"Worker Well-being: A Holistic Approach to Safety and Health Engineering"

Faisal Alnizari

Abstract: This study explores the evolving paradigm of worker well-being in the context of industrial and organizational environments. It highlights a shift from traditional occupational health and safety perspectives to a more holistic approach, emphasizing the integration of worker welfare into every aspect of organizational design. The concept of a 'Balanced Life System' is central to this approach, advocating for an equilibrium between career and personal life. This system encompasses various dimensions including mental and physical health, community involvement, personal development, and work-life balance. The research underscores the importance of addressing non-work aspects and promoting preventive health measures to enhance overall employee well-being. It also delves into the strategic implications of this holistic approach, linking employee well-being with organizational productivity, innovation, and sustainability. The study advocates for sustainable organizational design, emphasizing environmental stewardship, social responsibility, and economic viability. It calls for a comprehensive strategy that includes flexible work arrangements, transparent communication, and a culture that aligns with the organization's core values. The role of leadership in fostering this culture and the mutual benefits of a well-supported workforce are also examined. This research provides insights into the practical applications of a balanced life system, aiming to transform philosophical theories into concrete practices for improving worker well-being and organizational success.

Keywords: Worker Well-Being, Safety, Health Engineering, Review Paper

1. Introduction:

Paradigm shift under the current industrial and organizational environment, one paradox is that worker welfare has long since broken out of its former mold (Zhang et al., 2023). A more sophisticated and comprehensive workplace philosophy has also emerged, one that takes into account the whole work process injury prevention is just a by-product (Zhou et al., 2023). This modern perspective, known as "Worker Well-being: Humanistic Approach to Safety and Health Engineering expresses a momentous change in the concept of how we develop a truly healthy work environment (Emery et al., 2023). However, it suggests to us that protecting the interest of employees should not just be a consideration for their physical safety, but encompass everything in both work and personal life. Central to this type of comprehensive thinking is recognition that employees are complex individuals whose happiness needs to be closely connected with many parts and activities in their lives (Approach, 2023). This paradigm has freed the study of occupational health and safety from its siloes, broadening it to include mental illness, social relations at work as well as workers 'worker-life balance and quality of life. Simply put, it is a return to the holistic values of pre-industrial society that integrate a person's work and life together (Li et al., 2022). Such an environment is one in which people thrive under conditions where all their needs are met (Rani et al., 2022).

The safest place in the world concerning safety at work, traditionally this has actually been closely tied up with strict regulations and protective equipment (Haas & Cauda, 2022). All this is of course important, but the whole approach goes well beyond a checklist mindset. It invites us to explore more deeply the contradictions of humanity in a professional life, and recognize that their job is not something people do as an occupation but rather it's a social space where you spend eight or twelve hours every day (Chari et al., 2022). With the advent of this paradigm shift, we recognize that safety and health engineering should not be isolated from on the larger canvas of employee experience (Olson et al., 2022). If firms can ease the pressures that people face in all aspects of their lives, then you will see a tremendous impact on productivity and general attitude toward life. With global workforces rapidly changing, the need to encourage an attitude of total well-being is a moral as much as business imperative. This will force many organizations toward significant change (Bavaresco et al., 2021).

This spirit of integration requires abandoning the reductionist perspective that sees safety and health as just two aspects among many in employees 'lives. In contrast, it seeks a comprehensive approach that combines policies and action to safeguard mental and emotional health along with physical safety (Mahmood et al., 2021). Aware of the complex relationship between work existence and personal life, employers must cultivate an environment so that employees feel respected as unique individuals and are willing to be their best selves at work. In addition, the total well-being concept is based on the wisdom that employee welfare is not a thing but rather an event (Lizano et al., 2021). With changes in societal norms, the development of technology and transformations in work itself being constant variables, naturally well-being paradigms will be adjusted too (Schulte & Sauter, 2021). Only in this way can organizations maintain their adaptabilities, and create a culture with the ability to keep up with changes brought by employee demands (Mansor & Sheau-Ting, 2020).

This study explores worker wellness, focusing on mental health, safety, engineering principles, community, purpose, and work culture. It highlights the importance of care for workers for companies' success.

2. Definition of a Balanced Life System:

The idea of a balanced life system becomes an important part in the complex fabric, which constitutes worker welfare (Tamers et al., 2020). A balanced life is at heart the pursuit of equilibrium, in which individuals strike a balance between their careers and personal interests. From point of view of worker welfare, it means an affirmation that a healthy and happy life needs not be limited to the working environment, and one's energy is inherently bound up in interplay between work on the one hand and other aspects at home or outdoors (Dennerlein et al., 2020). The concept of a balanced life system is, in its general sense, even more wide-ranging than that of balancing your work and private lives. For most people, the concept of work-life balance has meant finding a fair division between one's career and personal life (Papetti et al., 2020).

Fig.01 Factors of Work Place Balance

Describing this kind of environment in which employees flourish personally and professionally is part the definition of a balanced system (Scafà et al., 2019). While it is broader than standard employee benefits, this support reflects a far deeper interest in the

welfare of the workforce as a

whole. This includes things like flexible work hours, mental health resources and family support services as well as a culture that encourages diversity (Kusmawan & Susilowati, 2019). Our contention is that when people feel supported in their private lives as well, they are more likely to bring the real and complete version of themselves into an organization. This leads toward creativity, innovation and a sense of community at work (Scott, 2019).

In addition, a balanced life system understands the reciprocal relationship between personal and job satisfaction (Tamers et al., 2019). It also smashes all the myths that success in one field can only be accomplished at the expense of another (Schulte et al., 2019). On the contrary, it emphasizes that a nourishing personal life can improve work performance and vice versa (Jain et al., 2018). Organizations should foster such a sense of mission in all the departments and programs they carry out. By cultivating a feeling that people's life is complete, organizations can bring into play potential new to them by setting up positive feedback between productivity and satisfaction (Reiman & Väyrynen, 2018).

Strategy and whole-organization leadership are of the essence. This will require re-evaluating flexible working arrangements, fostering a climate of transparent communication and offering resources for growth (Approach, 2023). It also calls for a change in outlook, understanding how the success of an organization is intimately bound up with that of its personnel and maintaining their balance (Cheung et al., 2023). Thus, in our future investigations into worker well-being we will decipher the precise methods and programs that organizations can use to build a sound life system. We will also explore various practical applications of a balanced life system, from flexible work arrangements to mental health support programs-all for the purpose of transforming worthwhile philosophical theory into concrete practices that change everyday lives (Zhou et al., 2023). In this process, the mutual support between people and organizations will be more apparent than ever before.

Fig.2 Factors of Non Work Aspects

Balancing personal and professional life involves several key factors. Personal interests and hobbies are crucial for creativity and relaxation, providing a break from work stress. Strong family relationships and support systems contribute to emotional stability. Physical health, through regular exercise and nutrition, is vital for maintaining energy and preventing chronic diseases. Mental health, including stress management and mindfulness, is equally important,
sometimes requiring professional counseling. Community involvement and social connections,
like volunteering or joining clubs, bring a sense of belonging and purpose. Personal development through education and skill-building not only fosters personal growth but also enhances
professional skills. Integrating these non-work aspects with career responsibilities is key to achieving a holistic and fulfilling life, ultimately leading to greater productivity and satisfaction.

3. Addressing Non-Work Aspects:

Factoring in outside life looking to take better care of the whole person, when organizations pursue integrated worker well-being they must not neglect non-work issues. This includes everything from physical to psychological, personal goals and even success in integrating one's work with life (Li et al., 2022). These strategic focus points are not only beneficial to the employees 'quality of life, they can also create a more resilient and engaged workforce. Physical health is the foundation of overall well-being. Wellness programs, company-sponsored gyms and fitness classes all can play a role in promoting physical well-being (Rani et al., 2022). Offering ergonomic working conditions and providing nutritious snacks or even encouraging employees to go out for a jog at midday are practical examples of how companies can also help themselves by investing their hopes in the physical well-being of workers (Haas & Cauda, 2022).

Mental wellness is an essential part of overall health and should not be neglected (Chari et al., 2022). They can also sponsor employee assistance programs (EAPs) to provide counseling and mental health resources. To eliminate these barriers, you need to promote an open attitude about mental health that stigma is no longer permitted (Olson et al., 2022). Flexible work arrangements and stress-management workshops are other policies aimed at keeping mental health in good shape. That is, we have to respect and back employees 'desires for personal growth. Training courses, workshops and educational credits offered by the companies themselves can also offer continuous learning opportunities (Bavaresco et al., 2021). Mentorship programs and career development plans assist employees in determining and attaining their personal goals. Through development of people, the organizations prosper with a trained and enthusiastic manpower pool (Mahmood et al., 2021).

The boundary between work and life is gradually disappearing, and continued integration of working people's lives with work itself can be regarded as a more achievable solution (Emery et al., 2023). Finally, organizations can offer employees flexible work arrangements that provide for greater flexibility in their schedules. Offering remote work opportunities, abbreviated workweeks or unlimited paid days off to encourage this combination of Work and life (Cheung et al., 2023). A well-combined and integrated life is the foundation for greater happiness in one's employment environment. Wellness programs that take a holistic view of one's physical, mental and emotional health are becoming more popular. Such programs may feature yoga and meditation classes, nutrition advice or even wellness contests. To make medical care easily available to employees, some firms even provide on-site health clinics or contracts with healthcare providers themselves. All organizations can show that they understand how to take a holistic view of their employees 'wellness (Zhou et al., 2023).

It is essential to recognize the problems of employees who are caregivers. Flexible hours, remote work and support groups for caregivers are some of the ways in which companies can be supportive (Rani et al., 2022). Providing such resources as backup childcare services or paid family leave alleviates some of the burden and stress on working parents who struggle to balance their roles. Non-work life Social wellbeing is a big part of this (Haas & Cauda, 2022). Team building, volunteer work and social activities can all help build a sense of community into the structure of organizations (Chari et al., 2022). Building a healthy and enabling workplace culture helps employees establish rapport with each other, which is essential to their psychological balance. Its introduction of technology must also take workers 'health into consideration. Other methods for preventing burnout from taking over would be to inculcate public opinion of reasonable work expectations and the use of after-hours emails, as well as supplying tools that help people organize their own time (Olson et al., 2022).

Finally, in addition to being the ethical thing to do for employers, working out non-work aspects is also a strategic necessity (Bavaresco et al., 2021). Organizations that focus on the holistic well- being of their employees by offering health retreats encourage a culture with better talent attraction and retention, greater employee engagement, and more innovation and resilience. The understanding that employees are complex human beings should go hand in hand with the creation of work environments that genuinely allow people to live well (Mahmood et al., 2021). Hence, as conditions change and definitions shift, this is an opportune

moment for rethinking what a healthy person-centered workplace looks like.

4. Promoting Preventive Measures:

Preventive measures are key to enhancing worker well-being by reducing health risks, boosting productivity, and improving job satisfaction, which also leads to cost savings. Such measures cultivate a positive workplace culture, ensure legal compliance, and aid in employee development. Prioritizing health helps attract top talent and boosts an organization's reputation. Proactive strategies like ensuring a safe work environment, regular health checkups, and stress management resources contribute to a healthier workforce, better mental health, and work-life balance, ultimately increasing productivity. These measures also promote long-term employee health and satisfaction, including early disease detection, chronic illness reduction, stress management, supportive work environments, improved job satisfaction, work-life balance, reduced absenteeism, career longevity, and professional growth.

Prevention In terms of worker welfare, prevention is especially critical. Instead, they use a policy that actively anticipates problems and takes preventive action as the starting point to instill a culture of health in the workplace (Lee, 2008). Such people-friendly organizations protect employees 'physical and mental health, not only seeking to prevent problems in the short term but also preparing them for lifelong good working conditions. When they feel that their welfare really counts, individuals will actively take part in the work and be more productive and satisfied on the job (Reiman & Väyrynen, 2018).

Another important aspect of preventive measures is regular health checkups. Allowing employees to take advantage of regular health tests and examinations is a way of catching problems early. Often the appropriate treatments can be identified early on, which can help prevent more serious conditions from taking hold (Jain et al., 2018). This will greatly lessen their chances of long-term illness or disability. Additionally, routine check-ups allow employees to become more responsible for their own health maintenance (Schulte et al., 2019).

At the same time that organizations provide health checkups, they can also offer stress management and self-care classes. An office job is certain to be accompanied by pressures and demands (Tamers et al., 2019). Long-term stress can undoubtedly take its toll on your physical and mental health. actions such as offering mindfulness courses, stress management activities, work-life balance workshops and mental health resources show employees care about them (Scott, 2019). They are enabling individuals to cope with stress by providing them tools, thereby helping organizations do more than just maintain the health of their workforce but going on actual preventive measures (Kusmawan & Susilowati, 2019).

The advantages of preventive measures are much more than for individual health; they also apply to the overall well-being of the organization (Scafà et al., 2019). We feel sure that a healthier, physically and mentally fit workforce will result in less absenteeism or presentism (Papetti et al., 2020). Organizations reduce the occurrence of illnesses and injuries, which are sources of disruption to workflow. This in turn ensures the stability and efficiency of operations, which can provide a healthy work atmosphere that leads to job contentment as well as staff retention.

Based on The study (Professional and Gender Differences in Job Stress" by Talgat Kutebayev et al. (2023).) investigated job stress among business professionals and found that preventive measures could significantly reduce job stress, absenteeism, and worker turnover, while improving productivity and employee health. This highlights the critical role of preventive measures in maintaining worker well-being (Kutebayev et al., 2023).

5. Emphasizing Health and Safety:

Emphasizing health and safety at work, provides a very effective check on unhealthy trends as well as healthy working talent (Dennerlein et al., 2020). However, as organizations actively seek to build a safe environment, have stringent safety measures and explicitly carry out training, then the long-term effect of allowing all employees to enjoy higher wellbeing can be assured (Papetti et al., 2020). The relationship between how health and safety measures create a healthy environment is also complex. Most importantly, when employees understand that their welfare comes first and foremost it creates an atmosphere of trusting one's coworkers. To allow people to put their hearts into work and enjoy conducive working conditions, the personal safety net must be established (Scafà et al., 2019).

Understanding safety standards is the key to keeping a healthy workforce. Protocols intended to detect and remove potential threats before they turn into accidents or injuries are useful (Kusmawan & Susilowati, 2019). This would also include equipment use, emergency procedures and hazardous materials. Stringent safety measures provide a protective umbrella over employees and contribute to security of the working environment (Scott, 2019). Workforce health is also

insured by adequate training (Schulte et al., 2019). Apart from providing workers with knowledge and skills related to the job, training also develops a sense of awareness about safety on the work site. Placing the power to recognize and correct safety problems in people's hands emphasizes that a safe work environment is everyone's responsibility (Jain et al., 2018).

The benefits of healthy employees are not limited to injury prevention. When the workplace becomes a healthy place, maximum operational efficiency can be attained (Lee, 2008). What's more, employees are naturally much more willing to throw themselves into their work when they feel that there is real concern for them at a personal level (Reiman & Väyrynen, 2018). Only a healthy working environment encourages creative opportunities, work climate and dedication- these conditions favor the fertile cultivation of output. Another important result of a commitment to health and safety is the retention of talent. If organizations care about the employees, they are more likely to retain them. Apart from lowering turnover costs it also helps to build a skilled and experienced workforce (Reiman & Väyrynen, 2018). For people who are looking for a long-term place to work, health and safety in the workplace is an important value.

6. Achieving Strategic Goals and Promoting Productivity:

Well-being a holistic approach to worker welfare is not just a humanitarian gesture. It also fits very closely with the company's strategic objectives, and may even increase productivity considerably as a result (Jain et al., 2018). Many different studies and research reports have confirmed the positive relationship between employee welfare and performance, creativity, efficiency etc., showing that it is a strategic necessity for organizations to provide families of employees with comprehensive care (Schulte et al., 2019). Studies consistently show that employee health and well-being are correlated with production efficiency (Tamers et al., 2019). A study published in the Journal of Occupational and Environmental Medicine has shown that workers who scored high on its measure for well-being were 20 per cent more productive than those scoring low. This relationship highlights the importance of well-being for maintaining an involved and efficient workforce (Scott, 2019).

Employee well-being is a catalyst for innovation, too. According to research by the University of Warwick, happy employees are 12 % more productive. When people feel that they are giving or receiving something, and the work environment reflects their personal values, ideas will flow in creatively (Kusmawan & Susilowati, 2019). A culture of creativity and free thought is nourished within a comprehensive approach to well-being (Scafà et al., 2019). Wellness programs and similar initiatives are key factors in creating employee welfare, which is tied to company productivity (Dennerlein et al., 2020). Most of these involve fitness classes, mindfulness activities and health information centers aimed at addressing the physical as well as mental states. Studies have shown that employees who take part in wellness programs are more satisfied at work, less stressed and full of life-all factors which should help them perform better (Tamers et al., 2020). Another competitive strategy that conforms with holistic well-being and which benefits productivity are flexible work arrangements. Harvard Business Review research shows that flexible work arrangements are correlated with high levels of job satisfaction and low burnout (Mansor & Sheau- Ting, 2020).

The link between employee well-being and performance is well-established. Rath and Harter (2010) found that well-being boosts productivity and organizational success, while Helliwell and Huang (2011) showed that happiness enhances productivity. In terms of innovation and efficiency, Amabile and Kramer (2011) noted that satisfied employees are more innovative, and the World Health Organization (2019) reported that well-being initiatives can mitigate productivity losses due to mental health issues. Wellness programs, like Google's, which include healthcare and fitness services, have been linked to increased productivity (Goetzel et al., 2014; Davenport, Harris, & Shapiro, 2010). Flexible work arrangements also improve performance and satisfaction, as seen in Deloitte's policies (De Menezes and Kelliher, 2011; Hill, Miller, Weiner, & Colihan, 1998). Furthermore, recognition programs, such as Salesforce's, which include rewards and acknowledgment, are associated with higher engagement and productivity, and lower turnover (Bersin by Deloitte, 2012).

7. Promoting Sustainability in Organizational Design:

Making well-being a feature of overall organizational design is no question merely the latest fad; it is a strategic necessity that puts organizations on course for long-term prosperity and a high level of employee viability. Through a positive working environment, the encouragement of work-life balance and going in hand with organizational culture on promoting employee wellbeing, companies can build not only attract talent but also achieve long-term sustainability (Tamers et al., 2020).

Creating a nurturing work environment is one of the core principles underlying sustainable organizational design (Dennerlein et al., 2020). When employees feel cared for, affirmed, and integrated with the group as a whole they will want to participate in its work. Because a working culture with such positive attributes will foster cooperation, communication and belonging among workforces. This culture of support spurs continued high levels of employee satisfaction and productivity over the long term (Kusmawan &

Susilowati, 2019).

Work-life balance is thus a very important constant in maintaining the workforce. But organizations that understand the need for employees to be able to meet their personal needs while keeping pace with demands of work create an atmosphere where burnout is minimized and job satisfaction increased (Scott, 2019). Work arrangements like remote working or compressed workweeks give employees female flexibility and help them to handle both their personal lives and employment. Through recognizing and responding to the different needs of workers, organizations establish a foundation for long-term conditions and loyalty (Tamers et al., 2019).

Fitting these activities into the company's values helps align humanitarian efforts with the organization, establishing a sense of mission to employee well-being (Schulte et al., 2019). Where these well-being practices are rooted in the company's core values, they become part of its organizational genome (Jain et al., 2018). Beyond signaling the organization's commitment to employee welfare, it also indicates that such efforts will not be considered peripheral activities but rather part of the company itself. But such an alignment is the basis for a sustained healthy and motivated workforce (Reiman & Väyrynen, 2018).

As this organizational change is led, well-being and sustainability become even more important (Lee, 2008). Leaders who promote a culture of well-being establish the tone for an entire organization. The care for their employees communicates a forceful message and affects the attitude of all workers. Successful leaders seem to put well-being programs first, promote the message of worklife balance and properly reflect on what really matters in promoting a healthy company culture (Kusmawan & Susilowati, 2019).

Fig.3 Factors of Sustainability Promotion in Organizations

Promoting sustainability in organizations involves addressing environmental, social, and economic dimensions, known as the triple bottom line of sustainability, for long-term success and responsible management. Environmental stewardship involves resource efficiency, waste reduction, and sustainable supply chains, aiming to minimize natural resource and energy use, implement recycling and waste management, and ensure suppliers meet environmental standards. Social responsibility involves promoting employee well-being, community engagement, and diversity and inclusion to create healthy work environments and positively impact local communities. Economic viability involves sustainable profitability, risk management, and innovation to maintain long-term financial health, adapt to market and environmental changes. The company's governance and ethics are characterized by transparency in reporting, a commitment to sustainability, and adherence to high ethical business practices. Stakeholder engagement

involves collaboration with stakeholders to achieve mutual understanding and understanding. The leadership commitment involves top management's involvement in fostering a clear sustainability vision. The organizational culture should prioritize sustainability in daily decisions. Regulatory compliance involves adhering to laws, leveraging technology for efficiency and reduced impact, and educating employees on sustainability importance

8. Conclusion:

This comprehensive study underscores the paramount importance of holistic worker well-being in the modern organizational context. It emphasizes that worker welfare extends beyond traditional safety measures, encompassing a balanced life system that integrates personal and professional aspects. The research highlights the necessity of addressing non-work aspects, promoting preventive health measures, and emphasizing health and safety in the workplace. It also illustrates the critical role of achieving strategic goals and enhancing productivity through well-being initiatives. Furthermore, the study advocates for sustainability in organizational design, emphasizing the triple bottom line of environmental stewardship, social responsibility, and economic viability. This approach not only fosters a nurturing work environment and work-life balance but also aligns with the company's values, enhancing employee satisfaction and productivity. The study concludes that organizations must adopt a holistic view of employee well- being, integrating it into their core values and operations, to ensure long-term success and sustainability.

References

Approach, M. V. (2023). *Factors Affecting the Well-Being at Work and Risk Perception of Construction Workers : A Validated Interpretative Structural*. 2906–2926.

Bavaresco, R., Arruda, H., Rocha, E., Barbosa, J., & Li, G. P. (2021). Internet of Things and occupational well-being in industry 4.0: A systematic mapping study and taxonomy. *Computers and Industrial Engineering*, *161*(July), 107670. https://doi.org/10.1016/j.cie.2021.107670

Chari, R., Sauter, S. L., Petrun Sayers, E. L., Huang, W., Fisher, G. G., & Chang, C. C. (2022). Development of the National Institute for Occupational Safety and Health Worker Well- Being Questionnaire. *Journal of Occupational and Environmental Medicine*, *64*(8), 707– 717. https://doi.org/10.1097/JOM.0000000000002585

Cheung, C., Chih, Y.-Y., Bowen, P., & Liao, P.-C. (2023). Leadership and Employee Well- Being in the Architecture, Engineering, and Construction (AEC) Industry. *Journal of Management in Engineering*, *39*(4), 1–4. https://doi.org/10.1061/jmenea.meeng-5491

Dennerlein, J. T., Burke, L., Sabbath, E. L., Williams, J. A. R., Peters, S. E., Wallace, L., Karapanos, M., & Sorensen, G. (2020). An Integrative Total Worker Health Framework for Keeping Workers Safe and Healthy During the COVID-19 Pandemic. *Human Factors*, *62*(5), 689–696. https://doi.org/10.1177/0018720820932699

Emery, B. R., Patlovich, S., & Delclos, G. (2023). *Transforming From a Traditional to a More Holistic OSH Program WORKER WELL-BEING*. *May*, 23–25.

Haas, E. J., & Cauda, E. (2022). Using Core Elements of Health and Safety Management Systems to Support Worker Well-Being during Technology Integration. *International Journal of Environmental Research and Public Health*, *19*(21). https://doi.org/10.3390/ijerph192113849

Jain, A., Leka, S., & Zwetsloot, G. I. J. M. (2018). *Work, Health, Safety and Well-Being: Current State of the Art*. https://doi.org/10.1007/978-94-024-1261-1_1

Kusmawan, D., & Susilowati, I. H. (2019). *ICGH 2017 Proceeding update ISBN Fall risk assesemnet in Elderly View project* (Issue July). https://www.researchgate.net/publication/334390397

Lee, P. L. (2008). *Enhancing Construction Worker Safety : Real-time Health Monitoring through Wearable Technology*. *1*(3).

Li, K., Wang, D., Sheng, Z., & Griffin, M. A. (2022). A Deep Dive into Worker Psychological Well-Being in the Construction Industry: A Systematic Review and Conceptual Framework. *Journal of Management in Engineering*, *38*(5), 1–39. https://doi.org/10.1061/(asce)me.1943-5479.0001074

Lizano, E. L., He, A. S., & Leake, R. (2021). Caring for Our Child Welfare Workforce: A Holistic Framework of Worker Well-being. *Human Service Organizations Management, Leadership and Governance*, *45*(4), 281–292. https://doi.org/10.1080/23303131.2021.1932658

Mahmood, G., Zainab, Khan, Q. M., & Munir, S. (2021). Impact of Cloud Based Accounting Finance Mechanism with Mediating Effect of Innovative Work Behavior on Business Performance. *Sustainable Business and Society in Emerging Economies*, *3*(3), 243–252. https://doi.org/10.26710/sbsee.v3i3.1918

Mansor, R., & Sheau-Ting, L. (2020). Criteria for occupant well-being: A qualitative study of Malaysian office buildings. *Building*

and Environment, *186*(July), 107364. https://doi.org/10.1016/j.buildenv.2020.107364

Olson, R., Cunningham, T. R., Nigam, J. A. S., Anger, W. K., Rameshbabu, A., & Donovan, C. (2022). Total Worker Health® and Organizational Behavior Management: Emerging Opportunities for Improving Worker Well-being. *Journal of Organizational Behavior Management*, *43*(4), 280–319. https://doi.org/10.1080/01608061.2022.2146256

Papetti, A., Gregori, F., Pandolfi, M., Peruzzini, M., & Germani, M. (2020). A method to improve workers' well-being toward human-centered connected factories. *Journal of Computational Design and Engineering*, *7*(5), 630–643. https://doi.org/10.1093/jcde/qwaa047

Rani, H. A., Radzi, A. R., Alias, A. R., Almutairi, S., & Rahman, R. A. (2022). Factors Affecting Workplace Well-Being: Building Construction Projects. *Buildings*, *12*(7), 1–18. https://doi.org/10.3390/buildings12070910

Reiman, A., & Väyrynen, S. (2018). Holistic well-being and sustainable organisations–A review and argumentative propositions. *International Journal of Sustainable Engineering*, *11*(5), 321–329. https://doi.org/10.1080/19397038.2018.1474397

Scafà, M., Papetti, A., Brunzini, A., & Germani, M. (2019). How to improve worker's well-being and company performance: A method to identify effective corrective actions. *Procedia CIRP*, *81*(March), 162–167. https://doi.org/10.1016/j.procir.2019.03.029

Schulte, P. A., Delclos, G., Felknor, S. A., & Chosewood, L. C. (2019). Toward an expanded focus for occupational safety and health: A commentary. *International Journal of Environmental Research and Public Health*, *16*(24). https://doi.org/10.3390/ijerph16244946

Schulte, P. A., & Sauter, S. L. (2021). Work and Well-being: The Changing Face of Occupational Safety and Health. *National Institute for Occupational Safety and Health Science Blog*, 4–11. https://blogs.cdc.gov/niosh-science-blog/2021/06/07/work-and-well- being/

Scott, A. (2019). Managing Health, Safety and Wellbeing: Ethics, Responsibility and Sustainability. *Occupational Medicine*, *69*(7), 519–519. https://doi.org/10.1093/occmed/kqz085

Tamers, S. L., Chosewood, L. C., Childress, A., Hudson, H., Nigam, J., & Chang, C. C. (2019). Total worker health® 2014–2018: The novel approach to worker safety, health, and well- being evolves. *International Journal of Environmental Research and Public Health*, *16*(3). https://doi.org/10.3390/ijerph16030321

Tamers, S. L., Streit, J., Pana-Cryan, R., Ray, T., Syron, L., Flynn, M. A., Castillo, D., Roth, G., Geraci, C., Guerin, R., Schulte, P., Henn, S., Chang, C. C., Felknor, S., & Howard, J. (2020). Envisioning the future of work to safeguard the safety, health, and well-being of the workforce: A perspective from the CDC's National Institute for Occupational Safety and Health. *American Journal of Industrial Medicine*, *63*(12), 1065–1084. https://doi.org/10.1002/ajim.23183

Zhang, Y., Li, Y., Xue, X., Dou, Y., & Zhang, R. (2023). Network analysis of well-being of managerial employees in the construction industry. *Journal of Building Engineering*, *80*(October), 108011. https://doi.org/10.1016/j.jobe.2023.108011

Zhou, X., Zhao, X., Sun, N., Wang, D., & Tong, R. (2023). Establishing an index for monitoring occupational health and well-being of coal mines: Consideration of individual characteristics. *Stress and Health*, *39*(4), 729–743. https://doi.org/10.1002/smi.3219

Bersin, J. (2012). The State of Employee Recognition in 2012. Bersin by Deloitte.

De Menezes, L. M., & Kelliher, C. (2011). Flexible working and performance: A systematic review of the evidence for a business case. *International Journal of Management Reviews*, 13(4).

Goetzel, R. Z., et al. (2014). The relationship between modifiable health risks and health care expenditures. *Journal of Occupational and Environmental Medicine*, 56(10).

Amabile, T., & Kramer, S. (2011). The Progress Principle. Harvard Business Review Press. Rath, T., & Harter, J. (2010).

Wellbeing: The Five Essential Elements. Gallup Press.

Helliwell, J. F., & Huang, H. (2011). Well-being and trust in the workplace. *Journal of Labor Economics*, 29(2). World Health Organization. (2019). Mental health in the workplace.

Davenport, T. H., Harris, J., & Shapiro, J. (2010). Competing on Talent Analytics. *Harvard Business Review*

Hill, E. J., Miller, B. C., Weiner, S. P., & Colihan, J. (1998). Influences of the virtual office on aspects of work and work/life balance. *Personnel Psychology*, 51(3).