

Implementation Employee Well-Being: Analysis Leadership Agility, Workload Analysis, Organizational Culture, and Career Adaptability

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ABSTRACT

Employee well-being is an important issue that must be considered by the Human Resources Development department in every organization to be able to maximize employee performance and optimize organizational achievement. This research was conducted using a systematic literature review with sources from various journal publishers. The independent variables examined in this study are Leadership Agility, Workload, Organizational culture, and Career Adaptability. The results and this research show that the implementation of Employee well-being can be achieved if an organization has an agile leader, can analyze the ideal workload, has a positive work culture and has employees with good career adaptability. Suggestions for further research are to take data directly from the field so that the research results become more valid.

INTRODUCTION

The fulfillment of employee well-being will have a very significant impact on organizational performance and employee productivity, organizations that have concern for employee well-being tend to have low turnover rates and maximum achievement of organizational goals (Isham, Mair, & Jackson, 2023). The employee well-being itself can be interpreted as a condition where satisfaction is fulfilled in all aspects during work, both in terms of fulfilling compensation that is considered fair, the safety of the work environment, a harmonious work climate, a clear career path, an appropriate workload, and a healthy organizational culture. A study conducted on 1,882,131 employees from 230 companies showed a positive relationship between employee satisfaction with the company they work for and productivity and customer loyalty, the results of the same study also showed a negative relationship between employee satisfaction and employee turnover, it can be concluded that the higher the well-being in the workplace is positively related to the profits obtained by the company. The higher the employee well being, the higher the profit that will be generated (Krekel, Ward, & De Neve, 2019).

Leadership can be one of the main factors in achieving employee well-being, leaders who can encourage the creation of employee well-being are leaders who focus on employee performance by paying attention to employee welfare, not only focusing on work results and achievements (Inceoglu, Thomas, Chu, Plans, & Gerbasi, 2017). A humble leader who can nurture employees is also associated as a stimulus in shaping employees' proactive attitude to improve their performance (Zhong, Zhang, Li, & Zhang, 2020). Not only a success factor in achieving the goals of an organization, leaders with a growth mindset are also considered to be able to delegate tasks well so as to facilitate the growth of their subordinates, this will ultimately foster employee well-being (Adendorff, Dick, Xerri, & Brunetto, 2021). Another specification of a leader that also plays a role in fostering employee well-being is his ability to provide support to subordinates when they get a workload that is felt quite burdensome (Babic, Gillis, & Hansez, 2020).

Workload is also something that needs to be carefully measured in an organization, having excessive workload or even less will greatly affect the increase in stress experienced by employees (Mansour & Tremblay, 2016). Excessive workload with high risk can increase the possibility of an employee experiencing the risk of burnout, this of course will be in line with the risk of decreasing one's well-being (Huhtala, Geurts, Mauno, & Feldt, 2021). Based on this fact, it becomes very important to be able to measure proportionally the workload of an employee so as to create employee well-being which will have an impact on one's productivity in the work environment.

Maintaining the work environment to remain harmonious and have a positive culture is also something that needs to be maintained, organizational culture has an important role in forming job satisfaction and employee loyalty which will ultimately lead to employee well-being (Hagyes, Nathan, & Farkas, 2021). Company management that leads to efforts in maximizing all aspects of employee needs such as the payment of high wages, the existence of training to

improve the quality of workers, the existence of promotions in the form of clarity of career paths and the existence of appropriate work awards can improve overall employee well-being (Abdelmotaleb & Saha, 2020). Employee readiness in facing every possibility in their career is also important to be trained, so that every employee will be ready to face every challenge that exists well, several studies prove that high career adaptability in employees will increase work engagement which indicates an increase in employee well-being (Yang, Feng, Meng, & Qiu, 2019).

THEORITICAL REVIEW

Leadership style will have a significant impact on work performance and employee well-being (Inceoglu et al., 2017), To be able to accelerate with the complexity, ambiguity and uncertainty in the current industrial era, an agile leadership style is needed to produce an agile organization, which is the definition of leadership agility (Joiner, 2019). Agile leadership not only focuses on results but overall pays attention to every process that runs, not only focusing on ways of solving problems that are outdated and no longer relevant, but will try to create new ways of solving that are more effective and fundamental. The result of implementing leadership agility will increase employee innovation so that the competitiveness of an organization will increase (Muafi & Uyun, 2019).

In addition to agile leadership, management also needs to pay attention to the workload given to each employee. Excessive workload is associated with employees desire to leave the organization, which also indicates that employee well-being is not achieved (Holland, Tham, Sheehan, & Cooper, 2019). A study proves that one of the main causes of high stress in employees is too heavy workload, which can cause employees to experience a decrease in well-being (Meese, Colón-López, Singh, Burkholder, & Rogers, 2021).

Organizational culture at a certain level can be assumed as the existence of commonalities in terms of organizational constituents that can create or indoctrinate into unique beliefs or assumptions that become the basis for collective action (Driskill, 2019), In an organizational culture, some actions may still be in the conscious level, but there are also some actions that have finally reached the unconscious level, for example when an employee may think that the boss's decision must always be obeyed by subordinates without questioning anything, in the end when there are new members in the organization, these members will also take the same action without questioning anything. Organizational culture also significantly affects employee well-being, toxic organizational culture such as violence and bullying can make employees experience stress and depression, this can also lead to a decrease in employee well-being (Rasool, Wang, Tang, Saeed, & Iqbal, 2021).

Career adaptability is a scheme that is developed with the aim of forming employees so that the organization can face any challenges that exist (Johnston, 2018). Career adaptability makes it easier for employees to adjust to changes when facing their career roles, this will also affect their psychological state so

that they can achieve a deeper meaning of life which will ultimately lead to employee psychological well-being (Chen et al., 2020).

METHODOLOGY

This research is in the form of a systematic literature review, researchers use a graphic writing style. The data sources used in this research are from books, articles, the internet and various other written media. The researcher used the PICO (Problem, Intervention, Comparison, Outcome) frame work to narrow down the research to be more specific.

Table 1. Summary PICO

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

Formulating the research question, conducting a literature search, and selecting the study are just some of the steps in the research process, including determining eligibility requirements and conducting a quality assessment. The research paper also states the research questions to be answered, as well as the literature search the researchers will conduct using existing journal databases, employee well-being, leadership, workload, career adaptability and organizational culture. Articles were selected based on eligibility requirements, systematic review proposals and used in source selection through Systematic Literature Review.

The eligibility requirements include inclusion and exclusion standards, which include: 1) research articles written in international languages; 2) Articles published above 2017; 3) The keywords used in the search are employee welfare, leadership, workload, career adaptability and organizational culture.

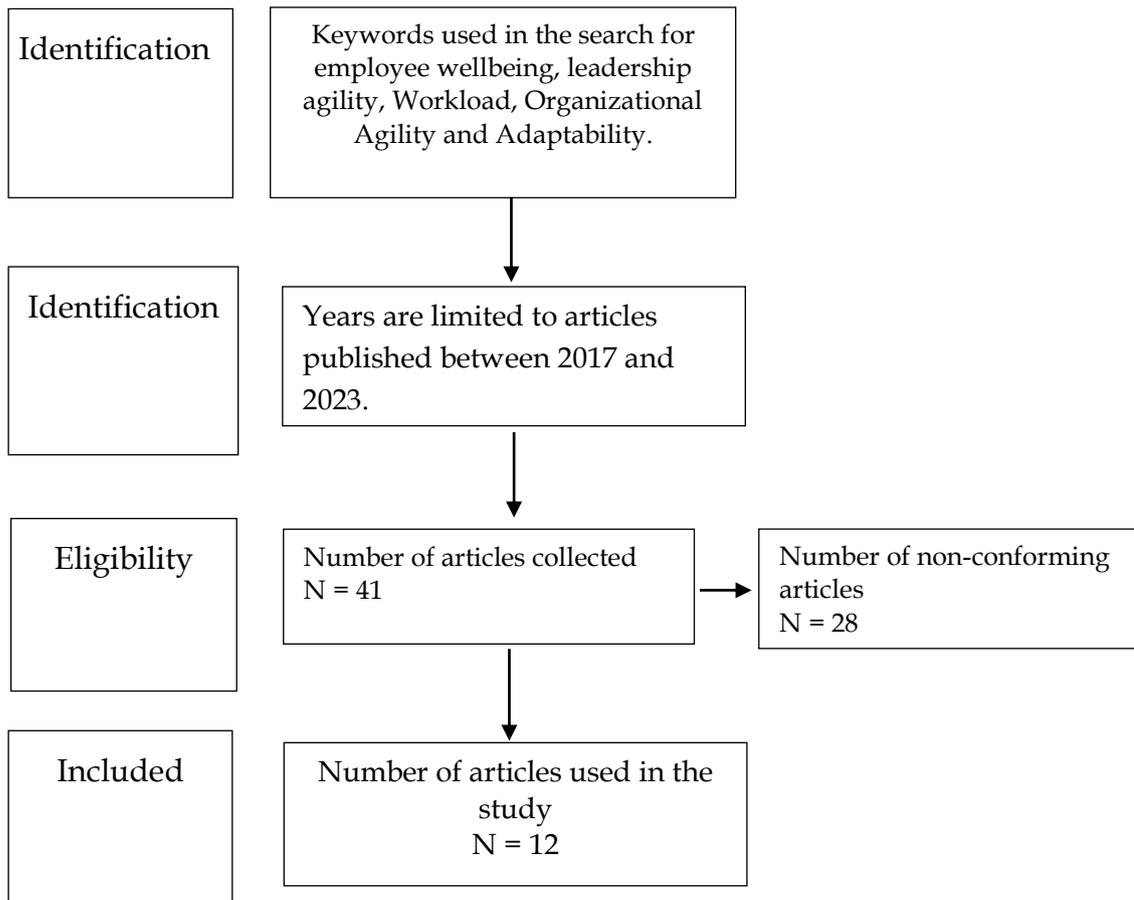


Figure 1. Scientific Article Selection Process Chart

Table 2. Distribution of Journals, Publishers and Research Results

1	Article	: Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City
	Authors	: Syamsul Arif, Zainudin, Abdul Hamid K
	Journal	: Budapest International Research and Critics Institute (BIRCI-Journal) : Humanities and Social Sciences
	Publisher	: Semantic Scholar
	Finding	: The results showed that there is a positive and significant relationship directly between leadership, organizational culture, job satisfaction on Principals in High Schools in Medan City (Arif, Zainudin, & Hamid, 2019).
2	Article	: Leadership behavior and employee well-being: An integrated review and a future research agenda
	Authors	: Ilke Inceoglu, Geoff Thomas, Chris Chu, David Plans & Alexandra Gerbasi
	Journal	: Leadership Quarterly
	Publisher	: Elsevier
	Finding	: The role of leaders is very significant in improving employee welfare, leaders who are sensitive to circumstances, agile in

- responding to changes are the most ideal form of leadership (Inceoglu et al., 2017).
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- 3 Article : How Toxic Workplace Environment Effects the Employee Engagement: The Mediating Role of Organizational Support and Employee Wellbeing
- Authors : Samma Faiz Rasool, Mansi Wang, Minze Tang, Amir Saeed dan Javed Iqbal
- Journal : International Journal of Environmental Research and Public Health
- Publisher : MDPI
- Finding : If employees work in a toxic work environment they will spread negative feelings to their coworkers, which in turn can cause stress and burnout and depression in employees. Furthermore, this ultimately reduces employee well-being as well as decreases employee attachment to the organization. This also proves that good support from management can strengthen employees' attachment to the organization (Rasool et al., 2021)
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- 4 Article : Smart Working and Well-Being before and during the COVID-19 Pandemic: A Scoping Review
- Authors : Leda Marino dan Vincenza Capone
- Journal : European Journal of Investigation in Health, Psychology and Education
- Publisher : MDPI
- Finding : The introduction of smart working must be introduced by management to reduce the level of stress and pressure experienced by employees in the workplace during the pandemic, in this case the leader who acts as a manager has a very significant role to encourage employees to achieve work well-being (Marino & Capone, 2021).
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- 5 Article : Socially Responsible Human Resources Management, Perceived Organizational Morality, and Employee Well-being
- Authors : Moustafa Abdelmotaleb dan Sudhir K. Saha
- Journal : Public Orgaization Review
- Publisher : Research Gate
- Finding : Socially Responsible Human Resources Management (SRHRM) is proven to affect employee well-being (Abdelmotaleb & Saha, 2020)
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- 6 Article : Navigating Crises: Leadership's Role in Fostering Employee Well-Being and Resilience
- Authors : Swati Sisodia
- Journal : The Seybold Report
- Publisher : Research Gate
- Finding : The findings of this paper contribute to the understanding of the critical role of leadership in times of crisis, providing a
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framework for leaders to support employee well-being and foster resilience. By adopting effective leadership practices, organizations can create a supportive work environment that enables employees to thrive and overcome challenges during times of crisis, ultimately leading to long-term organizational success (Dagar & Sisodia, 2023)

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- 7 Article : The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together toward reaching this goal
Authors : Andres Salas Vallina, Joaquin Alegre dan Alvaro Lopez Cabrales
Journal : Human Resources Management
Publisher : Wiley
Finding : This study examines the relationship between well-being-oriented human resource management and performance in a very large sample of organizations, based on the job demands-resources model and social exchange theory. In addition, it also explored the moderating role of middle managers' leadership in the relationship between well-being-oriented human resource management and employee well-being. The results reveal that engaging leadership behaviors drive the implementation of genuine people-oriented human resource management and have a direct impact on employee performance. (Vallina, Alegre, & Cabrales, 2020)
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- 8 Article : Ethical leadership, work engagement, employees well-being, and performance: a cross-cultural comparison
Authors : Huma Sarwar, Muhammad Ishtiaq Ishaq, Anam Amin dan Roheel Ahmed
Journal : Journal of Sustainable Tourism
Publisher : Routledge
Finding : The results of this study found that ethical leadership and ethical culture have a positive impact on employee well-being, work engagement and financial performance where ethical culture has a relatively stronger influence on financial performance. The results also revealed that ethical leadership has a relatively stronger impact on employee well-being (Huma, Ishtiaq, Anam, & Roheel, 2020)
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- 9 Article : Career Adaptability, Work Engagement and Employee Wellbeing Among Chinese Employee: The Role of Guanxi
Authors : Xuhua Yang, Yaqian Feng, Yuchen Meng dan Yong Qiu
Journal : Frontiers in Psychology
Publisher : Frontiersin
Finding : The results showed an indirect effect of career adaptability on employee well being through work engagement (Yang et
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		al., 2019)
10	Article	: Work-to-family interface and well-being: The role of workload, emotional load, support and recognition from supervisors Authors : Audrey Babic, Nocplas Gillis dan Isabelle Hansez Journal : SA Journal of Industrial Psychology Publisher : AOSIS Finding : The results show that workload and support and attention from superiors in the workplace have an effect on employee well-being (Babic et al., 2020).
11	Article	: The Supervisor's Perceived Role in Employee Well-Being: Results From Mayo Clinic Authors : Kaisa C. Wieneke, Karen S. Schaepe, Jason S. Egginton, Sarah M. Jenkins, Nicole C. Block, Beth A. Riley, Linde E. Sifuentes dan Matthew M. Clark Journal : American Journal of Health Promotion Publisher : Sage Finding : The responses of the subjects in this study were very diverse regarding their perceived and desired role in workplace well-being. The barriers from the subjects' perspectives in this study were very high workloads, ambivalence, lack of support from leadership, lack of flexibility and control at work, and difficulty accessing resources.
12	Article	: Examining the Mental Well-Being of Australian Sport Coaches Authors : Fraser Carson, Mary Malakellis, Julia Walsh, Luana C. Main dan Peter Kremer Journal : International Journal of Environmental Research and Public Health Publisher : MDPI Finding : The results showed poor employee well being in the subject, the management needs to provide the necessary training to help the subject manage his own mental well-being.

RESULT

Based on Table 2 above, it can be seen that the implementation of Employee Well-Being can be done by fulfilling several aspects first, first is Leadership Agility or in Indonesian called agile leadership type will greatly affect employee well-being ((Arif, Zainudin, & Hamid, 2019; Dagar & Sisodia, 2023; Inceoglu, Thomas, Chu, Plans, & Gerbasi, 2017) Therefore, it is important for leaders to be able to always develop their abilities in order to become agile leaders. In addition to leadership factors, employee well-being is also strongly influenced by workload (Babic, Gillis, & Hansez, 2020; Wieneke et al., 2019), Therefore, the development of workload analysis also needs to be done appropriately, the workload of each employee must be measured thoroughly in order to create an ideal workload distribution for all employees.

Another variable studied is organizational culture, seen based on the results of research conducted by Rasool et. al. in 2021 that a supportive organization will create employees who feel safe and valued, which has an impact on improving well-being (Rasool, Wang, Tang, Saeed, & Iqbal, 2021). In fact, research conducted by Abdelmotaleb and Saha shows that a moral organization, in the sense of implementing good values such as implementing Corporate Responsibility, will also improve the inner well-being of employees in an era full of complexity and uncertainty (Abdelmotaleb & Saha, 2020).

In addition to agile leadership, positive organizational culture and providing ideal and measurable workloads, another thing that needs to be done by management is to ensure that employees have good career adaptability, in line with research conducted by Yang et al in 2019, the results of the research conducted show that career adaptability has an influence on employee well-being. This can happen because the role of career adaptability can make employees always be alert in facing every challenge and make employees also become more creative and innovative (Yang, Feng, Meng, & Qiu, 2019).

DISCUSSION

From all scientific articles that have been described by researchers, it shows that the research hypothesis at the beginning has been proven and has appropriate results, namely employee welfare which can be implemented through the fulfillment of leadership agility, appropriate workload, positive organizational culture and career adaptability in employees. It's just that the results obtained are only in the form of literature reviews, still need to be strengthened by direct research in the field.

CONCLUSIONS AND RECOMMENDATIONS

The variables examined through the literature review have fulfilled the answers in accordance with the purpose of scientific articles, namely describing and providing perspectives, both from dependent variables followed by other variables. Hopefully this research can be a reference for other researchers who need it.

FURTHER STUDY

This article can be used as an additional reference to science and knowledge, especially in the field of Human Resources, and as an additional reference for other researchers who want to examine other variables that may be related.

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