Implementation Employee Wellbeing: Analysis of Work-Life Balance, Resilience, Assessment, and Coaching

by Zahara Rony

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A R T I C L E I N F O

A B S T R A C T

This scientific article is to provide an overview of existing scientific articles from the point of perception of researchers. The method used as this reflection uses a graphic writing style; analysts gather the necessary data from additional sources before analyzing and refining it properly, Information for research is collected using additional data collection methods, additional details are collected from books, articles, research papers, lecture notes, and the Internet. A selection of related scientific articles are selected, investigated, and revised during the literature review. The variables explained with the results and discussion meet the answerability in accordance with the purpose of this scientific article, which is to describe by providing perspective, and this variable is followed by other variables that can be used as differentiators, as well as the object of research, as well as the model of the results of the study.

INTRODUCTION

Today, many businesses place great emphasis on the well-being of their employees, and businesses use a variety of tactics to improve employee well-being to foster a safe and effective workplace, analyzing work-life balance, fostering mental toughness, assessing employee performance, and providing appropriate training are critical components to achieving this goal, according to Cooper et al., 2013) stating that resilience as the capacity to bounce back from setbacks and maintain effectiveness when tackling difficult tasks and challenges, which ultimately strengthens oneself, according to research, resilient people who show a high level of positive emotions and the ability to restrain their negative emotions can find meaning in life and face challenging situations (Tugade &; Fredrickson, 2004, Cooper et al., 2013). Entrepreneurs and team members can benefit from resilience-building techniques to better handle the pressures, setbacks, and disappointments that come with running a business (Jenkins et al., 2014).

Many factors, including personality, motivation, attitudes, individual behavior, and emotional maturity, can have an impact on individual performance, and today's professional industry is characterized by rapid change and the need for immediate adaptation – requiring both organizations and their individual employees, competition, globalization, advancement. technology, or the rapid expansion of almost all industries are some of the factors that put a lot of pressure on personal performance standards (Jarosz, 2021), Empirical research has shown coaching to be a successful strategy for improving people's performance and well-being (Newnham-Kanas et al., 2010, Gabriel et al., 2014). Maintaining stability and happiness outside the workplace is very important for employees, and work-life balance is one way to do that, companies can ask employees questions or conduct interviews to learn more about the difficulties they face in finding balance. Companies can implement rules and flexibility that give workers enough time for family, recreation, and other personal activities by understanding individual needs, which are key in improving employee well-being as well as developing mental resilience.

Programs for self-improvement or training that emphasize stress management, overcoming challenges, and developing sharp mental abilities can be provided by business employees better able to handle the demands of the job and the difficulties that will come with this strategy, in addition, it is important to evaluate employee performance to know where more help may be needed, companies can create specific mentoring or training programs to help employees realize their full potential by better understanding the strengths and weaknesses of their workforce. Peer training that emphasizes well-being also receives inadequate research in this kind of environment, and the findings are inconsistent. Some studies show benefits for a person's well-being, while others are few. According to little previous entrepreneurial research, peer coaching enhances personal development and learning, encourages employee job satisfaction and leadership development, and accelerates cultural change, organizational effectiveness, and growth. All these studies, however, do not

have a strong emphasis on worker welfare because they are carried out in more conventional hierarchical organizations (Fey et al., 2022), Improving employee well-being through coaching or training is effective, from improving emotional intelligence to developing job skills, training can cover a wide range of topics.

Training can assist workers in overcoming obstacles, creating healthy coping mechanisms, and better career planning in the context of employee well-being, to meet the needs of a particular group or individual, businesses can offer training programs, It has been argued that practicing mindfulness through coaching can provide benefits comparable to those achieved through training, with Mindfulness provides benefits for the coach, specific clients, and the coach-client relationship as a whole, preparing for coaching, staying focused during coaching, managing emotions during coaching, and teaching client awareness are four ways these advantages can occur (Passmore, 2019). The description above, with the existence of an idea in this article with the support of the phenomenon, the purpose of this article is to provide an overview of existing articles in a review of existing scientific articles, from the results of research and from the point of perception of researchers.

THEORETICAL REVIEW

Evaluation or appraisal is the stage of assessing or evaluating an employee's performance over a period of time in relation to the company's success in achieving its goals. Evaluations typically use a particular methodology that serves as a parameter or measure of an employee's success during the evaluation phase (Susanto, Parmenas, et al., 2023). Resilience is a person's ability to overcome and endure stressful events and get back on track. This ability is very important for coping with the stresses of everyday life. People who are good at developing resilience skills will be better able to overcome the challenges of life they face. (Susanto, Soehaditama, et al., 2023); (Susanto, Parmenas, et al., 2023). Coaching is the action of helping someone change for the better in order to achieve set goals. Coaching is key to unlocking human potential and maximizing performance by helping people learn rather than teach. (Susanto, Sawitri, &; Suroso, 2023); (Susanto, Sawitri, Ali, et al., 2023); (Susanto, 2021); (Susanto et al., 2022); (Susanto &; Sawitri, 2022); (Z. Rony &; Aryanto, 2020); (Z. T. Rony et al., 2019). Climate Ergonomics Assessment can give businesses a basic evaluation of the value generally placed on ergonomics and help prioritize areas to improve operational performance and employee well-being (Hoffmeister et al., 2015), it is an assessment variable with existing employee wellbeing, then will be a coaching variable with employee wellbeing variables where Little data showed that at six months, compared to twelve months, people who were coached had a much better perception of the effect of coaching on job satisfaction and their general well-being.

During those two time periods, there was no change in how they perceived the effects of coaching on their job satisfaction or engagement (Hicks et al., 2013), further work-life balance with employee wellbeing (Kashyapa Shilpy et al., 2016) the organization can maintain its business results, it is now

understood that its employees must be in good health and experience high levels of overall life satisfaction both in life both professional and personal. Their gendered reactions to the effects of job and resource demands on well-being can help guide HR practices intended to increase resilience (Huang et al., 2019)

METHODOLOGY

This reflection uses a graphic writing style; Information for research is collected using additional data collection methods, Additional details are collected from books, articles, research papers, lecture notes, and the Internet. A selection of related scientific articles are selected, investigated, and revised during the literature review. The PICO framework (population/problem, intervention, comparison) with scores was used to determine the scope of the study. Table 1 reviews the literature from a number of current journals and lists the scope of research limitations, Table 2, explanation and explanation of the use of metrics in research articles along with the conclusions of the article.

Table 1. Summary PICO

Component	Information
Problem	Employee
Intervention	Human Resources
Comparison	n/a
Outcome	Increase literacy and breadth of results for the field of human resources

The formulation of research questions, literature search, and selection of studies are just some of the steps in the research process, including determining feasibility requirements and conducting quality assessments. The research paper also states the research questions they will answer, as well as the literature search they will conduct using existing journal databases, employee wellbeing, work-life balance, assessment, coaching, resilience, Articles selected based on eligibility requirements, systematic review proposals and used in the selection of Meta-analysis literature sources).

Eligibility requirements include inclusion and exclusion standards, which include: 1) research articles written in International Languages ; 2) research articles published in English or Indonesian journals or research articles are not considered; Published articles are not limited to the year when searches increased; Figure 1 displays literature and literature comparison supporting the assessment of the material synthesis process.

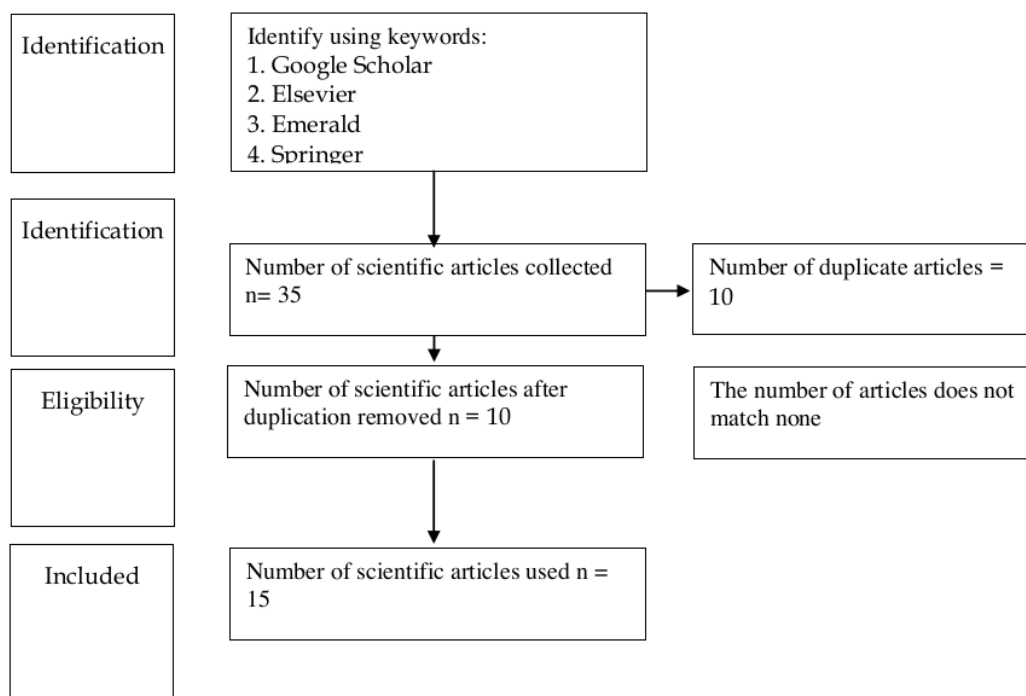| Identification	Identify using keywords: 1. Google Scholar 2. Elsevier 3. Emerald 4. Springer	
Identification	Number of scientific articles collected n= 35	Number of duplicate articles = 10
Eligibility	Number of scientific articles after duplication removed n = 10	The number of articles does not match none
Included	Number of scientific articles used n = 15	

Figure 1. Scientific Article Selection Process

Table 2. Distribution of Journals, Publishers, and Findings

No	Article	Authors	Journal	Publisher	Finding
1.	Ergonomics Climate Assessment: A measure of operational performance and employee well-being	(Hoffmeister et al., 2015)	Applied Ergonomics 50 (2015) 160-169	Elsevier Ltd	Increased reports of workplace pain were associated with a larger gap between measures of operational performance and employee well-being. It made no difference as to which aspect was rated higher because the direction of this difference was not significantly related to occupational pain
2.	Measuring best practices for workplace safety, health and wellbeing: The Workplace	(Sorensen et al., 2018)	Journal of Occupational and Environmental Medicine	American College of Occupational and Environmental Medicine	The evaluation takes into account six main factors that have been identified as essential for best practices for safeguarding and promoting worker safety, health, and well-

	Integrated Safety and Health Assessment			being: leadership commitment, participation, policies, programs, and practices that foster supportive working conditions, comprehensive and collaborative strategies, compliance with federal and state regulations and ethical standards, and data-driven change
3.	Using the job demands-resources approach to assess employee well-being in healthcare	(Tomo & De Simone, 2019)	Health Services Management Research 0(0) 1–11	Sage pub	Personalization facilitates overcoming the negative effects of setting up a work environment and that job's resource-demand model can explain differences in work environments
4.	An Assessment of Ergonomics Climate and Its Association with Self-Reported Pain, Organizational Performance and Employee Well-Being	(Faez et al., 2021)	Int. J. Environ. Res. Public Health 2021, 18	MDPI	An ergonomic climate can give organizations a starting point to prioritize their values and identify areas for improving organizational performance and employee health
5.	Coaching With Compassion: Inspiring Health, Well-Being, and Development in Organizations	(Boyatzis et al., 2013)	Journal of Applied Behavioral Science 2013 49: 153	Sage pub	Compassion training can improve organizational adaptability by creating norms and relationships of care and development
6.	The coaching ripple effect: The effects of developmental coaching on wellbeing across organisational networks	(O'Connor & Cavanagh, 2013)	Psychology of Well-Being: Theory, Research and Practice 2013, 3:2	Springer	Those who received the training showed significant improvements in measures of goal achievement, transformational leadership, and psychological well-being. The average change in the perception of interaction quality increased for those who received training. However, perceived quality decreases in the interactions that others think they do with a coach. It was also found

				that the closer a member of the network is known Related People who receive training, the more likely he is to experience positive well-being
7. Health Coaching Case Report: Optimizing Employee Health and Wellbeing in Organizations	(Yocum & Lawson, 2019)	The Journal of Values-Based Leadership: Vol. 12 : Iss. 2	the College of Business at Valpo Scholar	supports evidence that health coaching is a promising strategy for optimizing employee health and well-being
8. Rational Emotive Occupational Health Coaching in the Management of Police Subjective Well-Being and Work Ability: a Case of Repeated Measures	(Onyishi et al., 2021)	Journal of Police and Criminal Psychology	Springer	The life satisfaction, balance, and developmental scores of participants in the intervention group improved significantly on the posttest and follow-up compared to the pretest. Participants in the control group without intervention had no significant changes in subjective well-being subscale scores on the pretest, posttest, and follow-up. It concluded that REOHC can be effective in managing the personal well-being of police officers and staff under chronic stress
9. Time to Change for Mental Health and Well-being via Virtual Professional Coaching: Longitudinal Observational Study	(Jeannotte et al., 2021)	J Med Internet Res 2021	vol. 23	iss. 7	BetterUp, Inc, San Francisco, CA, United States	Mixed effect modeling observed variable changes in various dimensions of mental health and psychological well-being. Initial rapid improvement was observed in the first half of the intervention, followed by slower improvement in the second half of the intervention on exploration, self-awareness, self-efficacy, social relationships, emotion regulation and stress reduction.

					Nonstandard β values for each estimate: .10-.19). Life satisfaction continued to increase during the intervention period (β=.13). Finding purpose at work and increasing resilience continues to increase during instruction, but gains are greater in the second half of the intervention (β = 0.08-0.18), requiring the entire duration of the intervention to achieve maximum growth
10.	The impact of coaching on well-being and performance of managers and their teams during pandemic	(Jarosz, 2021)	International Journal of Evidence Based Coaching and Mentoring 2021, Vol. 19(1), pp.4-27	Oxford Brookes University	this study contributes to early empirical evidence on the effectiveness of training in the unprecedented global scenario of the coronavirus (COVID-19) pandemic and other possible crisis scenarios
11.	How peer coaching fosters employee proactivity and well-being within a self-managing Finnish digital engineering company	(Fey et al., 2022)	Organizational Dynamics (2022) 51, 1—13	Elsevier Inc	Peer coaching is particularly useful in self-managed companies as it can replace some of the key roles of middle management in traditional organizations
12.	Flying high: pilot peer coaching to champion well-being and mitigate hazardous attitudes	(Goodwyn et al., 2022)	European Journal of Training and Development	Emerald Publishing	Creating mutual trust in peer discussions can inspire engagement and effectively improve personal well-being. The contagious effects of such local actions can help stimulate systemic cultural change and promote a positive psychosocial safety climate throughout the organization and, for that matter, the entire aviation industry
13.	Millennials in the workplace: perceived supervisor support,	(Nabawan uka & Ekmekcio	INDUSTRIAL AND COMMERCIAL	Emerald Publishing	PSS positively affects WLB, which in turn affects EW

	work–life balance and employee well–being	glu, 2021)	TRAINING VOL. 54 NO. 1 2022, pp. 123-144	
14.	THE MEDIATING EFFECT OF WORK-LIFE BALANCE ON THE RELATIONSHIP BETWEEN WORK CULTURE AND EMPLOYEE WELL-BEING	(Stankevičienė et al., 2021)	Journal of Business Economics and Management 2021 Volume 22 Issue 4	Vilnius Gediminas Technical University	A family-friendly culture can help employees achieve a better WLB, which in turn helps employees feel satisfied with their overall well-being at work. The current study expands WLB's role as a mediator in organizations, and its findings may be important for actors looking to improve their organization's performance by improving employee well-being
15.	Effect of Work-Life Balance, Job Demand, Job Insecurity on Employee Performance at PT Jaya Lautan Global with Employee Well-Being as a Mediation Variable	(Kurnia & Widigdo, 2021)	European Journal of Business and Management Research	www.ejbmr.org	Work-life balance and work demands have a positive and significant effect on employee well-being. Job insecurity has a negative and significant effect on employee welfare. Work-life balance has a positive and significant effect on employee performance. Work demands have a negative and significant effect on employee performance, while job insecurity has a negative and insignificant effect on employee performance. Employee welfare has a positive and significant effect on employee performance. The mediation results show that employee well-being can partially mediate the effect of work-life balance and job insecurity on employee performance,

				while employee well-being can fully mediate the effect of job demands on employee performance
16.	Influence of Personality Traits and Moral Values on Employee Well-Being, Resilience and Performance: A Cross-National Study	(Athota et al., 2020)	APPLIED PSYCHOLOGY : AN INTERNATIO NAL REVIEW, 2019, *0* (0), 1–33	The value of virtue and universalism, or the value of compassion, underlies the mechanism of biological resilience through the moral foundation of justice Individual/Loss Concern
17.	A bundle of human resource practices and employee resilience: the role of employee well-being	(Rurkkhu m, 2023)	Asia-Pacific Journal of Business Administration Emerald Publishing	Employee well-being was found to play a partial mediating role in the relationship, highlighting the important implications of some HR practices during the recent pandemic.

RESULTS

From the metric table above will be variables related to research variables, it illustrates the representativeness of all variables in this study such as assessment variables with employee wellbeing variables, then the study from (Hoffmeister et al., 2015) research results increased reports of pain in the workplace associated with a larger gap between measures of operational performance and employee well-being, none of the difference was which aspect was rated higher because the direction of this difference was not significantly related to occupational pain, both studies from (Sorensen et al., 2018) The evaluation took into account six key factors that have been identified as essential for best practice to safeguard and promote worker safety, health, and well-being: leadership commitment, participation, policies, programs, and practices that foster supportive working conditions, comprehensive and collaborative strategies, compliance with federal and state regulations and ethical standards, and data-driven change, subsequent studies of (Tomo & De Simone, 2019) personality research results facilitate addressing the negative effects of workplace regulation and that job resource-demand models can explaining differences in work environments, subsequent studies relating to assessment variables from (Faez et al., 2021) The results of ergonomic climate research can give organizations a starting point to prioritize their values and identify areas to improve organizational performance and employee health , the researcher's perspective relates to the article as a reference that this variable is in accordance with the purpose of this article, there are all references from the scientific article with other variables that follow.

The next variable is the coaching variable with employee wellbeing variables starting from the study (Boyatzis et al., 2013) with the results of

compassionate training research can improve organizational adaptability by creating norms and relationships of care and development, further studies from (O'Connor &; Cavanagh, 2013) with the results of coaching research with wellbeing variables in one article result with the method used is qualitative, the next study from (Yocum &; Lawson, 2019) states that coaching shows a significant increase in measures of goal achievement, transformational leadership, and psychological well-being, the next study from (Onyishi et al., 2021) with the results of coaching research with wellbeing variables in the field of Health with qualitative methods used, subsequent studies (Jeannotte et al., 2021) the results of workplace research and increasing resilience continued to increase during instruction, but the gains were greater in the second half of the intervention (β = 0.08-0.18), requiring the entire duration of the intervention to achieve maximum growth, subsequent studies of (Jarosz, 2021) The relationship with the ongoing covid 19 with coaching and wellbeing variables.

The next study from (Fey et al., 2022) with the results of coaching research in organizations or companies as the key to management replacing traditional organizations, the next variable is work-life balance with employee wellbeing where studies from (Nabawanuka &; Ekmekcioglu, 2021) PSS positively affect Work – Life Balance, which in turn influenced Employee Wellbeing, a subsequent study from (Stankevičienė et al., 2021) work – life balance as a moderator variable, a subsequent study from (Stankevičienė et al., 2021) with the results of helping employees achieve a better WLB, which in turn helps employees feel satisfied with their overall well-being at work. The current study expands the role of WLB as a mediator in organizations, further studies from (Kurnia &; Widigdo, 2021) with the results of work-life balance research and work demands have a positive and significant effect on employee welfare. Job insecurity has a negative and significant effect on employee welfare. Work-life balance has a positive and significant effect on employee performance. Work demands have a negative and significant effect on employee performance, while job insecurity has a negative and insignificant effect on employee performance. Employee welfare has a positive and significant effect on employee performance. The mediation results show that employee well-being can partially mediate the effect of work-life balance and job insecurity on employee performance, while employee well-being can fully mediate the effect of job demands on employee performance, these two variables directly there are supporting articles from this scientific article with diverse results and different research methods, goals and objects, So as to answer the purpose of this scientific article.

The next variable between resilience and employee wellbeing studies from (Athota et al., 2020) where the results of virtue and universalism, or compassionate values, underlie biological resilience mechanisms through the moral foundation of individual justice or concern for losses, further from (Rurkkhum, 2023) where Employee well-being was found to play a partial mediating role in the relationship, highlighting the important implications of some HR practices during the recent pandemic. This variable is like other

variables there are scientific articles that exist, so the purpose of this scientific article is fulfilled with the same answer.

DISCUSSION

From the results above, the representation of scientific articles found and described in this study is appropriate, employee wellbeing variables with variables of assessment, coaching, resilience, work-life balance and resilience are jointly fulfilled, it's just that the research method model, as well as other variables, and different research objects.

CONCLUSIONS AND RECOMMENDATIONS

The variables explained with the results and discussion meet the answers in accordance with the purpose of this scientific article, which is to describe by providing perspective, and these variables are followed by other variables that can be used as differentiators, as well as the object of research, and as well as the model of the results of the study. At present it can be a reference for other researchers who need for their research materials.

FURTHER STUDY

This article adds references for science and knowledge, especially in the field of Human Resources, and as an additional reference for other researchers for the variables in this article in creating research results at other times.

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