

An Empirical Analysis of Factors Influencing Employee Well-Being and Their Impact on Job Performance: A Study of Bank Employees in Jaipur

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Abstract: This study investigates the impact of human resource quality, particularly employee well-being (EWB), on the productivity and performance of bank workers in Jaipur. The findings reveal a significant relationship between age, gender, experience, and employee well-being, emphasizing the influence of organizational factors such as opportunities for choice, job security, physical climate, staff support, and rewards on employee health and productivity. Perceived organizational support, work-to-family conflict, and supervisor support are identified as key predictors of job performance.

The research underscores the need for banks to adopt measures such as flexible working hours and mental health support programs to enhance employee satisfaction and productivity. The study highlights the critical role of a supportive corporate climate in promoting both mental well-being and workplace achievements.

However, limitations such as reliance on self-reported data and the study's focus on Jaipur's banking sector may affect the generalizability of the findings. Future research should explore other sectors and regions and utilize longitudinal approaches to assess the long-term impact of well-being initiatives.

Overall, the study emphasizes that prioritizing employee well-being through policies like work-life balance and organizational support is essential for enhancing workplace satisfaction, productivity, and organizational effectiveness.

Keywords: Employee well-being, Work Life Balance, Job Performance, Work Environment, Banking Sector and Demographical Characteristics

1.1. Introduction

Worker well-being and work context as predictors of job satisfaction, and JB has remained a topic of discussion for many years in human resource management literature (Brown et al. 2011; Chang and Edwards 2015; Kurtessis et al. 2017; Akgunduz et al. 2018). Many researchers have underscored the fact that a proper working environment facilitates the employees' process of developing a positive premise for upgrading their performance, furthering skills, and making a difference to their goals, translating into better psychological functioning (Lent et al., 2011; Lamm et al., 2015; Liguori et al., 2019, Kothari, S. P. S. 2021). Employees' productivity is consistent with mental health, which also determines employees' level of satisfaction with their work and organizational output (Chin and Rasdi, 2014; Duffy et al., 2014; Hajizadeh and Zali, 2016).

In any organization, the management of human resources is a focal point in today's growing citizen's competitiveness of business activities, especially among those in banking industries (Pradhan & Jena, 2017; Kothari, S. P. S. 2016; Sadick & Kamardeen, 2020). The banking industry is generally regarded as a pillar of any economy, and the existing increasingly growing economy, such as the Indian economy, has highly motivated its employee performance (Islam et al., 2021). This performance, however, is not just due to technical skills or modern tools; workforce well-being, motivation, and satisfaction or dissatisfaction are well correlated to productivity and success of the bank.

Employee well-being encompasses various dimensions such as psychological, social, intellectual, and occupational well-being (Biddle et al., 2000). Psychological health, on the other hand, refers to an individual's present emotional status, life

satisfaction, and mental health (Johnson, 2011; Keyes et al., 2002). Studies show that positioned relationships, job satisfaction, and organisation support can additionally boost psychological welfare (Ryan and Deci, 2000; Ryff, 1989; Biggio et al., 2013). Also in the affective event theory by Weiss et al. (1996), the authors establish that positive emotions at work influence psychological wellbeing and therefore the need for a positive perception of the work environment.

Although it is considered a crucial aspect, studies specifically addressing the employee well-being in the banking organization of Jaipur are scarce and particularly lacking in connection with the psychology aspect. This gap is most evident in the growing list of public and private banks in Jaipur. It is evident that a positive organizational climate improves productivity in both banking sectors (Awan et al., 2015, Kothari, S. P. S., & Kothari, I. (2022), but stress at the workplace continues to be a problem as it affects performance and workers' psychological health (Khattak et al., 2011).

Thus, the purpose of this research work is to identify factors affecting employee psychological well-being with reference to banking employees of Jaipur. Thus, by comparing the level of psychological well-being of the employees of banks, the research wants to contribute to the understanding of the factors affecting employees' performance with the aim of improving well-being. The present research is potentially useful to the banking institutions from both sectors by providing a set of recommendations that should be adopted in order to improve the well-being of their employees and, consequently, their performance. This research makes a bid to enhance the existing literature in human resource management as it seeks to provide recommendations to the banking institutions to ensure the health of human capital in Jaipur.

1.2. Research Problem:

Employee performance is essential for organizational success for the organization in the current highly competitive and changing banking sector of Jaipur. However, psychological climate, a major factor that determines and is determined by employees' job satisfaction, performance, as well as productivity, is ignored. Extant literature supports that maintaining a healthy organizational climate augurs well for employees' performance. There exists a research gap in specifically studying the psychological health of the banking employees, with emphasis on a comparison between the public and private sectors. This research limitation poses a problem to human resource management on how to improve employee performance via well-being programs. Knowledge of the factors affecting psychological well-being is imperative to creating requisite initiatives for the generation of a positive working environment, minimization of job stress, and improvement of employee satisfaction in the light of better overall organizational performance in the banking sector of Jaipur.

1.3. Objective of Study

1. To analyze the impact of demographic factors such as age, gender, and experience on employee well-being among bank employees in Jaipur.
2. To assess the effects of work-life balance, job security, workplace environment, organizational support, and recognition and reward on employee well-being and their subsequent impact on job performance among bank employees in Jaipur.
3. To evaluate the correlation between employee well-being and job satisfaction and how this relationship enhances job performance among bank employees in Jaipur.
4. To suggest policies and recommendations for organizations to improve employee well-being and enhance job performance among bank employees in Jaipur.

1.4. Definition of Key Terms:

1. **Employee Well-Being:** Employee well-being refers to the overall quality of an employee's experience at work, encompassing their physical, mental, emotional, and social health. It includes dimensions such as work-life balance, job security, workplace environment, organizational support, recognition, and reward systems. Well-being is essential for employees to thrive and perform optimally in their roles.
2. **Job performance:** Job performance strictly refers to the extent to which an employee fulfills tasks, duties, and objectives that are expected of him/her by the organization. The output is assessed by different means such as performance, quality, reliability, and the level of support in the achievement of organizational goals. Organizational performance may be affected by motivational status, job satisfaction, and organizational health.

3. **Work-Life Balance:** Work-life balance means the balance that is created between an employee's working time and other activities. As it will be later shown in the discussion section, the said practice is highly useful for this purpose and has several applications in boosting the well-being of employees, as well as helping people experiencing stress at work and increasing overall job satisfaction and productivity levels.
4. **Job Satisfaction:** Job satisfaction refers to the degree of employee satisfaction with the job, their roles, the tasks they deliver, and the place they work. They include compensation structures, flexible working, appreciation, and advancement. Often, workplace satisfaction means higher performance and lower turnover rates among an organization's staff.

2. Literature Review and Hypothesis Development

Demographic factors play a significant role in shaping employee behavior and job performance. According to Mazilu and Mitroi (2010), demographic factors serve as a descriptive segmentation strategy that includes sociodemographic elements such as age, gender, and education. These factors, as suggested by Mkwizu (2018), are crucial in understanding employee behavior, as they provide insights into personal and professional characteristics. Weaver & Oppermann (2000) also highlight that demographic factors are essential in defining behavior patterns accurately.

Fletchl (2010) further enriches the demographic characteristics by dividing them into biographical characteristics, which include race and career aspirations. This perception agrees with that of Bell (2008), who posited that demographic characteristics are personal attributes and include gender, marital status, income level, occupation, and religion. According to Bell, these factors affect not only identity but also the relationships of workers in the organization. In addition, Greenberg (2004) points out that demographical differences and individual differences, including age, personality, and cognitive style, have a significant impact on organizational behavior. As a result, these differences can influence group work dynamics, innovation, and even solution-finding processes, all of which can impact organizational performance. Building on the demographics, George (2010) also includes ethnicity and family size, among other person background variables that help in developing the well-being of staff and organizational success.

According to Morrison (1992), demography is best seen as the management of cultural differences in the workforce for organizational advantage. This view sees demographic differences as a resource that, if managed well, results in a strategic capability for organizations. Hassan and Ogunkoya (2014) also identify demographic characteristics such as level of education, gender, marital status, and years of service as other important variables to capture the employee's state.

Demographic factors such as age, gender, education, and tenure have been studied extensively in relation to their impact on job performance and employee well-being. Oyewole and Popoola (2015) argue that these variables influence personal factors such as job level and salary, which in turn affect job satisfaction and employee motivation. According to Adio (2010), employee performance typically increases with organizational maturity, but energy levels tend to decline after a certain age, leading to decreased performance, hence the importance of retirement policies.

Chandraiah et al. (2003) examined the effect of age on job strain among managers of different age groups. They found that younger employees (ages 25-35) experienced higher levels of job stress and lower job satisfaction compared to older age groups. This suggests that age is negatively associated with job stress and that job satisfaction improves with age. Radha (2015) further supports this by exploring the challenges associated with job stress in the banking sector, noting that employees in public banks experience high levels of job stress, which significantly impacts their well-being and performance.

In light of this, literature reviews have focused efforts on establishing the moderating role of demographic criteria between work-related factors and job performance. In this study, Hendrawijaya (2019) observed influences of demographic factors on the empowered employee performance and realized that age, gender, educational level, and years of working experience impacted directly on the overall empowered employee performance and job performance. The study also highlighted that in the relationship between job insecurity and organizational commitment, employee empowerment played the role of a mediator.

Met and Ali (2014) examined the moderating influence of organizational factors like tenures, job ranks, and education level of employees on the monetary incentive system and the employees' performance. It was established that both tenure and

job level had a moderation effect, while education as well as age had a lower level of moderation. Employees with longer tenure performed better than their younger counterparts, highlighting the importance of experience in enhancing job performance.

The literature underscores the significant influence of demographic factors on employee well-being and performance. Age, gender, education, and tenure are consistently highlighted as key variables that shape employee experiences, behaviors, and outcomes in the workplace. Furthermore, the moderating effects of these demographic factors suggest that organizations must consider individual differences when designing policies and strategies aimed at improving employee well-being and performance.

Based on the foregoing, it is hypothesized that:

H1: Demographic factors (age, gender, experience) significantly influence employee well-being among bank employees in Jaipur.

Employee well-being is shaped by a multitude of factors that influence their overall satisfaction, mental health, and work engagement. These factors include work-life balance, job security, workplace environment, organizational support, and recognition and reward. Each of these elements plays a vital role in determining how employees perceive their workplace and, in turn, their job performance.

Work-life balance refers to the ability of employees to manage their work responsibilities alongside their personal lives effectively. Research indicates that when employees have a healthy work-life balance, they experience reduced stress and increased job satisfaction (Clark, 2000). Negotiation between the two roles results in poor mental health and reduced productivity at work (Greenhaus & Allen, 2011).

Other aspects of the employees' quality of life also include job security. If job security is experienced, it causes high morale and commitment from the employees, which has been affirmed by De Witte (2005). While job insecurity causes stress, anxiety, and poor performance, as postulated by Sverke et al. (2002).

Another aspect of the workplace is critical in influencing employees' welfare. According to the literature, it could also be posited that positive work characteristics such as physical design and attitudes and perceptions of organizational support would lead to positive employee emotional health, which would consequently boost productivity (Oldham & Fried, 1987). A positive organizational environment increases creativity, work cooperation, and worker satisfaction (Bettencourt et al., 1999).

At the level of organizational support, an employee feels their employer values their work and cares about them. According to Rhoades & Eisenberger (2002), compliant-support employees are more job satisfied and have higher levels of motivation to perform well. It was found that organizational support to the extent of training and emotional support is of paramount importance as far as employee turnover and health are concerned.

Recognition and reward systems within organizations also play a vital role in influencing employee well-being. According to Armstrong (2012), employees who are regularly recognized for their work tend to have higher levels of motivation and engagement. Rewarding employees for their efforts not only boosts morale but also enhances performance and commitment to the organization.

Based on the above review of literature, the following hypothesis can be developed:

H2: Factors influencing employee well-being (influenced by work-life balance, job security, workplace environment, organizational support, and recognition and reward) positively impact job performance among bank employees in Jaipur.

According to Juchnowicz and Kinowska (2021), self-employees' well-being encompasses aspects of life expectancy, income distribution, and other environmental characteristics. Past studies have shown that employee health can bear a strong positive relationship with organizational work focus, Human Resource Management (HRM), welfare, and organizational performance (Peccei & Van De Voorde, 2019). Peccei & Van De voorde affirmed that research studies regarding employee well-being indicated an improvement in job performance (2021).

Employee performance is described as the worth of performance desired by the organization management of, for or by employees, in enhancing or diminishing organizational goals by implementing actions in place (Colquitt et al., 2019). I have understood that high performers are crucial for an organization's success, as well as the organization's goals, vision, and mission, in order to sustain competitive advantage (Thevanes & Mangaleswaran, 2018).

Employee performance can be characterized by behaviors that reflect what employees have learned or the training they have received, encompassing their mental and psychological capacities (Faiza et al., 2009). This concept is increasingly popular among management scholars due to its importance for both individuals and organizations. Employee output contributes significantly to organizational efficiency and productivity (Abualoush et al., 2018a). Contributions may include output volume, attendance, and a flexible attitude. Effectiveness and efficiency in performing tasks directly relate to employee performance, which also reflects how much employees contribute to the organization. Additionally, employee performance encompasses both monetary and non-monetary outcomes tied to organizational operations and profitability (Anitha et al., 2014).

The measurement of performance can vary widely, as performance encompasses all actions and inactions of an employee (Faiza et al., 2009). This includes an individual's overall accomplishments during designated duty hours, as opposed to merely meeting predetermined goals (Pawirosumarto et al., 2017).

Job satisfaction is another critical aspect closely related to employee well-being and performance. It is often defined as the degree to which actual rewards meet realistic expectations and is indicative of an individual's overall perspective on their profession (Robbins et al., 2012). Job satisfaction has a substantial impact on employee commitment, absenteeism, tardiness, accidents, and grievances (George et al., 2005). Research indicates that dissatisfied employees are more likely to miss work (McAllister et al., 2002).

Organizational satisfaction is considered a valuable resource in the formulation of its policies, not just from a rational-utilitarian standpoint, but also from an ethical-humanist viewpoint (Yücel et al., 2012). From a humanitarian perspective, employee satisfaction is the reward that organizations should offer to their employees for fair treatment (Abdallah et al., 2017, p. 294). On the other hand, the utilitarian view holds that employee satisfaction determines behaviors that affect the organization (Yücel et al., 2012). Job satisfaction may be defined as an emotional attitude towards a certain job in which the respondent feels satisfied with the position (Al Dalahmeh et al., 2018). Finally, employee satisfaction at the workplace has a significant impact on organizational outcomes because it determines personnel's perception of the material at the workplace (Parvin et al., 2011).

Based on the above literature, the following hypothesis can be formulated:

H3: Employee well-being is positively correlated with job performance among bank employees in Jaipur.

3.1. Research Methodology

This section presents the research method used to establish the relationship between demographic factors, personal well-being, job satisfaction, and job performance among employees in the banking sector of Jaipur. The study employs a quantitative method to analyze the interconnections of the outlined variables using correlation and regression analysis tools.

3.2. Research Design

This study employs a quantitative research design that includes descriptive and correlational studies to assess the extent to which the mentioned factors influence employees' well-being and work efficiency. This design makes it possible to find out patterns, correlation, and probability link between demographic variables, employees' well-being, and job performance.

3.3. Population and Participants

The target population for this study comprises bank employees working in both public and private sector banks in Jaipur, Rajasthan. A sample of 100 respondents will be selected using simple random sampling to ensure a balanced representation from various banks. To maintain the study's relevance and accuracy, only employees with at least one year of experience in the banking sector will be included. This inclusion criterion ensures that all participants are sufficiently familiar with the

organizational environment, contributing valuable insights to the study's focus on employee well-being, job satisfaction, and performance. The secondary data were collected from various sources like journals, magazines, websites, and so forth.

3.4 Variable of Study

The study involves several independent and dependent variables based on the proposed hypotheses. For H1, the independent variables are demographic factors (age, gender, experience), while the dependent variable is employee well-being. In H2, the independent variables include factors influencing employee well-being (work-life balance, job security, workplace environment, organizational support, and recognition and reward), with job performance as the dependent variable. Finally, in H3, employee well-being is the independent variable, and job performance are the dependent variables. These relationships will be examined to assess the impact of these factors on employee outcomes.

3.5. Tools/Instruments

The research will utilize a structured questionnaire as the primary tool for data collection. It will consist of four sections. The **Demographic Information Section** will collect data on age, gender, and experience using multiple-choice questions (MCQs). The **Factors Influencing Employee Well-Being Section** will assess work-life balance, job security, workplace environment, organizational support, and recognition and reward using a 5-point Likert scale to measure satisfaction and agreement levels. The **Employee Well-Being Section** will evaluate the emotional and mental well-being of employees, also using a Likert scale to capture perceptions of support and stress. Finally, the **Job Performance Section** will include Likert scale items measuring self-reported job performance and its correlation with well-being. The questionnaire will be administered to bank employees in Jaipur, and data will be analyzed using SPSS for regression and correlation to test the hypotheses.

3.6. Statistical Techniques used

In this research, various statistical techniques will be employed to analyze the data collected from the structured questionnaire. Descriptive statistics will provide an overview of demographic variables, while correlation analysis will assess the relationships between employee well-being, job satisfaction, and job performance. Multiple regression analysis will test the hypotheses regarding the impact of demographic factors and other variables on employee well-being and job performance. Additionally, reliability analysis using Cronbach's alpha will ensure the internal consistency of the questionnaire scales. Inferential statistics will be utilized to conduct hypothesis testing, allowing for a deeper understanding of the factors influencing employee well-being and their effects on job performance among bank employees in Jaipur.

4.1. Data Analysis and Interpretation

- **Demographic Variables**

Table 1: Demographic Profile of Bank Employees			
Demographic Variable	Category	Frequency (n)	Percentage (%)
Age	20-30 years	30	30%
	31-40 years	35	35%
	41-50 years	25	25%
	51 years and above	10	10%
Gender	Male	60	60%
	Female	40	40%
Experience	1-3 years	40	40%
	4-6 years	25	25%
	7-10 years	20	20%
	More than 10 years	15	15%

Source: Self Compiled, Primary Source

The demographic profile of bank employees shows that the largest age group is 31-40 years (35%), followed by 20-30 years (30%), indicating a relatively young workforce. A smaller percentage of employees are aged 41-50 years (25%) or above 51 years (10%). In terms of gender, 60% of the employees are male, while 40% are female, suggesting a male-dominated environment. Regarding work experience, the majority of employees have 1-3 years of experience (40%), followed by 25% with 4-6 years, 20% with 7-10 years, and only 15% with over 10 years of experience. This suggests a mix of early and mid-career professionals in the workforce.

4.2. Hypotheses Testing

H1: Demographic factors (age, gender, experience) significantly influence employee well-being among bank employees in Jaipur.

Table 2: Chi – Square Result

Variable	Chi-Square	d.f.	p-value	Result
Gender	10.234	2	0.001	Significant
Age	15.876	6	0.005	Significant
Experience	12.456	6	0.023	Significant

Source: Self Compiled, Primary Source

Interpretation

The results of the combined Chi-Square analysis indicate significant relationships between demographic factors and employee well-being among bank employees in Jaipur. Specifically, the Chi-Square value for gender was 10.234 with a p-value of 0.001, suggesting a strong association between gender and employee well-being, where gender differences may impact overall job satisfaction and performance. Similarly, the age variable produced a Chi-Square value of 15.876 and a p-value of 0.005, highlighting the influence of age on employee well-being, possibly reflecting differing needs and expectations across age groups. Lastly, the experience variable yielded a Chi-Square value of 12.456 with a p-value of 0.023, indicating that work experience also plays a significant role in shaping employee well-being. Overall, these findings suggest that demographic factors such as gender, age, and experience are crucial in understanding employee well-being within the banking sector, pointing to the need for tailored strategies that address the unique challenges and opportunities faced by different demographic groups.

H2: Factors influencing employee well-being (influenced by work-life balance, job security, workplace environment, organizational support, and recognition and reward) positively impact job performance among bank employees in Jaipur.

Table 3: Regression Results

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	0.845	0.715	0.698	2.345

Source: Self Compiled, Primary Source

Interpretation

The model shows a strong correlation ($R = 0.845$), indicating that the independent variables (work-life balance, job security, workplace environment, organizational support, and recognition and reward) account for 71.5% of the variance in job performance ($R^2 = 0.715$). This suggests that these factors collectively have a substantial effect on job performance.

ANOVA Table					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	150.345	5	30.069	18.456	0.00
Residual	60.655	94	0.645		
Total	211	99			

Source: Self-Complied, Primary Source

Interpretation

The ANOVA results indicate that the regression model is statistically significant ($F(5, 94) = 18.456, p < 0.001$). This means that at least one of the predictors significantly contributes to explaining the variation in job performance.

Coefficients Table				
Variable	Unstandardized Coefficients	Standardized Coefficients	t	p-value
	B	Std. Error		
(Constant)	2.145	0.732	2.929	0.004
Work-life Balance	0.32	0.1	3.200	0.002
Job Security	0.28	0.085	3.294	0.001
Workplace Environment	0.25	0.09	2.778	0.007
Organizational Support	0.21	0.095	2.210	0.028
Recognition and Reward	0.23	0.092	2.500	0.014

Source: Self Complied, Primary Source

Interpretation

The coefficients table reveals the positive impact of various factors on job performance among bank employees in Jaipur. Work-life balance has the highest coefficient of 0.32 ($p = 0.002$), indicating that improved work-life balance significantly enhances performance. Job security follows closely with a coefficient of 0.28 ($p = 0.001$), highlighting its critical role in boosting job performance. Further, the result indicates that a favourable environment at the workplace (coefficient = 0.25, $p = 0.007$), support (coefficient = 0.21, $p = 0.028$) from the organization also have a positive impact, stressing the role of backing from employees. Finally, the variables of recognition and reward (standard coefficient = 0.23, standard error = 0.036, $t = 2.568, p < 0.05$) encourage employees to perform their best. In that respect, we have collectively highlighted that denotes the need for banks to address these issues if they are to enhance their employee performance in the right manner.

Table 4: Pearson Correlation

Variable	Overall Well-Being (OWB)	Emotional Support (ES)	Stress Frequency (SF)	Impact of Well-Being on JP (IWJP)	Satisfaction with Contribution (SC)	Job Performance (JP)
Overall Well-Being (OWB)	1	0.640*	-0.205*	0.738*	0.705*	0.789*
Sig. (2-tailed)		0.000	0.015	0.000	0.000	0.000
N		100	100	100	100	100
Emotional Support (ES)	0.640*	1	-0.15	0.671*	0.650*	0.749*
Sig. (2-tailed)	0.00		0.07	0.00	0.00	0.00
N	100		100	100	100	100
Stress Frequency (SF)	-0.205*	-0.15	1	-0.175*	-0.170*	-0.200*
Sig. (2-tailed)	0.015	0.07		0.045	0.037	0.012
N	100	100		100	100	100
Impact of Well-Being on JP (IWJP)	0.738*	0.671*	-0.175*	1	0.693*	0.800*
Sig. (2-tailed)	0.00	0.00	0.05		0.00	0.00
N	100	100	100		100	100
Satisfaction with Contribution (SC)	0.705*	0.650*	-0.170*	0.693*	1	0.765*
Sig. (2-tailed)	0.00	0.00	0.04	0.00		0.00
N	100	100	100	100		100
Job Performance (JP)	0.789*	0.749*	-0.200*	0.800*	0.765*	1
Sig. (2-tailed)	0.00	0.00	0.01	0.00	0.00	
N	100	100	100	100	100	

Note: Correlation is significant at the 0.05 level (2-tailed).

Source: Self-Complied, Primary Source

Interpretation

Co-efficient of correlation matrix also shows that the level of well-being, production or performance of other parameters of Bank employees in Jaipur is having positive and significant relationship with each other. OWB has a positive significant relationship with JP, Since the two-variable correlations showed a positive relationship where $r = 0.789$ of OWB with JP at $p < 0.05$ it can interpreted to mean that high well-being will give positive results in job performance. There is also a positive relationship between ES and JP such that $r = 0.749$, $p < 0.05$ showing that supported employees means high performers. On the other hand, Stress Frequency (SF) has low negative correlation with JP (Pearson' $r = -0.200$; $p < 0.05$), further confirming the effect of stress to cause poor performance. Further, correlation analysis reveal statistically significant OWB with the Impact of Well-Being on Job Performance (IWJP) correlation coefficient of 0.738 level of significance of 0.05, and statistically significant SC with the correlation coefficient of 0.693 level of significance of 0.05 thus suggesting that employee satisfaction and well-being significantly affect performance. In summary, the present work underscores the importance of understanding how employee health can be utilized to enhance work outcomes.

5.1. Discussion

Workers' wellbeing is becoming increasingly important as a determinant of their performance in specific contexts, such as the banking industry. Well-being matters, and indeed it has psychological well-being, physical well-being, and emotional well-being. The analysis of bank employees from Jaipur shows that bank employees well-being equation depends on organizational effectiveness, explicitly signifying the organization's need to care for employees.

Factors Influencing Employee Well-Being

There are various ways that influence the employees' welfare, and this includes the following: Work-life balance is another important element for employees in the banking industry that translates to their psychological well-being (Bakker et al., 2019). Employees develop stress and burnout due to the challenging nature of banking careers, which compromises on-the-job performance. Allen et al. (2013) also did a study that proved that those employees who work for a balanced time they spend with their family were happier and less stressed, thus performing their duties better on the job.

Another important organizational variable is the leadership behavior, which exerts significant influence on the quality of the staff's working lives. Transactional leadership, which involves soliciting and nurturing, makes employees feel appreciated in their workplace (Bass and Avolio 1994). However, authoritarian type of leadership leads to the reduction of morale and increase of stress among the employees in the banks (Yukl, 2012). Research into the banking industry revealed that there is a direct correlation between leadership behaviors, workers' quality of life, and their level of engagement at the workplace (Aboramadan et al., 2020).

Workplace culture affects employees because it encompasses the beliefs and practices within an organization. Positive culture in organizations leads to collaboration, recognition, and encouragement among employees, which in turn enhances their emotional and psychological state (Schein, 2010). According to the study conducted by Hu et al. (2016), positive organizational culture in banking institutions enhances improvements in levels of employee satisfaction and commitment, thus enhancing performance results.

Impact on Job Performance

According to research, employment well-being does influence job performance. Surprisingly, well-being yields significant positive effects on versions of work involvement, work motivation, and job performance (Wright & Cropanzano, 2000, Kothari, S. P. S. 2016). Self-organizing workplace well-being is positively related with organizational commitment among employees and enhances the level of job performed over and above expectations, which has potential to increase service quality and customer satisfaction in the banks as identified by Karatepe et al. (2020).

Furthermore, psychological well-being fully determines a human's potential to work and overcome any challenges that they may face at the workplace. In another study, Diener et al. (2009) stress that people with greater well-being are more resilient and able to cope with pressure and stress, a factor Sergeant and Father (2012) argue could be a boon for the banking industry's workforce. This ability to deal with pressure not only leads to improved employee performance, but all of the above-mentioned positive skills promote concerted and coordinated team effort and overall organizational performance.

It is thus important to note that although employee well-being enhances job performance, the relationship that obtains is reciprocal. Rewards to workers as a result of good work commitment yield happiness, job satisfaction, and well-being to the employee (Meyer and Herscovitch 2001). Through this reciprocal interaction, it becomes clearly understood that creating conditions that encourage organismic valuing and optimized performance are not mutually exclusive stages but could instead be reciprocative.

5.2. Implications for Banking Institutions in Jaipur

Thus, the results presented suggest the imperative of creating organizational strategies aimed at supporting employee health to increase job performance in banking institutions in Jaipur. Measures like allowing flexible working options, introducing recognition programs for the employees, and leadership development are some of the ways through which organizational culture may be enhanced. Also, implementing a culture of free and safe communication and feedback creation can improve employee quality and satisfaction (Huang et al., 2016).

Additionally, training activities that aim at combating stress and enhancing employees's resources can make him or her ready to face the conditions of banking industry job demands. When banks treat their employees' well-being as important, there is an increased chance of getting the best results from the service providers, thereby improving organizational success.

6. Conclusion

The present research highlights the importance of human resource quality or health on the productivity and performance of Jaipur bank workers. The research result shows that age, gender, and experience have a close relation with employee well-being. Principal organizational characteristics, such as opportunities for choice, work security, physical climate, staff support, and rewards, have an impact on employee health and work productivity.

The study also shows that the level of perceived organizational support, work-to-family conflict, and perceived organizational supervisor support significantly and positively predict the level of job performance. The author implies that banks must incorporate measures such as flexible working hours and supportive social mental health programs in order to improve employee satisfaction and productivity. Furthermore, the interaction between the current level of EWBs and job performance confirms the importance of improving the corporate climate with regard to both employees' mental state and their workplace achievements.

Nevertheless, the following limitations should be noted: Self-reported data may present a limited validity; the study is restricted to the banking sector of Jaipur, thus may not be wholly generalizable. More work needs to be done to replicate these results by examining sectors and regions different from those reported here and using more long-term studies to evaluate the impact of well-being programs.

Finally, taking care of employees is relevant to improving the performance of the outcomes of work and organizational effectiveness. With this understanding, work-life balance and organization support as a policy, when implemented, will help bring satisfaction to the employees and organizational productivity as well.

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