

The Impact of Human Capital Well-being on the Work Performance and Organizational Productivity

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Abstract

Human Capital management is a competitive discussing term frequently used today in the brilliant minds of the entire world and globally in every organization, which plays the role of backbone for organization and makes its survival possible. In maximum productivity and success of any organization human resource management has a dominant part to play as all other organizational resources are controlled by the human. Present research reported on how well-being of the human capital impacts on the employee performance, based on the Telecom Sector firms of Pakistan with the sample employee responses. The primary data for the research is collected through questionnaires sample of 250 of the population which are based on five point Likert scale model that has two extreme ends, strongly agree and strongly disagree. Finding of statistical analysis and literature proposes that there is extremely positive connection between employee well-being and employee performance and organizational productivity. In this study, there were four hypotheses and all of the hypotheses were accepted with the help of the obtained results and existing literature. Human capital can perform his responsibilities in a more efficient and better way if the management of a firm thinks about the better psychological well-being, working environment facility, financial and corporate social responsibilities to manage the human capital. Moreover, this also leads to lesser difficulties about health issues, punctuality and employee perseverance for the firm.

Keywords: employee well-being, organizational performance, organization productivity, work environment, employee physiology.

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Introduction

The term “well-being” or wellness are something used interchangeably. The wellbeing is elucidating as the state of being happy, affluent or healthy (Merriam- Webster’s). According to corporate point of view human capital well-being and worker execution is considered to be an essential part of each organization and industry. William H. Lever the founder of lever brother state, that the organization will not be productive if it forgets the human factor in any aspect of organization. Since it is the human that helps to run the organization and make it successful. The organization must try to make a solid connection between the Human Capital and employer’s interests. Now days, in this competitive world the development of the economy has required management examination to seek its assets from an alternate angle, especially to value the human competencies (HC).

In 1980’s, the employee wellbeing, firm performance and productivity came into consideration but arises in early 1990’s. Since 2002, it was implemented and still plenty of room for the betterment in the mechanism, firm performance and productivity in internationally and particularly in Pakistan. Hosie and Sevastos (2010) reported on the employee wellbeing and work performance connection and claim that positive influence is linked through feeling upbeat, although adverse influence is probably going to be actuated by strain, burden and anxiety practiced by workers who are obligatory to fulfill the demands generally from life besides work as a particular dominion. So, these emotions can directly affect the company if not taken seriously. Peccei, deVoorde and Veldhoven, (2013) inspected 33 HR applications and claim that well-being is fairly diverse with those normally connected with execution performance and motivation of employees which helps to increase the credibility of the company.

Productivity of any organization is the most valuable objective because it leads to achieve organization goals most profitability. So, identification productivity and employee execution impact essential. It additionally helps the devotee to inspire Employee Psychology and can accomplish Structural Productivity essential subjects that are required for a successful organization (Sluss, 2007).

According to psychological model employee that are extremely concerned with their career are more engaged or dedicated if they are bestowed the amenities for their social and work-related progress. Kalliath, Brough, O'Driscoll, Manimala, Siu, and Parker, (2013) claim that issue like inter-organizational network, intergenerational alterations and other aspects of external environment effects the employee well-being, productivity and performance. So, the higher level of performance is not possible without addressing the work-environmental issues because for an affluent work atmosphere is work enlivenment for each association.

In western countries employee's health and wellbeing is more valuable because of elderly people, increasing number of sick leave, and higher amount of nonattendance from exertion, fitness consciousness, expectation from claiming ailment and reducing the expense of ill health has convert an important apprehension to governments and organizations. However, In Pakistan, the process of employee wellbeing of organizations is in very initial stage. Moreover, strategies influence valuation such as an environment, physiology, assessment in performance/ efficiency, productivity improvement or decrease in organizations defaults still has plenty of Gaps in Pakistan. Currie and Procter (2001) reported that the impact of worker prosperity own work has sieved a lot of magnetism since past few years; Department for work and pension, 2006; Kersley, 2006; reported that development of worker and their progress, mental relaxation, stability in work environment and fitness are important factor for the administrative execution. Moreover, this investigation is intended

to analyze the impacts for Human capital wellbeing on employee execution and organizational productivity.

In recent Times globalization and innovation technology has changed the working environment. This study concentrates on the employee well-being/ prosperity despite the inclination of technology. Employee well-being can be increased by giving several apparatuses like training and expansion as well as psychological well-being. The current study aims to investigate that how employee well-being impacts the performance of employee and organizational productivity or efficiency by considering physiological and external environment. Our study is an effort to inspect the influence of employee wellbeing of Telecom organizations on performance efficiency and productivity soundness in developing countries like Pakistan.

The first key purpose of this study is to explore the impact of employee wellbeing on the performance of employee. Second objective is to identify the impact of employee wellbeing on organizational productivity. Further, to get effective results on employee wellbeing by considering other influencing factors such as employee psychology and external environment which are closely link with employee performance and productivity. Here the important question arises, how employee wellbeing affects the employee performance and productivity? Also, what is impact of employee wellbeing on the employee psychology and external environment?

Literature Review

(Rhoades & Eisenberger, 2002) state consideration or recognition of staff play an important role. Perceived Organizational Support (POS) a worker's recognition is that the associations which gives value to human capital efforts, plus commitments and cares about their prosperity or comfort play the vital role for probability of the organization. Meyer and Maltin, (2010) reported that human resource management exploration and repetition has thoughtful inadequacies which represent the

requirement that provide superior importance to employee well-being. Meyer and Maltin (2010) and (Warr, 2007) argued that Affective wellbeing may be measured not just by workers' physically but intellectually development proficient.

(Hayat, 2011) claims that Efficiency refer to the maximum use of the already active resources in an improved and more productive way. How much firm is efficient depends upon maximum utilization of limited resources. Efficient firms show greater performance with minimum inputs usage. The employee well-being can lead to firm better performance, it also beneficial for stakeholder and routine people. Organization's human capital wellbeing and firm efficiency could play vital role in shaping positive workforce, Worker wellbeing is connected with estimation of life for the question and flourishing in the public and is additionally bargain as a noteworthy asset that ropes performance in associations (Arneson & Ekberg, 2005).

H1: There is a significant impact between employee well-being on employee performance.

An additional perspective of the strategic method is inadequate in the description of the space of execution which linked with organizational productivity. Lengnick-Hall, LengnickHall, Andrade, & drake (2009) Bryson, Forth & Stokes (2014) conclude that human capital may work "smarter" which lead to efficient productivity and increase in profitability and which satisfied employees and management. Higher workforce wellbeing may raise productivity by encouraging employees to engage in greater levels of pro-social behavior. Oswald, Proto, and Sgroi. (2014) state that at the level of the workplace or organization higher subjective is wellbeing which transform into greater profitability. According to the finding of Harter, Schmidt & Hayes (2002); and Patterson, Warr & West (2004); higher levels of employee Wellbeing associated with higher productivity which also lead to higher level of profits.

H2: There is a significant relationship between employee wellbeing on organizational productivity.

The long haul preferred standpoint of work is unswervingly related to their mental prosperity and the individuals with larger amount of mental prosperity at work are more advantageous (both physically and rationally). To facilitate, help and to clarify the relationship in structure of Social-trade Haar and Bardoel (2008) and Gigerenzer & Gaissmaier, (2011) has been perceived that structure demonstrate that specialists are reliable and dependable towards the organization.

H3: Employee Wellbeing has a significant impact on Employee Psychology.

According to the Haynes (2008) the concept of workplace environment has functionalized by examining the degree to which employees perceive the surrounding as fulfilling their needs i.e. Social, intrinsic and extrinsic. This leads to the reason of staying with the organization in efficient and effective way. Kohun, (2002) reported on the human capital well-being and creativity and claim that for a healthy workplace environment, high performance culture that encourages good corporate sense with the support of employee engagement. Markey, Ravenswood, and Webber reported that a 'good workplace' is characterized by low stress level and employee appreciation. Samson, Waiganjo, Koima, (2015) reported that physical workplace and work life balance affect employee performance.

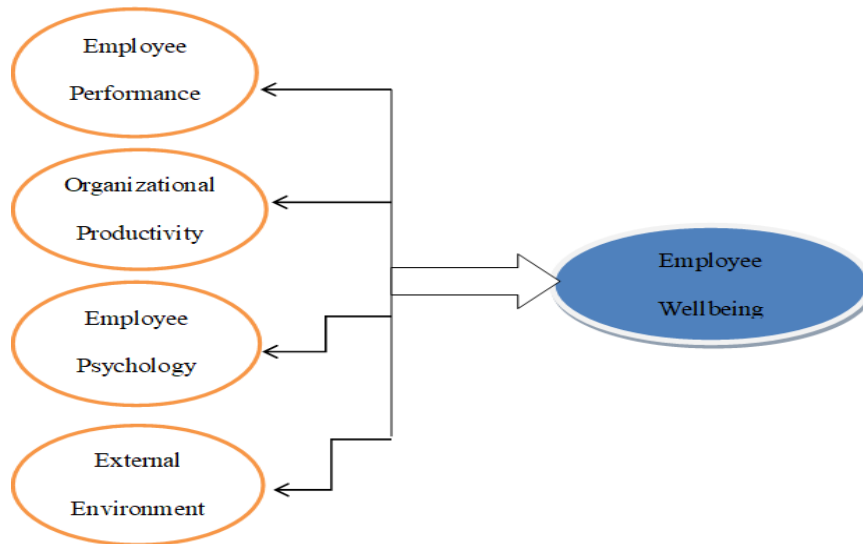
Heath (2006) and Challenger (2000) stated that employee's performance can be boosted through better environment in workplace. As well, enhance the financial performance and productivity. According to the Taiwo, (2010) favorable workplace environment guarantees the employees wellbeing. Also, enables them to exert their efforts.

H4: Employee Wellbeing has a significant impact on External Environment.

Research Methodology

In this study self-develop framework is used based on literature. Rational of this framework identify the relationship and impact of employee well-being with variables which are mandatory for

all organizations to regulate the performance, physiology, environmental and organization productivity. The Telecom sector organizations employee wellbeing are differing from wellbeing of other business because in it employee have high exposure. Theoretical frame work of the study:



The design of the study is descriptive in nature with effect of five variables in which depended variable employees’ well-being and in-depended variables are employee performance, organization productivity, employee psychology and external environment. The instrument use to measure and gather information it comprises of questions from all five variables. Employee wellbeing or prosperity has 12 things are established from Avery, Derek, David's, Wilson and McKay (2007). For measuring Employee Performance has 7 items and was adopted from Liao, Hui, and Aichia Chuang (2004).

Employee Psychology has 6 items, adopted form Luthans, Bruce J., James B and Steven M (2007). The sample includes; for measuring Organizational Productivity 21 items has been adopted from Takeuchi, Riki, Kazuo Takeuchi, and David P. Lepak (2007). Questionnaires regulated and number of respondents for data collection are 250.

The unit of analysis is individual employees'. Study used five points Likert Scale among tests to check out the reliability and steadiness of answers or feedback that was given by the respondents. Demographic factor tested as well as other tests that are performed based on Co-relation ANOVA deterioration and mean to confirm their reliability of the variables. Correlation analysis model, hypothesis assessment summary, model of multiple regression and model of chi-square test is applied to analysis the current association between variables. SPSS 19.0 is used to measure and take out result of all the process.

Results and Analysis

Reliability Statistics:

Study variables are in procedural of employee performance, organizational productivity, employee psychology and external environment that lead towards employee wellbeing. Reliability statistics are known as pilot testing. The result of reliability statistics analysis model is assumed below:

Table 1: Reliability Statistics

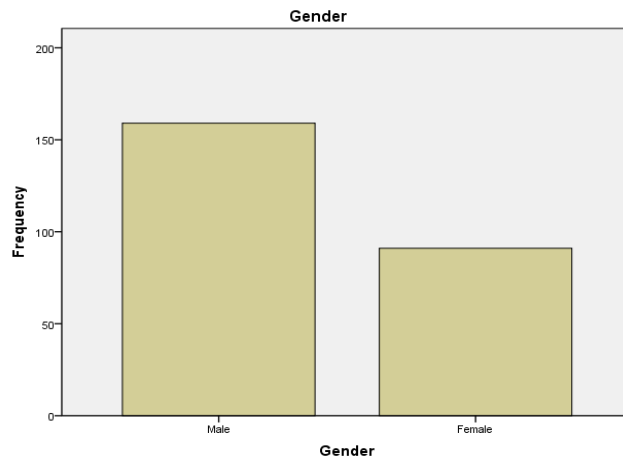
Cronbach's Alpha	N of Items
0.909	51

The result demonstrates that the Cronbach's Alpha value (reliability statistics) is excellent and outcome is helpful for further proceeding helpful for further proceeding of the study.

Demographic Information:

The demographic information is categorized in three major categories that are gender, age group and qualification. The results are shown blew.

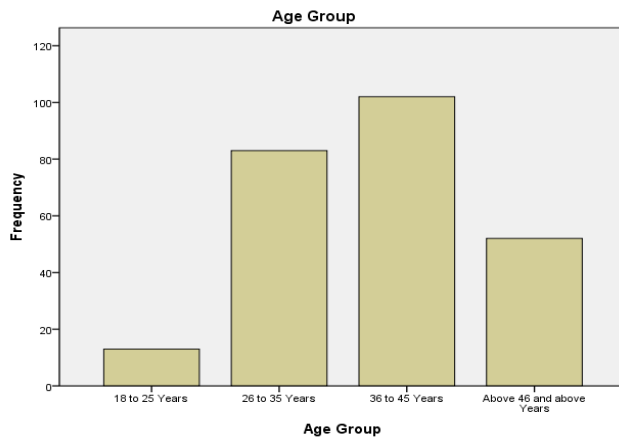
Gender:



Figur: 4.2.1

Results shows the focused on considering the perspectives and viewpoints of both, males and females. Total 63.6% male participated whereas, on other hand, total number of female’s participated total was 36.4%, which was really good.

Age Group:

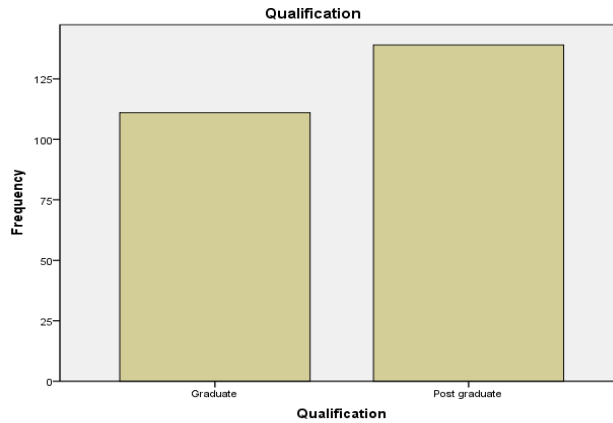


Figur: 4.2.2

Significance of the age factors and their overall point of view factor cannot be ignored and shown in figure 4.2.2. Productive outcomes of the research survey obtained from the age 18 to age 46 above, viewpoints had been considered and deliberated. The respondents which based on the age 18 to 25 years are 5.2% of total. The respondents from the age 26 to 35 Years were 83, making the

total contribution of 38.4%, from the age 36 to 45 Years were 79.2%, whereas the respondents from the Above 46 and above Years total contribution is 20.8%.

Qualification:



Figur: 4.2.3

Qualification and the existing viewpoints that the respondent develops on the basis of the Qualification and learning experience are really important. The two categories of the qualifications considered were graduate and post-graduate. The total percentage of graduate respondents was 44.4%, whereas, post graduates 55.6%.

Descriptive statistics:

Descriptive statistics are representation of the entire population or a sample. Employee performance, Organizational productivity has maximum ratio of 6.50 and minimum 1.50. While, standard deviation of employee performance, organizational productivity, employee psychology, employee psychology, external environment and employee wellbeing are 0.087, 0.018, 0.0276, 0.0443 and 0.029073 respectively.

The Descriptive Statistics are shown below:

Table No. 2: Descriptive Statistics Results

	num	mum	1	Deviation
oyee Performanc				4
nizational ctivity				8
oyee Psychology				676
nal Environment				317
oyee Well Being				073
l N (list wise)				

Correlation Analysis Model:

The outcome of correlation analysis model indicate employee performance (EP), Organizational Productivity (OP), Employee Psychology/ Mentality (EM), External Environment (EE), Employee Well-Being (EWB) is assumed Results are below;

Table 3 Results of Correlations

Pearson Correlation	1.000	.429**	0.115	.366**	.891**
Sig. (2-tailed)		0.000	0.069	0.000	0.000
N	250	250	250	250	250
Pearson Correlation	.429**	1.000	.458**	.172**	.373**
Sig. (2-tailed)	0.000		0.000	0.006	0.000
N	250	250	250	250	250
Pearson Correlation	0.115	.458**	1.000	.130*	.562**
Sig. (2-tailed)	0.069	0.000	0.000	0.040	0.000
N	250	250	250	250	250
Pearson Correlation	.366**	.172**	.130*	1.000	.217**
Sig. (2-tailed)	0.000	0.000	0.000		0.000
N	250	250	250	250	250
Pearson Correlation	.891**	.373**	.562**	.217**	1.000
Sig. (2-tailed)	0.000	.373**	0.000	0.000	
N	250	250	250	250	250

Model of Correlation Analysis, Correlation (2-tailed) significant at ** the 0.01 level and.* significant at the 0.05 level

The model of correlation analysis is used for testing of four suggested hypothesis derived from framework model. Results of first alternate hypothesis indicate the significant impact between employee and performance of the employees. The correlational value of employee wellbeing and employee performance is .891**, which shows significant impact of sample size. Second hypothesis on the employee well-being impact on productivity of a firm indicate significant impact in favor of the suggested hypothesis with correlational value of .373**. Third research hypothesis indicate the significant relationship between employee wellbeing and employee psychology with the correlational value is .562**, which shows significant impact of sample size 250. Fourth hypothesis is about there is significant impact of employee wellbeing on external environment and correlational value is .217**, shows significant impact. Hence, hypothesis is approved and support framework model of study. For further credibility and support Hypothesis assessment summary is conduct and results are shown below.

Hypothesis Assessment Summary:

The outcome of hypothesis assessment summary:

Hypothesis	Correlation Value	Level of Significance	Accept Or Reject
There is a significant impact between employee well-being or employee performance.	.891**		Accept
There is an insignificant impact between employee well-being or employee performance.			
There is a significant relationship between employee wellbeing on organizational productivity.	.373**		Accept
There is an insignificant relationship between employee wellbeing on organizational productivity.			
Employee Wellbeing has a significant influence on Employee psychology.	.562**		Accept
Employee Wellbeing has not a significant impact on Employee psychology.			
Employee Wellbeing has a significant impact on External Environment.	.217**		Accept
Employee Wellbeing has a significant impact on External Environment.			

Table 3: Hypothesis Assessment Summary

Multiple Regression Analysis model:

The multiple regression statistical analysis models is used for investigating the relation exist between in-dependent and depended variables. The outcome of multiple regression analysis models is assumed below: The outcome of model summary is assumed below:

Table 4 Results Multiple Regression Analysis Model Summary

Model	R	R-Square	Adjusted R Square	Estimate Std. Error
1	.597a	0.356	0.346	1.04419

redictors: (Constant), External Environment , Employee Psychology, Employee Performance, Organizational ctivity

The outcome of model summary is based model having 1, regression is denoted by R i-e 59.7%, R-square is 35.6% and adjusted R-square is 34.6%. Also, estimation standard error is 1.044. Henceforth, for further proceeding of the study these measured outcomes are good.

ANOVA Analysis Model:

The outcome of ANOVA analysis model is assumed below:

Table 5 Results of ANOVA Analysis Model

Model	Sum of Squares	Df	Mean Square	Value of F	Value of Sig.	
1	Regression	147.695	4	36.924	33.864	.000a
	Residual	267.134	245	1.09		
	Total	414.829	245			

redictors: (Constant), External Environment , Employee Psychology , Employee Performance, Organizational ctivity
pendent Variable: Employee Well Being, C. F stands for frequency

The main predictors of this study are associated with crucial variables which are in procedural of employee performance, organizational productivity, employee psychology and external environment that lead towards employee wellbeing. As per results, demonstrate that the regression and residual value (evaluated in terms of sum of square) is (147.695 and 267.134) and df

value is (4 and 245), mean square is (36.924 and 1.09), f is for frequency i-e 33.864% shows variance in the model at significant level .000.

Coefficient Analysis Model:

Used for determining and examining best predictors from research model. Base in context to the value of beta as per the results first best predictor is employee psychology having beta value i-e .475. Second, organizational productivity, third is external environment and fourth is employee performance. All predictors are measured as good and helpful bringing change. Results are shown below;

Table 6 Results of Coefficient Analysis Model

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	0.999	0.342		2.919	0.004
	Employee Performance	0.115	0.072	0.097	1.602	.011
	Organizational Productivity	0.214	0.081	0.169	2.649	0.009
	Employee Psychology	0.48	0.059	.475	8.149	0
	External Environment	0.144	0.05	0.161	2.91	0.004

Dependent Variable: Employee wellbeing

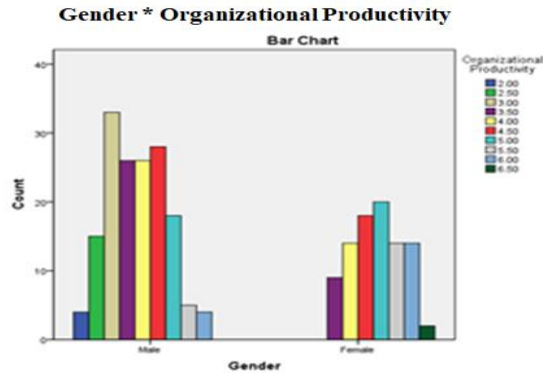
Results of Chi Square Test Model

Chi square test model is used to examine the current relationship among variables such as employee performance, organizational productivity, employee psychology and external environment that lead towards employee wellbeing.

The outcome of chi square test model is assumed below:



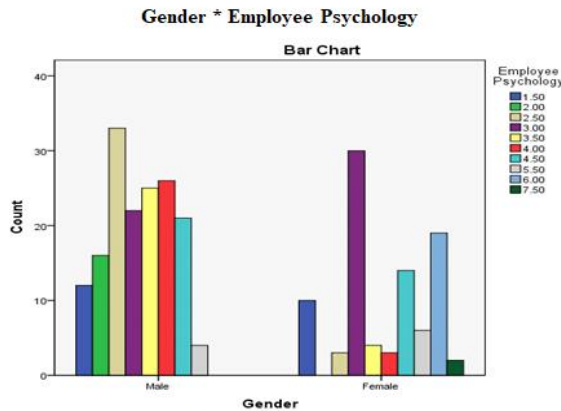
Figur: 4.9.1



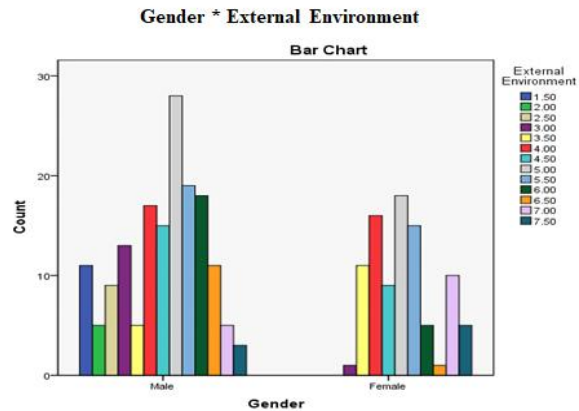
Figur: 4.9.2

The Figur: 4.9.1 reflects the good relationship between the gender and employee performance with the value of Pearson chi-square 36.203a, df of 9 and likelihood is 39.696. The Figur: 4.9.2 reflects the great relationship between the gender and organizational productivity with the value of Pearson chi-square 64.210, df of 9 and likelihood is 81.021 with significance.

The Figur: 4.9.3 reflects the great relationship between relationship between the gender and



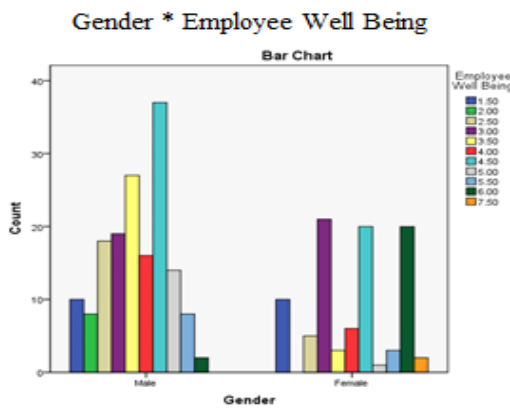
Figur: 4.9.3



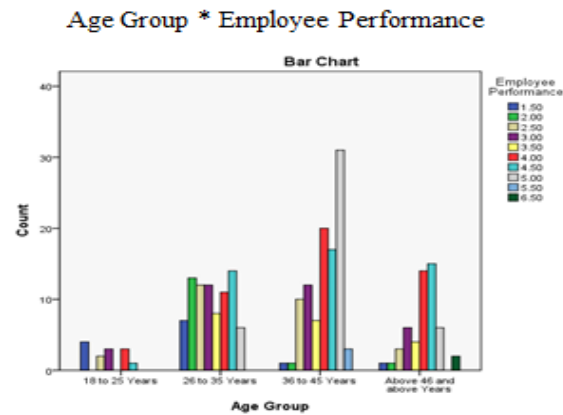
Figur: 4.9.4

employee psychology with the value of Pearson chi-square 86.570, df of 9 and likelihood is 102.892 with significance. The Figur: 4.9.4 reflects the great relationship between relationship between the gender and external environment with the value of Pearson chi-square 44.343, df of 12 and likelihood is 54.400 with significance.

The Fig: 4.9.5 reflects the great relationship between relationship between the gender and employee wellbeing with the value of Pearson chi-square 60.511, df of 10 and likelihood is 67.880 with significance. The Fig: 4.9.6 reflects the great relationship between relationship between the age group and employee performance with the value of Pearson chi-square 85.040, df of 27 and likelihood is 80.005 with significance.

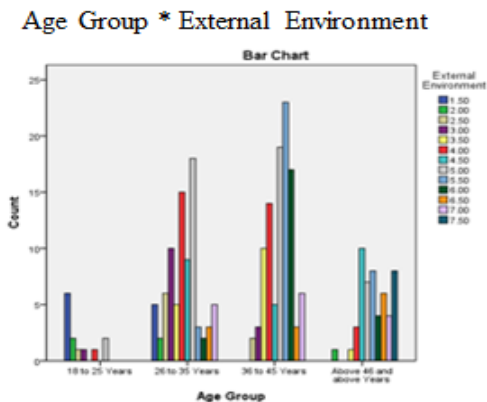


Figur: 4.9.5

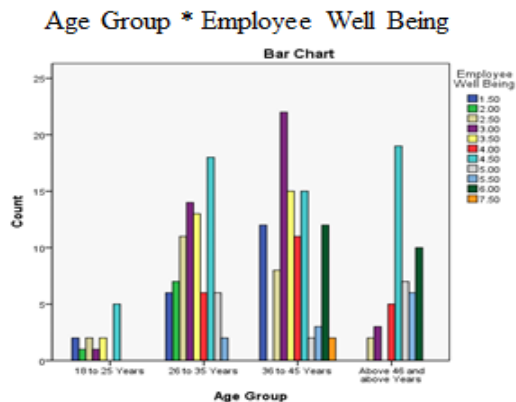


Figur: 4.9.6

The Fig: 4.9.7 reflects the great relationship between relationship between the age group and organizational productivity with the value of Pearson chi-square 82.312, df of 27 and likelihood is 85.336 with significance. Fig: 4.9.7 reflects the great relationship between relationship between the age group and employee psychology with the value of Pearson chi-square 71.745, df of 27 and likelihood is 82.363 with significance.

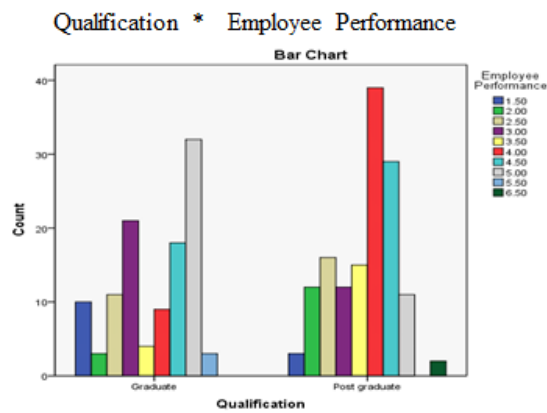


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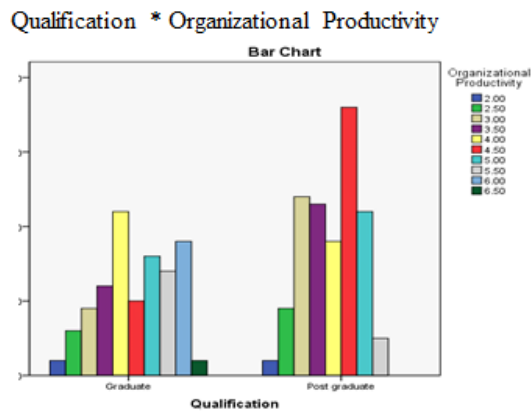


Figur: 4.9.10

The Model reflects the great relationship between relationship between the age group and external environment with the value of peason chi-square 171.244, df of 36 and likelihood is 143.862 with significance. The Model reflects the great relationship between relationship between the age group and employee wellbeing with the value of peason chi-square 83.279, df of 30 and likelihood is 104.277 with significance.

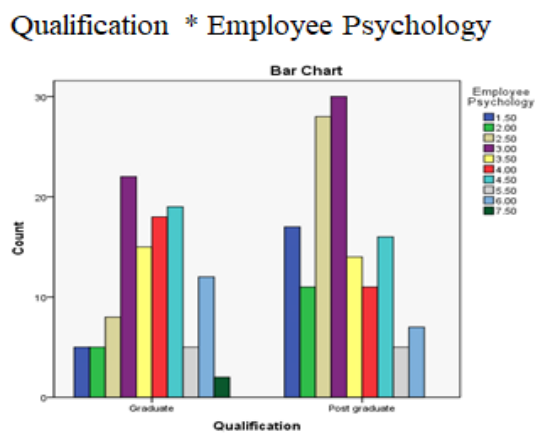


Figur: 4.9.11

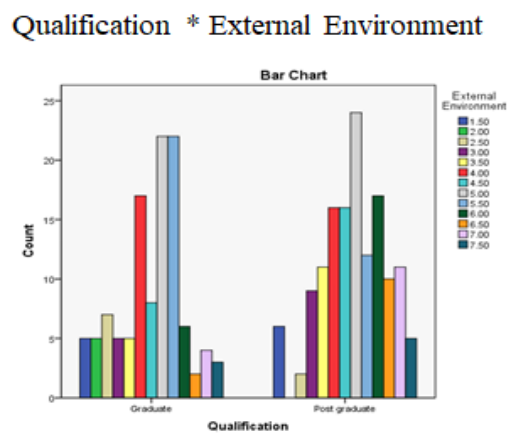


Figur: 4.9.12

The Figur: 4.9.12 reflects the great relationship between relationship between the qualification and organizational productivity with the value of peason chi-square 48.656, df of 9 and likelihood is 57.169 with significance.



Figur: 4.9.13



Figur: 4.9.14

The Model reflects the great relationship between relationship between the qualification and employee psychology with the value of Pearson chi-square 23.594, df of 9 and likelihood is 25.185 with significance. The Model reflects the great relationship between relationship between the qualification and external environment with the value of Pearson chi-square 10.497, df of 12 and likelihood is 31.314 with significance. The 4.9.15 reflects the great relationship between relationship between the qualification and employee wellbeing with the value of Pearson chi-square 28.570, df of 10 and likelihood is 11.351 with significance.

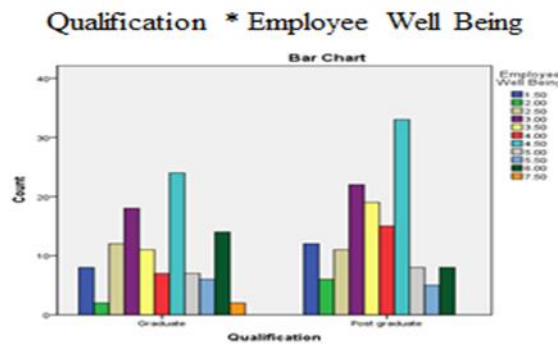


Figure: 4.9.15

Conclusion & Recommendations

The objectives behind the study are to analyze and interpret the impact of employee’s performance and organizational productivity with arbitrating role of employee psychology and external environment. Our study based on four hypotheses and all of the hypothesis are accepted and has significant relationship. The result demonstrate that the Cronbach’s Alpha value is 0.909, measured as excellent for further proceeding of the study and having ‘n’ items are 51. It has been considered that the total number of males participated in the research total percentage is 63.6%, whereas, on other side, total number of females participated were 36.4% of total percentage which was really good. The total number of respondents who were only graduates 44.4%, whereas postgraduates were 55.6% of total percentage.

The Results of the first hypothesis show that employee well-being has a substantial influence on employee performance with correlational value of 0.891**, Secondly, there is a significant impact of the hypothesis employee wellbeing on organizational productivity with the correlational value of 0.373**, third hypothesis results demonstrate the significant impact between employee wellbeing and employee psychology with the correlational value of 0.562** and the last hypothesis wellbeing of human capital (employees) has a significant impact on external environment with the correlational value of 0.217**. The regression is denoted by R I. e. is 59.7%, R-square is 35.6%, adjusted R-square is 34.6% and estimation of the standard error is 1.044.

As well as, results demonstrate that the regression and residual value (evaluated in terms of sum of square) is (147.695 and 267.134) and df value is (4 and 245), mean square is (36.924 and 1.09), f is for frequency i-e 33.864% shows variance in the model at significant level. Findings also indicate that, first greatest predictor is employee psychology the value of beta .475 and second predictor is organizational productivity with the value of beta.169. Third predictor is external environment with value of beta .161 and fourth best predictor is employee performance having beta value is .097. Hence these all predictors are measured as good and helpful bringing change to examining the impact of employee well-being on the work performance and organizational productivity. Also results of chi square show significant relationship.

To conclude, believe that no matter what method has used to generate the performance and productivity of the organizations scores, be it questionnaire technique or secondary data analysis or some other methods the results supports human capital wellbeing. The research identifies that in the telecom sector employee wellbeing has a great influence on the performance because if the leader is supportive and motivates his employees leads to achieve organizational goals and productivity, as well as helps employees to move towards success in their better career level. The organizations

should manage their intellectual assets so well and the improvement appears to have an impact on the telecom sector developments. Moreover, this study suggested that Organizations still need to improve a lot to compete with international level. Although, they are working efficiently but they need to manage their efficiencies by increasing intellectual employee's benefits and better well-being. To improve the scope of employee's physiology, atmosphere, control, accuracy, and efficiency firms should create decisive and strongly influencing boards by concentrating on the wellbeing and rights of minority as well. This can ensure the practicalities of good employee's betterment, can be ensuring through hard/ effective benchmarks, safety, effective corporate level regulations and efficient legal systems.

In this study the sample population was from telecom sector only. In future research quantitative study can be proposed to gain in depth knowledge of the subject for all the sectors as well as cross comparison with developed countries. Employees were a bit hesitant regarding giving honest responses due to lack of trust and confidentiality. Future research could also draw on cross-country comparisons by examining the impact of different ways of employee wellbeing and their level of implementation and the impact of regulator in efficiency, and stability/ sustainable socio-economic development.

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