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Does Any Relationship Between Work-Related Wellbeing and Employee Productivity Exist? A Study of North Indian Textile Industry

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ABSTRACT

Background: The textile sector has been a major contributor to the economic development of the country while the people working in the sector live a miserable life which has necessitated studying the wellbeing of employees and how this wellbeing at work is affecting productivity.

Methodology: The study attempts to investigate the various dimensions of work-related well-being and its impact on employee productivity. A cross-sectional survey design was utilised, using a sample of 507 textile employees from Northern India.

Result: The results are analysed employing descriptive statistics and structural equation modelling. The results of the study revealed that significant correlations were found between the dimensions of work-related wellbeing such as job satisfaction, engagement, and stress. These dimensions are measuring the various aspects of wellbeing of employees working in the textile sector. Moreover, the importance of the work-related wellbeing of textile personnel was measured holistically and presented a significant positive impact on employee productivity.

Conclusion: Based on the results, the organisations aimed at improving the performance and productivity of employees should place more emphasis on the physical, psychological, and mental wellbeing of employees working in the textile sector.

Keywords: "Work-related wellbeing", "Performance", "Productivity", "Structural equation modelling", "Textile industry".

INTRODUCTION

The textile industry is one of the oldest industries in India. The sector has made major contributions to the economy in terms of foreign exchange profits and employment and is one of the economy's main activities. The Indian Textile industry dominates the economic development of a country. Apart from providing the basic necessities of life, the textiles industry is critical to the country's industrial output, employment generation and export revenues. India is the world's 2nd largest apparel producer and it is the 6th largest exporter of textiles, which includes clothes, home furnishings, and technical products. Textiles and apparel contribute 2.3 percent to the country's gross domestic product (GDP), 13 percent to industrial production and 11 percent to exports. Around 45 million people are employed in the textile business and 3.5 million people work in the handloom sector., Despite, the major contributor to the economic development of the country, the people working in the textile sector live miserable life. Therefore, it has necessitated studying the wellbeing of employees and how this wellbeing at work is affecting the productivity of employees.

In recent organisational studies research, the impact of employee's wellbeing on work has been a major focus. Employee wellbeing has steadily gained prominence on the business agenda as more firms see the benefits of implementing employee welfare and health programs1). Reduced wellbeing results in negative personal and professional outcomes such as absenteeism, staff turnover, and lack of desire2). Individual and organisational

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productivity is improved when employees are happy, but a lack of wellbeing can lead to both monetary and non-monetary losses1)

Wellbeing is a multidimensional construct that comprises numerous sub-components ranging from physical health to overall life satisfaction and contentment. Worker wellbeing is a critical factor of labour productivity. Likewise, Gandy et al. posited that those employees who were more satisfied with their jobs were more likely to be more productive at work 3). Consequently, Isham et al. increasing employee wellbeing has been proposed as a strategy for resolving the current situation of poor productivity 4).

According to Adams, workplace wellbeing has been linked to employee health and productivity. Employees that are physically and psychologically well will perform better and produce more productive results5). They recognised working conditions and work environment as elements that influence physical, mental, and emotional health and hence, have the potential to harm or benefit worker wellbeing. Additionally, these work-related characteristics include job competing demands, autonomy, flexibility, interactions with managers and co-workers, rotating shifts and work duration. They recommended a number of policies and practices that will promote employee wellbeing while serving the interests and operations of the organisations. A few examples of these strategies are: giving workers enough paid time off; helping them get back to work after an injury, higher remuneration, enhancing worker autonomy, flexibility, and control over responsibilities, improving the workplace structure and ensuring that employees have access to health care.

On the other hand, productivity is an outcome of employee's performance. It is the amount of output that comes from performance behaviours as well as outside factors like the environment and opportunities6). Employee productivity is a term that refers to both efficiency (the amount of time or other resources necessary to complete a task) and effectiveness (the extent to which goals are accomplished or specific issues are resolved). One of the most essential goals of organisations is to increase employee productivity, which can benefit both the employees and the organisations7). An employee's productivity is heavily influenced by a variety of factors, including his or her personal well-being, job duties and the kind of support they receive from their employer8). It is widely regarded as a critical factor in determining a company's growth and competitiveness. It is often used to gauge a company's level of competence and the effectiveness of the company is directly tied to the productivity of its employees. Nevertheless, a healthy and safe work environment could make employees more satisfied with their jobs and improve productivity6).

DIMENSIONS OF WORK-RELATED WELLBEING

Even though no earlier research has attempted to model wellbeing in the textile sector, Rothmann proposed a model of wellbeing for the police force, a similarly demanding occupation with its own intrinsic constraints. Rothmann suggested a model in which four unique but relevant characteristics ("satisfaction, occupational stress, burnout, and engagement") were loaded onto a single higher-order factor of well-being in South African police officers9). The purpose of this study is to propose a three-factor structure model of work-related wellbeing such as job satisfaction, employee engagement and occupational stress and to examine the interaction between these constructs in the Indian textile sector.

JOB SATISFACTION

In general terms, job satisfaction has been described as a person's feelings about his or her employment and is influenced by individual beliefs and motivation level toward job-related duties. A contented employee is more effective and productive than one who is dissatisfied and more likely to stay in their jobs[10]. Job satisfaction is a positive emotional state that results from an assessment of one's job or work experiences. Research on job satisfaction has grown in recent years as a result of an increasing focus on the nature of work and the notion that the level of satisfaction at work is linked to characteristics of work behaviour such as productivity, level of absenteeism, and turnover intention. Dawis and Lofquist and Tsigilis et al., defined job satisfaction as the worker's assessment of how well the work environment meets his or her needs[11,12]. Warr focused on work-related wellbeing and presented a three-dimensional framework for assessing it: "pleasure-displeasure, anxiety-comfort and enthusiasm-depression". Pleasure-displeasure is a word that refers to the degree to which an individual is satisfied with his or her employment. On the anxiety-comfort scale, anxiety is characterised by a lack of pleasure and a high level of mental arousal, whereas comfort is characterised by a lack of both arousal and pleasure[13]. On the enthusiasm-depression scale, depression is

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associated with a lack of pleasure and mental arousal, whereas enthusiasm is associated with a high level of pleasure and mental arousal[9]. High levels of job satisfaction have been related to better levels of individual and organisational productivity[14].

EMPLOYEE ENGAGEMENT

Employee engagement is a useful strategy for any organisation seeking to acquire a competitive advantage over its competitors. Employees are one thing that cannot be recreated or replicated by the company's competitors. If they are properly managed and used, they can be a very valuable asset. The importance of this argument has been emphasised by Baumruk, who asserts that employee engagement is the most powerful element in determining the company's health[15]. Kahn, defined employee engagement as "the harnessing of organisation members selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances"[16]. Further, Kahn emphasised that an employee must meet three psychological engagement criteria in order to be properly engaged: meaningfulness, safety, and availability[16,17]. Wollard and Shuck described employee engagement as "an individual employee's cognitive, emotional, and behavioural state oriented toward desired organisational outcomes"[18]. A high level of employee engagement is also regarded to have a positive impact on the quality of the work performed, as well as the level of customer service provided by a firm. It has been linked to increased profitability, revenue creation, and growth[18]. Engaged employees are more likely to be productive, stay with their present job, and interact better with consumers[19]. Consequently, how employees understand their work environment has a direct impact on their sense of wellbeing and level of engagement[20].

OCCUPATIONAL STRESS

Occupational stress occurs as a result of work-related variables linked to the employee's ability to modify their psychological and physiological situations, which typically causes the individual's mind or body to deviate from its regular functioning. Occupational stress is a term that refers to emotional, behavioural, and physiological responses to harmful and negative aspects of the work environment, job association and work conditions. Numerous research studies have examined the various underlying causes of occupational stress including workload, conflict between workers and organisations, role conflicts, unsatisfactory interpersonal relationships, job autonomy, locus of control and social relationships. It is well accepted that workplace stress is a harmful human phenomenon that has an adverse effect on the wellbeing of employees. Workers who experience stress in their workplaces are more likely to engage in anti-productive behaviour that harms both themselves and their organisations[21]. Employees that are stressed at work are more prone to encounter organisational issues such as decreased productivity, increased absenteeism and turnover and employee personal issues like alcoholism and substance misuse, as well as mental health issues. It has been widely associated with detrimental effects on employees psychological and physical wellbeing across a broad range of occupations, resulting in exceptionally high costs for individuals and a major economic impact on the organisation's performance[22].

REVIEW OF LITERATURE

This section studies the relationship between work-related wellbeing and employee productivity. Productivity has been defined as the relationship between input and output (i.e., resources and labour). But, when it comes to measuring productivity in the workplace, researchers are often forced to rely on people's self-assessments of how productive they are. A benefit of subjective ratings, however, is that they can measure things that are hard to measure objectively, like the person's motivation, effort and what they think are barriers to efficient work. On the other hand, work-related wellbeing is a subjective experience defined by good emotions and judgments about the work environment23,24). Krekel et al., looked at the wellbeing and productivity of nearly two million employees and the performance of more than eighty thousand business units from two hundred thirty independent organisations in forty-nine different industries across seventy-three countries. For measuring the relationship between them, the human relations theory was studied indicating increased employee wellbeing is linked with increased morale, which results in increased productivity25). The findings indicated a significant positive relationship between employee wellbeing, productivity and company performance. The study also suggested various interventions, for example, increasing productivity should focus on important dimensions of wellbeing at work, such as social interactions, job variety and promoting work-life balance.

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Similarly, Gandy et al., examined the relationship between employee wellbeing and chronic disease status, which has been linked to productivity. The data collected from two annual surveys of three companies were used which included 2629 employees as sample size. The results indicated wellbeing has a lot more influence on productivity than disease status, using diabetes as the focus disease. They also found individual wellbeing scores to be more predictive of on-the-job productivity than other indicators including illness conditions3). In another study, Stepanek et al., analysed the factors influencing employee productivity resulting in productivity loss through absenteeism and presenteeism. These factors included lifestyle, physical wellbeing, mental wellbeing, demographic variables, job and workplace characteristics. The sample size was taken 31, 950 US employees. A structural equation modelling technique was employed for conforming the factors. The results yield the most important (explicitly or implicitly) drivers of employee productivity are their mental and physical health, job qualities and assistance from their employers. The majority of indirect effects are mediated through mental and physical health. The study suggested a more personalised strategy is required to increase employee wellbeing and overall organisational work and management culture8). Haapakangas et al., examined employee wellbeing and productivity in an activity-based work environment and its possible outcomes. The sample size was taken 239 employees present at the time of data collection. Separate linear regression models were used for predicting the satisfaction with various aspects of the work environment and workplace use each adjusted for the relationship between office features23,24). The most significant connections were found between employee productivity and wellbeing at work and satisfaction with the physical environment, privacy and communication. Improved workspace switching was associated with better productivity and wellbeing, but more time spent looking for a new place to work was linked to lower productivity and wellbeing. However, variables associated with office utilisation explained a relatively minor fraction of variance in both outcomes. The findings revealed that workplace designers should prioritise privacy concerns, but also communication, personalisation, seamless workplace changeover, and minimising time spent searching for accessible workstations.

Furthermore, in a study by Isham et al., the relationship between worker wellbeing and labour productivity was examined through “happy-productive worker thesis” which contends that worker wellbeing can be increased by boosting labour productivity and also regarding the ways in which productivity development can jeopardise worker wellbeing14). Likewise, Weziak-Bialowolska et al., analysed the wellbeing of workers working in the apparel industry of Mexico. For measuring the wellbeing of workers, the study used the job-demand resources model including physical, social, mental, and organisational resources influencing the wellbeing at work. The data was collected from 2200 Mexican factory workers using the sustainability and health initiative worker wellbeing survey. The study asserted that the working conditions of apparel factories can influence the health, performance, and productivity of employees. The finding of the study demonstrated that job satisfaction and work performance were positively associated with employee wellbeing, and these may have a direct effect on their wellbeing26). The other factors such as organisational resources, job autonomy, trust, respect, and recognition were found to be significant predictors of evaluated work outcomes with significant indirect effects on wellbeing. Additionally, workers who endure work-family conflict or unsafe physical working circumstances may experience decreased wellbeing; however, this effect is indirect and is moderated by workplace engagement or satisfaction. Supervisory and co-worker support may also boost wellbeing indirectly by increasing job satisfaction and engagement.

Based on the extant literature, there is a paucity of studies examining the well-being of employees in the textile sector. Consequently, this research addresses the specific problem of work-related well-being and its impact on employee productivity. In accordance with the study objectives, the following hypothesis has been formulated:

HYPOTHESES:

H01. Job satisfaction, employee engagement, and occupational stress are significantly related to work-related wellbeing.

H02. Work-related wellbeing is significantly positively related to employee productivity.

RESEARCH METHODOLOGY

SAMPLING FRAMEWORK

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The present study examined the effect of work-related wellbeing on employee productivity using a descriptive research approach. The study's sampling area is North Indian textile organisations. The textile organisations situated in the States of Haryana, Uttar Pradesh, Himachal Pradesh, and Punjab region were selected for the study. These states were selected because of the handloom sector as it employs 3.5 million people. The sample size (n=507) was estimated using Cochran's formula for estimating sample size27). Because it is impossible to contact every employee in the textile industry, the study relied on a snowball sampling technique.

INSTRUMENT

The present study adopted three instruments for measuring work-related wellbeing. 7 statements of job satisfaction were adapted from Brayfield and Rothe, 9 statements of employee engagement from Schaufeli and Bakker, and 7 items of occupational stress were adapted from Shukla and Srivastava28-30. The five items of employee productivity were adapted from Jalal Hanaysha31). All the statements were based on a 5-point Likert scale ranging from "1=Strongly disagree to 5=Strongly agree". The questionnaires used to collect data were distributed individually in order to validate the model of work-related wellbeing and assess its effect on employee productivity, to verify the model's predictions, to test alternative hypotheses for the study, to build a structural equation model, and to forecast results using a test confirmatory factor analysis. A structured survey was distributed to a substantial number of textile employees. However, only 507 employees responded and submitted the whole completed questionnaire, which was then analysed.

The survey was divided into three sections. Employee demographic information was gathered in the first section. The second segment included a 5-point Likert scale with 23 questions designed to assess work-related well-being and 5 questions on employee productivity. The validity and reliability of the scales were tested. Scales were tested to see if they were valid and reliable. Expert advice was obtained to determine the validity of the questions by determining whether they were useful for assessing the study and whether the statements were intelligible. The scale was changed in response to expert comments. Following that, explanatory and confirmatory analyses were done to ascertain the relationships between components and their associated factors. Cronbach's alpha values were obtained for each scale and their subfactors for the reliability investigation. While developing the work-related wellbeing scale, job satisfaction, employee engagement and occupational stress theories and models were consulted to ensure that the scale items covered all relevant concepts. Explanatory factor analysis found that the factor loads of items ranged between 0.556 and 0.742. The scale's Cronbach's alpha reliability coefficient was determined to be 0.910. The tables give the Cronbach's alpha values for each factor, factor loadings of the items, and goodness of fit indices from the confirmatory factor analysis results.

RESULTS

Table 1 summarizes the demographic profile of the participants including their gender, age, marital status, experience, and designation. The sample of the study comprises 373 male participants (73.6 percent) and 134 female participants (26.4 percent). The proportion of male participants was larger than that of female participants.

Table 1: Demographic Profile of respondents

Characteristics	Category	Frequency	Percentage
Gender	Male	373	73.6
	Female	134	26.4
Age	20-30	190	37.5
	30-40	181	35.7
	40-50	93	18.3
	Above 50	43	8.5
Marital Status	Married	317	62.5
	Unmarried	190	37.5
Experience	5-10 years	188	37.1
	10-15 years	143	28.2

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	15-20 years	95	18.7
	20 -25 years	63	12.4
	Above 25 years	18	3.6
Designation	Worker	471	92.9
	Supervisor	36	7.1

Source: Authors' calculations based on primary data

190 participants (37.5 percent) belong to the age group of 20-30 years, 181 respondents (35.7 percent) were in the age group of 30-40 years. 93 respondents (18.3 percent) were in the age group of 40-50 years and 43 respondents were above 50 years of age. Out of the total respondents, 317 (62.5 percent) were married and 190 respondents (37.5 percent) were unmarried. In terms of the total work experience, the majority of the respondents i.e., 188(37.1 percent) have a total experience of 5-10 years whereas, 143 respondents (28.2 percent) have a total experience of 10-15 years.95 respondents (18.7) have a total experience of 15-20 years whereas 63 respondents (12.4) have a total experience of 20-25 years. 18 respondents (3.6) have experience above 25 years. In terms of designation, the majority of the respondents are workers i.e., 471 (92.9 percent) and 36 respondents (7.1 percent) were supervisors.

In this study, covariance-based SEM was used since the job satisfaction, employee engagement, occupational stress and employee productivity components were modified from previously produced scales, necessitating a scale-based evaluation of all the constructs. Additionally, the emphasis was on evaluating a hypothesis of work-related wellbeing dimensions and a second-order construct combining job satisfaction, employee engagement, and occupational stress and also measuring the relationship between work-related wellbeing and employee productivity34). To determine the model's goodness of fit, a confirmatory factor analysis (CFA) was performed.

CONFIRMATORY FACTOR ANALYSIS

Confirmatory factor analysis is a statistical technique for establishing the validity and strength of variables and their interactions. The second-order confirmatory factor analysis was conducted to validate the overall model of work-related wellbeing.

Figure 1 illustrates the results of the confirmatory factor analysis. The model is determined to be consistent on the basis of the results of CFA, which comprise three exogenous variables and one endogenous variable. Twenty-two items are measuring the exogenous variables and five items are measuring the endogenous variables. A confirmatory factor analysis (CFA) was carried out in order to assess the model's goodness of fit. As indicated in Table 1, all of the indices exceeded their generally accepted levels, indicating that the measurement model provided a strong fit.

Table 1: Results of fit indices of the second-order confirmatory factor analyses

Statistical fitness Indices	**Measurement model estimates**	**Result**
CMIN/DF	1.03	Acceptable fit
GFI	0.956	Acceptable fit
RMSEA	0.009	Good fit
CFI	0.999	Goof fit
TLI	0.998	Good fit
AGFI	0.947	Acceptable fit
PGFI	0.804	Acceptable fit
PNFI	0.872	Acceptable fit

Source: Author's own calculation

The results for the second-order confirmatory factor analysis for the model of work-related wellbeing revealed the following fit indices: CMIN/df (1.03) less than 3 indicated an acceptable fit. Similarly, other indices were also used to analyse the model fit like Root- mean square error of approximation (RMSEA)=0.009 (between 0.05 - 0.08), Goodness of fit index (GFI)=.956, Comparative fit index (CFI)=0.999, Tucker-Lewis coefficient (TLI) =0.998,

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Adjusted goodness fit index (AGFI)=0.947, Parsimony goodness of fit index (PGFI)=0.804, Parsimony normed fit index (PNFI) = 0.872. All mentioned fit indices are within their acceptable range as shown in Table 1. Thus, it is concluded that the overall statistical fitness of the second-order confirmatory factor model is good and acceptable as shown in figure 1. Following that, composite reliability, as well as convergent and discriminant validity will be examined. The composite reliabilities, average variance extracted (AVE), and squared inter-construct correlations are all shown in Table 2. To assess the convergent validity of the work-related wellbeing scale, the Composite reliability and AVE were calculated. The composite reliabilities were in the range of .88 to.93, which is regarded to be extremely good. AVE is a measure of how well the model's constructs work together. It should be at least .5032). Convergent validity is defined as the degree to which a specific set of indicators for a construct converges or shares a significant amount of its variation. The value of average variance extracted (AVE) for job satisfaction is 0.636, for employee engagement is .601 and for occupational stress is 0.560. The average variance extracted (AVE) values of each construct are above 0.50, which were above the threshold33). Thus, proved the convergent validity of the work-related wellbeing scale as shown in table 2.

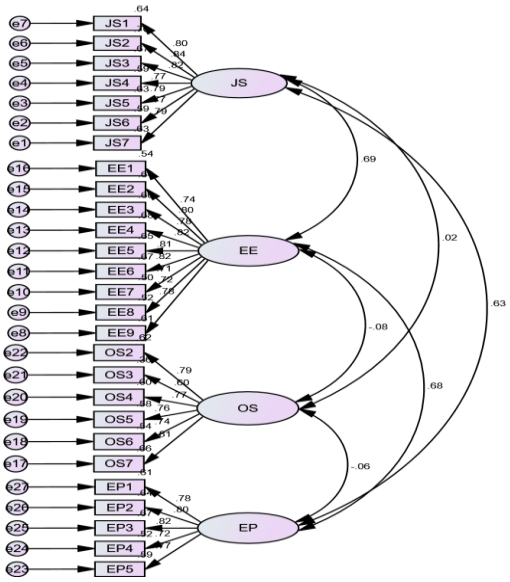

Figure 1. Confirmatory factor analysis

(Note: JS = job satisfaction, EE = employee engagement, OS = occupational stress, EP = employee productivity)

The Fornell-Larcker criterion analyses construct discriminant validity. Discriminant validity is the degree to which construct indicators indicate a single construct and are unique from other constructs in the model34). The evaluation of the calculated value of average variance extracted (AVE) of each latent construct, which should be higher than the maximum shared variance (MSV) for each dimension35).

* MSV < AVE

Table 2: Convergent and Discriminant Validity

	CR	AVE	MSV	JS	EE	OS	EP
JS	0.924	0.636	0.476	0.798			
EE	0.931	0.601	0.476	0.690	0.775		
OS	0.883	0.560	0.007	0.019	-0.081	0.748	
EP	0.885	0.607	0.460	0.630	0.678	-0.058	0.779

Source: Author's own calculation

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Table 2 presented the estimates of average variance extracted (AVE) and maximum shared variance (MSV) of all latent constructs. The maximum shared variance (MSV) of job satisfaction was 0.476 and the average variance extracted (AVE) was 0.636. Similarly, the maximum shared variance of employee engagement was 0.476 and AVE was 0.601. The maximum shared variance (MSV) of occupational stress was 0.560 and AVE was 0.007 and MSV of employee productivity was 0.460 and AVE was 0.607. The stated results indicated that the average variance extracted (AVE) of all the constructs was found to be greater than MSV, which ensures the presence of discriminant validity among the extracted factors. The square root of AVE was greater than the correlation of the latent variables; job satisfaction (0.79), employee engagement (0.77), and occupational stress (0.74) and employee productivity (0.77), Thus, both techniques confirmed the divergent validity of these four scales.

However, a group of experts observed that the indicators on the separate constructs are distinguishable and valid36). We determined that the model's constructs were reliable and valid, thus we examined the structural model in figure 2 and its fitness indices results in table 3.

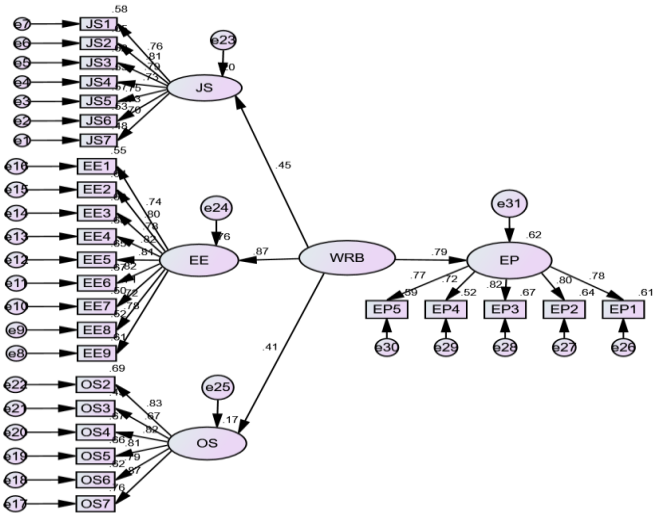

Figure 2: Structural model (structural relationship between work-related wellbeing and employee productivity)

Work-related wellbeing was measured by three higher orders constructs, namely, job satisfaction, employee engagement and occupational stress. Job satisfaction was measured with 7 items, employee engagement was measured with 9 items and occupational stress was measured with 7 items. Employee productivity was measured with 5 items. In figure 2, first-order constructs involving job satisfaction, employee engagement and occupational stress are loaded on a second-order construct measuring work-related wellbeing is shown.

The results of the structural model revealed the following fit indices: CMIN/df (1.769) less than 3 indicated an acceptable fit. Similarly, other model fit indices were also used to analyse the model fit like CFI was 0.971, GFI was .927, TLI was .968, AGFI was .914, PGFI was .787. PNFI was .855 and RMSEA was .039, with a significance threshold of p.< 001 as shown in table 3. As a result, the structural model was found to have adequate goodness of fit. The first-order constructs had loadings of.81 for job satisfaction, .82 for employee engagement, and.83 for occupational stress, as shown in fig.2. All three-factor loadings were at least.7032).

Furthermore, each of the three correlations between first and second-order components was statistically significant. Consequently, all three relationships were regarded as key components of the second-order construct of work-related wellbeing, and hypotheses were confirmed. Job satisfaction is predicting 45 percent of work-related wellbeing, occupational stress is predicting 41 percent of work-related whereas employee engagement is explaining 87 percent of work-related wellbeing. The magnitudes of the loadings indicate their respective importance for work-related wellbeing as well as their predictive value for employee productivity.

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Table 3: Results of fit indices for structural model

Statistical fitness Indices	Structural model estimates	Results
CMIN/DF	1.769	Good fit
GFI	0.927	Acceptable fit
RMSEA	0.039	Good fit
CFI	0.971	Good fit
TLI	0.968	Acceptable fit
AGFI	0.914	Acceptable fit
PGFI	0.787	Acceptable fit
PNFI	0.855	Good fit

Source: Author's own calculation

The correlation between work-related well-being and employee productivity is high at 0.7933). Based on the value of R2, it can be concluded that work-related well-being accounts for 62 percent of the variance in employee productivity. The path coefficient demonstrated that employee productivity is significantly influenced by their level of work-related well-being. As a result, H2 is acceptable.

Nevertheless, the structural model's outcomes are regarded as reliable. This study shows that work-related well-being and employee productivity could be a key area of investigation in the future. Wellbeing at work is inextricably connected to the employee's health and productivity. As a result, workers in textile factories are exposed to a wide range of physical risks, such as poor lighting, extreme temperature, humidity, poor ventilation, noise, and work for longer durations. These variables may have a substantial impact on one's wellbeing, performance and productivity26). Employees who are satisfied with their jobs, emotionally dedicated, and engaged are more likely to perform effectively at work than those who are not. Moreover, happy employees have a higher quality of life are more productive, reduce absenteeism and turnover, and are more likely to contribute to society. The structural model shows that employee engagement loads highly on the work-related wellbeing construct (WRB) and represented the job as a significant source of happiness and fulfillment for employees, who are passionate about their work and get a strong feeling of purpose and connections to others from it. The findings are in line with Krekel et al., which indicated a significant positive relationship between employee wellbeing, performance and productivity25). The study suggested interventions aimed at increasing productivity and emphasis should be placed on important dimensions of wellbeing at work, such as social interactions, job variety and promoting work-life balance.

DISCUSSION AND CONCLUSION

The Firstly, this study aimed to validate the model of work-related wellbeing by exploring three dimensions such as job satisfaction, employee engagement and occupational stress of textile employees. The results indicated three factorial models of work-related wellbeing consisting of job satisfaction, occupational stress, and employee engagement first-order factors loading on a second-order construct as shown in figure 2. The findings of this study are in line with Rothmann's four-factor model of work-related wellbeing, which included job satisfaction, employee engagement, occupational stress and burnout. The findings indicated that work-related wellbeing encompasses more than job satisfaction8). Employee engagement has the highest loading (0.87) on the second-order factor, followed by job satisfaction (loading = 0.45), and occupational stress (loading = 0.41). Accordingly, employee engagement appears to be the most important component of work-related wellbeing in the textile industry.

These three factors positively influence the various aspects of the work-related wellbeing of textile employees. High levels of job satisfaction and engagement lead to higher levels of work-related wellbeing and productivity. A higher

level of occupational stress leads to a lower level of wellbeing and employee productivity, this finding is in line with Bell, Rajendran & Theiler22). Second, we provide new insight into the relationship between work-related wellbeing and employee productivity by supplementing existing frameworks. This is accomplished by examining three dimensions of work-related wellbeing and putting them to the test in the Indian setting. Our primary findings are as follows. To begin, our findings indicate that the most important drivers of work-related wellbeing are job satisfaction, employee engagement, and occupational stress in the textile sector. This demonstrates a compelling case for encouraging employee wellbeing at work in order to improve the productivity of textile employees in the workplace.

Second, our study shows that work-related wellbeing is positively and significantly predicting the productivity of employees working in the textile sector. This posited that the employees are satisfied with several aspects of work such as social relationships, house accommodation facilities, incentives, promotional opportunities, working conditions, workers participation in management, and flexi-hour policies which keep them engaged, committed, and loyal towards their job. These facets of work motivate the employees to perform better and produce more output. Hence, improving the wellbeing of employees at the workplace resulted in increased productivity of employees. The findings of this are in line with Krekel et. al., which indicated the positive association between wellbeing at work and employee productivity25).

IMPLICATIONS

The study's findings have major theoretical and practical implications as to how the wellbeing of employees working in the textile sector should be evaluated. The validation of the work-related wellbeing-employee productivity framework adds to the body of knowledge in the field of organisational psychology and management by advancing our understanding of the role of work-related wellbeing in organisational context. Increased employee wellbeing not only improves their quality of life, but also contributes to the development of more motivated, engaged, committed and high-performing employees, which ultimately leads to increased organisational performance and productivity. Therefore, when the wellbeing of employees is improved, employees will become more focused on their work and in turn productivity will increase. The organisation should place more emphasis on the physical, psychological, and mental wellbeing of employees working in the textile sector. Additionally, they suggest that firms should pay attention to critical individual predictors of workplace wellbeing. This study will help the managers in measuring the various aspects of work influencing their wellbeing and productivity. Creating a work environment that allows workers to flourish, sense meaning and purpose in their work as well as the alignment of personal and organisational goals could be one of the most critical managerial duties affecting employee wellbeing and productivity.

LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

Our research examined blue-collar employees in the handloom textile sector who worked in small and medium-sized businesses, and it is recommended that future researchers test the conceptual model with a wider sample of white-collar employees in large textile businesses. Additionally, the effect of various demographic factors on the relationships was not considered, and future research may examine the effect of gender, age group, marital status, experience, and designation. Demographic characteristics should be examined for their potential moderating effect on the link between work-related well-being and employee productivity. There is a need for additional research into the causal linkages between job satisfaction, occupational stress and work engagement in diverse contexts. Lastly, future research investigation into organisational antecedents that will promote work-related wellbeing and employee productivity is suggested.

CONFLICT OF INTEREST

There is no conflict of interest.

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