


Chapter 10

Employee Well-Being and Mental Health: Critical Role in Retention Strategies

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ABSTRACT

Due to increased work pressure and organizational performance expectations, employees struggle to maintain their mental health and peace, leading to decreased motivation and employee attrition. Adding to the work pressure, maintaining a work-life balance has become crucial for building a successful career for any employee. Today's Generation X and Generation Y (millennials) employees have varied preferences and priorities, and their expectations from the organization have changed a lot. The organization is responsible for creating strategies and policies tailor-made for heterogeneous work groups by identifying the critical concerns of employee well-being and mental health and developing mechanisms to address them effectively to retain the talented workforce.

INTRODUCTION

Overview of Well-Being

Well-being at the workplace significantly impacts employee health, which further impacts the organization's overall productivity. The individual's lifestyle, demographics, and financial stability often

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progress to well-being. A well-established work environment can enhance well-being and productivity while encouraging a contributed workplace environment. To establish a relationship between employee well-being and productivity, we must analyze the factors driving the individual to achieve productivity. Workplace well-being has been an essential factor that potentially impacts the individual's overall performance. Analyzing and assessing this factor helps the organization enhance its overall productivity.

Factors for the Positive Well-Being of an Individual

Good communication between the individuals in the organization should establish greater coordination among the employees. Positive relations among peers play an important role in building a supportive environment, ensuring employee engagement while fostering job satisfaction. When assisted with requirements by his peers or from the organization, the individual helps him solve the paradoxes at the workplace while enhancing his productivity. In such environments, the individual feels safe and confident in attaining job satisfaction. After achieving job satisfaction, the individual can work in favorable conditions while excelling (Dutraj et al., 2022) (Ilies et al., 2024)

Greater job satisfaction tends to increase the level of well-being at the workplace. By analyzing each role played by the individual in the aspect of interpersonal roles, support, and job satisfaction, the firms can enhance these aspects of the analysis. The better the outcomes these aspects are proven to be, the better the well-being of individuals is prone to be (Supardi et al., 2023)

Consequences of Positive Well-Being

Individual well-being is directly proportional to the support received from the organization, along with balanced work-life dynamics. Employees who experience good mental status and health are more flexible and contribute more, further minimizing the risk associated. Better well-being leads to job satisfaction, employee engagement, and increased productivity (Schmitt et al. 2014)

When the well-being benefits are not up to the mark, there is a negative impact on employees' perspective of the work-life while reducing the productivity of the individual and altering the absenteeism rate. A positive work environment can be created through transparency and mutual understanding while enhancing the work culture. Individuals who feel that their well-being benefits them tend to perform collectively as a group, restricting insecurities among the groups through open communication. In contrast to positive well-being, there are specific barriers individuals might encounter across their path, such as workplace stressors, which might alter the workplace relationships among peers, resulting in ineffective communication while portraying the differences among them (Yoon et al. 2022). The antecedents and consequences of well-being are shown below in Table 1.

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