

Employee Well-Being: A Conceptual Framework for Notable Explorations

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Abstract

Employee well-being is a critical factor for organizational success, especially in Malaysia. Several vital elements significantly impact and improve employee well-being in Malaysian workplaces. Leadership styles, such as supportive and inclusive leadership, have positively influenced employees' well-being. Meanwhile, psychological capital, encompassing components like self-efficacy, optimism, hope, and resilience, is also a crucial resource that affects employee well-being. Social capital, developed through interactions at both micro and macro levels, also plays a pivotal role in enhancing well-being. Assessing the role of social and psychological capital is vital for promoting individual well-being, improving performance, and aligning with organizational goals. Research on employee well-being has highlighted the multi-faceted nature of the construct and its determinants. This discipline has a broad knowledge basis, yet concepts are fragmented and changing across numerous topics. Likewise, there is a shortage of studies focusing on well-being among public servants in general and specific to the Malaysian context, linking positive leadership styles, interpersonal relationships and positive psychological qualities. This paper aims to bridge the gaps by providing a research model within the public sector framework. It helps the researchers to look closely at the importance and complex relationships between the variables that directly and indirectly sway the well-being of employees in bureaucratic work conditions. By cultivating a positive work environment, promoting psychological resources, and fostering social connections, public sector organizations in Malaysia can enhance employee well-being, leading to improved performance, job satisfaction, and overall organizational success.

Keywords: Public sector, positive leadership, psychological capital, social capital and employee well-being