Factors Influencing Employee Wellbeing: A Case Study of the Private Sector in the Kingdom of Saudi Arabia

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Abstract

The purpose of this study is to examine the determinants that influence the well-being of employees within the private sector in Riyadh, Kingdom of Saudi Arabia. The present study was carried out in a quantitative research design, wherein data was collected through a survey using a questionnaire. This case study included a total of 250 participants. The study incorporated several independent variables, namely incentives, organizational culture, communication, and job design. The study revealed that each of the independent variables exhibited a positive influence on employee wellbeing, with all variables demonstrating a significant impact on wellbeing. The Cronbach's alpha coefficient was computed to be 0.93 for the entire dataset. The correlation coefficients for the variables of incentives, organisational culture, communication, and job design were computed to be 0.6819, 0.6955, 0.6497, and 0.6675, respectively. The results of the regression analysis indicate that variables collectively account for 57.84% of the total impact on wellbeing. Specifically, incentives, organisational culture, communication, and job design contribute 46.49%, 48.38%, 42.21%, and 44.56% respectively to this impact.

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Introduction

The primary objective of Vision 2030, as outlined in Saudi Vision 2030 (2022), is to enhance the economic infrastructure within which private sector entities operate. The results of a study by Abid and Alotaibi (2020) show that improving Saudi Arabia's infrastructure is essential for successfully implementing the Vision's economic transformation strategy. This necessitates bringing in greater investments from private entities. The private sector plays a pivotal role in enhancing standards of living through job creation and strengthening the Gross Domestic Product (GDP) of a country's economy.

The private sector plays a crucial role in the market as it contributes to job creation, efficient resource utilization, profitability, and government revenue generation (Long, Xu, & Yang, 2022). These factors contribute to its indispensability within the economic ecosystem. The Vision 2030 of the Kingdom of Saudi Arabia includes an objective to enhance the private sector of the nation, with the aim of mitigating unemployment rates and fostering economic growth as measured by the Gross Domestic Product (GDP) (Saudi Vision 2030, 2022). In addition, Saudi Vision 2030 sets forth the objective of improving the private sector's share in the gross domestic product (GDP) from 40% to 65% (Saudi Vision 2030, 2022). The private sector development is primarily concentrated on fostering the growth of non-oil sectors, indicating a particular emphasis on this area. According to Puri-Mirza (2022), the data presented in the table demonstrates a declining pattern in the employment of expatriates within the private sector, with this trend persisting until the year 2021. The declining unemployment rates shown in the CEIC reports suggest that there has been an increase in the employment of Saudi nationals within the country as a result of the decline in the use of foreign workers. According to the data provided by CEIC (2022), the unemployment rate experienced a decline from 5.77% in September 2022 to 4.77% in December 2022. This decrease is noteworthy when compared to the unemployment rate of 8.98% recorded in June 2020. The unemployment rate in Saudi Arabia encompasses both Saudi nationals and the decline in foreign workers' employment. This reduction in foreign workers' employment within the Kingdom can be attributed to increased employment opportunities for Saudi citizens.

The establishment of Vision 2030 has led to a particular emphasis on the growth and advancement of the private sector. The emergence of a new development within a specific sector necessitates the infusion of financial resources to enhance operational capabilities. According to the data released by the Saudi Arabian Monetary Agency (SAMA) in February 2023, there was a rise in the loans extended to the private sector, amounting to 2,321,190 million SAR. This represents an increase from the previous month's figure of 2,288,870 million SAR (Saudi Arabian Monetary Agency, 2023).

Model development and hypotheses

Employee wellbeing

Employee wellbeing refers to the holistic state of an employee concerning their mental, emotional, and physical health (Wieneke et al., 2019). According to research, employee wellbeing is attributed to the satisfaction that employees feel with their work responsibilities and how they spend their time each day. Companies that promote wellbeing make it easier for employees to manage stress levels while also maintaining a positive and productive environment (Saruhan et al., 2022). Wellbeing refers to the mental and physical health as well as a more complex things such as satisfaction and engagement levels. The concept of wellbeing varies from one to another. Encouraging the wellbeing of the employees in a company can help to prevent stress and create a positive working environment where the employees are able to perform better and improve the organisational performance (Huo & Jiang, 2023). Implementing a comprehensive well-being strategy has the potential to foster a sense of value and support among employees in the workplace. Additionally, it has the potential to improve employee engagement and foster team motivation towards achieving their objectives. Taking a proactive approach towards implementing systems aimed at enhancing employee well-being within an organisation has the potential to positively impact the work culture of employees (Tonkin et al., 2018). The presence of good health and well-being has been found to positively influence employee morale, as individuals perceive themselves as being esteemed and capable. The implementation of such systems may potentially mitigate the risk of talent attrition within the organisation. This enhances the rate of staff retention.

In order to facilitate the integration of employee well-being within the organisation, it is imperative to establish a sense of uniformity in the implementation of practises that promote employee well-being (Abid et al., 2020). The implementation of employee well-being practises contributes to the establishment of a conducive environment that fosters the cultivation of well-being. This, in turn, leads to the development of an effective system aimed at enhancing employee well-being and retention. A sustainable solution also entails ensuring the employees' well-being without causing any negative impact on the company. The implementation of these systems should not pose a threat to the long-term viability of the company. Hence, it is imperative to develop a solution for enhancing employee well-being that prioritises consistency.

Incentive schemes

Incentives are a means of remuneration, encompassing both monetary and non-monetary forms, that organisations employ to recompense their workforce for their exertions and stimulate enhanced performance (Ogbonnaya & Messersmith, 2019).

Motivation refers to the driving force that compels an individual to engage in a particular action or behaviour. The performance of the employees is directly associated with these schemes. The greater the level of profits or performance, the more advantageous the incentives that can be accessed by employees. The implementation of a system that offers both monetary and non-monetary incentives to employees serves as an additional method of compensating them in order to elicit the desired level of performance necessary for the company to attain its organisational goals and objectives. The implementation of an incentive scheme that aligns with employee performance has been shown to have a positive impact on productivity, fostering a culture of excellence, stimulating heightened performance levels among employees, and bolstering overall company morale (Kim, Ma, & Wang, 2023).

Incentives are beneficial results associated with a particular course of action that exert an influence on an individual's decision-making process, subsequently shaping the attitudes and behaviors of employees (Siwale et al., 2020). Incentives are a strategic tool employed by companies to influence employee behavior in alignment with the company's desired patterns, ultimately facilitating the attainment of organizational goals and objectives. Incentives play a crucial role in the functioning of companies by motivating individuals to engage in actions they may not otherwise undertake. Consequently, the efficacy of these systems hinges on the manner in which employees react to them, as well as the design and implementation of such incentives. The utilization of incentives has been found to enhance performance by augmenting the perceived value individuals attribute to work objectives, thereby fostering a greater level of dedication towards these goals and ultimately leading to their successful attainment.

In order to be considered efficient and effective, a system of rewards and incentives should encompass three key elements: a clear understanding of the meaning behind the rewards, effective communication regarding the functioning of the system, and the provision of support to employees (Jaworski et al., 2018). Additionally, it is crucial for the system to be fair and transparent, as this fosters a sense of value among employees. The comprehensive integration of these various elements within a system has a significant influence on employee behavior within the workplace, fostering a conducive work environment that offers equitable compensation for their efforts (Kumar, 2021). The purpose of these incentives is to enhance employee motivation and bolster productivity. Incentive programs that offer rewards to employees upon achieving predetermined objectives serve as a source of motivation and provide employees with tangible targets to strive for. One notable benefit for the company is the heightened level of productivity, accompanied by a greater sense of employee satisfaction. Additionally, there exists the potential to foster enhanced employee commitment over time.

Organisational culture

The organisational culture plays a significant role in shaping the internal atmosphere of a company, which in turn impacts the strategic objectives pursued by the organisation in order to realise its long-term vision (Olynick, 2016). Culture plays a significant role in shaping the policies and procedures that enable an organisation to effectively implement its mission on a day-to-day basis. The influence of workplace culture on productivity levels, employee attendance, and job satisfaction is evident. This has an impact on the establishment of work-life balance in an employee's life. According to Benraiss-Noailles and Viot (2021), employers have the potential to enhance workplace culture by providing a secure work environment that facilitates personal and professional development through the execution of tasks within the organisation. The manner in which an organization's culture is structured and delineated influences the employees' workplace sentiments. The aforementioned phenomenon has a significant influence on the overall welfare of the workforce.

An organisational culture refers to the set of values, expectations, and practises that govern the behaviour and functioning of individuals within an organisation, as determined by its management. The values, expectations, and practises should prioritise employee well-being in order to provide employees with the necessary conditions to perform their duties with minimal work-related stress (Celma Benaiges, Martínez Garcia, & Raya Vílchez, 2018). It prioritises equitable treatment and ethical conduct within its operations underscoring the importance of fostering a conducive work environment where employees feel at ease and motivated to perform their duties. According to Agarwal (2021), the act of doing so has been found to enhance employees' work engagement levels, which represents a favourable outcome stemming from the absence of perceived threats arising from unfair organisational systems. The presence of a distinct emphasis on organisational justice serves as a catalyst for bolstering trust within the organisation and fostering heightened motivation among employees to collaborate.

The behaviour of employees within an organisation is influenced by the organisational culture (Jaiswal, Dyaram, & Khatri, 2022). Organisational culture refers to the collection of systems and procedures that establish the fundamental standards for acceptable behaviour and attitude within the confines of the company's physical environment. The establishment of employee wellbeing within an organisation is of significant importance, as it has been found to enhance employee commitment. One effective approach to achieve this is by implementing a framework that prioritises organisational justice, as research has demonstrated its positive impact on fostering organisational citizenship behaviour. The behaviour in question is known to have a positive impact on the efficiency and achievements of an organisation (Ngo, Le, & Doan, 2023). The establishment of an organisational

culture that prioritises the enhancement of employee citizenship behaviour is of utmost importance in optimising employee well-being, as it establishes the norms and expectations for employee behaviour and collaboration.

The work culture within the organisation is established based on the overall organisational culture of the company (Inceoglu et al., 2018). A structure that improves employee engagement is characterised by its ability to mitigate staff turnover, enhance productivity, optimise the work environment, foster stronger interpersonal relationships among employees and with customers, and ultimately boost profitability and productivity (Shi, Gordon, & Tang, 2021). Studies in the past have indicated that organisations that nurture a positive work environment tend to foster proactive and highly engaged employees who internalise the company's goals and objectives as their own. A workplace of this nature possesses the capacity to effectively retain exceptional employees and has the ability to allure accomplished individuals from alternative organisations. According to Baker and Kim (2020), there is a higher likelihood of employees voluntarily terminating their employment when they exhibit low levels of engagement or disengagement.

The implementation of grievance-handling systems, specifically a counseling network, holds significant importance in fostering an organizational culture (Tuvulla & Byaruhanga, 2017). The establishment of an effective mechanism for addressing grievances in a supportive manner is of utmost importance. Such a mechanism can help prevent the unnecessary escalation of grievances to the point where they become detrimental to the functioning of an organization. Effective grievance management is crucial for organizations as unresolved grievances can escalate into collective disputes, leading to a decline in employee morale and overall workforce productivity. The effective handling of grievances significantly contributes to the successful completion of this undertaking (Elder, Agee, & Adamson, 2018). In the event that grievances are not adequately resolved, the organization will be subjected to unfavorable outcomes, including increased rates of absenteeism, elevated employee turnover, and a decline in work discipline. Hence, the establishment of an effective grievance handling system offers employees a means to address and resolve matters of concern. This could potentially enable the organisation to identify and address internal issues, thereby lowering their potential escalation into more significant problems in the future.

Communication

Improving communication among employees across various hierarchical levels within an organization promotes robust interpersonal connections and promotes alignment of objectives and understanding. According to Luqman et al. (2021), the establishment of a positive working environment has been found to enhance employee motivation. Employees who are motivated have the capacity to enhance the productivity of the organisation, as heightened employee performance has a

direct influence on organisational performance. The implementation of an effective communication system within an organisation has been found to enhance employee relationships and potentially alleviate anxiety and stress levels. This study focuses on the significant influence of effective communication in promoting a sense of being heard among employees and cultivating self-assurance within themselves, as well as enhancing the quality of interactions among all members of the organization (Verčič & Vokić, 2017). Hence, the implementation of well-designed systems can enhance an employee's sense of belonging. Effective two-way communication is characterised by an employee's capacity to express ideas, offer constructive feedback, and communicate issues or concerns.

Communication systems improve the establishment of interpersonal connections among individuals within an organization, enabling them to exchange information, experiences, and requirements. This facilitates the establishment of strong interpersonal connections. The act of exchanging ideas, knowledge, transmitting information, and engaging in the process of sharing thoughts are fundamental components that enhance the quality of communication. The acquisition of effective communication skills enables individuals to cultivate and sustain harmonious interpersonal connections, thereby augmenting the overall psychological well-being of individuals (Tao et al., 2022). Hence, effective communication significantly helps with the preservation of individual welfare. On the other hand, the lack of an effective communication system can also have a detrimental impact on the welfare of employees. Effective workplace communication plays a crucial role in enhancing employee morale, engagement, productivity, and satisfaction. Effective communication plays a crucial role in fostering improved team collaboration and cooperation. In essence, proficient workplace communication plays a pivotal role in enhancing employee performance and overall organisational outcomes. The establishment of a robust communication system within a company is crucial to fostering optimal organisational performance. Effective communication systems should incorporate a robust channel of communication between organisational management and subordinate personnel (Fey et al., 2022). Managers who possess effective communication skills are able to articulate their ideas with clarity, ensuring that their subordinates comprehend the expectations placed on them and can make constructive contributions to the organisation. Open and transparent communication fosters a sense of inclusion among employees, thereby frequently resulting in heightened levels of employee engagement. On the other hand, communication systems that perform inadequately result in an absence of security, diminished employee engagement, and compromised workplace integrity.

Effective communication skills are necessary for managers in order to facilitate optimal employee performance, enhance employee retention, mitigate workplace conflicts, and ensure a clear understanding of job responsibilities, thereby promoting desired outcomes and minimizing ambiguity in behavioral expectations

(Ruotsalainen et al., 2023). Effective communication within management is crucial for accurately expressing duties and responsibilities, encouraging quality relationships among employees, and promoting engagement. In order to foster stronger connections and improve performance, it is imperative for management to prioritize the establishment of an effective communication system within their organization.

Job design

The concept of job design encompasses the systematic allocation of tasks to specific job roles, taking into account the mutual reliance of these tasks on other jobs (Nalini & Mohd, 2019). The utilisation of effective practises in the design of an employee's work role has the potential to serve as a means of motivating employees and fostering a heightened level of commitment towards the organisation. The nature of a job position possesses the potential to either engender an engaging and stimulating role or a monotonous and uninteresting occupation. The context varies across different companies. The policies and procedures within the job design system undergo modifications based on the specific nature of the operation. Organisations employ job design strategies in an effort to enhance employee productivity, thereby leading to improved organisational performance and productivity.

The correlation between job design and employee wellbeing is evident, as the effective structuring of tasks facilitates a conducive work environment that minimises stress and prevents employees from feeling overwhelmed (Bastida, Neira, & Lacalle-Calderon, 2022). Hence, it can be posited that this factor holds significant potential in mitigating workplace stress. The concept of work and organisational design, also known as job design, entails the arrangement of tasks, systems, and structures in a manner that allows individuals to possess a certain degree of authority and independence within their work environment. The implementation of a meticulously crafted employee role contributes to the enhancement of productivity, engagement, and job satisfaction. The success of the organisation is contingent upon the performance of its employees. When the organisational environment fosters collaboration between management and employees, it cultivates a sense of agency within the employee, wherein they perceive a degree of control over their professional life.

The phenomenon of excessive work hours has been found to have a detrimental effect on employee well-being, specifically in terms of heightened work-related stress. Consequently, individuals who experience this heightened stress are likely to exhibit decreased levels of work performance and efficiency. The aforementioned phenomenon exerts a significant influence on the overall productivity and performance of the entire organisation (Subramony et al., 2022). Developing a job design for employees is a proactive measure aimed at enhancing employee welfare.

Job design that prioritises employee wellbeing has been found to enhance productivity, boost employee morale, and mitigate work-related stress. Previous studies have demonstrated that employees' engagement in well-designed tasks positively influences their motivation levels and ultimately leads to increased job satisfaction. Conversely, an inadequately constructed job profile has the potential to engender feelings of ennui, uncertainty, and ultimately diminish employee contentment.

An ideal job is tailored to accommodate the needs and preferences of the employee. Employees should be afforded the opportunity to propose activities they are willing to undertake, leading to a mutually agreed upon job design that is acceptable to both the company and the employees. The design of the job should promote a harmonious equilibrium between an employee's professional and personal spheres. The absence of a designated period for personal time may lead to employee burnout, with the duration of its impact determining whether it occurs in the short or long term (Speicher & Francis, 2023). Hence, it is widely acknowledged that an effective job design that fosters a positive state of employee well-being is characterized by its attentiveness to the employee's needs. Incorporating these needs fosters a sense of nurturance and connectedness among employees in relation to their work.

The job design system encompasses multiple elements that are inherent to a job role (Huo & Jiang, 2023). Several factors contribute to the performance of a task, such as the diverse range of skills necessary, the significance of the task, the level of task dependency, and the degree of autonomy involved. The inadequate handling of these factors may lead to the manifestation of negative outcomes such as ennui, heightened employee attrition rates, diminished job contentment, decreased productivity levels, and a rise in company expenses attributable to diminished productivity. Effectively managing these factors can lead to the creation of a job role that has the potential to enhance employee commitment to both the job and the organization.
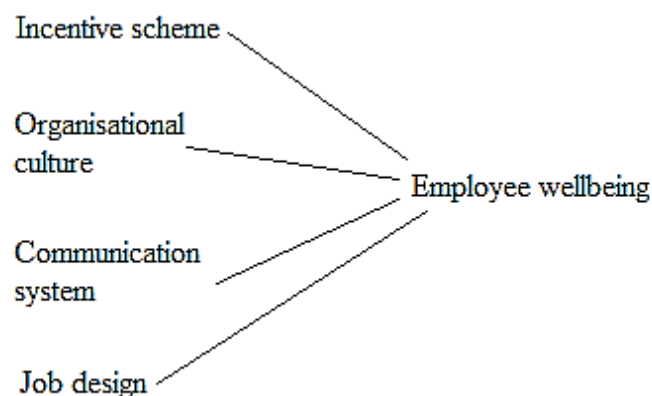
Theoretical framework

Theoretical framework pertains to the graphical representation of the various factors that influence the primary factor under investigation (Kumar, 2018). The primary variable examined in this study is the welfare of employees. The previous chapter extensively analysed various factors that have been found to influence organisational dynamics. These factors encompass elements such as organisational culture, communication systems, training and development initiatives, incentive schemes, job design, work culture, work-life balance, workload, job satisfaction, change management practises, and leadership style. Taking into consideration all of these factors, the researcher formulated the theoretical framework in the following manner.

Organisational culture

Communication system

Training and development

Work-life balance — Employee wellbeing

Incentive scheme

Workload

Job design

Work culture

Leadership style

Job satisfaction

Change management
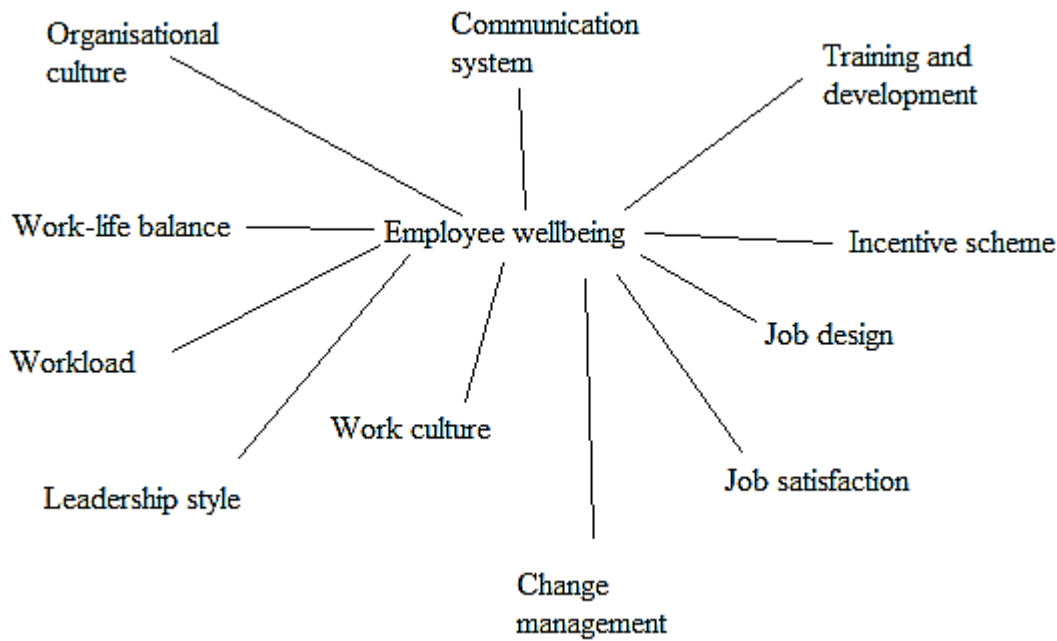
The theoretical framework presents a comprehensive depiction of the various factors that have the potential to influence the overall wellbeing of employees. Given the constraints of time and resources, the researcher selects a limited number of factors to investigate further, relying on the existing depth of research documented in previous studies to determine which ones will be carried forward to the subsequent stage of the research.

Conceptual framework

This pertains to the cognitive process of the researcher in formulating a study with variables delineated in chapter 2. A conceptual framework is a visual representation of the interrelationships between the independent and dependent variables in a study, drawing upon previous research literature and its suggestions and findings (Kumar, 2018). The subsequent section serves as the theoretical framework for this study.

Incentive scheme

Organisational culture

Communication system

Employee wellbeing

Job design

The conceptual framework refers to a visual representation of the dependent variable and independent variables employed in a research study (Kumar, 2018). The dependent variables are those variables that are influenced or impacted by variations in other factors. Within this conceptual framework, the focal point is the element of employee well-being. In contrast, the independent variables are those that exert influence on the dependent variable. The independent variables in this scenario encompass incentive schemes, organisational culture, communication system, and job design. The diagram presented above illustrates the various relationships within the conceptual framework.

Hypotheses

$H_0 1$: There is a positive relationship between incentive schemes and wellbeing of employees

$H_0 2$: There is a positive relationship between organisational culture and wellbeing of employees

$H_0 3$: There is a positive relationship between communication systems and wellbeing of employees

$H_0 4$: There is a positive relationship between job design and wellbeing of employees

Operationalization

	Indicator	Measurement	Reference
Incentives	Contentment with compensation	The compensation for extra effort is well-rewarded	(Ogbonnaya & Messersmith, 2019)
	Fair measurement	The measurement of performance-based pay is fair and transparent Managers are fair in their assessments	(Siwale et al., 2020) (Kim et al., 2023)
	Clear guidelines and execution	There is a clear direction on how performance is compensated The system set in place is very efficient	(Jaworski et al., 2018) (Kumar, 2021)
Organisational culture	Manager support	Managers encourage employees to raise their concerns	(Celma Benaiges et al., 2018)
	Supportive work environment	The work environment is built on a supportive foundation It is easy to complete my tasks within the established structure	(Benraiss-Noailles & Viot, 2021) (Agarwal, 2021)
	Fair management	There is a fair treatment of all individuals within the organisation The managers encourage and enforce a transparent and fair system	(Jaiswal et al., 2022; Ngo et al., 2023)

Communication	Effective feedback system	Feedback from supervisor is available Employee feedback is encouraged	(Luqman et al., 2021) (Tao et al., 2022)
	Clear flow	There is a clear flow of information in the company There is accurate information transfer	(Fey et al., 2022) (Ruotsalainen et al., 2023)
	Peer communication	Peer communication is encouraged in the company	(Verčič & Vokić, 2017)
Job design	Contentment with job role	I like doing the work I am assigned	(Bastida et al., 2022)
	Co-creation of job role	My input is accepted in identifying what tasks are assigned to me	(Subramony et al., 2022)
	Availability of resources	The resources needed for my work is available	(Speicher & Francis, 2023)
	Clear job description	Job profile is very clear to me Work flow within and among departments is very clear	(Nalini & Mohd, 2019) (Huo & Jiang, 2023)
Wellbeing	Contentment with performance at work	My stress levels at work are manageable I feel productive at work	(Wieneke et al., 2019) (Saruhan et al., 2022)
	Work-life balance	I am equipped to handle my work and personal requirements	(Huo & Jiang, 2023)
	Supportive work environment	I enjoy my work environment I feel valued and supported at my workplace	(Tonkin et al., 2018) (Abid et al., 2020)

Ethical boundaries

In order to prevent the influence of researcher bias on the data, the researcher refrains from exerting control over the study participants and from collecting any personal information pertaining to them. The likelihood of obtaining precise feedback from participants is enhanced by the practise of preserving anonymity. The researcher took measures to ensure that ethical standards were upheld during the data collection process. The researcher explicitly states in the questionnaire that the participant possesses the autonomy to make an independent decision regarding their involvement in the study. The survey participants were provided with explicit information regarding the voluntary nature of their participation in the study. They were informed that they had the option to withdraw from completing the survey at any stage, without being obligated to provide any explanation. Following the inclusion of the ethical handling statement, a section is included wherein the participant's consent regarding their willingness to partake in the study is obtained. The questionnaire is designed and uploaded onto the Google Forms platform to facilitate the distribution of the survey link to potential participants. The data is acquired via a designated hyperlink and subsequently subjected to analysis using Microsoft Excel.

Demographic data

Demographic variable	Category	Frequency	Percentage
Gender	Male	116	46%
	Female	134	54%
Years of experience	<5	56	22%
	5-10	49	20%
	11-15	49	20%
	16-20	50	20%
	>20	46	18%
Level of education	High school	52	21%
	Diploma	44	18%
	Advanced diploma	53	21%
	Bachelor's degree	46	18%
	Master's degree	55	22%

Among the sample of 250 individuals, 116 respondents identified as male, accounting for 46% of the total participants. Conversely, 134 participants identified as female, constituting 54% of the overall sample. Based on the individual's accumulated years of experience in the private sector, the data stream is partitioned into five distinct segments. The study included a total of 250 participants, categorised based on their years of experience in the private sector. Among the participants, 56 individuals (22% of the total) had less than 5 years of experience. Additionally, 49 participants (20% of the total) had 5 to 10 years of experience, while another 49 participants (20% of the total) had 11 to 15 years of experience. Furthermore, 50 participants (20% of the total) had 16 to 20 years of experience, and 46 participants (18% of the total) had more than 20 years of experience in the private sector. The educational level of each participant was classified into five distinct categories. The study involved a total of 248 participants, with varying levels of academic achievement. Among the participants, 52 individuals (21%) held high school diplomas, 44 individuals (18%) possessed diplomas, 53 individuals (21%) had advanced diplomas, 46 individuals (18%) held Bachelor's degrees, and 55 individuals (22%) possessed Master's degrees.

Cronbach Alpha

	Incentives	Organisational culture	Communication	Job design	Employee wellbeing	Total
Components	5	5	5	5	5	25
Sum of item variances	4.77	5.06	4.96	4.48	4.74	24.02
Variance of total scores	10.46	12.73	13.07	10.71	10.93	220.79
Cronbach alpha	0.68	0.75	0.78	0.73	0.71	0.93

Based on the above calculations, the Cronbach alpha shows that there is strong level of internal consistency for the entire dataset because the value is at 0.93. The same value was ascertained for each of the four independent variables and the dependent variable. The values of 0.68, 0.75, 0.78, 0.73, and 0.71 for incentives, organisational culture, communication, job design, and employee wellbeing, respectively show that the value is at an acceptable level since the value needs to be higher than 0.7 (Kumar, 2018).

Correlation

	Incentives	Organisational culture	Communication	Job design	Employee wellbeing
Incentives	1	0.724734249	0.722694545	0.673219013	0.68186039
Organisational culture	0.724734249	1	0.757174066	0.73352976	0.695549462
Communication	0.722694545	0.757174066	1	0.733572047	0.649668431
Job design	0.673219013	0.73352976	0.733572047	1	0.667538787
Employee wellbeing	0.68186039	0.695549462	0.649668431	0.667538787	1

The incentive schemes exhibit a significant positive correlation (ranging from 0.6732 to 0.7247) with various variables, namely organisational culture, communication systems, job design, and employee wellbeing. This finding suggests a significant positive correlation between all variables and the incentive scheme. There exists a significant positive correlation between the organisational culture and the variables of incentive schemes, communication, job design, and employee wellbeing, with correlation coefficients of 0.7247, 0.7572, 0.7335, and 0.6955, respectively. This finding suggests a robust positive correlation between all variables and the organisational culture. The communication system exhibits a significant positive correlation with incentive schemes, organisational culture, job design, and employee wellbeing, with correlation coefficients of 0.7227, 0.7335, 0.7336, and 0.6497, respectively. The observed values suggest a significant positive correlation between all variables and communication systems. The relationship between job design and the variables of incentive schemes, organisational culture, communication, and employee wellbeing is positively correlated, with correlation coefficients of 0.6732, 0.7335, 0.7336, and 0.6675, respectively. The values found suggest a robust positive correlation between all variables and the job design element. There exists a positive correlation between employee well-being and incentive schemes, organisational culture, communication systems, and job design, with correlation coefficients of 0.6818, 0.6955, 0.6497, and 0.6675, respectively. The observed values suggest a significant positive correlation between all variables and the overall well-being of employees.

Regression

	Total	Incentives	Organisational culture	Communication	Job design
Multiple R	0.7606	0.6819	0.6955	0.6497	0.6675
R Square	0.5784	0.4649	0.4838	0.4221	0.4456
Adjusted R Square	0.5716	0.4628	0.4817	0.4197	0.4434
Standard Error	0.4337	0.4857	0.4770	0.5048	0.4944
Observations	250	250	250	250	250

The regression analysis was performed to determine the relationship between the independent variables, namely incentive schemes, organisational culture, communication system, and job design, and the dependent variable, employee wellbeing. The calculated regression coefficient for this analysis was found to be 0.5784. This implies that the collective group of independent variables accounts for 57.84% of the influence on employee wellbeing. The R Square value indicating the impact of incentive schemes on employee wellbeing is 0.4649, signifying that these schemes account for approximately 46.49% of the variance in employee wellbeing. The R Square value for the relationship between organizational culture and employee wellbeing is 0.4837, indicating that incentive schemes account for 48.37% of the variance in employee wellbeing. The R Square value for the connection between the communication system and employee wellbeing is 0.4221, indicating that incentive schemes contribute to 42.21% of the impact on employee wellbeing. The R Square value indicating the impact of job design on employee wellbeing is 0.4456, suggesting that incentive schemes contribute to 44.56% of the observed variance in employee wellbeing.

The correlation coefficient between incentive schemes and employee wellbeing is 0.6955, indicating a positive relationship. The observed correlation coefficient between organisational culture and employee wellbeing is 0.6819, indicating a positive relationship. The correlation coefficient between communication systems and employee wellbeing is 0.6497, indicating a positive relationship. The correlation coefficient between job design and employee wellbeing is 0.6675, indicating a positive relationship. The correlation calculations indicate that each of the independent variables has a positive influence on employee wellbeing. The null hypotheses proposing a positive relationship between each of the variables and employee wellbeing were accepted, while the alternate hypotheses asserting no positive relationship between the variables were rejected. The regression analysis revealed that the identified factors collectively account for 57.84% of the variance in employee wellbeing. This finding suggests that the selected factors were appropriate for inclusion in the study. Each independent variable demonstrates a 46.49% impact from incentive scheme factors, a 48.38% impact from organisational culture factors, a 42.21% impact from communication systems factors, and a 44.56%

impact from factors in job design. Based on the observed data, it is apparent that the primary driver of impact is the organisational culture, followed by incentive schemes in second place, job design aspects in third, and communication systems exhibiting the lowest level of impact among all the independent variables.

Discussion

The objective of this study was to investigate the determinants that influence the overall wellbeing of employees within the private sector in Saudi Arabia. In order to accomplish this goal, data was gathered from a sample of 250 participants employed in private sector organisations. The participants were selected from a range of seniority levels and educational backgrounds. The survey method was employed, wherein an online questionnaire was distributed via Google Forms. Subsequently, the gathered data was analysed utilising Microsoft Excel. The findings of the study indicate that there is a positive and significant correlation between employee well-being and the four factors that were identified, namely incentives, organisational culture, communication, and job design. The topic of employee well-being has garnered significant attention and interest among both researchers and practitioners. This phenomenon can be attributed to the pivotal role that employees play in the functioning of an organisation. It has been observed that organisations that prioritise the holistic well-being of their employees, encompassing both physical and mental aspects, tend to experience favourable outcomes not only for their employees but also for the organisation as a whole. According to Huo and Jiang (2023), organisations that prioritise employee wellbeing observe higher levels of employee satisfaction and engagement, resulting in improved performance and productivity. The motivation levels of employees in this category tend to be notably elevated due to their perception of being valued and supported within the workplace, resulting in a substantial reduction in the likelihood of their departure from the organisation. This practise results in cost savings for the organisation by mitigating the need to recruit new personnel and enhances the ability to retain existing employees. Given that the financial implications of employee attrition and reduced productivity outweigh the expenses associated with promoting employee well-being, it is imperative for organisations to prioritise the implementation of measures aimed at safeguarding the welfare of their workforce. This study has identified four factors that have been empirically demonstrated to enhance employee wellbeing.

One of the most significant variables that have been identified is the implementation of incentive schemes, which can encompass both monetary and non-monetary rewards. Research has demonstrated that the provision of incentives serves as a motivating factor for employees, as it allows them to perceive that their endeavors are acknowledged and remunerated (Ogbonnaya & Messersmith, 2019). According to Kim et al. (2023), incentives play a crucial role in enhancing the overall

performance of employees, fostering their morale, and cultivating a culture of productivity within the organization. An equitable, impartial, and transparent system of incentives has favourable implications for the well-being of employees, as it instils a sense of just compensation for their diligent efforts and dedication. An effective incentive system ensures that employees possess knowledge of the goals and objectives that must be attained in order to obtain said incentives. Hence, it is imperative for organisations to develop systems and policies that are designed to offer appropriate incentives to employees, thereby improving their well-being and ultimately resulting in enhanced performance and productivity, thereby yielding benefits for the organisation.

The study identifies organizational culture as the second factor that enhances employee wellbeing. Organizational culture refers to the encompassing milieu within a company, comprising the established norms, expectations, values, and practices that are deemed acceptable. The environment is influenced by the organization's long-term objectives and strategic vision. Previous studies have demonstrated that organizations that prioritize the well-being of their employees by cultivating a culture and environment conducive to their safety and security provide a favorable setting for employees to thrive and enhance their performance. Consequently, employees tend to exhibit improved performance within these well-being-oriented organizational cultures (Benraiss-Noailles & Viot, 2021). This comprises various strategies aimed at promoting employee well-being and organizational fairness. These strategies encompass measures such as ensuring a healthy work-life balance for employees, implementing equitable and ethical policies and procedures, mitigating excessive work hours and work overload to prevent burnout, establishing a system of justice that discourages favoritism and rewards employees solely based on their performance, and implementing effective grievance handling systems and counseling networks to provide support and resolve issues promptly (Agarwal, 2021; Tuvulla & Byaruhanga, 2017). Hence, it is imperative for organisational leaders and top management to establish clear guidelines and standards that are deemed acceptable within the organisation. Additionally, it is crucial to develop policies that prioritise ethical conduct, transparency, and fairness. By doing so, the organisation can prevent employees from experiencing feelings of exploitation, neglect, inadequate recognition, or excessive stress. The existence of such systems and cultural elements has the potential to enhance the overall welfare of employees, thereby fostering a heightened level of dedication and loyalty towards the organisation.

Communication is identified as the third factor in this study that contributes to the enhancement of employee wellbeing. The establishment of a robust communication system within an organisation facilitates the cultivation of interpersonal connections and rapport among employees, thereby enhancing their levels of motivation and reducing stress in the workplace (Luqman et al., 2021; Tao et al., 2022). Effective communication with employees at all organisational levels plays a crucial role in

mitigating stress and anxiety, as it fosters a sense of support and solidarity among employees when confronted with challenges. The establishment of a network characterised by open communication fosters a sense of employee empowerment, as it enables them to actively participate in meetings by offering ideas, providing feedback, and reporting issues. The act of conveying one's thoughts and ideas to others is crucial for enhancing the mental well-being of employees. By providing an outlet for communication, individuals are relieved of the burden of internalizing any concerns or issues. Moreover, effective communication fosters improved collaboration and cooperation within teams, resulting in enhanced well-being, productivity, morale, and performance among employees. In this context, the proficiency in communication exhibited by managers proves advantageous as it enables them to motivate employees, facilitate prompt conflict resolution, and ensure subordinates' comprehension of job responsibilities and duties, thereby mitigating potential complications and misunderstandings that could have adverse consequences in the future. The presence of clear and unambiguous job roles and expectations contributes to the promotion of employee well-being. Hence, it is imperative for organizational management to prioritize the establishment of an efficient communication system within their organization, as doing so is instrumental in fostering improved relationships and enhancing overall performance.

The study identifies job design as the fourth factor that contributes to enhancing employee wellbeing. Job design refers to the systematic allocation of tasks to specific job roles, taking into account the interdependence of these tasks with other jobs (Nalini & Mohd, 2019). Every occupation may consist of tasks that are intellectually stimulating and captivating, as well as tasks that induce feelings of repetitiveness and tedium. The design of a job plays a vital part in determining the degree of complexity, the presence of overwhelming tasks, and the stressors that may be associated with it. If the tasks associated with a job are appropriately designed, such that they afford employees a sense of structure and independence, it can contribute to enhancing employee wellbeing. This is because employees are able to experience a state of relaxation and perceive a sense of control over their responsibilities, thereby preventing them from becoming overwhelming. In essence, the implementation of a meticulously crafted job design has been found to yield enhanced levels of employee performance, motivation, engagement, and productivity. On the contrary, employment that encompasses intricate and burdensome responsibilities can detrimentally impact the well-being of employees, thereby influencing both the overall performance of the individual and the organisation (Subramony et al., 2022). A carefully designed job entails a comprehensive approach that addresses the requirements of the organization while simultaneously attending to the well-being of its employees. Hence, it is imperative for managers to meticulously formulate job roles, avoiding excessive workload on individual employees. This practice can mitigate the risk of heightened job stress and burnout, thereby preventing detrimental implications for both the organization and its employees.

Theoretical Contribution

This study makes an intellectual contribution by providing empirical evidence on the impact and efficacy of four factors, namely incentives, communication, organizational culture, and job design, in determining employee wellbeing. The results of this study make a significant scholarly contribution to the current corpus of knowledge, as previous literature has not adequately examined these factors. Furthermore, there is a dearth of research on the topic of employee wellbeing and its determinants within the Arab world, particularly in the specific context of Saudi Arabia.

Practical Implications

The findings of this study offer significant practical recommendations and implications for organisations, particularly in terms of management. Through the use of empirical testing, this study has identified various factors that are associated with employee wellbeing. The findings suggest that organisations can implement strategies to enhance employee wellbeing, which in turn can result in increased employee satisfaction, motivation, and positive outcomes for the organisation, including improved productivity and performance. At first, it is imperative for organizations to develop comprehensive systems and policies that are specifically designed to offer appropriate incentives to employees. This strategic approach aims to improve the overall well-being of employees, consequently resulting in heightened levels of performance and productivity. Ultimately, these positive outcomes serve to advance the organization's interests and objectives. Furthermore, it is imperative for the leaders and upper management of an organization to establish clear guidelines and standards that are deemed acceptable within the organizational context. It is crucial that policies are formulated with a strong emphasis on ethical conduct, transparency, and equitable treatment. This approach aims to prevent any instances where employees may experience feelings of exploitation, lack of recognition, inadequate compensation, or excessive stress. The existence of such systems and cultural elements has the potential to enhance the overall welfare of employees, thereby fostering greater dedication and loyalty toward the organization. Thirdly, it is imperative for organizational management to prioritize the establishment of an efficient communication system within their organization, as this is crucial for fostering improved relationships, enhanced well-being, and heightened performance. Finally, it is imperative for managers to meticulously structure job roles and avoid excessively burdening individual employees, as this can result in heightened job-related stress and burnout. Such outcomes can have detrimental implications for both the organization and the employee.

Limitations and Future Directions

This particular research is not devoid of constraints. The current study employs a quantitative research design, thereby constraining the generalizability of the findings to exclusively encompass private sector organisations located in Riyadh, Saudi Arabia. In future research, the use of qualitative data can facilitate a more comprehensive comprehension of the subject matter at hand. Furthermore, the concept of employee wellbeing is a subjective construct. Conducting qualitative, in-depth interviews has the potential to reveal additional underlying factors that can enhance the wellbeing of employees. The scope of this study was limited to the examination of four specific factors. Future research endeavours may consider incorporating additional factors outlined in the theoretical framework of this study in order to present a more comprehensive perspective. In addition to examining antecedents, it is also important to investigate the ramifications of employee wellbeing.

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