

# Role and Importance of Wellness Dimension Review System in Employee Job Satisfaction and Work Performance for Sustainable Development and Global Competence

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## Abstract

Wellness dimensions have impact on all the three aspects of sustainable development which are Economic, Environmental and Social. This research aims to analyze and determine the impact of various dimensions of wellness on the employee job satisfaction and work performance which are important for sustainable development. Wellness dimensions review can be an effective tool and can help both employee and employer to understand the areas of concern which are directly or indirectly responsible for the organizational growth and employees performance. Wellness dimensions can impact ones academic and professional performance to a great extent and therefore wellness dimension review system is adopted by many companies abroad to improve the quality of life of people but in India this practice is yet to be implicated.

**Keywords** – Wellness Dimension, Employee work performance, employee job satisfaction, sustainable development, global competence and innovation.

## Introduction

Sustainable development refers to economic development process for improving the quality of performance and quality of life of current generation without compromising the needs of future generation. Similarly, term Global competency refers to the upgradation and changes required to understand the rapidly changing world and to adapt accordingly.

Innovation is an important aspect of management and plays a key role in sustainable development. For sustainable development (economic development that is conducted without depletion of natural resources) it is important that we should take in consideration the efficient utilization of resources.

Global competence is the skills, values, and behaviors that prepare young people to thrive in a more diverse, interconnected world. In a rapidly changing world, the ability to be engaged citizens and collaborative problem solvers who are ready for the workforce is essential.

Wellness Dimension Review system can be an effective and efficient tool when it comes to innovative HR PRACTICES for sustainable development and global competency, this can help organizations to understand the grey areas and the changes required which can further improve work performance of the employees and employees will have high levels of job satisfaction thereby.

Over the last decade, organizations have begun to shift their approach to be more aligned with employees' preferences by routinely guiding people to healthier lifestyle choices by improving wellness.

In 1964, The World Health Organization (WHO) defined health as a state of physical, mental, and social well-being, not merely the absence of disease. Since its conception, the definition of wellness has continued to change. However, to better understand wellness, it is crucial to first understand what is the meaning of term "wellness" is.

Wellness is an active process of becoming aware of and making choices toward a healthy and fulfilling life. Wellness is more than being free from illness; it is a dynamic process of change and growth. "...a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity." Wellness is a holistic term and needs holistic approach for its better understanding, it includes all the aspects which directly or indirectly affects the wellbeing of an individual.

Wellness is something many people aspire to achieve, but what is the real meaning and definition of Wellness? Is it being physically fit? Is it having stability in life? Is it maintaining recovery? SAMHSA (The Substance Abuse and Mental Health Services Administration) defines wellness as "being in good physical and mental health". To further make sense of Wellness this term is often viewed in broader view through eight dimensions of WELLNESS which were developed by Peggy Swarbrick.

## **EIGHT DIMENSIONS OF WELLNESS - the role and importance of each dimension for sustainable development and global competency**

1. **Emotional**— emotional wellness refers to coping effectively with life and creating satisfying relationships. People with healthy emotional wellness feel confident, in control of their feelings and behaviours, and are able to handle life challenges. Emotional wellness therefore refers to control of emotions, those who cannot keep check on their emotions end up changing jobs and usually they perform low on performance scale. This can play an important role when it comes to adapting oneself with changes happening around ,its very important for an individual to take the changes positively and adapt accordingly as else the whole idea and meaning of term sustainable development and global competency will stand defeated .Wellness dimension review will help in understanding the reasons of resistance to change if any and will help the organisations to fill in the gaps.
2. **Environmental**— Environmental wellness can be one of the key factors when it comes to sustainable development, review of wellness dimension will help the organisations in effective Green Human Resource Management. Environmental wellness refers to good health by occupying pleasant, stimulating environments that support well-being. Environmental wellness is related to the surroundings you occupy. This dimension of health connects your overall well-being to the health of your environment. Your environment, both your social and natural surroundings, can greatly impact how you feel. It can be hard to feel good if you are surrounded by clutter and disorganization, or if you feel unsafe in your environment. Pollution, violence, garbage build-up, and water conservation are some of the factors affecting environmental wellness. Healthy environment means happy employees and better job satisfaction and work performance. Wellness dimension review will help in identifying the environmental factors which influence the performance of the employees.
3. **Financial**— Finance plays an important role when it comes to sustainable development, innovative practice has to be beneficial for an organisation in terms of profit increment and cost reduction and for employees it should be beneficial in terms of remunerations and perks. Financial wellness therefore refers Satisfaction with current and future financial situations (both for employee and employer). Financial wellness is a feeling of satisfaction about your financial situation. Finances are a common stressor for people, so being able to minimize worry about this aspect of your life can enhance your overall wellness. Options for managing financial wellness is an important aspect as it impacts an individuals or organisational well being to great extent .Financial wellness is one of the major factors which affects the job satisfaction levels and the work performance of an individual to great extent. It also affects the growth of an organisation to great extent .Wellness dimension review will help the organisation to understand the employees expectations, many a times organisations face high attrition rates as their employees financial wellness is poor and for sustainable development its important to have employee stability else organisations will be only working towards procurement and innovation will never take place.
4. **Intellectual**— Sustainable development and global competency can only be achieved if intellectual wellness is taken care of, innovation requires knowledge and skills to adapt to global changes. Intellectual Wellness refers to recognizing creative abilities and finding ways to expand knowledge and skills. People who pay attention to their intellectual wellness often find that they have better concentration, improved memory,

and better critical thinking skills. Learning is a continuous process and therefore more you acquire better you perform and therefore those who have critical thinking and intellectual edge perform better. Wellness dimension review will help the organisation to understand the intellectual levels of their employees and the can accordingly plan training programs to upgrade their knowledge and skills without which the sustainable development can never take place .Intelligence plays an important role in innovation and hence it's very important that one should keep upgrading their knowledge to contribute towards sustainable development.

5. **Occupational**— Occupational wellness refers to personal satisfaction and enrichment from one's work. Occupational wellness is a sense of satisfaction with your choice of work. Occupational wellness involves balancing work and leisure time, building relationships with co-workers, and managing workplace stress. An occupational wellness goal might include finding work that is meaningful and financially rewarding. Finding work that fits with your values, interests, and skills can help maintain occupational wellness. Occupational wellness is synonyms of job satisfaction and those who are happy with their occupation always perform better and stay satisfied. Wellness dimension review will help the organisations to understand the current levels of job satisfaction of each employees, sustainable development can only take place when the employees are happy and content with their job profiles and roles.
6. **Physical**—healthy employee means happy organisation, any type of development can only take place when employees are healthy, health plays an important role and therefore sustainable development process should not affect the physical health of employees in any terms, process of sustainable development should rather have positive impact on the health of the people involved, Physical wellness is an important aspect and determines the health of an individual. Physical health of an individual directly impact the work performance as those who are physically fit are more regular to their work place takes lesser leaves and are always able to perform better without taking physical stress. Wellness dimension review system will help organisations to review that whether their innovative practices are having positive or negative impact on employees health or not.
7. **Social**—Social dimension of Wellness involves creating and maintaining a healthy support network developing a sense of connection, belonging, and a well-developed support system. Social networking can impact overall wellness of an individual and therefore plays an important role in determining the performance level of an individual to great extent. If you have a healthy social networking then you will always be surrounded with positive energy and this positive energy will act as a driving force for your work performance. Therefore those who don't have social networks often confide their feelings and thoughts within themselves which results in high stress levels and thus impact their work performances to great extent. Sustainable development and global competency is well acquired and achieved through a good social networking system and connectivity with the changes happening around the world. Wellness dimension review system will help the organisation to understand the social wellness of the employees ,employees who are not well connected and don't have social networks can never contribute to sustainable development and can never have edge in terms of global competency .Wellness dimension review will help the organisations in arranging cross cultural exposures for their employees so that they can think innovatively and contribute towards sustainable development ,also this will solve the idea of global competency as well to great extent.
8. **Spiritual**— Sustainable development can only be achieved if it results in feeling of satisfaction in terms achievements, idea of innovation and sustainable development is to ensure that the quality of life and performance of both current generation and future generations are being taken care of. Spiritual wellness refers to expanding a sense of purpose and meaning in life. Signs of strong spiritual health include having clear values, a sense of self-confidence, and a feeling of inner peace. Self realisation, self actualisation and self satisfaction can only be achieved or acquired if you are spiritually active. It's very important and affects the overall engineering of human body, one can earn more and more but if you don't have self satisfaction then you can never be happy so spiritual wellness means staying connected with your soul and to align your energy in a positive pattern. Wellness dimension review will help in giving a better understanding of the hidden feelings of the people and thus organisation will be able to do innovation management more effectively and efficiently and thus sustainable development will keep rolling without any hindrances.

Review of all these dimensions of Wellness will give better understanding of the factors which can act as a catalyst or inhibitor for sustainable development .Sustainable development is a continuous process and must be participatory from all sections of people, it should be long term ,well coordinated and well integrated .Wellness dimension review will help in making sustainable development process well coordinated and well integrated so that it can be long lasting . All the above mentioned dimensions of wellness affect the work performance and job satisfaction of people to great extent either directly or in directly .Those individuals who score better on all dimensions of wellness are in real terms called “Well”. These dimensions of wellness helps in identifying the areas of concern and one can fill the gaps easily if they will be able to identify the lacking factors which impact their work performance. These eight dimensions of Wellness have broadened the idea of wellness into something all people can continuously strive for and improve. Of course, we all face challenges, whether they are in our relationships, our physical health, our mental or behavioural health, our careers, our education – the list goes on. However, there are endless possibilities, despite those challenges, to make strides toward balance and abundance in these eight dimensions.

The Eight Dimensions of Wellness provide a framework; and the goals we set, activities we engage in to reach those goals, with the timelines which are important for the process of sustainable development .

### Literature Review

Sustainable development has become the buzzword in development discourse, having been associated with different definitions, meanings and interpretations. Taken literally, SD would simply mean “development that can be continued either indefinitely or for the given time period (Dernbach, 1998, 2003; Lele, 1991; Stoddart, 2011). Structurally, the concept can be seen as a phrase consisting of two words, “sustainable” and “development.” Just as each of the two words that combine to form the concept of SD, that is, “sustainable” and “development”, has been defined variously from various perspectives, the concept of SD has also been looked at from various angles, leading to a plethora of definitions of the concept. Although definitions abound with respect to SD, the most often cited definition of the concept is the one proposed by the Brundtland Commission Report (Schaefer & Crane, 2005). The Report defines SD as development that meets the needs of the current generation without compromising the ability of future generations to meet their own needs.

It is argued that the relevance of SD deepens with the dawn of every day because the population keeps increasing but the natural resources available for the satisfaction of human needs and wants do not. Hák et al. (2016) maintain that, conscious of this phenomenon, global concerns have always been expressed for judicious use of the available resources so that it will always be possible to satisfy the needs of the present generation without undermining the ability of future generations to satisfy theirs. It implies that SD is an effort at guaranteeing a balance among economic growth, environmental integrity and social well-being. This reinforces the argument that, implicit in the concept of SD is intergenerational equity, which recognises both short and the long-term implications of sustainability and SD (Dernbach, 1998; Stoddart, 2011). According to Kolk (2016), this is achievable through the integration of economic, environmental, and social concerns in decision-making processes. However, it is common for people to treat sustainability and SD as analogues and synonyms but the two concepts are distinguishable. According to Diesendorf (2000) sustainability is the goal or endpoint of a process called sustainable development. Gray (2010) reinforces the point by arguing that, while “sustainability” refers to a state, SD refers to the process for achieving this state.

Acknowledging the pervasiveness of WCED’s definition, Cerin (2006) as well as Abubakar (2017) argues that SD is a core concept within global development policy and agenda. It provides a mechanism through which society can interact with the environment while not risking damaging the resource for the future. Thus, it is a development paradigm as well as concept that calls for improving living standards without jeopardising the earth’s ecosystems or causing environmental challenges such as deforestation and water and air pollution that can result in problems such as climate change and extinction of species (Benaim & Raftis, 2008; Browning & Rigolon, 2019).

Wellness Dimensions - Swarbrick & Yudof, 2015 defined 8 dimensions of wellness and made the approach towards wellness further more holistic and systematic. The eight-dimension model illustrates the idea that all eight dimensions are inter-connected. We all know how much they connect in our lives. When we feel financially stressed (e.g., increasing debt), we experience emotional stress (anxiety), sometimes leading to physical problems (illness), less effectiveness at work (occupational), and maybe even questioning our own meaning and purpose in life (spiritual). When we are not working (occupational), we lose some of our opportunities to interact with others (social), cannot get the quality foods and medical care we need to stay well (physical), and may need to move to a place that feels less safe and secure (environmental).



## Importance and Relevance of the Study

In this study, the aim would be to identify the casual evidence regarding the impact of various wellness dimensions on employee job satisfaction and work performance which are key factors for sustainable development and global competence. This study will help in assessing wellbeing of employees based on eight dimensions, wellness is not restricted to physical and mental wellbeing there are other dimensions also which affects the well being of an individual and despite of the absence of mental and physical illness still employees are not able to perform well and end up switching over jobs frequently. This study will help in identifying the impact of wellness on employees work performance and job satisfaction of working professionals which are not explored till date. Sustainable development is a process which involves people and environment therefore it's important that the employees job satisfaction and work performance are taken well in to consideration so that can be used as a tool for sustainable development, sustainable development should result in improved work performance and job satisfaction and this study will help in identifying the factors which can inhibit and factors which can stimulate the same.

## Research Gap

Most of the studies related to Indian corporate are conducted on work -life balance and employee job satisfaction issues which are usually related to the issue of limited working hours and remuneration but, now a day, a significant issue of 'health' is also rising in corporate but the same was not given much attention by the researchers.

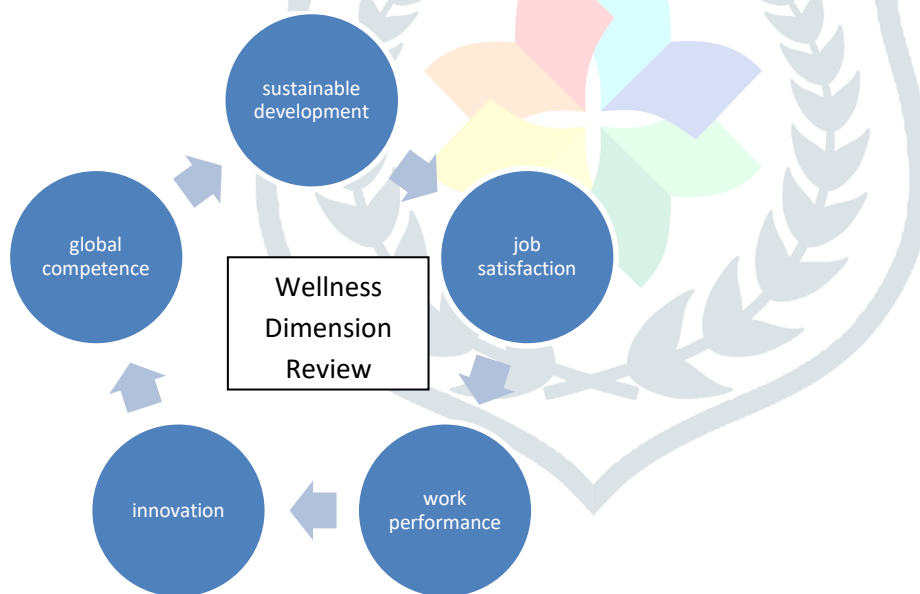
Still there are no such studies conducted in past on impact of eight dimensions of wellness and therefore there is not much to refer to for references when it comes to finding out impact and role of wellness dimensions on job satisfaction and work performance and thereby affecting sustainable development .

## Conclusions

There is a relation between wellness dimensions and three pillars of sustainable development. Three pillars of sustainable development are also part of wellness dimension review system and therefore wellness dimension review can be an effective management tool for sustainable development and global competence. Sustainable development is a continuous process, which involves job satisfaction and work performance as key factors, these factors play key role in innovations in management practices and thereby resulting in global competence and sustainable development.

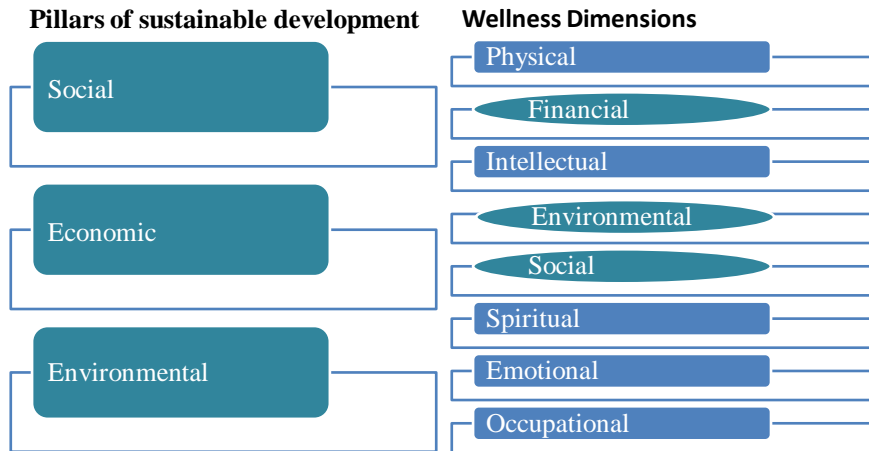
Both employer and employees face challenges, employers have to ensure minimum attrition rate and high levels of work performance and employees have challenge in terms of job satisfaction. Eight dimensions of Wellness plays an important role in employee job satisfaction and their work performance, there has to be equal balance between all eight dimensions for an employee to stay content. Each dimension has its own importance and therefore their contribution towards work performance and job satisfaction cannot be neglected. Wellness Dimension Review can be an effective tool and can help employers to identify the areas of concern which will be beneficial in terms of employee productivity and at the same time will help employees also to express the areas of concern. Wellness dimension review is therefore proposed as a key tool for sustainable development and global competence.

### Proposed flow chart : sustainable development is a continuous process



### Relation between wellness dimensions and three pillars of sustainable development

Three pillars of sustainable development are also part of wellness dimension review system and therefore wellness dimension review can be an effective management tool for sustainable development and global competence.



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