted to determine whether a statistically significant relationship existed between these two variables.

1.6.2.3 Unit of analysis

According to Babbie and Mouton (2009, as cited in Tebele, 2012), the unit of analysis referred to what is researched to express generalisations and identify and explain differences that are evident. The unit of analysis relevant to the current study was individual employees that belonged to the organisation in which the research was conducted. The data collected from the individuals related to their levels of EWB currently experienced and their perception of how effective their organisation is at present, and this data has been generalised to the organisation's population.

1.6.2.4   Research participants and sampling

The research was conducted within a bond origination company in South Africa, and the population consisted of all the employees who work for the organisation. The population included employees of all genders and from managerial and non-managerial positions. The organisation provided the researcher with a database of 388 names and email addresses of employees within the organisation. All the employees were approached via email and informed of the nature of the study as well as confidentiality, and that informed consent was required. The data collection instruments were placed online, and the link to the questionnaires was distributed to the entire database, and all employees were invited to participate in the study. A convenient sample of 203 was achieved as only those who were available and willing to participate in the study completed the online questionnaires.

1.6.2.5   Measuring instruments

a.   The Organisational Performance Questionnaire (OPQ)

The interchangeable use of the terms OE and organisational performance (OP) has been discussed by researchers and included in previous research studies conducted. Table 1.1 provides three instances in which the above-mentioned terms were used interchangeably in previous research conducted.

In this study, OE was operationalised and measured as OP, thus the term OE will be used throughout when referring to OE and/or OP. OE was measured by the Organisational Performance Questionnaire (OPQ). See **Appendix A** for a copy of the OPQ. The OPQ, developed by Olivier (2018), is based on the Burke-Litwin model of organisational performance. The OPQ consisted of a Biographical Information Section and 67 items relating to the measurement of Organisational Performance (Olivier, 2018). The OPQ measured 12 constructs underlying the concept of OP/OE, as per the Burke-Litwin model, namely, external environment, mission and strategy, leadership, culture, structure, management practices, systems, work unit/section climate, skills/job match, individual needs and values, motivation and individual and organisational performance. For the purposes of the current study a Composite OE Score was computed from the individual scores obtained for each of the 12 constructs.

Table 1.1

The Interchangeable use of Organisational Effectiveness and Organisational Performance in other Research Studies

Researcher	Explanation used by researchers
Olivier (2018)	The terms organisational effectiveness and organisational performance can be used interchangeably with specific reference to the Public Sector.
Saeed & Wang (2013)	Organisational effectiveness is organisational health, and it demonstrated the reliability of cultures, processes and organisational structures with respect to overall system performance. Further, organisational performance influences the effectiveness of an organisation as well as enhances the performance of an organisation.
Soni & Rastogi (2017)	The discussion of individual job performance where after the implications of organisational effectiveness are included. Further, enhancing organisation performance, after which the importance of increasing organisation efficiency was mentioned.

Note: Compiled by researcher

.The biographical section of the questionnaire gathered information such as the age, gender, race and company department of respondents. Although the biographical section of the questionnaire enabled the researcher to draw inferences and findings related to the demographic groups, the overall biographical findings were reported anonymously to ensure confidentiality was maintained. The section of the OPQ which measured OE consisted of a 4-point Likert scale (Likert, 1932) in which respondents were required to rate statements on a scale from 1 (strongly disagree) to 4 (strongly agree) (Olivier, 2018). The internal consistency coefficients obtained for the 12 constructs measured by the OPQ by Olivier (2018) ranged from .742 to .939, with an overall reliability coefficient of .974, indicating acceptable reliability levels.

b.   The Job Satisfaction Questionnaire (JSQ)

The Job satisfaction dimension of EWB was measured by including two statements related to the individual's subjective job satisfaction. The respondents were required to rate each of the statements on a 5-point Likert scale (Likert, 1932), from 1 (very dissatisfied) to 5 (very satisfied) (Hakanen et al., 2018). According to Hakanen et al. (2018), both statements showed acceptable levels of reliability. See **Appendix B** for a copy of the JSQ.

c.   The Utrecht Work Engagement Scale (UWES)

The Work engagement dimension of EWB was measured by means of the Utrecht Work Engagement Scale (UWES). This scale consisted of three subscales, namely vigour, dedication and absorption (Hakanen et al., 2018), each of which included three rating items on a scale of 0 (Never) and 6 (Always). The internal reliability of the UWES has been stated as acceptable by Hakanen et al. (2018), who reported Cronbach alpha coefficients ranging from .76 to .85. See **Appendix C** for a copy of the UWES.

d.   The Dutch Workaholism Scale (DWS)

The Workaholism dimension of EWB was measured using a 10-item Dutch Workaholism Scale (DWS) (Schaufeli et al., 2009) which measured two dimensions, namely Working Excessively and Working Compulsively. Each dimension was measured by 5 items (Hakanen et al., 2018). This instrument consisted of a 4-point scale, 1 (Hardly never) to 4 (Nearly Always). The internal reliability of the DWS has been stated as acceptable by Hakanen et al. (2018), who reported Cronbach alpha coefficients ranging from .77 to .83. See **Appendix D** for a copy of the DWS.

e.   The Oldenburg Burnout Inventory (OBI)

The Burnout dimension of EWB was measured using the Oldenburg Burnout Inventory (OBI) and was developed by Demerouti et al. (2003). The measure included positively and negatively framed items to assess Exhaustion and Disengagement from work, both of which are core dimensions of burnout (Demerouti et al., 2010). According to Demerouti et al. (2003), the OBI addressed both the cognitive and physical aspects of Exhaustion. The OBI included 16 statements that respondents rated on a 4-point scale of 1 (strongly agree) to 4 (strongly disagree). Each subscale consisted of eight items, four worded negatively and four worded positively (Demerouti et al., 2018).

In a study conducted by Halbesleben and Demerouti (2005), the OBI displayed acceptable internal consistency with an overall Cronbach's alpha coefficient of >.70. The Cronbach's alpha coefficients for each of the two sub-scales obtained in a South African study by Lekutle and Nel (2014) were .68 for Disengagement and .69 for Exhaustion. Lekutle and Nel (2014) concluded that the construct validity and internal consistency of the OBI were acceptable for research purposes. See **Appendix E** for a copy of the OBI.

1.6.2.6   Research procedure and ethical considerations

The ethical guidelines that were followed in the research study included those presented by The Health Professions Council of South Africa and the ethical guidelines of the department of IOP at the University of South Africa (Unisa).

Written permission was obtained from the Head of Human Resources of the company in which the study was conducted. The Head of Human Resources discussed the matter with the Chief Operating Officer, who provided final approval. After ethical clearance was obtained from the Department of IOP Ethics Committee at Unisa, the company's Head of Human Resources provided the researcher with a list of all the company's employees. The list of employees also included employees' email addresses and included employees across South Africa. This list contained a total of 388 names which the researcher used to make contact with the employees via email. Although the list provided included 388 potential respondents, a convenient sample of 203 respondents was achieved.

The email sent out to all employees included an explanation of the research that was being conducted. Each employee was then provided with the option to participate in the study. If an employee consented to participate in the study, they were given a Consent Form that was signed to indicate that they are aware of the research and are willingly participating.

The questionnaires were compiled onto one online platform used to collect the data. Once an employee had agreed to participate in the research, they could complete the questionnaires online. When the participant had completed the questionnaires, they submitted their responses online. It should be noted that participants were not required to write their names or provide information that may compromise their identity - this ensured anonymity of results.

The data was collected, kept and analysed electronically and stored in a secure location, along with a backup, to which only the researcher had access. With regard to the electronic platform, this was also password-protected to which only the researcher had the password.

Once all of the complete questionnaires had been received, the researcher downloaded all of the responses from the online platform onto her computer to begin with the data cleaning and data analysis. The results are reported overall, and particular responses will not be made to ensure confidentiality.

1.6.2.7 *Statistical analysis of data*

All data were analysed using Excel and the Statistical Package for Social Sciences (SPSS) version 23 (IBM, 2015). The statistical data were processed and analysed using descriptive statistics to explain the sample and to calculate the means, frequencies and standard deviations of scores obtained on the different instruments. For the purposes of this study, when a scale of 1 – 5 was used with an instrument, the recommended mean cut-off score of 3.2 was used to differentiate between potential positive and negative responses, with scores above 3.2 indicating a positive perception and scores below 3.2 indicating a negative perception of that dimension, as recommended by the Human Science Research Council (Castro & Martins, 2010).

Cronbach's alpha coefficients were calculated to determine the internal consistency of the measuring instruments (Tebele, 2012). In order to indicate the relationship between the variables, Pearson product-moment correlation coefficients were calculated (Tebele, 2012). Finally, a multiple regression analysis was conducted to determine the percentage of variance explained by EWB (the independent variable) in OE (the dependent variable) to determine whether OE could predict EWB (Tebele, 2012). The cut-off point used in this study to determine statistical significance was set at $p \leq 0.05$.

1.6.2.8 *Measures to ensure reliability and validity of the study*

a. Validity

Foxcroft and Roodt (2013) indicted that validity is an interaction of the sample and the purpose of the instrument, in which a measure is valid for a specific purpose. The validity of a measure included what the research is measuring and how well that is being achieved (Foxcroft &

Roodt, 2013). Tebele (2012) indicated that internal and external validity are imperative for a good research design. The following ensured validity within the current study (Tebele, 2012):

● The relevant theories and models addressed the research topic, aims, and research questions.

● Measurement instruments that related to the models and theories were used.

b.   Reliability

Reliability refers to the consistency with which the relevant constructs are measured (Foxcroft & Roodt, 2013). Therefore, when used repeatedly, the measurement will yield the same results. In this study, only reliable measuring instruments were utilised. The following was implemented to ensure reliability within the various phases of the research was achieved:

● Data collection: only employees employed by the relevant organisation were invited to participate in the study.
● Data was stored on an electronic survey platform, to which only the researcher had access through the use of a password.
● Data analysis: As indicated above, SPSS was used to analyse the data collected and establish the Cronbach alpha coefficients and correlation coefficients and perform the multiple regression analysis.

1.7   CHAPTER LAYOUT

The structure of the dissertation, in terms of the chapter layout, will be as follows:

Chapter 1: Scientific orientation to the research. This chapter aimed to introduce the dissertation's topic and the investigated variables. This chapter also provided insight into the motivation for this study and provided guidelines regarding the aims of the research, the relevant paradigm perspectives, and the research design, which included the research approach and the research method.

Chapter 2: Literature review. In this chapter, the research variables, namely EWB and OE, and the dimensions thereof will be conceptualised. After which, the theoretical relationship between EWB and OE will be conceptualised.

Chapter 3: Article (which includes the Research Methodology). This chapter, which will follow the structure of a research article, will highlight the relevant literature and the potential value that the study can contribute. The research design will also be presented, after which the results, a discussion thereof, and the conclusions, limitations and recommendations for future research will be included.

Chapter 4: Conclusions, limitations and recommendations. This final chapter will present an integrated discussion and conclusion of the results. Further, recommendations for the organisation will also be included. The limitations experienced during the research will be mentioned, and recommendations for future research and the field of IOP will be included.

1.8   CHAPTER SUMMARY

In Chapter 1, the background to the research and the motivation and the paradigms underpinning the study were discussed. After that, the research design, which included the research approach and research method, was discussed. The research method included a discussion of the research setting, variables used in the study, the unit of analysis, the research participants and sampling, the measuring instruments, the research procedure and ethical considerations, the statistical analysis of data and measures to ensure reliability and validity. Lastly, the layout of the chapters of the dissertation was given.

The next chapter will address the Literature Review.

CHAPTER 2: LITERATURE REVIEW

2.1   INTRODUCTION

Chapter 2 discusses the concepts of Employee Well-Being (EWB) and Organisational Effectiveness (OE). The chapter starts with a discussion of well-being, including approaches to well-being. After this the concept of EWB is discussed as well as five models of EWB. The second part of the chapter discusses the concept of OE. This part of the chapter will cover the lack of consensus on the definition of OE, the importance of OE and the six main approaches to OE. The chapter will be concluded by discussing the relationship between EWB and OE as contained in the literature.

2.2   WELL-BEING

Ryan and Deci (2001) argued that the philosophical foundation of well-being dates back to ancient Greece, and that well-being is a complex concept that focuses on optimal functioning and experience. However, the concept of well-being has been highly debated as intellectuals have disagreed on the aspects that characterised an optimal experience (Ryan & Deci, 2001). Huta and Waterman (2014) argued that a consensus regarding the definition of well-being had not been achieved as it is a complex, intangible and multifaceted concept.

When discussing well-being, researchers most commonly refer to one of two approaches, namely the hedonic and eudaimonic approaches (Dodge et al., 2012; Huta & Ryan, 2010; Kay Smith & Diekmann, 2017). The two approaches rested on different underlying assumptions of human nature and what contributed to the social and developmental processes (Ryan & Deci, 2001).

2.2.1   The Hedonic approach to well-being

This approach defined well-being as attaining pleasure and avoiding pain (Ryan & Deci, 2001). Hedonic well-being can be placed on a continuum that encompasses pleasure versus pain in which humans seek pleasure or happiness (Ryan & Deci, 2001). Straume and Vittersø (2012) provided that hedonic well-being is experienced by individuals when a goal is attained or life is easy.

Previous research has argued that when an individual attained their goals, in a situation that is not too stressful, they experienced pleasure, and through experiencing pleasure, the behaviour of an individual is thus regulated (Straume & Vittersø, 2012).

Ryan and Deci (2001) included that subjective well-being consisted of three components: life satisfaction, the presence of a positive mood, and the absence of a negative mood. The outcome of summarising these three components is indicated as happiness (Ryan & Deci, 2001). Self-report measures to measure subjective well-being have shown satisfactory reliability, validity, sensitivity to change and invariance (Diener, 2009).

The hedonic approach to well-being has been criticised for equating well-being with happiness (Ryan & Deci, 2001). Rahmani et al. (2018) also argued that the emotion of happiness could not be the final goal. Further, it is argued that pleasurable outcomes are not always suitable for individuals and thus do not promote wellness (Ryan & Deci, 2001).

2.2.2 The Eudaimonic approach to well-being

Eudaimonic well-being rejected the belief that happiness is central to well-being (Ryan & Deci, 2001) and argued that well-being extended beyond pleasure and happiness (Bartels et al., 2019). This approach to well-being is concerned with individuals attaining self-actualisation (Ryan & Deci, 2001). Another approach to eudaimonic well-being is that this type of well-being is associated with the inspiration that individuals experienced when faced with challenges while pursuing their goals (Straume & Vittersø, 2012).

Aristotle argued that through equating well-being with happiness, individuals simply become followers of what they desire and further suggested that people find true happiness in the expression of virtue (Ryan & Deci, 2001). Additionally, this approach to well-being has been related to personal growth (Vittersø et al., 2010).

The Eudaimonic approach to well-being has been criticised due to the lack of consistent measures and failure to provide a substantial definition thereof (Straume & Vittersø, 2012). The above criticism may be attributed to the notion that eudaimonia is articulated within the psychological language with difficulty (Straume & Vittersø, 2012).

2.2.3   Well-being and the positive psychological paradigm

An important debate regarding the two approaches to well-being within the positive psychological paradigm is whether a positive mental state should account for the happenings deemed as eudaimonic (Straume & Vittersø, 2012). Ryan and Deci (2001) argued that although the debate over the two approaches to well-being has not been resolved, a definition that acknowledged that well-being is a multidimensional phenomenon and included that both the hedonic and eudaimonic approaches are suitable is potentially the best approach to this concept. The above is further supported by Straume and Vittersø (2012), who indicated that both types of well-being influenced behaviour and should thus be distinguished and acknowledged.

Bartels et al. (2019) indicated that through the inclusion of an individual's subjective ratings of happiness, psychologists had adopted the hedonic approach to well-being. For this research study, the hedonic approach to well-being was adopted, as self-reporting measures were used, which included the subjective ratings provided by research respondents.

2.3   EMPLOYEE WELL-BEING

2.3.1   The concept of employee well-being

The definition of EWB provided by the World Health Organization (WHO) indicated that well-being is not achieved due to the absence of disease or infirmity but rather included a complete state of physical, mental and social well-being (WHO, 1946). The definition provided by the WHO (1946) is further supported by Kolakowski et al. (2020), who indicated that the absence of negative emotion, loneliness, or health issues does not indicate well-being.
With specific consideration to organisations, Warr (1987, as cited in Grant et al., 2007, p. 52) defined EWB is "the overall quality of an employee's experience and functioning at work". However, today's world of work is plagued with changing demands and conditions that placed pressure on employees, therefore, posing threats to their well-being (Guest, 2017).

Guest (2017) postulated that EWB consisted of three dimensions, namely (1) psychological well-being, (2) physical well-being and (3) social well-being. For Guest (2017), psychological well-being consisted of hedonic well-being, represented by job satisfaction and eudemonic well-being, which included finding meaning, purpose, and fulfilment in the job. The physiological symptoms of wellness or illness are included in physical well-being while social

support, interpersonal relationships and perceived trust and fairness characterised social well-being (Guest, 2017).

This is similar to the view held by Cartwright and Cooper (2009), which sees EWB as being made up of the physical, mental and emotional well-being of an employee. An assumption of EWB included that the extent to which an employee experienced well-being depended on their evaluation of each of the dimensions of well-being (Cartwright & Cooper, 2009).

EWB has implications for individuals, organisations and society (Connerley & Wu, 2016). Robertson and Cooper (2011) found that individuals who experienced greater EWB, experienced greater success in life, career success, better health, and enhanced relationships with others.

Harter et al. (2003) found that employees who experienced positive perceptions and feelings in the workplace were more likely to be productive and profitable and less likely to be absent and leave the organisation. Additionally, several research studies have been conducted in which increased EWB has been associated with numerous positive outcomes. For example, a research study by Moliner et al. (2008) examined EWB and found it is linked to higher customer satisfaction.

Several models related to EWB have been developed, and five of the most common of these models are briefly discussed below.

2.3.2　　　Models of employee well-being

2.3.2.1　　　*Job Demands-Resources model*

The Job Demands-Resources (JD-R) model assumed that the well-being of an employee depended on the balance between their resources and job characteristics (Schaufeli & Taris, 2014). The JD-R model can suit various work settings and broadly included job demands and job resources (Schaufeli & Taris, 2014).

Job demands are associated with psychological cost and referred to the social, physical or organisational aspects of a job that required mental or physical effort from the employee. Examples of job demands included workload, time constraints or a difficult work environment (Schaufeli & Taris, 2014).

The functional aspects of the job that enabled employees to achieve work goals and ensured growth and development are referred to as job resources (Schaufeli & Taris, 2014). Job resources can include opportunities for growth and development, feedback, social support and task variety (Schaufeli & Taris, 2014).

The JD-R model included that an employee's well-being is indicated by whether an employee displays burnout or engagement. An employee will experience burnout if the job demands outweigh the job resources. Alternatively, if the job resources outweigh the job demands, the employee will display engagement (Schaufeli & Taris, 2014). Figure 2.1 is a visual exposition of the JD-R model.

Figure 2.1

The Job Demands-Resources Model and the Measurement of Exhaustion and Burnout
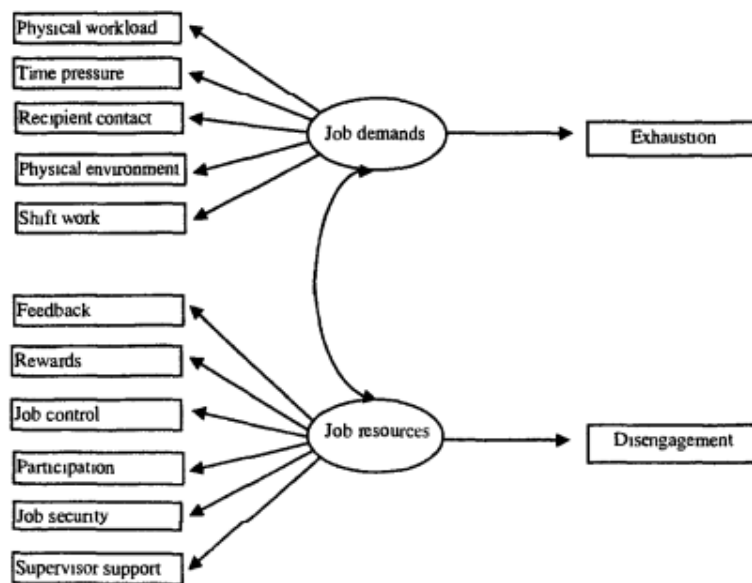
Note. Adapted from "The Job Demands-Resource Model of Burnout," by E. Demerouti, A. Bekker, F. Nachreiner, and W.B. Schaufeli, 2001, *Journal of Applied Psychology*, *86*(3), pp. 499-512.

2.3.2.2   The Happy-Productive Worker model

Another approach to well-being is The Happy-Productive Worker Model (Peiró et al., 2019). This model included employees deemed 'happy' and are more likely to perform better (Peiró et al., 2019). Peiró et al. (2019) stated that previous research has indicated that well-being

can predict performance. The above has been specifically associated with job satisfaction and positive effect (Peiró et al., 2019). Alternatively, Peiró et al. (2019) further indicated the contrary, which included that other research studies have also found the relationship between constructs such as job satisfaction and performance to not be significant.

The research study conducted by Peiró et al. (2019) explored the patterns between well-being and performance. More specifically, the study explored the relationship between unhappy-unproductive and happy-productive and the relationship between happy-unproductive and unhappy-productive (Peiró et al., 2019). However, it was found that the complexity of the relationship between performance and well-being may be more than what this model proposed (Peiró et al., 2019).

2.3.2.3 *The Job Demand-Control (JD-C) model*

This model is situation-centred and included that the stress an employee experienced related to their job (termed job stress) is due to the psychological demands of the job and the job control - also referred to as job decision latitude (de Jong et al., 2000). Job decision latitude referred to an employee's control in terms of how, when and where they performed work (Lippert & Venechuk, 2020).

Job demands included the employee's workload and the time available (Salanova et al., 2002). In contrast to the JD-R model, which looks at the resources available to the employee and the demands they are faced with, the JD-C model still included the job demands, however, a focus is now placed on the control that employees have when deciding how to utilise their skills.

High-stress jobs are characterised by low decision latitude and high demands (de Jong et al., 2000). Situations where job demands are low and employees have high control will result in motivation, growth and learning (de Jong et al., 2000). These instances in which job demands are low, and employees have high control, are referred to as active jobs (de Jong et al., 2000). Figure 2.2 includes the JD-C model and indicates the four areas in which employees could fall based on their job demands and job control.

Figure 2.2

Job-Demand Control model
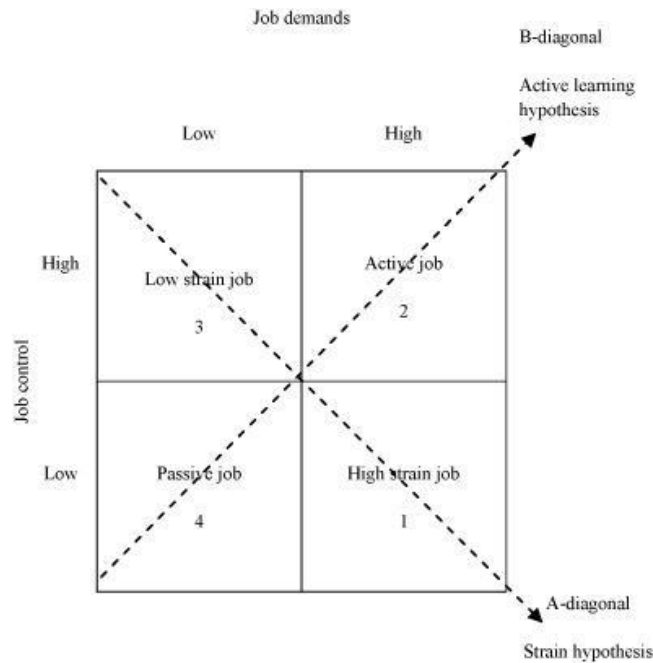
2.3.2.4   Effort-Reward Imbalance (ERI) model

This model, founded by Siegris, was introduced in the 1980s and 1990s to explain the impact that working conditions in a globalised economy could have on employees' health (Söderberg, 2013). Paid employment is centralised in the ERI model, emphasising reward (de Jong et al., 2000). Kunz (2019) mentioned that the ERI model explained work-related stress and health, and that central to this approach is the lack of exchange between workplace rewards and effort.

Figure 2.3 provides an overview of the aspects in the ERI model which are included under high effort and low reward. Söderberg (2013) indicated that psychological distress is created when a combination of high effort and low reward is evident.

Figure 2.3

Effort-Reward Imbalance Model
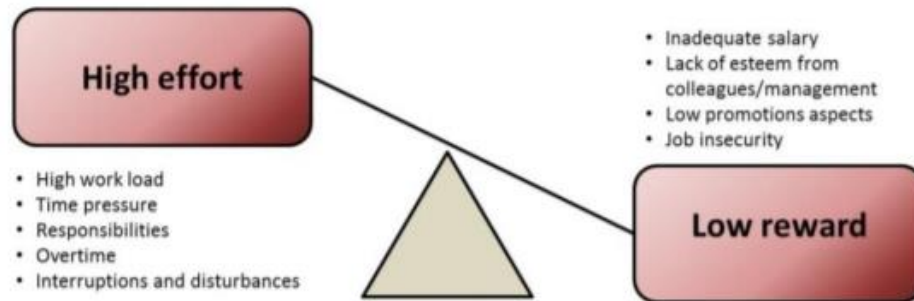
Note. Adapted from "Psychosocial Work Conditions - Cardiovascular Disease, Perceptions and Reactive Behaviour," by M. Söderberg, 2013, (Unpublished Doctoral dissertation), University of Gothenburg.

Kunz's (2019) study concluded that a job's theoretical and methodological demands could not be neglected and that the model should perhaps be revised. Further, it was suggested that the ERI Model could be used in the initial stages of reward focused prevention programmes (Kunz, 2019).

2.3.2.5   The Circumplex Model of Affect

Russell (1980) argued that laymen had conceptualised emotion (also referred to as affect), through their own knowledge and understanding, to interpret, anticipate and respond to the emotions of others. Through conceptualising affect, individuals can perceive and interpret specific events (Russell, 1980). However, an individual's perception or understanding of affect may vary depending on their conceptualisation thereof. This variance is particularly evident when affect is measured through self-reporting (Russell, 1980).

Russell (1980) argued that the two continuums on which affective states arise are a pleasure-displeasure continuum and an arousal and alertness continuum. A linear combination of the two-dimension thus resulted in each emotion. Therefore, affective dimensions may be interrelated rather than independent, and due to the interrelatedness, a spatial model can represent the interrelated dimensions (Russell, 1980). In the study conducted by Russell (1980), participants were asked to plot a list of emotions within the spiral format to identify how

individuals perceived different emotions and how they are related to one another. Figure 2.4 displays how the eight dimensions of affect are arranged within the spiral order.

Figure 2.4

The Circumplex Model of Affect
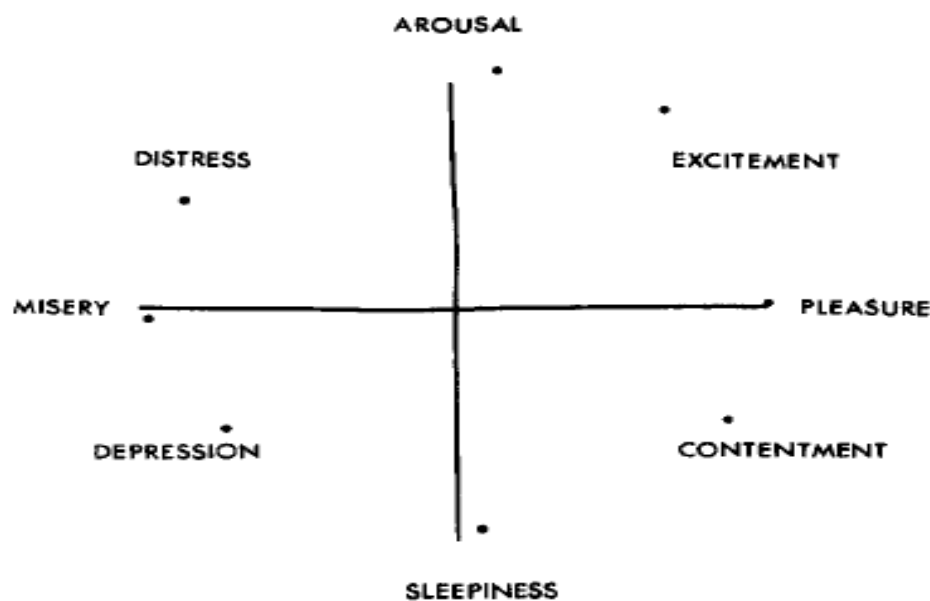
Bakker and Oerlemans (2011) proposed that the Circumplex Model of Affect can investigate subjective well-being in organisations as a theoretical framework to differentiate between types of subjective well-being related to the workplace. This proposed utilisation of the model to investigate subjective well-being in organisations was supported by Zanfirescu et al. (2017). Additionally, Bakker and Oerlemans (2011) distinguished between work-related subjective well-being by using the Circumplex Model of Affect as a framework.

How the types of employee well-being were mapped to the Circumplex Model of Affect is shown in Figure 2.5, which indicates that the model is plotted on two axes – pleasant to unpleasant and high activation to low activation (Hakanen et al., 2018). While the other models of EWB discussed above only addressed one or two types of well-being, the model adapted by Bakker and Oerlemans (2011) is more comprehensive as it included four constructs related to the concept of EWB, namely work engagement, job satisfaction, workaholism and burnout.

Figure 2.5

The Circumplex Model of Affect Including the Mapped Types of Employee Well-being
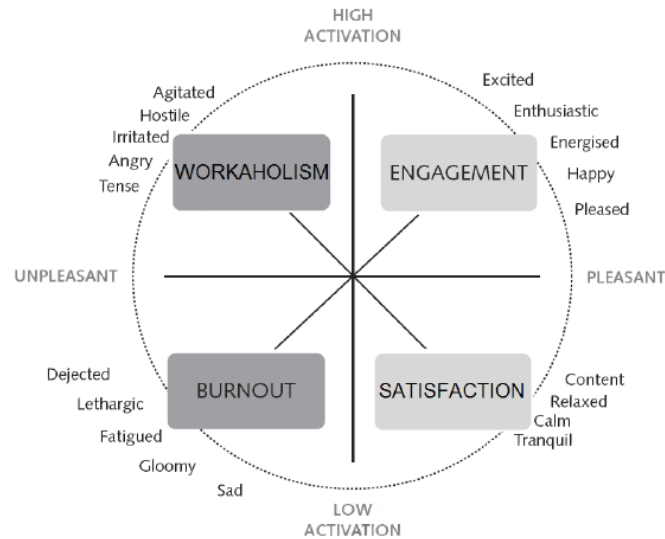
Note. Adapted from "*Subjective well-being in organizations*" by A.B. Bakker, and W.G.M. Oerlemans, 2011, Oxford University Press.

Remington et al. (2000) conducted a study that aimed to correct the limitations of the methods used to evaluate the Circumplex Model of Affect. One of the findings from this study related to the variability in the model's fit and the relationships relevant to opposite affective states, which was highlighted as an area for future research (Remington et al., 2000).

2.3.3   Measuring employee well-being

For this research, the four constructs of EWB indicated in the Circumplex Model of Affect developed by Russell (1980) and adapted by Bakker and Olermans (2011) were used (See Figure 2.5). Additionally, the approach in which the view of well-being is plotted on two-dimensional axes - pleasant to unpleasant and high activation to low activation - was also incorporated (Hakanen et al., 2018). Bakker and Oerlemans (2011) included work engagement and job satisfaction under positive forms of subjective well-being at work and workaholism and burnout as negative forms of subjective well-being at work. The above-mentioned constructs of EWB have been selected for the current study as they operationalise EWB and can be measured. These four constructs are discussed in more detail below. .

2.3.3.1   The construct of job satisfaction

The multidimensional response, be it favourable or unfavourable, to the job situation is called job satisfaction (Judge et al., 2012). Ngidi and Ngidi (2017) implied that should an employee like or enjoy their job, or aspects thereof, they experience job satisfaction. However, should an employee not like or enjoy their job or aspects thereof, they may experience job dissatisfaction (Ngidi & Ngidi, 2017). Alternatively, another definition of job satisfaction is the pleasant state that an individual experienced regarding their job practices or the judgment of their job (Hakanen et al., 2018).

Dalal and Crede (2013) claimed that three wide-ranging theoretical foundations underpin the measurement of job satisfaction. In other words, the above-mentioned researchers believed that job satisfaction can be measured because of the following theoretical assumptions. Firstly, the overall feeling of satisfaction or dissatisfaction is underpinned by specific characteristics of the job. Secondly, job satisfaction is made up of cognitive and affective components. Lastly, the job satisfaction of employees, specifically the affective component thereof, is altered over time (Dalal & Crede, 2013).

Experiencing job satisfaction may result in the employee protecting the resources available to them. They can use these sufficient resources and, therefore, do not feel overwhelmed (Warr & Inceoglu, 2012). Furthermore, because these resources are adequate, the individual may not engage in activities that enable them to seek additional resources (Hakanen et al., 2018).

Previous research has investigated the relationship between job satisfaction and several different factors. Job satisfaction provides insight into how an employee feels about their job and predicts absenteeism, turnover and behaviour in the workplace (Mishra, 2013).

For the purpose of the current study, the definition of job satisfaction provided by Hakanen et al. (2018) above referring to the job practices or judgement an employee makes of their job was adopted, as it is in line with the statements included in the Job Satisfaction Questionnaire.

2.3.3.2   The construct of work engagement

According to Schaufeli et al. (2002), and the definition adopted for the purpose of the current study, a work-related state of mind that is positive and fulfilling characterised work engagement. The three dimensions of work engagement included vigour, dedication and absorption (Schaufeli et al., 2002). Work engagement makes specific reference to the

relationship an employee has with their work (Aybas & Acar, 2017). Work engagement is a core factor that influenced outcomes at both an individual and organisational level (Song et al., 2021). Moreover, work engagement created positive value for organisations and individuals (Aybas & Acar, 2017). Additionally, engaged employees are captivated by their work (Hakanen et al., 2018). The definitions of the three dimensions of work engagement are given in Table 2.1.

Table 2.1

Definitions of the Dimensions of Work Engagement Included in Previous Literature

Dimension	Explanation
Vigour	The mental resilience and high levels of energy that an employee experiences while working (Schaufeli et al., 2002)
Dedication	● An individual's willingness to invest effort in their work and persist through difficulties (Mazzetti et al., 2018). ● Strong involvement with work, characterised by challenge and enthusiasm (Schaufeli et al., 2002)
Absorption	● The extent to which an employee experiences enthusiasm, pride, challenge and inspiration as a result of their involvement in their work (Mazzetti et al., 2018) ● Includes employees fully concentrating on work, not detaching oneself from work and a sensation in which time passes quickly (Schaufeli & Bakker, 2004)

Note: Compiled by researcher

Of the three dimensions, vigour and dedication are claimed to be on the opposite side of the burnout scale (Schaufeli & Bakker, 2004) and play a central role in engagement, thus are considered fundamental dimensions of engagement. Although Schaufeli and Bakker (2004) argued that absorption is a consequence of engagement and is thus less central in this construct, it was a subscale of the instrument used for this research study, and was therefore included (Schaufeli & Bakker, 2004).

Engaged employees are argued to have sufficient personal and job resources that surpass the job demands (Hakanen & Peeters, 2015; Halbesleben et al., 2009). When faced with demanding circumstances, engaged employees can draw on their resources, which may reduce the negative impact of the stressors that they experience (Hakanen et al., 2018).

Previous research has yielded findings that indicated numerous positive effects or outcomes of engaged employees. Engaged employees display lower turnover and absenteeism and achieve higher productivity, profitability, and customer satisfaction (Harter et al., 2003). Sonnentag (2003) also found that engaged employees are more motivated to learn. By ensuring employees are engaged, the extent to which the organisation is likely to achieve and maintain a competitive advantage is improved (Bakker et al., 2008). It is, therefore, understandable that organisations are interested in the level of engagement displayed by employees (Schaufeli & Taris, 2014).

2.3.3.3   The construct of workaholism

Shimazu and Schaufeli (2009) indicated that someone addicted to work experienced an internal drive that they could not resist. Based on the items included in the instrument used to measure the construct of Workaholism, this definition is also deemed acceptable for the purpose of this research. The construct of workaholism dated back to 1971, where Oates (1971, as cited in Shkoler et al., 2017) defined workaholism as an addiction in which an individual is compelled to or is unable to control their need for incessant work. Mazzetti et al. (2018) termed workaholism and work engagement as forms of 'heavy work investment'. However, work engagement is deemed 'good', whereas workaholism is deemed 'bad' (Shimazu & Schaufeli, 2009).

Workaholism is characterised by demands that individuals imposed on themselves and often affected their personal lives (Hakanen & Peeters, 2015). Individuals that engaged in workaholism capitalised on all of the resources available to them regarding their work (Hakanen et al., 2018). Furthermore, workaholics may take on tasks and challenges despite whether they have the necessary resources available or not, as they engaged in the work activities they deemed as necessary or important (Hakanen et al., 2018).

Initially, Spencer and Robbins (1992) proposed the Workaholism Triad, which consisted of Work Involvement, Work Drive and Work Enjoyment. Work Involvement referred to the time that the employee invested and their commitment to their job. Work Drive is influenced by the pressures that an employee faced, which induced the individual to work. The pleasure an

individual experienced from their work is captured in their Work Enjoyment (Spencer & Robbins, 1992).

Working excessively and working compulsively are also two underlying dimensions of workaholism (Schaufeli et al., 2009). Employees who work excessively work beyond what is expected of them to ensure the organisation's requirements are fulfilled (Schaufeli et al., 2009). As such, employees that continually think about and are obsessed with their work are deemed to be working compulsively (Schaufeli et al., 2009). Mazzetti et al. (2018) mentioned that the consequences related to workaholism are severe in several areas of life, as Workaholism is related to work-life conflict (Schaufeli et al., 2008) and has also been a factor in absenteeism, low morale, turnover and job dissatisfaction (Rothmann, 2003).

2.3.3.4   The construct of burnout

The mid-1970s saw the introduction of the term burnout by Herbert Freudenberger (Rothmann, 2003). Freudenberger (1974) indicated that emotional depletion and a loss of commitment and motivation are symptoms of burnout. Initially, burnout emerged as a social problem or concern, but later, the concept was researched and thus became more empirical in nature (Rothmann, 2003). Maslach and Leiter (2016) indicated that burnout is a psychological syndrome that emerged due to a prolonged response to chronic interpersonal stressors on the job.

Burnout consists of three dimensions: (1) overwhelming exhaustion, (2) cynicism and detachment from one's job, and (3) feelings of ineffectiveness and a lack of accomplishment (Maslach & Leither, 2016). Burnt out employees often engaged in activities that reduced the demands they are confronted with (Hakanen et al., 2018), and employees who experienced burnout could not provide contributions that impacted their organisations (Schaufeli et al., 2009). Employees who experienced burnout often engaged in activities to protect their current resources (Hakanen et al., 2018) and it is recommended that they acquired new resources to cope with the work demands that they are confronted with.

2.4 ORGANISATIONAL EFFECTIVENESS

2.4.1 The lack of consensus on the meaning of organisational effectiveness

Despite years of interest in the topic of OE, Balduck and Buelens (2008) indicated that a universally accepted definition of OE is not evident and what is embodied in OE and how it should be measured is still debated.

Olivier (2014) indicated that the concept of OE is difficult to define. This is supported by Mikelson and Leila (2019), who argued that OE included many constructs which can be used as indicators thereof. This multidimensionality makes it challenging for researchers to agree on a definition and measurement (Mikelson & Leila, 2019). Tayal et al. (2019) conducted a study that aimed to develop and validate an OE scale, which included 11 constructs of OE and provided insight into the multidimensionality thereof.

Furthermore, few attempts to theoretically and empirically explain the concept of OE have been made. Therefore, although the concept of OE is prevalent in literature, an understanding thereof or what it entails is basic (Mikelson & Leila, 2019). The lack of consensus regarding OE is further compounded by the conventional definitions of OE being deemed substandard due to an increase in globalisation (Titus & Hoole, 2021).

However, for the purpose of this research, the definition accepted for OE is that which was provided by Saeed and Wang (2013) and detailed that OE is that which, which respecting overall system performance, encompasses organisational health, reliability of cultures, processes, and organisational structures.

2.4.2 The importance of organisational effectiveness for organisations

Today's world is dominated by effectiveness and organisations and the relevant parties (such as managers, employees or departments) are expected to be effective (Oghojafor et al., 2012). Olivier (2014) indicated that for organisations to function, grow and survive, the understanding of OE is essential.

Kataria et al. (2014) indicated that OE is the focus of every managerial effort and that the purpose of organisations is to achieve OE. Furthermore, OE included achieving an organisation's goals and objectives and optimising the use of resources while sustaining internal efficiency and overcoming external differences (Kataria et al., 2014).

The extent to which an organisation is effective is dependent on how it is run (Oghojafor et al., 2012). The concept of OE is important for organisations as it indicated the extent to which they achieved their objectives through available resources. Additionally, measuring OE provided insight into an organisation's internal functioning, dynamics, and values (Oghojafor et al., 2012).

By improving how a company operated in a competitive environment, organisations' success and long-term effectiveness is ensured (Martins & Coetzee, 2007). More specifically, through measuring OE, management can guide its human resources towards attaining its goals (Tayal et al., 2019).

2.4.3 The concept of organisational effectiveness

Balduck and Buelens (2008) referred to the history of OE as 'long and messy' while Olivier (2014) further added that how OE has been viewed over the last 30 years has changed considerably. Erkutlu (2008) defined OE as how companies achieved their objectives without straining their stakeholders by using their resources.

Overall, OE concerned the use of various criteria to measure the performance of an organisation (Upadhaya et al., 2014), and OE moved past financial performance (Titus & Hoole, 2021). According to Nazarian et al. (2021), OE is managed through an organisation's inputs, processes, and outputs.

OE can be measured through both objectives and subjective criteria (Pathak & Singh, 2013). Some of the objective measures that can be used included share price, return on investment and profit. In contrast, the subjective measures employed are argued to pay attention to overall effectiveness (Pathak & Singh, 2013). Although both objective and subjective criteria are available, researchers have suggested various models or approaches that can be used to determine OE.

2.4.4 Approaches to organisational effectiveness

Although there is no single model of OE that is suitable for all organisations (Ashraf & Kadir, 2012), the six main approaches to OE included (1) the goal approach, (2) the systems resource approach, (3) the internal processes approach, (4) the strategic constituency

approach, (5) the criteria approach and (6) the conflicting values approach. Each of the approaches mentioned above will be discussed in more detail below.

2.4.4.1   The goal approach to organisational effectiveness

This approach, also known as the Goal Attainment Model, is one of the most common approaches to OE (Mikelson & Leila, 2019). This approach paid attention to the output of organisations, such as their profit, quality of products and modernisation. The approach was traditionally used in organisations to measure their effectiveness (Ashraf & Kadir, 2012). More specifically, OE is measured by the extent to which an organisation sets and achieves its goals. Therefore, it is argued that the more goals an organisation achieved, the more effective they are (Olivier, 2014).

The goal approach is inclusive of a number of assumptions that should be met in order to ensure the implementation or use thereof, and these four assumptions are explained by Ashraf and Kadir (2012) as follows:

● 	Firstly, a consensus relating to goals that will be pursued should be reached, and the individuals involved in achieving this goal(s) should all be committed to doing so.

● 	Secondly, a limited number of goals can be agreed upon and achieved as each goal required the use of limited resources.

● 	Thirdly, the goals should be clearly and accurately measured.

● 	Lastly, the goals that are agreed upon should be clearly depicted, and all individuals included in accomplishing them should have an accurate and specific understanding thereof.

The goals of an organisation can be identified through two approaches, namely the prescribed goal approach and the derived goal approach (Olivier, 2014). The prescribed goal approach is inclusive of the aims or objectives of an organisation and usually stems from top management. The derived goal approach, in turn, included goals that stem from the specified goals and are autonomous to the aims or alertness of the members (Olivier, 2014).

An organisation's goals are subjective to its needs or objectives (Glunck & Wilderom, 1999, cited in Olivier, 2014) and a significant limitation of the goal approach is the inability to compare OE across organisations. Failure to effectively define the goal(s) leads organisations to discover that the goals they have indicated cannot be measured (Olivier, 2014).

2.4.4.2 The systems resource approach to organisational effectiveness

As Ashraf and Kadir (2012) indicated, the systems resource approach payed attention to the input aspect of organisations and the relation between the organisation and the environment within which it operated, which is influential in determining the effectiveness of an organisation. Glunck and Wilderom (1999, as cited in Olivier, 2014) argued that the survival of an organisation is the determinant of OE as organisations are always competing for resources. Furthermore, the ability to secure scarce resources within the organisation's environment will enable the organisation to develop a competitive advantage over the other entities within the environment, thus making them more effective (Olivier, 2014). It will ensure their future survival (Glunck & Wilderom, 1999, as cited in Olivier, 2014). Additionally, Dimitorv (2020) indicated that this approach provided both macroeconomic and macro-social views.

The systems resource approach is only relevant when the resources used by an organisation and the product or service it offers are correlated (Dimitrov, 2020), thus making it a limitation thereof. Additionally, in some industries, getting the necessary results may only be done over time, which results in the measurement of OE being a drawn-out process and may, in some instances, not be measurable (Dimitrov, 2020), which is an additional limitation.

Despite these limitations, Glunck and Wilderom (1999) argued that there are two areas of value that are related to the systems resources approach: firstly, this approach provided organisations with an idea of how they are performing in terms of acquiring resources, something that is of concern to all organisations. Secondly, it included acquiring resources that enabled the organisation to achieve its goals and therefore provided insight into the predictors of OE.

2.4.4.3 The internal processes approach to organisational effectiveness

This approach focused on transformation and determined the level at which the organisation's resources are used to supply goods or services specific to the organisation (Schermerhorn et al., 2004). Effectiveness in terms of the internal processes approach sees the internal procedures and processes of the organisation as efficient. As such, the members in the

organisation do not experience stress or strain while the organisation operated smoothly (Ashraf & Kadir, 2012). The relationships between members in such an organisation are characterised by trust, honesty and goodwill (Ashraf & Kadir, 2012).

Wiley (2010) stated that employee engagement, through effective leadership, good communication and cohesive teamwork, resulted in higher performance of employees, which influenced the effectiveness of an organisation. This was supported by Daft (2015), who stated that the internal processes approach implied that the efficient internal functioning of the organisation is due to a positive work climate, accurate communication and a strong organisational culture. These factors mentioned above result in the organisation functioning effectively, and the excellence of an organisation is argued to stem from top management's ability to lead effectively and manage employees (Nel & Haycock, 2005).

Martz (2008) argued that a limitation of this approach is that it fails to consider the influence of external environmental factors that managers cannot control. Moreover, this approach takes a one-sided view of optimisation, which may negatively impact other stakeholders within companies (Dimitrov, 2020). Although the internal procedures and the management of an organisation are important for its effectiveness, it can be argued that the influence of these factors mentioned above is included in the organisation's ability to achieve its goals. Therefore, the factors specific to the internal processes approach are indirectly measured in the goal approach to OE (Nel & Haycock, 2005).

2.4.4.4   The strategic constituency approach to organisational effectiveness

According to Martz (2008), the strategic constituency approach to OE is focused on the interests of the constituencies, employees, board members and advisors of the organisation. When assessing the organisation's effectiveness, each stakeholder's values must be considered (Martz, 2008).

The strategic constituency approach enabled the complexity of OE to be assessed, as several organisational consistencies are included in the consideration thereof (Glunk & Wilderom, 1999; Martz, 2008; Tsui, 1984). However, the inclusion and consideration of a number of constituencies presented some limitations to this approach. It is difficult to find a balance between the conflicting interests of consistencies (Beulens et al., 2011, as cited in Olivier, 2014). Additionally, it is challenging to manage the different consistencies' short- and long-term goals (Glunk & Wilderom, 1999).

Zammuto (1984) mentioned the following ways to overcome the challenges of considering multiple constituencies, specific to the strategic constituency approach:

- Provide each stakeholder with as much as possible while avoiding causing harm to another.

- The most powerful stakeholder's expectations should be satisfied first.

- Attend to the stakeholders who are least favoured and therefore likely to be harmed.

- Ensure flexibility and adaptability in order to respond to the changing demands of the constituencies.

2.4.4.5   The criteria approach to organisational effectiveness

When measuring OE, several criteria have been used in the past (Olivier, 2014). Steers (1977, as cited in Olivier, 2014) indicated that performance, profit and productivity were typical measures of OE. However, besides organisational productivity, the use of other variables to measure OE are insufficient (Georgopoulus & Tannenbaum, 1957, as cited in Olivier, 2014).

The two most adopted approaches when studying OE are that of a unidimensional or multidimensional framework (Steers, 1977, as cited in Olivier, 2014). The unidimensional approach considered one evaluation criteria, whereas the multidimensional approach included several evaluation criteria (Olivier, 2014).

The univariate approach to OE is limited as Steers (1977, as cited in Olivier, 2014) found that the use of a single variable is an inadequate measure of OE, the single measure does not always provide an objective measure of the organisation's ability to achieve a goal or objective, and lastly, when combining single measures to understand OE it may be problematic. Although Steers (1977, as cited in Olivier, 2014) indicated that using a multivariant measure of OE is more significant, there is disagreement in terms of what useful measures of OE are (Olivier, 2014). This may be due to the challenges when selecting or defining the relevant criteria (Olivier, 2014).

The problem areas with the criteria approach are either that of the criteria type or the source type (Cameron, 1978, as cited in Olivier, 2014). Organisations can overcome the above challenges by theoretically or empirically defining the limitations of the construct(s) being used to measure OE (Cameron & Whetten, 1983, as cited in Olivier, 2014).

2.4.4.6   The conflicting values approach to organisational effectiveness

This approach is also one of the most common approaches to OE (Mikelson & Leila, 2019). This approach pays attention to the productivity and stability of the company and how the organisation adapted to the changing business environment, developed its workforce, and used its resources (Potnuru & Sahoo, 2016).

Martz (2008) indicated that the two central principles of this approach are several diverging criteria associated with assessing OE. Different stakeholders will prefer different values based on their role within the company and their relevant interests.

Campbell (1977, as cited in Potnuru & Sahoo, 2016) proposed 17 variables from 30 OE criteria as part of this approach. Through combining the above, three competing values were identified by Quinn and Rohrbaugh (1981, as cited in Potnuru & Sahoo, 2016). The three sets of competing values include:

● Emphasising the well-being and development of members of the organisation through emphasising the well-being and development of the organisation itself.

● The structure of the organisation highlighting stability and flexibility.

● Lastly, the focus on the organisation's processes (the means thereof) and the outcomes it produces (end).

While this approach to OE meets a prerequisite for a theoretical framework of OE (Quinn & Rohrbaugh, 1981, as cited in Oliver, 2014), this method does not provide evaluative conclusions in terms of OE (Martz, 2005, as cited in Olivier, 2014).

2.5   THE THEORETICAL RELATIONSHIP BETWEEN EMPLOYEE WELL-BEING AND ORGANISATIONAL EFFECTIVENESS

2.5.1   Employee well-being, human resource management and organisational performance

Van De Voorde et al. (2012) conducted a study that examined the relationship between employee well-being, Human Resource Management (HRM) and organisational performance (OP). More specifically, this study examined the opposing viewpoints of the mutual gains perspective and the conflicting outcomes perspective (Van De Voorde et al., 2012). A brief overview of these two perspectives regarding EWB, HRM and OP is presented in Table 2.2.

Table 2.2

The Relationship Between Employee Well-Being, Human Resource Management and Organisational Performance

Perspective	Description
Mutual gains perspective	● EWB and OP are both impacted positively by HRM (Van De Voorde et al., 2012) ● Improvement in EWB is translated into operational and financial performance, which ultimately leads to overall improved OP (Van De Voorde et al., 2012)
Conflicting outcomes perspective	● There is no effect on EWB due to HRM (Van De Voorde et al., 2012) ● HRM's relationship with EWB is argued to be non-existent or negative in nature (Van De Voorde et al., 2012) ● There is a trade-off between OP and EWB (Van De Voorde et al., 2012)

Note. Adapted from "EWB and the HRM Organizational Performance Relationship: A Review of Quantitative Studies," by K. van De Voorde, J. Paauwe, and M. van Velfhoven, 2012, *International Journal of Management Review*, *14*, p. 391 - 407.

The research outcomes conducted by Van de Voorde et al. (2012) were achieved by conducting a systematic literature review which examined 36 studies. The systematic literature

review revealed that, overall, HRM positively affected EWB, which positively affected performance (Van de Voorde et al., 2012). However, the above is evident when considering the type of EWB. Moreover, more support for the mutual gains perspective was evident for happiness and relationship well-being. However, when considering health-related well-being, support for the conflicting outcomes perspective was evident (Van de Voorde et al., 2012). This is reflected in Table 2.3

Table 2.3

Types of Well-Being

Types of well-being		
Happiness well-being	Relationship well-being	Health-related well-being
● Commitment	● Employer	● Stressors
● Satisfaction	● Employee and employer	● Strain
● Commitment and satisfaction		

Note. Adapted from "EWB and the HRM Organizational Performance Relationship: A Review of Quantitative Studies," by K. van de Voorde, J. Paauwe, and M. van Velfhoven, 2012, *International Journal of Management Review, 14*, p. 391 - 407.

Wood and Ogbonnaya (2018) studied high-involvement management, economic recession, well-being, and OP. High involvement management included an approach by management that aimed to enhance the performance of an organisation (Wood & Ogbonnaya, 2018). The two aspects of high involvement management included role-involvement management and organisational-involvement management (Wall et al., 2004). The former included the core job of an employee, whereas the latter focused on employees being included in decision making (Wood & Ogbonnaya, 2018). The study's findings indicated that role involvement is not significantly associated with the well-being or economic performance. However, role management is positively associated with job satisfaction making (Wood & Ogbonnaya, 2018). Furthermore, well-being is not related to economic performance, whereas job satisfaction is related to economic performance making (Wood & Ogbonnaya, 2018).

Gilbreath and Montesino (2006) argued that by expanding the role of Human Resource Development (HRD) professionals, managers can improve the quality of life that employees

experience and promote OE. Gilbreath and Montesino (2006) discussed a host of factors that suggested that employers should be concerned with the well-being of their employees and the influence of such factors on the organisation. The factors discussed included workforce demands, stressors, strains (physical, psychological and behavioural), job control, role ambiguity or conflict, social support and person-environment fit. The influence of such factors included a negative work environment which may lead to increased turnover and absenteeism and reduced turnover (Gilbreath & Montesino, 2006). Gilbreath and Montesino (2006) mentioned that an organisation could achieve a competitive advantage should HRD professionals be able to monitor and re-shape the work environment.

2.5.2 Job satisfaction and organisational effectiveness

Bakotić (2016) conducted a study that explored the link between job satisfaction and OP. The study looked at the relationship between the two variables in both directions, specifically whether job satisfaction impacted OP and whether OP improved job satisfaction (Bakotić, 2016). The study results indicated that the relationship between financial performance (indicated by Return on Equity, revenue per employee, labour costs per employee and the Business Excellence Index) of an organisation and job satisfaction is statistically significant (Bakotić, 2016). Bakotić (2016) further concluded that the relationship between job satisfaction and OP is positive.

It should, however, be noted that although a positive relationship between the two variables was evident, low correlation coefficients were achieved (Bakotić, 2016). It was concluded in the research study that the reason for low correlation coefficients was due to the stronger influence of external factors on OP when compared to the influence of job satisfaction (Bakotić, 2016).

Another study conducted within South Africa also found a relationship between job satisfaction and OE (Sibhoko, 2017). The relationship was described by Sibhoko (2017, p.84) through the use of the following statement: "Once the employees feel satisfied with all the aspects of their jobs, they will likely direct their efforts towards making the institution effective."

2.5.3 Employee engagement and organisational effectiveness

Sundaray (2011) found that there is a relationship between employee engagement and OE. More specifically, this relationship is evident as engaged employees are argued to contribute to the effectiveness of an organisation through increased productivity, profits, quality,

customer satisfaction, employee adaptability and retention (Sundaray, 2011). This research study also concluded that organisations with engaged employees contributed to a competitive advantage for the organisation (Sundaray, 2011). Furthermore, Sundaray (2011) noted that to improve the effectiveness of an organisation, it is essential that an understanding of the factors that influenced engagement should be understood and taken into consideration.

2.5.4 Workaholism and organisational effectiveness

Xu et al. (2021) indicated that requests for research relating to the influence of workaholism on job performance are becoming increasingly more evident. A study found that workaholism directly increased performance within-person (changes that an individual experiences) (Xu et al., 2021). However, the study further found that workaholism and performance were not related on a between-person level (differences between individuals). Workaholism indirectly influenced performance through emotional exhaustion and workload on both within-person and between-person levels (Xu et al., 2021).

2.5.5 Burnout and organisational effectiveness

From a managerial perspective, should managers experience burnout, and should this burnout then affect their subordinates, it could damage the organisation (Dubrin, 1990, as cited in Rothmann, 2003). The influence of burnout may lead to the reduction of personal resources, resulting in individuals being unable to cope with the symptoms of burnout (Rothmann, 2003). Furthermore, burnout may lead to organisations failing to attain their goals.

2.6 CHAPTER SUMMARY

In Chapter 2, the concepts of Employee Well-Being (EWB) and Organisational Effectiveness (OE) were discussed. The chapter started with a discussion of well-being, including approaches to well-being. After that, the Concept of EWB, as well as five models of EWB, were discussed. The second part of the chapter discussed the conceptt of OE. This part of the chapter covered the lack of consensus on the definition of OE, the importance of OE and the six main approaches to OE. The chapter was concluded by discussing the relationship between EWB and OE as contained in the literature.

In the next chapter the study's research methodology will be presented as a journal article as prescribed by Unisa's research policy for masters'' dissertations of limited scope.

CHAPTER 3: JOURNAL ARTICLE

(This chapter is compiled according to the guidelines of the South African Journal of Industrial Psychology (SAJIP) regarding a journal article and will be submitted to the SAJIP for publication on acceptance of this dissertation)

The relationship between employee well-being and organisational effectiveness in a bond originating company in South Africa

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Orientation: The well-being of employees influenced the way in which they performed and ultimately impacted the effectiveness of an organisation. Moreover, due to the change in the world of work, the extent to which organisations are effective is more critical than ever.

Research purpose: The purpose of the present study was to determine the relationship between employee well-being (EWB) and organisational effectiveness (OE) in a South African bond origination company.

Motivation of the study: The changing world of work posed both opportunities and challenges for organisations and their resources, as organisations needed to improve their effectiveness in order to conquer the future changes, volatility and turbulence. These changing demands have resulted in an increase in the workload that employees face. Failing to improve organisational EWB, the increased workload will leave employees feeling overwhelmed. Through researching and understanding EWB and its relationship to OE, organisations may become more aware of the implications thereof as well as understand the way in which the well-being of their employees can be addressed. The findings generated from this research may be useful to Industrial and Organisational Psychologists (IOPs) as well as Human Resource (HR) Managers as it will provide insight into the relationship between EWB and OE.

Research design, approach and method: A non-experimental, quantitative, ex-post factor research design was used. This research design enabled the researcher to describe the relationship between the relevant variables as well as test the hypotheses relevant to the study. The data was gathered from a convenient sample of 203 managerial and non-managerial employees in a South African bond origination company utilising the Organisational Performance Questionnaire (OPQ), to measure OE and the Job Satisfaction Questionnaire (JSQ), the Utrecht Work Engagement Scale (UWES), the Dutch Workaholism Scale (DWS) and the Oldenburg Burnout Inventory (OBI) to measure the four EWB constructs. Descriptive statistics were computed to describe the sample while the internal consistency of the measurement instruments was determined by a reliability analysis. The statistical relationship between the EWB constructs and a Composite OE Score was determined by a correlation analysis while linear regression analysis was performed to determine whether the EWB constructs could predict OE.

Main findings: Three of the four constructs of EWB, namely Burnout ($r = -.452$, $p < 0.01$), Job satisfaction ($r = .667$; $p < 0.01$) and Work Engagement ($r = .587$; $p < 0.01$) were found to be statistically significantly related to a Composite OE Score. The relationship between Workaholism and a Composite OE Score ($r = -.060$, $p = .394$) was not statistically significant. Furthermore, three of the four EWB constructs were statistically significant predictors of a Composite OE Score, accounting for 99.3% of the variance of a Composite OE Score.

Practical/managerial implications: The findings of the current study suggested that bond origination companies can improve their OE if attention is given to the EWB of their employees. Specifically, by decreasing Burnout and improving the Job satisfaction and Work engagement of their employees, its OE can be improved considerably.

Contributions/value-add: The knowledge that EWB can improve OE can assist HR Managers and IOPs in developing and implementing appropriate EWB interventions to improve the OE of organisations.

Introduction

An increased in bonded properties over the past six months, within the South African property market was evident (Fourie, 2020). Thus, resulting in an increased need for bond origination and the work of bond originators.

Martins and Coetzee (2007) indicated that companies need to adjust how they use and manage their resources to maintain a competitive advantage. Turbulence and volatility plague the world of work and present organisations with challenges and opportunities (Eustance & Martins, 2014). One of these challenges included increased pressure on the availability and use of resources within companies (Louw & Martins, 2004). Moreover, the need for organisations to achieve a competitive advantage is further compounded by the notion that OE is more crucial than ever (Ashkenas, 2010).

Gilbreath and Montesino (2006) indicated that organisations could achieve a competitive advantage through their Human Resource Development (HRD). The extent to which an organisation achieved effectiveness is influenced by the role of its employees (Van der Vaart, 2012) or its human resources (Guest, 2017). However, the well-being of employees is under pressure due to the changing demands and conditions individuals currently face in their world of work (Guest, 2017). The mutual gains model assumed that the relationship between an organisation and its employees is interdependent and mutually beneficial (Guest, 2017). This model proposed that it is critical to prioritise the well-being of employees while ensuring a positive employment relationship (Guest, 2017), which inferred that there is a relationship between organisations and their employees.

Research objective

The research objective was to determine the statistical relationship between the four constructs of EWB and a Composite OE Score.

What will follow

The article reviewed the literature relevant to EWB, OE and the theoretical relationship between EWB and OE. After this, the research methodology and results of the study are discussed. The article is concluded with the limitations, recommendations for future research and practical implications for management, and a conclusion.

Literature review

Employee Well-being

Although the foundations of well-being date back to ancient Greece, what constituted optimal functioning or experience is still highly debated (Ryan & Deci, 2001). This debate has resulted in several definitions of the concept of well-being. Despite the absence of an overall definition of well-being, there are two leading approaches to it, namely (1) hedonic well-being and (2) eudaimonic well-being. Hedonic well-being included individuals avoiding pain but attempting to attain pleasure (Ryan & Deci, 2001). Subjective well-being is one of the most common ways to assess the continuum of hedonic well-being (Ryan & Deci, 2001). The three components of subjective well-being included life satisfaction, the presence of a positive mood and the absence of a negative mood (Ryan & Deci, 2001).

The eudaimonic approach to well-being rejected the notion that happiness is central to well-being (Ryan & Deci, 2001). The eudaimonic approach assumed that individuals achieve well-being when they attain self-actualisation (Ryan & Deci, 2001) or when faced with challenges in pursuing their goals (Straume & Vitterso, 2012).

The quality of an employee's experience and functioning at work is defined as employee well-being (EWB) (Grant et al., 2007). Several models related to EWB were explored in this research study. These included the Job Demand-Resources model, the Happy-Productive Worker Model, the Job Demand-Control model, the Effort-Reward Imbalance Model, and the Circumplex Model of Affect. The current study is based on the Circumplex Model of Affect.

The Circumplex Model of Affect, developed by Russell (1980), argued that affective dimensions are interrelated rather than independent. Figure 3.1, which became evident in a study conducted by Bakker and Oerlemans (2011), included the types of employee well-being mapped to the Circumplex Model of Affect.

FIGURE 3.1: *The Circumplex model of affect including the mapped types of employee well-being*
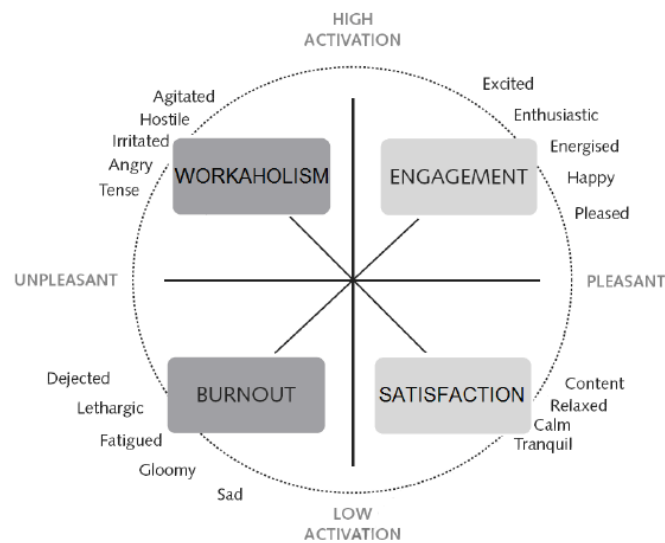
Note. Adapted from "*Subjective well-being in organizations*" by A.B. Bakker, and W.G.M. Oerlemans, 2011, Oxford University Press.

The model in Figure 3.1 addressed four EWB-related constructs and is therefore argued to be more comprehensive when compared to other models that included fewer EWB-related constructs. Job satisfaction and Work engagement are deemed pleasant forms of subjective well-being, whereas Burnout and Workaholism as classified as unpleasant forms of subjective well-being (Bakker & Oerlemans, 2011).

It should be noted that while Job satisfaction and Work engagement are deemed positive forms of subjective well-being, a key difference between these two constructs is that Job satisfaction is categorised as low activation. In contrast, Work engagement is categorised as high activation. The same applies to the negative forms of subjective well-being in which Burnout is deemed low activation, whereas Workaholism falls under high activation. This is supported by Mazzetti et al. (2018), who indicated that Workaholism and Work engagement are forms of 'heavy work investment'. The four EWB-related constructs are discussed in more detail below.

Job Satisfaction

Job satisfaction is defined as the employee's response to the state of their job and could be either favourable or unfavourable (Dalal & Crede, 2013). An employee will experience Job satisfaction if they liked their job or similarly will experience dissatisfaction if they disliked their

job (Ngidi & Ngidi, 2017). Job satisfaction included an employee using the sufficient resources available to them, which resulted in them not feeling overwhelmed (Warr & Inceoglu, 2012).

Work Engagement

Work engagement is defined as a positive and fulfilling state of mind which extended past whether or not an employee enjoyed their job and is satisfied within their world of work and equipped employees to have sufficient resources that surpass their job demands (Hakanen & Peeters, 2015; Halbesleben et al., 2009). Research related to Work engagement has been broken into three dimensions: Dedication, Absorption, and Vigour (Schaufeli et al., 2002). Schaufeli and Bakker (2004) argued that Absorption is a result of Work engagement and can therefore be argued to be less central in the construct. Absorption was a subscale of the instrument used for data collection purposes and was included in the current study.

Workaholism

Workaholism included an internal drive that an individual cannot resist working (Shimazu & Schaufeli, 2009). The Workaholism Triad, introduced by Spencer and Robbins (1992), included Work involvement, Working drive and Work enjoyment. Workaholics are argued to make use of all their available resources (Hakanen et al., 2018), and Workaholism impacted an individual's personal life (Hakanen & Peeters, 2015) and as well as other areas of their life (Mazzetti et al., 2018).

Burnout

Burnout is caused by a persistent response to chronic interpersonal stressors and is deemed a psychological syndrome (Machlach & Leiter, 2016). The three dimensions of Burnout included overwhelming exhaustion, cynicism and detachment from their job, and feelings of ineffectiveness and a lack of accomplishment (Maslach & Leither, 2016). Employees who are burnt out do not make impactful contributions to their organisations and participate in activities that reduce the demands that they are confronted with (Hakanen et al., 2018). It is suggested that to cope with their work demands, these employees should acquire new resources.

Organisational Effectiveness

Balduck and Buelens (2008) indicated that although OE has been investigated for years, no definition of OE and how it should be measured has yet been agreed upon. Moreover, the concept of OE is difficult to define (Olivier, 2014). One of the reasons for the above is that OE is multidimensional (Mikelson & Leila, 2019). Additionally, few theoretical and empirical efforts to understand the concept of OE have been made (Mikelson & Liela, 2019). The influence of globalisation further complicated understanding OE and agreeing on a universal definition

thereof (Titus & Hoole, 2021). However, Erkutlu (2008) referred to OE as how companies use their resources to achieve their objectives without straining their stakeholders. Researchers have developed various approaches to measure OE, and the following six approaches were addressed in this research.

The goal approach to organisational effectiveness

The goal approach is one of the most common approaches to OE and is also referred to as the Goal Attainment Model (Mikelson & Leila, 2019). This model focused on the output, such as profit, quality of products and modernisation, of organisations (Ashraf & Kadir, 2012). This model is well-matched with the definition provided above as it is of the view that the extent to which an organisation sets and achieves its goals will determine its OE (Olivier, 2014). Therefore, a company is deemed effective if they achieve more goals (Olivier, 2014).

The system resource approach to organisational effectiveness

This approach to OE takes note of an organisation's input(s) and the external environment in which it operated (Ashraf & Kadir, 2012). An organisation is deemed more effective if it can secure the resources it required and utilised them to create a competitive advantage over other entities (Olivier, 2014). This approach is applicable when there is a correlation between the resources an organisation uses and the product or service it offers (Dimitrov, 2020).

The internal process approach to organisational effectiveness

Should top management lead and manage employees effectively (Ashraf & Kadir, 2012), it will lead to specific behaviours, such as communication and a positive work climate, which increased effectiveness. The internal process approach deemed organisations effective should their members not experience stress or strain due to the efficient processes of the company (Ashraf & Kadir, 2012).

The strategic constituency approach to organisational effectiveness

This approach is focused on the interests of several stakeholders within the organisation and assumed that each of these stakeholders should be considered when assessing OE (Martz, 2008). A concern with this approach is that the various stakeholders may have different or conflicting interests, and balancing these may be challenging (Beulens et al., 2011 as cited in Olivier, 2014). However, these challenges can be overcome by providing each stakeholder with as much as possible, satisfying the expectations of the highest stakeholder first, attending to the stakeholders who are likely to be harmed as they are least favoured, and responding to changing demand in a flexible and adaptable way (Zammuto, 1984).

The criteria approach to organisational effectiveness

Several criteria have been used to measure OE in the past (Olivier, 2014). A unidimensional approach (one evaluation criteria is considered) and a multidimensional approach (several criteria are considered) have most commonly been adopted (Olivier, 2014). Although the most useful measure regarding OE is still debated, Steers (1977, as cited in Olivier, 2014) indicated that the multivariant approach is more significant.

The conflicting values approach to organisational effectiveness

This approach to OE is concerned with the productivity and stability of the company and is also one of the most popular approaches (Mikelson & Leila, 2019). Two principles that are central to this approach included that (1) there are several diverging criteria associated with assessing OE and (2) different stakeholders will have different priorities based on their values, and diverging criteria are associated with assessing OE (Martz, 2008). The three sets of competing values to measure OE include the well-being and development of members and the well-being and development of the organisation, stability and flexibility, and the organisation's process and outcomes (Quinn & Rohrbaugh, 1981, as cited in Potnuru & Sahoo, 2016).

Relationship between employee well-being and organisational effectiveness

A research study found that HRM positively affected EWB in how it impacted performance (Van de Voorde et al., 2012). The theoretical relationship between the four constructs of EWB included in this study and their relationship with OE was also studied. Job satisfaction was found to positively affect organisational performance (Bakotić, 2016) and OE (Sibhoko, 2017). Sundaray (2011) also found a relationship between employee engagement and OE. Xu et al. (2021) found a relationship between Workaholism within-person and performance. However, Workaholism between-person was not found to be related. Lastly, research pertaining specifically to Burnout and OE was not evident and highlighted as future research areas.

From the literature review, which indicated that EWB consisted of the four constructs of (1) Job satisfaction, (2) Work engagement, (3) Workaholism and (4) Burnout, the following research hypotheses were formulated:

H1: There is a statistically significant relationship between the construct of Job satisfaction and a Composite OE Score.

H2: There is a statistically significant relationship between the construct of Work engagement and a Composite OE Score.

H3: There is a statistically significant relationship between the construct of Workaholism and a Composite OE Score.

H4: There is a statistically significant relationship between the construct of Burnout and a Composite OE Score.

H5: The constructs of EWB are statistically significant predictors of OE.

Research design
Research approach
A non-experimental, quantitative research design was used for this study. More specifically, an ex-post factor research design was employed. Salkind (2010) described an ex-post facto research design as a study that explored the relevant variables without intrusion from the researcher. This research approach was appropriate as it is the most suitable for testing the research hypotheses (Salkind, 2010) formulated for this study. Data was gathered from the sample using online-based questionnaires, and the data was used to determine the statistical relationship between the four constructs of EWB and a Composite OE Score.

Research method
Research setting
The research was conducted, and data collected, within a bond origination company in South Africa. The research included employees across the country from all departments and managerial and non-managerial roles within the organisation.

Research participants and sampling
The population used for this research included all employees in the organisation, across all genders and from both managerial and non-managerial roles. All the employees in the population were invited to participate in the study. The measurement instruments were sent via an online link to the database provided (a total of 388). Only 203 employees were willing to participate in the study, and they completed the questionnaires online, which resulted in a convenience sample of 203 being available for the study. The sample composition is given in Table 3.1 and discussed thereafter.

TABLE 3.1: Composition of the research sample (n = 203)

Variable	Category	Frequency	Percentage
Gender	Female	174	85.7
	Male	29	14.3
Age	22 - 29 years old	27	13.4
	30 - 39 years old	51	25.1
	40 - 49 years old	51	25.1
	50 - 60 years old	62	30.5
	Older than 60 years	12	5.9
Position	Junior Management	13	6.4
	Middle Management	25	12.3
	Senior Management	16	7.9
	Non-Management	149	73.4
Years of service in company	10 - 14 years	35	17.2
	15 - 20 years	45	22.2
	5 - 9 years	52	25.6
	Less than 5 years	66	32.5
	More than 20 years	5	2.5

Table 3.1 indicates that most respondents were female (85.7%), which aligned with the company's demographics as the majority of consultants, which is the largest part of the business, are females. The majority of respondents were also in non-managerial positions (73.4%). The female and non-managerial demographics work in conjunction with one another, as a large part of the business comprises consultants, which is a non-managerial role. Regarding age, 30.5% fell within the age range of 50 – 60 years old, followed by 25.1% being 40 – 49 years old. The reason for the above may include the nature of the industry in which the respondents operate because although most of the respondents are in non-managerial positions (73.4%), a certain level of expertise is required for this field. This may contribute to the fact that most respondents (55.6%) were also within the 40 – 60 age range. Table 3.1 also indicates that most respondents have only been with the organisation for 9 years or less (58.1%). The fewer years of service could explain why 73.4% of the respondents are in non-managerial roles.

Measuring instruments

The Organisational Performance Questionnaire (OPQ)

Previous literature has demonstrated the interchangeable use of the term OE and organisational performance (OP) (Olivier, 2018; Saeed & Wang, 2013; Soni & Rastogi, 2017). In the current study OE was operationalised as OP and measured using the Organisational Performance Questionnaire (OPQ). The OPQ, developed by Olivier (2018), is based on the Burke-Litwin model of OP and included a Biographical Information Section, which measured gender, age, position and years of service in the organisation. The items included in this instrument measured the following 12 constructs underlying the concept of OP/OE: External environment, Mission and strategy, Leadership, Culture, Structure, Management practices, Systems, Work unit/section climate, Skills/job match, Individual needs and values, Motivation and Individual and OP. For the purposes of the current study a Composite OE Score was computed from the individual scores obtained for each of the 12 constructs.

The OPQ included a four-point Likert scale which ranged from 1 (strongly disagree) to 4 (strongly agree) (Olivier, 2018). The OPQ, according to Olivier (2018), obtained internal consistency coefficients ranging from .742 to .939 and an overall reliability coefficient of .974 (Olivier, 2018), which indicated acceptable levels of reliability. The validity of the QPQ was also established in a study by Olivier (2018).

The Job Satisfaction Questionnaire

Two statements related to the participants' subjective job satisfaction were used to measure the construct of Job satisfaction. Each of the statements was rated on a 5-point Likert scale from 1 (very dissatisfied) to 5 (very satisfied) (Hakanen et al., 2018). According to Hakanen et al. (2018), both statements showed acceptable levels of reliability.

The Utrecht Work Engagement Scale

The Utrecht Work Engagement Scale (UWES) was used to measure the construct of Work engagement. This instrument measured three subscales which included Vigour, Dedication and Absorption (Hakanen et al., 2018) and included 17 items and a rating of 0 (Never) and 6 (Always). The UWES has displayed acceptable levels of internal reliability with Cronbach's alpha coefficients ranging from .76 to .85 (Hakanen et al., 2018).

The Dutch Workaholism Scale

This instrument consisted of 10 items and included a 4-point scale, 1 (Hardly never) to 4 (Nearly always). The two dimensions of the Workaholism construct measured by this instrument included Working Excessively and Working Compulsively. Each dimension was

measured by 5 items (Hakanen et al., 2018). This instrument also displayed acceptable coefficients of internal reliability with Cronbach's alpha coefficients ranging from .77 to .83 (Hakanen et al., 2018).

The Oldenburg Burnout Inventory

The Oldenburg Burnout Inventory (OBI) measured two core dimensions of the construct of Burnout, namely exhaustion and disengagement from work (Demerouti et al., 2001). The OBI included 8 items per dimension, 4 positively framed items and 4 negatively framed items, thus consisting of 16 items in total (Demerouti et al., 2010). This instrument included a 4-point scale of 1 (strongly agree) to 4 (strongly disagree). The reliability of the OBI has been measured with specific reference to a South African population in which the construct validity and internal consistency of the OBI were found to be acceptable for research purposes. More specifically, the disengagement subscale included a Cronbach's alpha coefficient of .68, and the exhaustion subscale displayed a Cronbach alpha coefficient of .69 (Lekutle & Nel, 2014).

Research procedure and ethical considerations

The research procedure followed the ethical guidelines outlined by The Health Professions Council of South Africa (HPCSA) and the ethical guidelines of the Department of IOP at the University of South Africa (Unisa). Written permission to conduct the study within the relevant organisation was obtained from the Head of HR. Moreover, ethical clearance was obtained from the Ethics Committee of the IOP Department at Unisa. Once ethical clearance for the study had been received, data collection commenced. The Head of HR provided the researcher with a list of its employees across South Africa (the list included 388 entries) and their names and email addresses. An email explaining the research was sent to the employees included on the list. The email contained a link that took the participants to a consent form and the questionnaires if they agreed to partake in the study. All questionnaires were completed online, and the obtained information was stored electronically on a central server and remained confidential at all times. Once the necessary number of responses had been received, all the data was downloaded onto the researcher's computer. It was then cleaned and analysed accordingly.

Statistical analysis of data

Data cleaning occurred before data analysis commenced, which included identifying missing values and reversing items in cases where necessary. Of all of the question items, one item (OPQ40) was not marked as compulsory from the various instruments used in the study. The above resulted in five respondents skipping this item during the data collection phase of research. In order to replace these missing values, the Series Mean was calculated by using

SPSS version 23 (IBM, 2015) to ensure a comprehensive dataset was used during data analysis. With regard to reversing scale items, the Oldenburg Burnout Inventory (OBI) was the only scale that had negatively coded items (OBI2, OBI3, OBI4, OBI6, OBI8, OBI9, OBI11, OBI12).

When analysing the data, it was discovered that an item on the OBI which was used to measure the construct of Burnout had been incorrectly uploaded onto the electronic platform for data collection. The error included making the scale of item OBI2 a 5-point rating scale rather than a 4-point rating scale. Rather than adapting the scores inputted, this item was deleted from the measurement instrument. The above is because a five-point scale included a neutral standing (a score of 3) and changing the scores would result in respondents' scoring moving away from a neutral point to the point that is skewed to either in agreement or disagreement with the statement, which is inaccurate. Furthermore, item OBI2 measured Exhaustion, which is further measured by 7 additional items in the measurement instrument, thus ensuring this construct was still measured and included in the study. The Exhaustion subscale produced acceptable reliability levels despite item OBI2 being removed from the measurement instrument. Therefore, rather than including 16 items of the OBI in the data analysis, only 15 items were analysed.

All data were analysed using Excel and the Statistical Package for Social Sciences (SPSS) version 23 (IBM, 2015). Descriptive statistics were used to calculate the mean, standard deviation and frequencies of responses. For this study, the recommended mean cut-off score of 3.2 when using a rating scale of 1 – 5 was used to differentiate between potential positive and negative responses, with scores of 3.2 and above indicating a positive perception and scores below 3.2 indicating a negative perception of that dimension, as recommended by the Human Sciences Research Council (Castro & Martins, 2010).

Cronbach's alpha coefficients were calculated to determine the internal consistency of all the measuring instruments. In contrast, correlation coefficients were calculated to determine the statistical relationship between the four EWB constructs and a Composite OE Score and the cut-off point to determine statistical significance was set at $p \leq 0.05$ (Ursachi et al., 2015). Finally, a linear regression was computed to determine whether the four EWB constructs could predict a Composite OE Score (Ursachi et al., 2015).

Results
Descriptive statistics
Descriptive and reliability statistics were calculated for all the measurement instruments.

Organisational Performance Questionnaire (OPQ)

Table 3.2 provides the 12 OE constructs, their means, standard deviations (SD), the range of scores from the lowest (min) to the highest (max), as well as a Composite OP Score. Ratings were on a 4-point Likert scale (1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly Agee).

TABLE 3.2: Descriptive statistics for the OPQ (n = 203)

OE constructs	Mean	SD	Min	Max
External environment	3.33	0.60	1	4
Mission & strategy	3.76	0.45	2	4
Leadership	3.16	0.68	1	4
Culture	3.19	0.73	1	4
Structure	3.01	0.84	1	4
Management Practices	3.00	0.80	1	4
Systems	2.89	0.86	1	4
Work unit/section climate	3.25	0.72	1	4
Skills/job match	3.10	0.86	1	4
Individual needs & values	2.83	0.98	1	4
Motivation	3.32	0.62	1	4
Individual & OP	3.20	0.70	1	4
Composite OP Score	3.13	1.05	1	4

As reflected in Table 3.2, the mean scores of the OPQ constructs on the 4-point scale ranged from a low of 2.83 for Individual Needs & Values (71%) to a high of 3.76 for Mission & Strategy (94%). All the constructs, including the Composite OP Score (3.13 or 78%), thus scored above average on the OPQ, which showed that respondents had positive perceptions regarding the effectiveness of their organisation.

The Job Satisfaction Questionnaire (JSQ)

Table 3.3 provides the two JSQ questions asked, their means, standard deviations, the range of scores from the lowest (min) to the highest (max), as well as a Composite Job satisfaction (JS) Score. Ratings were on a 5-point Likert scale (1 = very dissatisfied, 5 = very satisfied).

TABLE 3.3: Descriptive statistics for the JSQ (n = 203)

JSQ questions	Mean	SD	Min	Max
Overall, how satisfied are you with your present job?	3.79	0.95	1	5
How satisfied are you with your present competence in relation to the demands of your job?	4.04	0.82	2	5
Composite JS Score	3.92	0.89	1	5

Table 3.3 indicates that respondents are more satisfied with their present competence in relation to their job (M = 4.04) than their overall level of satisfaction with their job (M = 3.79). However, respondents are positive regarding both aspects of their job as well as with their overall job satisfaction (Composite JS Score = 3.92 or 78%), as these means are all above the HSRC suggested 3.2 cut-off scores for positive perceptions on a 5-point scale (Castro & Martins, 2010).

Utrecht *Work Engagement Scale (UWES)*
Table 3.4 provides the means, standard deviations, the range of scores from the lowest (min) to the highest (max) for the UWES, as well as the Composite Work Engagement (WE) score. Ratings were on a 6-point Likert scale (0 = Never, 6 = Always).

TABLE 3.4: Descriptive statistics for the UWES (n = 203)

UWES sub-scales	Mean	SD	Min	Max
Vigour	4.38	1.31	0	6
Dedication	4.56	1.32	0	6
Absorption	4.35	1.40	0	6
Composite WE Score	4.42	1.35	0	6

Table 3.4 indicates that the Dedication dimension achieved the highest mean (4.56 or 76%) whereas Absorption, although only by a 0.03 difference, achieved the lowest mean (4.35 or 73%). However, respondents rated all three engagement dimensions and the Composite WE Score (4.42 or 74%) as above average, indicating that respondents perceived work engagement in their organisation to be above average.

Dutch Workaholism Scale (DWS)

Table 3.5 provides the means, standard deviations, the range of scores from the lowest (min) to the highest (max) for the subscales of the DWS, as well as a Composite Workaholism (WA) Score. Ratings were on a 4-point Likert scale (1 = Hardly never, 4 = Nearly always).

TABLE 3.5: Descriptive statistics for the DWS (n = 203)

DWS sub-scales	Mean	SD	Min	Max
Working excessively	2.94	0.92	1	4
Working compulsively	3.05	0.98	1	4
Composite WA Score	3.0	0.95	1	4

Table 3.5 indicates that, on average, Working compulsively achieved a slightly higher mean (3.05 or 76%) than Working excessively (2.94 or 74%). However, both WA dimensions and the Composite WA Score (3.0 or 75%) were above average, with the lowest being Working excessively (2.94 or 74%), indicating that respondents perceived Workaholism as being an issue of concern in their organisation.

Oldenburg Burnout Inventory (OBI)

Table 3.6 provides the means, standard deviations, the range of scores from the lowest (min) to the highest (max) for the subscales included in the OBI, as well as a Composite Burnout (BO) Score. Ratings were on a 4-point Likert scale (1= strongly agree, 4 = strongly disagree).

TABLE 3.6: Descriptive statistics for the OBI (n = 203)

OBI questions	Mean	SD	Min	Max
Disengagement	2.61	0.97	1	4
Exhaustion	2.39	0.94	1	4
Composite BO Score	2.45	1	1	4

Table 3.6 indicates that both the BO dimensions (Disengagement = 2.61 or 65%; Exhaustion = 2.39 or 60% and the Composite BO Score (2.45 or 61%) were above average, indicating that all respondents perceived Burnout to be at an above-average level in their organisation. This shows that Burnout is an issue of concern in this organisation.

Reliability of measurement Instruments

A reliability analysis was conducted on each measurement instrument, and a level of reliability between .6 - .7 was considered acceptable, as suggested by Ursachi et al. (2015). The results are indicated in Tables 3.7 to 3.11.

Reliability of the Organisational Performance Questionnaire (OPQ)

Table 3.7 provides the 12 OP constructs, a Composite OP Score, the number of items per dimension, the Cronbach's alpha coefficients per dimension, and a classification of the reliability levels according to Ursachi et al. (2015).

TABLE 3.7: Reliability statistics for the OPQ and its subscales (n = 203)

OPQ constructs	No of items	Cronbach's alpha	Level
External Environment	4	.73	Acceptable
Mission & strategy	1	-	Acceptable
Leadership	9	.93	Acceptable
Culture	5	.82	Acceptable
Structure	1	-	Acceptable
Management Practices	14	.94	Acceptable
Systems	16	.93	Acceptable
Work unit/section climate	3	.75	Acceptable
Skills/job match	3	.67	Acceptable
Individual needs & values	1	-	Acceptable
Motivation	5	.79	Acceptable
Individual & OP	5	.78	Acceptable
Composite OP Score	67	.98	Acceptable

The internal consistency of the OPQ constructs ranged from a low of .67 (Skills/job match) to a high of .94 (Management practices), while the overall internal reliability coefficient for the OPQ was .98, all indicating an acceptable level of reliability (Ursachi et al., 2015). The reliability for three scales on the OPQ, namely Mission & Strategy, Structure and Individual Needs and Values, could not be statistically calculated in the current study as each of these scales consisted of only one item. However, in a study by Olivier (2018), the items measuring these scales were unambiguous to the respondents and related to the factor measured. As such, they were accepted as reliable. For the current study, the OPQ was thus considered a reliable instrument for measuring the constructs underlying the concept of OP. Data emanating from the OPQ was subsequently used for the further statistical analysis required in the study.

Reliability of the Job Satisfaction Questionnaire (JSQ)

Table 3.8 provides a Composite JS Score obtained from the JSQ, number of items, the Cronbach's alpha coefficient for the JSQ and the classification of the reliability level according to Ursachi et al. (2015).

TABLE 3.8: Reliability statistics for the JSQ (n = 203)

JS	No of items	Cronbach's alpha	Level
Composite JS Score	2	.69	Acceptable

Although the reliability coefficients were not calculated for each of the two separate questions relating to job satisfaction, Table 3.8 indicates that the overall internal reliability coefficient for the JSQ was .69, indicating an acceptable level of reliability (Ursachi et al., 2015). For the current study, the JSQ was thus considered a reliable instrument for measuring the construct of Job satisfaction. Data emanating from the JSQ was subsequently used for the further statistical analysis required in the study.

Reliability of the Utrecht Work Engagement Scale (UWES)

Table 3.9 indicates the three Work engagement (WE) dimensions, a Composite WE Score, number of items, Cronbach's alpha coefficients, and reliability levels classification according to Ursachi et al. (2015).

TABLE 3.9 Reliability statistics for the UWES and its subscales (n = 203)

WE subscales	No of items	Cronbach's alpha	Level
Vigor	6	.89	Acceptable
Dedication	5	.92	Acceptable
Absorption	6	.88	Acceptable
Composite WE Score	17	.96	Acceptable

Table 3.9 indicates that the internal consistency of the WE dimensions ranged from a low of .88 (Absorption) to a high of .92 (Dedication), while the overall internal reliability coefficient for the UWES was .96, all indicating an acceptable level of reliability (Ursachi et al., 2015). The UWES was thus considered a reliable instrument for measuring the construct of Work Engagement for the current study. Data emanating from the UWES was subsequently used for the further statistical analysis required in the study.

Reliability statistics for the Dutch Workaholism Scale (DWS)

Table 3.10 indicates the two Workaholism (WA) dimensions, a Composite WA Score, number of items, Cronbach's alpha coefficients, and reliability levels classification according to Ursachi et al. (2015).

TABLE 3.10 Reliability statistics for the DWS and its subscales (n = 203)

Workaholism subscales	No of items	Cronbach's alpha	Level
Working excessively	5	.76	Acceptable
Working compulsively	5	.68	Acceptable
Composite WA Score	10	.82	Acceptable

Table 3.10 indicates that the internal consistency of the DWS dimensions ranged from a low of .68 (Working excessively) to a high of .76 (Work compulsively) while the overall internal reliability coefficient for the DWS was .82, all indicating an acceptable level of reliability (Ursachi et al., 2015). For the current study, the DWS was thus considered a reliable instrument for measuring the construct of Workaholism. Data emanating from the DWS was subsequently used for the further statistical analysis required in the study.

Reliability of the Oldenburg Burnout Inventory (OBI)

Table 3.11 indicates the two Burnout (BO) dimensions, a Composite BO Score, number of items, Cronbach's alphas coefficients and the classification of reliability levels according to Ursachi et al. (2015).

TABLE 3.11: Reliability statistics for the OBI and its subscales (n = 203)

Burnout subscales	No of items	Cronbach's alpha	Level
Disengagement	8	.77	Acceptable
Exhaustion	7	.72	Acceptable
Composite BO Score	15	.84	Acceptable

Table 3.11 indicates that the internal consistency of the OBI dimensions ranged from a low of .72 (Exhaustion) to a high of .77 (Disengagement), while the overall internal reliability coefficient for the OBI was .84, all indicating an acceptable level of reliability (Ursachi et al., 2015). For the current study, the OBI was thus considered a reliable instrument for measuring the construct of Burnout. Data emanating from the OBI was subsequently used for the further statistical analysis required in the study.

Correlation coefficients

In order to further understand the relationship between the variables, Pearson product-moment correlation coefficients were calculated between a Composite OP Score and the four constructs of EWB. The cut-off point to determine statistical significance was set at $p < 0.05$. The results of the correlation analysis are indicated in Table 3.12 and discussed after that.

TABLE 3.12: Intercorrelations between a Composite OP Score and the four constructs of employee well-being (n = 203)

Variables	COPS	BO	WA	JS	WE
COPS	1	-.452**	-.060	.667**	.587**
BO	-.452**	1	.206**	-.508**	-.555**
WA	-.060	.206**	1	-.008	.253**
JS	.667**	-.508**	-.008	1	.672**
WE	.587**	-.555**	.253**	.672**	1

COPS	=	Composite OP Score
BO	=	Burnout
WA	=	Workaholism
JS	=	Job satisfaction
WE	=	Work Engagement

*p < .05 statistically significant

**p < .01 highly statistically significant

From Table 3.12, it can be seen that:

- The construct of Burnout is negatively statistically significantly related to a Composite OE Score (r = -.452; p < .001). Due to the negative relationship, it can be argued that as individuals experience increased burnout, the organisation's effectiveness is reduced.

- The construct of Workaholism has a weak and statistically insignificant relationship to a Composite OE Score (r = -.060; p = .394).

- The construct of Job satisfaction is statistically significantly related to a Composite OE Score (r = .667; p < .001). This implies that when job satisfaction increases, so does the organisation's effectiveness.

- The construct of Work engagement is statistically significantly related to a Composite OE Score ($r = .587$; $p < .001$). This implies that when engagement increases, so does the organisation's effectiveness.

- In summary: Three of the four constructs of EWB, namely Burnout, Job satisfaction and Work engagement, are statistically significantly related to a Composite OE Score.

Linear regression analysis

A regression analysis was conducted to determine the extent to which the four constructs of EWB, namely Work engagement, Job satisfaction, Burnout and Workaholism, could predict a Composite OE Score. The adjusted R squared (adjusted R^2) value indicates the percentage of variance the independent variable (IV) (in this case the constructs of EWB) causes in the dependent variable (DV), in this case, a Composite OE Score. These results are indicated in Tables 3.13 – 3.16.

TABLE 3.13: Regression analysis for Job Satisfaction (IV) and OE (DV)

Model	Sum of Squares	df	F	Sig	R	R^2	Adjusted R^2
Regression	25.609	1	161.365	.000	.667	.445**	.443**
Residual	31.899	201					
Total	57.509	202					

**p < .001 statistically significant

Table 3.13 above indicates that the construct of Job satisfaction accounted for 44% of the variance in the Composite OE Score (adjusted $R^2 = .443$; $r < .001$). This finding was confirmed by the significance of the F-value in the ANOVA calculation (F = 161.365; $p < .001$).

TABLE 3.14: Regression analysis for Work Engagement (IV) and OE (DV)

Model	Sum of Squares	df	F	Sig	R	R^2	Adjusted R^2
Regression	19.786	1	105.428	.000	.587	.344**	.341**
Residual	37.723	201					
Total	57.509	202					

**p < .001 statistically significant

Table 3.14 indicates that the construct of Work engagement accounted for 34% of the variance in the Composite OE Score (adjusted R^2 = .341; p < .001). This finding was confirmed by the significance of the F-value in the ANOVA calculation (F = 105.428; p < .001).

TABLE 3.15: Regression analysis for Workaholism (IV) and OE (DV)

Model	Sum of Squares	df	F	Sig	R	R^2	Adjusted R^2
Regression	.208	1	.730	.394	.060	.004	-.001
Residual	57.301	201					
Total	57.509	202					

Table 3.15 indicates that the construct of Workaholism did not account for any of the variance in the Composite OE Score (adjusted R^2 = -.001; p = .394). This finding was confirmed by the insignificance of the F-value (F = .730; p = .394).

TABLE 3.16: Regression analysis for Burnout (IV) and OE (DV)

Model	Sum of Squares	df	F	Sig	R	R^2	Adjusted R^2
Regression	11.731	1	51.50	.000	.452	.204**	.200**
Residual	45.778	201					
Total	57.509	202					

**p < .001 statistically significant

Table 3.16 indicates that the construct of Burnout accounted for 20% of the variance in the Composite OE Score (adjusted R^2 = .200; p < .001). This finding was confirmed by the significance of the F-value in the ANOVA calculation (F = 51.50; p < .001).

Discussion

The purpose of this study was to investigate the relationship between the concept of Employee Well-Being (EWB) as operationalised by its four constructs of (1) Work engagement, (2) Job satisfaction, (3) Burnout and (4) Workaholism, and the concept of OE, operationalised by a Composite OE Score.

Organisations need to improve their effectiveness to conquer future changes, volatility and turbulence. At the same time, these changing demands have increased employees' workload. The increased workload will overwhelm employees if they fail to adapt to the approaches that apply to an organisation. Through researching and understanding EWB and its relationship to

OE, organisations may become more aware of the implications thereof and understand how the well-being of their employees can be addressed.

The purpose of the study was achieved by computing correlation coefficients between the measures of the five measurement instruments to determine statistically significant relationships. Specifically, the first four hypotheses stated a statistically significant relationship between the four constructs of EWB and a Composite OE Score (H1 - Job satisfaction and OE; H2 - Work engagement and OE; H3 - Workaholism and OE; and H4 - Burnout and OE). The results indicated that three of the four constructs of EWB, namely Job satisfaction ($r = .667$; $p < .001$), Work engagement ($r = .587$; $p < .001$) and Burnout ($r = -.452$; $p < .001$) were found to be statistically significantly related to a Composite OE Score. Thus, H1, H2 and H4 were accepted. The construct of Workaholism and a Composite OE Score ($r = -.060$, $p = .394$) were not statistically significantly related (H3 rejected). The reason for the negative but statistically significant relationship between the construct of Burnout and a Composite OE Score could be argued to be that as individuals experienced increased Burnout, their effectiveness was reduced. H5 (the constructs of EWB are statistically significant predictors of a Composite OE Score) was partially accepted, as three of the four constructs of EWB, namely Workaholism, Job satisfaction and Burnout, were able to predict 98.3% of the variance of a Composite OE Score.

Job satisfaction has been found to be a predictor of other factors such as absenteeism, turnover and behaviour in the workplace (Mishra, 2013). Job satisfaction and OE have also been found to have a positive and statistically significant relationship. Therefore, the results of this study support the findings of Mishra (2013) and Sibhoko (2017), who also found a relationship between Job satisfaction and OE. Bakotić (2016) found that although there was a positive relationship between Job satisfaction and OE, a low correlation was evident. The results of the current study thus do not support the results obtained by Bakotić (2016), as a high and statistically significant relationship was found between Job satisfaction and OE ($r = .667$; $p < .001$).

A study by Sundaray (2011) found that there is a statistically significant relationship between Employee engagement and OE, which is supported by the results of the current study ($r = .587$; $p = < .001$).

This study addressed the increase in requests for research relating to Workaholism, as made evident by Xu et al. (2021). The research conducted in this study did not measure within-person and between-person changes, and the results between the studies can therefore not

be compared fairly. However, the results of this research can be used to further contribute to the literature about Workaholism. They can potentially be used as a basis for future research to expand the field of Workaholism.

Rehman et al. (2015) conducted a study that assessed the impact of Burnout on the performance of employees, specific to sales departments within the banking industry in Pakistan. The results of this study found that Burnout had a positive, significant impact on the performance of employees (Rehman et al., 2015). The results of the current study contradict those found by Rehman et al. (2015) as the current results show a significant relationship between the two variables ($r = -.452$; $p < .001$), although the relationship was found to be negative. One of the reasons for the difference in research findings between the two studies may be because 63% of respondents the study by Rehman et al. (2015) were in sales, sales administration or sales fulfilment, while the respondents in the current study were all from a bond origination company, a different industry.

Limitations and recommendations for future studies

The first limitation of this study is that a large body of the available literature regarding OE and the approaches to OE are dated. More recent research could thus not be consulted. A second limitation was that the study was conducted in a South African bond origination company and the results are not generalisable to other industries in South Africa. Thirdly, a convenience sample was used for this study, and such a sample does not always provide a representative result of the population.

The first recommendation for future research is to investigate the relationship between the constructs of EWB and OE in other organisations besides the bond origination industry, including the public sector. Secondly, research pertaining to Workaholism and its relationship to other variables should be conducted to expand on both the theoretical and empirical research aspects of this variable. Lastly, the moderating effect of biographical variables such as gender, age, educational level and years of service, which could affect the strength of the relationship between EWB and OE, should be conducted.

Practical implications for management

A thorough understanding of the theoretical and empirical relationship between the constructs of EWB and OE can assist managers in reassessing their approach to EWB and making the necessary revisions. More specifically, practical considerations and the necessary interventions for each type of EWB construct included in the study is encouraged and can

assist organisations in addressing EWB on an employee level and effectiveness on an organisational level.

Conclusion

The knowledge that EWB can improve OE can assist HR Managers and IOPs in developing and implementing appropriate EWB interventions to improve the OE of organisations.

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CHAPTER 4: CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

4.1 INTRODUCTION

This last chapter of the dissertation will discuss the study's conclusions, limitations, and recommendations. The chapter starts with a discussion of the conclusions regarding the research aims, after which the study's limitations will be discussed. The chapter concludes with recommendations for the participating organisation and the field of Industrial and Organisational Psychology (IOP).

4.2 CONCLUSIONS REGARDING THE AIMS OF THE STUDY

4.2.1 Conclusions regarding the specific theoretical aims of the study

The study had the following specific theoretical aims:

- To conceptualise EWB and its constructs from a theoretical perspective.
- To conceptualise OE and its constructs from a theoretical perspective.
- To conceptualise the theoretical relationship between EWB and OE.

4.2.1.1 The first literature aim: To conceptualise EWB and its constructs from a theoretical perspective.

The first theoretical aim was achieved in Chapter 2 of this study, and the following conclusions can be made:

- Well-being dates back to ancient Greece (Ryan & Deci, 2001). Due to the intangibility, complexity, and multidimensionality, an agreed-upon definition has not been reached (Dodge et al., 2012; Kay Smith & Diekmann, 2017).

- The two most common approaches to well-being are hedonic well-being and eudaimonic well-being (Dodge et al., 2012; Huta & Ryan, 2010). However, psychologists have adopted the hedonic approach to well-being through subjective self-report ratings.

- EWB has been defined as "the overall quality of an employee's experience and functioning at work" (Warr, 1987, as cited in Grant et al., 2007, p. 52) and is made up of physical, mental and emotional well-being (Cartwright & Cooper, 2009). Additionally, individuals, organisations and society are argued to be impacted by EWB (Connerley & Wu, 2016).

- Various models of EWB have been presented. However, the Circumplex Model of Affect (Russell, 1980) adapted by Bakker and Oerlemans (2011) was found to be acceptable for research purposes and included four constructs of employee well-being, namely job satisfaction, work engagement, workaholism and burnout.

- The construct of Job satisfaction was defined as how an individual perceived their job, favourable or unfavourable (Judge et al., 2012), like or dislike (Ngidi & Ngidi, 2017) or pleasant or unpleasant (Hakanen et al., 2018).

- The construct of Work engagement is related to a positive and fulfilling work-related state of mind and included vigour, dedication, and absorption as its dimensions (Schaufeli et al., 2002).

- The construct of Workaholism dates back to 1970 and included a compelling or incessant need to work (Oates, 1971, cited in Shkoler et al., 2017). Individuals who experience workaholism are argued to experience an internal drive to work that cannot be resisted (Shimazu & Schaufeli, 2009).

- The construct of Burnout was introduced in the 1970s (Rothmann, 2003) and resulted from an extended response to interpersonal stressors on the job (Maslach & Leiter, 2016).

4.2.1.2   The second literature aim: To conceptualise OE and its constructs from a theoretical perspective.

This theoretical aim was also achieved in Chapter 2, and the following conclusions can be made:

- The concept of OE has been researched over the last 30 years (Olivier, 2014), and the history thereof is long and messy (Balduck & Buelens, 2008).

- The concept of OE is difficult to define (Olivier, 2014) as it is multidimensional (Mikelson & Leila, 2019). However, a popular definition included in the literature indicated that OE referred to how companies achieved their goals by using their resources without damaging their stakeholders (Erkutlu, 2008).

- OE can be measured both subjectively and objectively (Pathak & Singh, 2013), and there is no single model that can measure OE across all organisations (Ashraf & Kadir, 2012).

- The extent to which organisations set and achieved their goals is used by the goal approach to OE to measure the effectiveness of an organisation, and organisations are deemed more effective if they achieved more goals (Olivier, 2014).

- The systems resource approach to OE addressed the relationship between an organisation and its external environment (Glunck & Wilderom, 1999, as cited in Olivier, 2014). Organisations are often required to source and use scarce resources to create a competitive advantage that may indicate their effectiveness (Olivier, 2014).

- The internal process approach viewed OE from the perspective of internal procedures and processes, more specifically if members of the organisation do not experience strain or stress. At the same time, the company operated smoothly (Ashraf & Kadir, 2012). It is argued that the positive work climate, accurate communication and strong culture within the organisation influenced the internal functioning (Daft, 2015).

- Considering the view or values of the various stakeholders within the organisation to measure OE is included in the strategic constituency approach to OE (Glunk & Wilderom, 1999; Martz, 2008; Tsui, 1984).

- The criteria approach to OE is of the view that various criteria to measure OE have been used in the past (Steers, 1977, as cited in Olivier, 2014). Unidimensional and multidimensional approaches to OE are the two most common evaluation criteria that can be used (Olivier, 2014; Steers, 1977).

- The productivity and stability of an organisation, its adaptability to changing business environments, and how it developed its workforce and used its resources are included in the conflicting values approach to OE (Potnuru & Sahoo, 2016). This approach paid specific attention to three sets of competing values (Quinn & Rohrbaugh, 1981, as cited in Potnuru & Sahoo, 2016).

4.2.1.3   *The third literature aim: To conceptualise the theoretical relationship between EWB and OE.*

This theoretical aim was also achieved in Chapter 2, and the following conclusions can be made:

- Improving the quality of employees' experience, which will promote organisational effectiveness, can be achieved by expanding on the role of Human Resource development professionals (Gilbreath & Montesino, 2006). This was supported by Van de Voorde et al. (2012), who found that Human Resource Management positively affected EWB, which positively affected performance.

- The relationship between the construct of Job satisfaction and the financial performance of an organisation is statistically significant (Bakotić, 2016). The relationship between the construct of job satisfaction and organisational performance has also been positive, with a low correlation (Bakotić, 2016). A relationship between the construct of job satisfaction and organisational effectiveness has also been found (Sibhoko, 2017).

- A relationship between the construct of employee engagement and OE has also been found (Sundaray, 2011).

- The researcher is of the opinion that research about the construct of workaholism and OE was difficult to source. Additionally, research pertaining to the influence of the construct of workaholism on job performance is becoming more necessary, as reflected in the increased requests for such research (Xu et al., 2021).

- Burnout is potentially damaging to the organisation should managers experience burnout which affected their subordinates (DuBrin, 1990). However,

research about the relationship between the construct of burnout and OE was also limited.

4.2.2   Conclusions regarding the specific empirical aims of the study

The study had the following specific empirical aims:

● To measure job satisfaction as a construct of EWB by means of the Job Satisfaction Questionnaire in a bond origination company.

● To measure work engagement as a construct of EWB by means of the Utrecht Work Engagement Scale in a bond origination company.

● To measure workaholism as a construct of EWB by means of the Dutch Workaholism Scale in a bond origination company.

● To measure burnout as a construct of EWB by means of the Oldenburg Burnout Inventory in a bond origination company.

● To measure OE and its 12 constructs by means of the Organisational Performance Questionnaire in a bond origination company.

● To determine whether there is a statistically significant relationship between the four EWB constructs of job satisfaction, work engagement, workaholism and burnout and a Composite OE Score.

● To determine whether the four constructs of EWB can predict a Composite OE Score in a bond origination company.

● To make recommendations for the field of IOP regarding the relationship between EWB and OE.

● To make recommendations for the participating organisation regarding the relationship between EWB and OE.

4.2.2.1   The first empirical aim: To measure job satisfaction as a construct of EWB by means of the Job Satisfaction Questionnaire in a bond origination company.

The first empirical aim was achieved by using the Job Satisfaction Questionnaire (JSQ) to measure the construct of Job satisfaction. This questionnaire consisted of two statements rated on a 5-point Likert scale (Hakanen et al., 2018). A convenient sample of 203 managerial and non-managerial employees in a South African bond origination company was asked to rate their current job satisfaction by responding to two questions included in the JSQ. From the data generated by the JSQ, the following conclusions can be made:

- The reliability of this instrument in the current study was acceptable as a Cronbach's alpha score of .69 was achieved, which was within the acceptable range of between .6 and .7, as suggested by Ursachi et al. (2015). The reliability coefficient may be below .7 because only two items were included in the questionnaire. It is argued that the alpha coefficient achieved is influenced by the length of the scale (Streiner, 2003).

- Employees in the participating organisation rated themselves as being mostly satisfied with their present job (M = 3.79), with their present competence in relation to the demands of their job (M = 4.04), and with their overall job satisfaction (M = 3.92). These mean scores are all above the HSRC suggested a 3.2 cut-off score for positive perceptions on a 5-point scale (Castro & Martins, 2010).

4.2.2.2   The second empirical aim: To measure work engagement as a construct of EWB by means of the Utrecht Work Engagement Scale in a bond origination company.

The second empirical aim was achieved by using the Utrecht Work Engagement Scale (UWES) to measure the construct of work engagement. The subscales included in this instrument were vigour, dedication and absorption (Hakanen et al., 2018). This instrument consisted of 17 items which were rated on a scale from 0 (Never) to 6 (Always) (Hakanen et al., 2018). A convenient sample of 203 managerial and non-managerial employees in a South African bond origination company was asked to rate their engagement by responding to the items included in the UWES. From the data generated by the UWES, the following conclusions can be made:

- The Cronbach's alpha coefficients for the three dimensions of Work Engagement, namely Vigour, Dedication and Absorption, were .89, .92 and .88 respectively. The reliability of the UWES as a measurement instrument was found to be .96. These reliability scores were all considered acceptable according to the guidelines provided by Ursachi et al. (2015).

- Respondents rated all three work engagement dimensions as above average (Vigour: M = 4.38 or 73%; Dedication: M = 4.56 or 76%; Absorption: M = 4.35 or 73%) as well as overall work engagement (M = 4.42 or 74%), indicating that

they perceived work engagement in general to be above average in their organisation.

4.2.2.3   The third empirical aim: To measure workaholism as a construct of EWB by means of the Dutch Workaholism Scale in a bond origination company.

The third empirical aim was achieved by using the Dutch Workaholism Scale (DWS) to measure the construct of Workaholism. This instrument included 10 items and was measured using a 4-point scale (1 = Hardly Never to 4 = Nearly Always). Working excessively and Working compulsively were the two dimensions measured in this instrument and were each measured by 5 items (Hakanen et al., 2018). A convenient sample of 203 managerial and non-managerial employees in a South African bond origination company was asked to rate their workaholism habits on the DWS. From the data generated by the DWS, the following conclusions can be made:

● The DWS achieved an overall reliability coefficient of .82. The two dimensions of Workaholism, namely Working excessively and Working compulsively, achieved Cronbach's alpha coefficients of .76 and .68 respectively. The DWS was thus considered a reliable measurement instrument according to the guidelines provided by Ursachi et al. (2015).

● Respondents rated their organisation as being above average regarding Working excessively (M = 2.94 or 74%), Working compulsory (M = 3.05 or 76%) and overall Workaholism (M = 3.0 or 75%), indicating that respondents perceived that Workaholism was above average and an issue of concern in their organisation.

4.2.2.4   The fourth empirical aim: To measure burnout as a construct of EWB by means of the Oldenburg Burnout Inventory in a bond origination company.

The fourth empirical aim was achieved using the Oldenburg Burnout Inventory to measure the construct of Burnout. The two core dimensions of Burnout measured in this instrument included Exhaustion and Disengagement from work. Seven items were included to measure Exhaustion, whereas Disengagement from work was measured by including 8 items. Each item was rated on a 4-point scale (1 = Strongly Agree to 4 = Strongly Disagree). A convenient sample of 203 managerial and non-managerial employees in a South African bond origination

company was asked to rate their perceptions of burnout on the OBI. From the data generated by the OBI, the following conclusions can be made:

- The overall Cronbach's alpha score achieved for the OBI was .84, with the internal reliability scores of the two dimensions at .72 for Disengagement and .77 for Exhaustion. The OBI was thus considered a reliable measurement instrument according to the guidelines provided by Ursachi et al. (2015).

- Respondents rated the Disengagement dimension of Burnout as 2.61 (65%) and the Exhaustion dimension as 2.39 (60%), while the overall mean score for Burnout was 2.45 or 61%. The respondents thus perceived Burnout to be above average and an issue of concern for their organisation.

4.2.2.5   *The fifth empirical aim: To measure OE and its 12 constructs by means of the Organisational Performance Questionnaire in a bond origination company.*

The OPQ, developed by Olivier (2014), measured the following 12 constructs of OE on a 4-point Likert scale (1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly Agree): (1) External environment, (2) Mission & strategy, (3) Leadership, (4) Culture, (5) Structure, (6) Management practices, (7) Systems, (8) Work unit/Section climate, (9) Skills/job match, (10) Individual needs & Values, (11) Motivation and (12) Individual & Organisational performance.

A convenient sample of 203 managerial and non-managerial employees in a South African bond origination company was asked to rate their perceptions of their organisation's performance on the OPQ. From the data generated by the OPQ, the following conclusions can be made:

- The overall reliability Cronbach's alpha coefficient achieved for the OPQ in the current study was .98. The internal reliability coefficients for 9 of the 12 OPQ constructs ranged from a low of .67 for Skills/job match to a high of .94 for Management practices. These results all indicated an acceptable level of reliability, according to Ursachi et al. (2015). The reliability for three scales on the OPQ, namely Mission & Strategy, Structure and Individual needs and values, could not be statistically calculated in the current study as each of these scales consisted of only one item. However, in a study by Olivier (2018), the items measuring these scales were unambiguous to the respondents and clearly related to the construct being measured. As such, they were accepted

as reliable. Thus, the conclusion can be made that the OPQ is a reliable instrument for measuring an organisation's performance/effectiveness in the current study.

● Respondents rated all 12 constructs of the OPQ as above average (lowest: M = 2.83 or 71% for Individual Needs & Values and highest: M = 3.76 or 94% for Mission & strategy), including the Composite OP Score (M = 3.13 or 78%). The conclusion can thus be made that respondents had positive perceptions regarding the effectiveness of their organisation.

4.2.2.6　　*The sixth empirical aim: To determine whether there is a statistically significant relationship between the four EWB constructs of job satisfaction, work engagement, Workaholism, and burnout and a Composite OE Score*

The sixth empirical aim was achieved by calculating the correlation coefficients between the four constructs of Employee Well-Being (EWB) and a Composite OE/OP Score, with the cut-off point to determine statistical significance being set at $p \leq 0.05$ (Howell, 1999). From the correlation coefficients, the following conclusions can be made:

● The construct of Job satisfaction is statistically significantly related to a Composite OE Score ($r = .667$; $p < .001$). This implies that when job satisfaction increases, so does the organisation's effectiveness. The results of this study support the findings of Mishra (2013) and Sibhoko (2017), who also found a relationship between Job satisfaction and OE. A study by Bakotić (2016) found that although there was a positive relationship, a low correlation was evident. Therefore, the findings of this study did not support those of Bakotić (2016).

● The construct of Work engagement is statistically significantly related to a Composite OE Score ($r = .587$; $p < .001$). This implies that when engagement increases, so does the organisation's effectiveness. This result supports the study by Sundaray (2011), which reported a statistically significant relationship between employee engagement and OE.

● The construct of Burnout is negatively statistically significantly related to a Composite OE Score ($r = -.452$; $p < .001$). Due to the negative relationship, it can be argued that as individuals experience increased burnout, their effectiveness is reduced. Thus, to increase effectiveness, organisations must

decrease Burnout, which is supported by Dubrin (1990, as cited in Rothmann 2003), who found that burnout is potentially damaging to the organisation.

- The construct of Workaholism has a weak negative statistically insignificant relationship with a Composite OE Score ($r = -.060$; $p = .394$). As such, no valid conclusions can be made from the current study regarding the relationship between the construct of Workaholism and a Composite OE Score. Mazzetti et al. (2018) mentioned that the consequences related to workaholism are severe in several areas of life. Workaholism is related to work-life conflict (Schaufeli et al., 2008), and has also been a factor in absenteeism, low morale, turnover and job dissatisfaction (Rothmann, 2003). The inconclusive results of the current study support the argument by Xu et al. (2020), who called for the need for additional research regarding the influence of workaholism on an organisation's performance.

- In summary: Three of the four constructs of EWB, namely Burnout, Job satisfaction and Work engagement, are statistically significantly related to a Composite OE Score.

4.2.2.7   The seventh empirical aim: To determine whether the four constructs of EWB can predict a Composite OE Score in a bond origination company

The seventh empirical aim was achieved by computing a linear regression analysis with the four constructs of EWB as the independent variables and a Composite OE Score as the dependent variable. From the results of the linear regression analysis, the following conclusions can be made:

- The construct of Work engagement is a statistically significant predictor of a Composite OE Score, accounting for 34.4% of the variance in such a score.

- The construct of Job satisfaction is a statistically significant predictor of a Composite OE Score, accounting for 44.5% of the variance in such a score.

- The construct of Burnout is a statistically significant predictor of a Composite OE Score, accounting for 20.4% of the variance in such a score.

- The construct of Workaholism cannot predict a Composite OE Score, as it did not account for any variance in such a score (adjusted $R^2 = -.001$; $p = .394$).

- In summary: Three of the four constructs of EWD, namely Work engagement, Job satisfaction and Burnout, are statistically significant predictors of a Composite OE Score, accounting for 99.3% of the variance of such a score.

4.2.2.8   *The eighth empirical aim: To make recommendations for the field of IOP regarding the relationship between EWB and OE*

- The recommendations for the field of IOP are discussed in paragraph 4.4.2 below.

4.2.2.9   *The ninth empirical aim: To make recommendations for the participating organisation regarding the relationship between EWB and OE.*

- The recommendations for the participating organisation are discussed in paragraph 4.4.3 below.

4.2.3   Conclusions regarding the general aim of the study

The general aim of the study was to determine the relationship between EWB and OE. The general aim of the study was achieved as the study's empirical findings have shown that there was a statistically significant relationship between three of the four constructs of EWB, namely Work engagement, Job satisfaction, Burnout and a Composite OE Score. In contrast, one construct, namely Workaholism, is statistically insignificantly related to a Composite OE Score. Therefore, the conclusion can be made that the general aim of the study was achieved.

4.2.4   Conclusions regarding the hypotheses

The following conclusions regarding the hypotheses were made based on the correlations obtained from the study (See Table 3.12 in Chapter 3):

Hypothesis 1: There is a statistically significant relationship between the construct of job satisfaction and a Composite OE Score. The study produced a correlation coefficient of r = .667 (p < .001) between these two variables, which indicated a statistically significant relationship between them. As such, Hypothesis 1 is accepted.

Hypothesis 2: There is a statistically significant relationship between the construct of work engagement and a Composite OE Score. The study produced a correlation coefficient of r = .587 (p < .001) between these two variables, which indicated a statistically significant relationship between them. As such, Hypothesis 2 is accepted.

Hypothesis 3: There is a statistically significant relationship between the construct of workaholism and a Composite OE Score. The study produced a weak, negative, and insignificant correlation coefficient of r = -.060. (p = .394) between these two variables. As such, Hypothesis 3 is rejected.

Hypothesis 4: There is a statistically significant relationship between the construct of burnout and a Composite OE Score. The study produced a negative correlation coefficient of r = -.452 (p < .001) between these two variables. However, this negative relationship was still statistically significant. As such, Hypothesis 4 is accepted.

Hypothesis 5: The four constructs of EWB are statistically significant predictors of a Composite OE Score. The findings from the research indicated that three of the four EWB constructs (Work engagement, Job satisfaction and Burnout) accounted for 99.3% of the variance in a Composite OE Score, while Workaholism did not contribute. Hypothesis 5 is thus partially accepted.

4.3   LIMITATIONS OF THE STUDY

Several theoretical and empirical limitations pertaining to the study were found.

4.3.1   Limitations of the literature review

● Recent, original research relating to some of the models of OE was difficult to find or could not be found. This resulted in older research being included in the literature review, such as Glunk and Wilderom (1999), Tsui (1984) and Zammuto (1984). Additionally, in some instances, more recent research was available, but the authors cited the older research, which resulted in secondary research being included, for example, Steers (1977) and Cameron and Whetten (1983), both of which were cited in Olivier (2014).

- Research about the theoretical relationship between the construct of workaholism and OE was not widely available. This limited the researcher's understanding of this specific theoretical relationship and how this study faired against other studies of a similar nature that have been conducted.

- As with workaholism, the research regarding the construct of burnout and its theoretical relationship with OE was not widely available, which posed a theoretical limitation to the study.

- In summary, there is limited research on the relationship between EWB and its four constructs and OE, which made it difficult to compare the empirical results of the current study with other similar studies

4.3.2 Limitations of the empirical study

- The study was conducted in one bond origination company in South Africa, and as such, the results should be generalised to other industries with caution.

- A convenience sample was used for the current study, and therefore the results cannot be generalised to all South African organisations and their employees.

- Although research has shown that the terms organisational performance (OP) and OE are used interchangeably by researchers and practitioners alike, the main instrument used to measure OE in the current study, the OPQ, was specifically developed to measure OP.

- The Job satisfaction Scale only consisted of two items, and while it is argued to have displayed acceptable reliability, a more comprehensive measure of job satisfaction could have been utilised.

4.4 RECOMMENDATIONS

4.4.1 Recommendations for further research

The following recommendations are made for future research:

- The current study should be conducted across more organisations in South Africa with an expanded sample size to obtain generalisable results. This would enable various industries to understand the relationship between the constructs of EWB and the concept of OE.

- Further research should be conducted into the relationship between the concept of OE and the construct of burnout to investigate the nature of the relationship and the dynamics.

- Additional research should be conducted into the OPQ and include the instrument as part of other research projects to further expand on the instrument, specifically the internal reliability.

- Research to investigate the empirical relationship between the constructs of workaholism, burnout and the concept of OE should be conducted to expand the currently available knowledge of this relationship.

- The moderating effect of the biographical variables used in the current study (gender, age, position in the organisation, and years of service in the organisation) on the strength of the relationship between the constructs of EWB and the concept of OE should be investigated.

4.4.2 Recommendations for the field of industrial and organisational psychology

The following recommendations pertain to the field of IOP:

- More research pertaining to the well-being of employees and the effectiveness of organisations should be conducted to expand on this research and the conclusions and implications thereof.

- Practical interventions which address the relationship(s) between the four constructs of EWB and the concept of OE should be developed to assist organisations in addressing these aspects.

- The implications of not addressing this relationship should also be studied to gain insight from both perspectives.

4.4.3 Recommendations for the participating organisation

The following recommendations are made for the participating organisation:

- The organisation is encouraged to focus on the four constructs of EWB and understand and consider the implications thereof in terms of individual employees, departments, and the organisation as a whole.

- The organisation should provide employees with the opportunity to provide insight into their well-being through projects such as satisfaction, engagement and burnout surveys.

- Based on the outcome(s) of the above, the organisation should understand the various ways in which it can address job satisfaction, work engagement and burnout to ensure measures are implemented to increase the well-being of its employees, which will, in turn, increase the effectiveness of the organisation.

4.5 CHAPTER SUMMARY

This final chapter discussed the study's conclusions, limitations, and recommendations. The chapter started with a discussion of the conclusions regarding the research aims, after which the limitations of the study were discussed. The chapter concluded with recommendations for the participating organisation and the field of Industrial and Organisational Psychology (IOP).

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ORGANISATIONAL PERFORMANCE QUESTIONNAIRE

SECTION A: BIOGRAPHICAL INFORMATION

1.   In which Section/Department in your organisation do you work?

	1
	2
	3
	4
	5
	6
	7
	8
Any other Department/Section not mentioned above – please write in the name _____	9

2.   Are you

Male?	1	Female?	2

3.   What is your rank/level/classification?

	1
	2
	3
	4
	5
	6
	7

4.   What is your highest educational qualification? (Mark only one).

Less than Grade 12	1
Grade 12	2
Qualified Artisan or Technician	3
Diploma	4
3–Year Degree	5
Honours	6
Masters	7
Doctoral	8

Other (Specify) _____	9

5. *Total years of service in your organisation*

More than 20 years	1
15 – 20 years	2
10 – 14 years	3
5 – 9 years	4
Less than 5 years	5

6. What is your age?

Less than 22 years old	1
22 – 29 years old	2
30 – 39 years old	3
40 – 49 years old	4
50 – 60 years old	5
Older than 60 years old	6

SECTION B: QUESTIONNAIRE ITEMS

1. Our leaders are continuously aware of outside conditions that affect the performance of our organisation.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

2. I know what the main purpose of my organisation is.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

3. The leaders in my organisation provide me with clear direction.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

4. My organisation's core values are held strongly and shared widely by all members.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

5. When my supervisor/manager gives me a task to do, I know exactly what duties I have to perform, to what standard I have to perform them and when the task must be completed.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

6. My organisation has clear and written standardised policies and procedures that help employees do their work effectively.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

7. I am motivated to do my work to the best of my ability.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

8. I have the skills and abilities required to perform my work.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

9. My organisation has a high reputation for excellence.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

10. My organisation is sensitive to the changing needs of our clients, service providers and other external stakeholders.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

11. The leaders in my organisation inspire and motivate me to give my best.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

12. I support the core values of my organisation.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

13. My organisation's structure makes logical sense to me.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

14. I have complete confidence in the competence of my supervisor/manager.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

15. My own work procedures are set out in formal, written documents.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

16. My organisation has an effective system of communicating and sharing information with its members.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

17. My supervisor/manager manages effectively.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

18. I maintain a healthy balance between my work and personal life.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

19. The employees in my organisation do their best to achieve their goals and objectives.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

20. My own work objectives are determined jointly by me and my supervisor/manager.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

21. My organisation is known for the achievement of high levels of service delivery.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

22. My organisation has a clear and effective system for formulating goals and objectives that must be achieved.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

23. My supervisor/manager treats all of his/her subordinates fairly.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

24. All the members in my organisation have a high sense of urgency, doing things fast, as soon as possible and to the best of their ability.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

25. The leaders in my organisation regularly discuss with us the organisation's vision, mission, priorities, values and overall goals and objectives.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

26. There is a culture of empowerment in my organisation.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

27. My organisation has a transparent and effective reward system for above average performance.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

28. My supervisor/manager works with me to identify training that will enhance my work performance and career development.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

29. I enjoy doing my work in my work group/section/department.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

30. My organisation's Performance Management System is effective and efficient (documented, clear, conducted regularly, easy to apply and fair).

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

31. My supervisor/manager recognises and rewards above average performance.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

32. My organisation has effective financial systems in place for budgeting and expenditure.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

33. My organisation has good relationships with clients, service providers and other external stakeholders.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

34. When explaining what I must do, the leaders in my organisation also explain to me the advantages or benefits of doing it.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

35. Members of my organisation show consistent behaviour.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

36. My supervisor/manager regularly discusses my performance with me and offers suggestions for improvement.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

37. The budget development process in my organisation is documented and clear to understand.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

38. My supervisor/manager manages finances and equipment allocated to his/her section/department effectively and efficiently.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

39. I fully identify with the core values of my organisation.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

40. My organisation regularly reviews and updates its policies and procedures.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

41. My organisation fully achieves its aims and objectives as set out in its vision, mission and strategy.

Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Undecided 0

42. My organisation continuously adapts to influences from outside that affect its performance.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

43. The leaders in my organisation regularly state with conviction that they believe that we as employees have the competency and ability to succeed.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

44. My supervisor/manager encourages me and others to communicate critical information to him/her, whether good or bad.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

45. My organisation has a documented, easy to understand planning process.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

46. There is trust and mutual respect between members of my work group/section/department.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

47. I have been provided with training and development by my organisation to ensure that I have the necessary skills and abilities to perform my work effectively.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

48. I find my work personally rewarding.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

49. My organisation has clear and effective Human Resource processes in place (recruitment, selection, placement, training, etc).

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

50. The expression of diverse views and opinions are encouraged and appreciated by my supervisor/manager.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

51. The leaders in my organisation act as role models for the organisation's values and expectations, leading by example.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

52. My supervisor/manager encourages his/her subordinates to come up with new ideas and solutions.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

53. My organisation has written policies and procedures in place for all work processes.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

54. The leaders in my organisation have the ability to build and maintain team work.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

55. My supervisor/manager encourages open and honest communication about problems and other work related issues.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

56. I am constantly trained and developed in order to keep up to the changing work environment.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

57. I work with nice, friendly and helpful people in my work group/section/department.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

58. The leaders in my organisation continuously encourage us to strive for excellent service towards our internal and external clients.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

59. My supervisor/manager constructively deals with poor performance.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

60. The performance of managers and employees in my organisation are measured according to prescribed policies and procedures.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

61. My organisation has a transparent and fair promotion system.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

62. The leaders in my organisation have high ethical standards.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

63. I am motivated to reach higher levels and standards of performance in my work.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

64. My organisation has clear performance requirements and systems to measure the achievement of these requirements.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

65. My organisation has effective internal financial control systems in place.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

66. I feel that I make a significant contribution to my organisation's success.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

67.   My organisation is constantly achieving its set aims and objectives.

Strongly Disagree	Disagree	Agree	Strongly Agree	Undecided
1	2	3	4	0

JOB SATISFACTION QUESTIONNAIRE

Instructions: The following statements refer to how satisfied you're are in your job. Please indicate to what extent you agree with each of the following statements by selecting the number that corresponds with the statement. 1 being Very Dissatisfied and 5 being Very Satisfied

		Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
1	Overall, how satisfied are you with your present job?	1	2	3	4	5
2	How satisfied are you with your present competence in relation to the demands of your job?	1	2	3	4	5

THE UTRECHT WORK ENGAGEMENT SCALE

Work & Well-being Survey (UWES) ©

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1. _____ At my work, I feel bursting with energy
2. _____ I find the work that I do full of meaning and purpose
3. _____ Time flies when I'm working
4. _____ At my job, I feel strong and vigorous
5. _____ I am enthusiastic about my job
6. _____ When I am working, I forget everything else around me
7. _____ My job inspires me
8. _____ When I get up in the morning, I feel like going to work
9. _____ I feel happy when I am working intensely
10. _____ I am proud of the work that I do
11. _____ I am immersed in my work
12. _____ I can continue working for very long periods at a time
13. _____ To me, my job is challenging
14. _____ I get carried away when I'm working
15. _____ At my job, I am very resilient, mentally
16. _____ It is difficult to detach myself from my job
17. _____ At my work I always persevere, even when things do not go well

THE DUTCH WORKAHOLISM SCALE

Work & Well-being Survey (DUWAS-short version) ©

The following ten statements are about how you feel at work. Please read each statement carefully and decide how often you ever feel this way about your job. Please indicate of each statement the alternative that best describes how frequently you feel that way For instance, if you have never or almost never had this feeling, circle the "1" (one) after the statement. If you have had always or almost always this feeling circle "4" (four).

(Almost) never	Sometimes	Often	(Almost) always
1	2	3	4

1. I seem to be in a hurry and racing against the clock *(WE)*	1	2	3	4
2. I find myself continuing to work after my co-workers have called it quits *(WE)*	1	2	3	4
3. It's important to me to work hard even when I don't enjoy what I'm doing *(WC)*	1	2	3	4
4. I stay busy and keep many irons in the fire *(WE)*	1	2	3	4
5. I feel that there's something inside me that drives me to work hard *(WC)*	1	2	3	4
6. I spend more time working than on socializing with friends, on hobbies, or on leisure activities *(WE)*	1	2	3	4
7. I feel obliged to work hard, even when it's not enjoyable *(WC)*	1	2	3	4
8. I find myself doing two or three things at one time such as eating lunch and writing a memo, while talking on the telephone *(WE)*	1	2	3	4
9. I feel guilty when I take time off work *(WC)*	1	2	3	4
10. It is hard for me to relax when I'm not working *(WC)*	1	2	3	4

WE = Working excessively; *WC* = Working compulsively

OLDENBURG BURNOUT INVENTORY

Instructions: The following statements refer to your feelings and attitudes during work. Please indicate to what extent you agree with each of the following statements by selecting the number that corresponds with the statement.

	Strongly Agree	Agree	Disagree	Strongly Disagree
	1	2	3	4

1. Bei meiner Arbeit entdecke ich immer wieder neue, interessante Aspekte. *(Disengagement)*

   I always find new and interesting aspects in my work

2. Es gibt Tagen, daß ich mich schon vor der Arbeit müde fühle. *(Exhaustion) R*

   There are days when I feel tired before I arrive at work

3. Es passiert mir immer öfter, daß ich mich abwertend über meine Arbeitstätigkeit äußere. *(Disengagement) R*

   It happens more and more often that I talk about my work in a negative way

4. Nach der Arbeit brauche ich jetzt oft längere Erholungszeiten als früher, um wieder fit zu werden. *(Exhaustion) R*

   After work, I tend to need more time than in the past in order to relax and feel better

17. Die Belastung durch meine Arbeit ist ganz gut zu ertragen. *(Exhaustion)*

    I can tolerate the pressure of my work very well

18. Ich neige in letzter Zeit vermehrt dazu, bei meiner Arbeit wenig zu denken, sondern sie fast mechanisch zu erledigen. *(Disengagement) R*

    Lately, I tend to think less at work and do my job almost mechanically

19. Meine Arbeit stellt viele Herausforderungen an mich. *(Disengagement)*

I find my work to be a positive challenge

8. Ich habe bei der Arbeit immer häufiger das Gefühl, emotional ausgelaugt zu sein. *(Exhaustion) R*

During my work, I often feel emotionally drained

9. Mit der Zeit verliert man die innere Beziehung zur eigenen Arbeit. *(Disengagement) R*

Over time, one can become disconnected from this type of work

10. Nach der Arbeit bin ich in der Regel noch ganz fit für meine Freizeitaktivitäten. *(Exhaustion)*

After working, I have enough energy for my leisure activities

11. Manchmal bin ich von meiner Arbeitstätigkeit richtiggehend angewidert. *(Disengagement) R*

Sometimes I feel sickened by my work tasks

10. Nach der Arbeit fühle ich mich in der Regel schlapp und abgespannt. *(Exhaustion) R*

After my work, I usually feel worn out and weary

11. Ich kann mir für mich keinen anderen Beruf vorstellen. *(Disengagement)*

This is the only type of work that I can imagine myself doing.

10. In der Regel kann ich meine Arbeitsmenge gut schaffen. *(Exhaustion)*

Usually, I can manage the amount of my work well

12. Mit der Zeit engagiere ich mich immer mehr bei meiner Arbeit. *(Disengagement)*

I feel more and more engaged in my work

13. Während meiner Arbeit fühle ich mich total belebt. *(Exhaustion)*

When I work, I usually feel energized