

INTRODUCING THE CONCEPT OF “HOLISTIC DEVELOPMENT & WELL-BEING OF EMPLOYEES (HDWE)”

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ABSTRACT

The present study attempts to re-examine the concept of well-being at work in the contemporary scenario. The nature of work and workplace are changing rapidly, increased competition, work pressure, 24X7 work culture, etc. has made it important to re-examine the current literature on well-being at work to address the growing issues of stress, anxiety, and work-life imbalances. An exploratory study was also undertaken with the aim to understand the perspectives that prevail amongst the working professionals concerning the concept of well-being at work. Based on literature and results of the exploratory study, the paper attempts to re-define the concept of well-being at work by collectively examining all of its dimensions, viz. psychological, physical, financial, social, career and spiritual well-being, to make it more holistic. In the extant literature the dimension of spiritual well-being has been studied separately, and never been integrated with the other dimensions of well-being. The present paper proposes a more holistic framework on well-being at work which considers all the dimensions collectively in the work context.

Keywords: Well-being at Work, Changing Work Context, Importance of Work, Dimensions of Well-being, Holistic Development and Well-being.

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INTRODUCTION

The term 'Well-being' has been defined variedly in literature, there is no single, clear and robust definition that is universal in application. Academic literature is also struggling with the challenge of defining well-being. Wellbeing is “intangible, difficult to define and even harder to measure” (Thomas, 2009, as cited in Dodge et al., 2012). According to Schulte and Vainio (2010), “well-being is a summative concept that characterizes the quality of work lives including the aspect of Occupational safety & Health (OSH); which they suggest might be a major determinant of productivity at the individual, enterprise and societal levels”.

Well-being is a multi-dimensional concept, and covers both work-related well-being and personal well-being. Different authors have defined well-being differently. Shah and Marks (2004) defines well-being as; “Well-being is more than just happiness, feeling satisfied and happy. It also means developing as a person, being fulfilled, and making a contribution to the community”. The term well-being is not just the reflection of a person's health rather it is his/her overall satisfaction with work and life. Well-being is not merely the absence of negative circumstances, like illness or ill-health; rather it also includes positive aspects such as the quality of a job or happiness with one's life (Schulte & Vainio, 2010).

Amidst the broader context of general well-being, an attempt to understand well-being in the context of workplace is also taking place (Chari et.al, 2018). Well-being at work/ employee well-being is a subset of the larger literature on general well-being and workplace psychological health (Brough et al., 2009; Kahneman et al., 1999; Quick & Tetrick, 2010). Well-being of employees is becoming increasingly important concern for all work organizations due to fast paced life, level of mental stress, increasing cost of living, work pressure and its corresponding effects on health. Research suggests that “what workers miss most at the workplace are the love and care and a connection between their jobs and a larger purpose in life” (Mirvis, 1997, as cited in Srirangarajan & Bhaskar, 2011). According to Terkel's (1974) book, “Working” that is based on the interviews of various working professionals reports

that, “when people are deprived of their professional identities, they have serious difficulty defining and describing who they are”. That is unclear professional identities leads to unclear personal identities.

Workplace plays a crucial role in life of every person, and a person's well-being highly depends on the experiences he/she undergoes at workplace. Work and workplace are an integral part of everyone's life, whatever people experience at work affects their overall well-being. Most people spend 1/3rd of their waking time at work and don't necessarily leave their job behind when they leave the workplace (Conrad, 1988a, as cited in Danna & Griffin, 1999). Life cannot be compartmentalized, and therefore one's experiences at work domain do affect non-work domains (Geldenhuis & Henn, 2017). Whatever people experience at work be it emotional or social in nature affects not only the person, but such experience also spills over the other non-work domains. According to Boyte and Kari (1996, as cited in Budd & Spencer, 2014), “work at organization is a very public activity which has deep personal as well as societal meanings”.

England and Whitely (1990, as cited in Budd & Spenser, 2014) argues that, “work is of significance to individuals because it occupies a great deal of their time, generates economic and socio-psychological benefits and costs, and also because it is highly integrated with other important aspects of their life such as family, leisure, religion, and community”. Job is an important part of one's life, and thus it influences well-being (Agarwal & Sharma, 2011). According to Lu et al. (2005, as cited in Simone, 2015), “ what makes a job satisfying or dis-satisfying depends not only on the nature of job, but also on the expectations that individual have of what their job/ work should provide”. Thus it would be right to say that if the work/ job meet the expectation of the employee, person experience a sense of well-being at work.

WELL-BEING AT WORK: REVIEW OF LITERATURE

Helsinki conference (2010, as cited in Schulte & Vainio, 2010) defines employee well-being as, “flourishing employees achieving their full potential for both their

own benefit and that of the organization.” The Chartered Institute for Personnel and Development (CIPD, 2007) also defines workplace well-being on the similar lines as, “creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization”.

Warr (1987, as cited in Grant et al., 2007) defines well-being as “the overall quality of an employee's experience and functioning at work”. According to International Labor Organization (ILO), “workplace well-being relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization”. They further add that, “measures of workplace well-being must complement OSH measures to ensure workers are safe, healthy, satisfied and engaged at work” (Workplace Well-being, ILO, n.d.).

Chari et al. (2018) defines employee well-being as, “an integrative concept that characterizes quality of life with respect to an individual's health and work-related environmental, organizational, and psychosocial factors”. According to them, “well-being is the experience of positive perceptions and the presence of constructive conditions at work and beyond that enables workers to thrive and achieve their full potential”.

Budd and Spencer (2014) states that, “worker well-being needs to go beyond job quality to consider workers as fully-functioning citizens who derive and experience both public and private benefits and costs from working”. Sirgy (2006) defines employee well-being as, “a state of life satisfaction, happiness, and subjective well being directly derived from job satisfaction or the work-life domain”. Juniper et al. (2009) defines work-related well-being as, “that part of an employee' overall well-being which is determined primarily by work and which can be influenced by workplace interventions”. Warr (2002, as cited in Baptiste, 2008) argues that job-related well-being refers to “people's satisfaction with their jobs in terms of facets like pay, colleagues, supervisors, working conditions, job security, training opportunities,

involvement, team working and the nature of the work undertaken”.

Well-being of employees should be an important concern for every work organization. ILO (n.d.) also refers to the importance of well-being and states that, “workers well-being is a key factor in determining an organization's long-term effectiveness. Many studies depict a direct link between productivity levels and the general health and well-being of the workforce” (Workplace Well-being, ILO, n.d.). It is also observed that workplaces that take initiative for employee well-being, people of such organizations tend to be more creative, more loyal, have high employee engagement, better health and are more productive (Harter et al., 2003; Robertson & Cooper, 2011).

On the contrary, “workers with poor well-being tend to be less productive, make lower quality decisions, be more prone to be absent from work, and make consistently diminishing overall contributions to the organizations” (Price & Hooijberg, 1992, as cited in Simone, 2014). According to Fisher (2003, as cited in Grant et al., 2007), “Leaders, managers, supervisors, and employees alike believe that making employees happier and healthier increases their effort, contributions, and productivity”.

It is evident from the research cited above that well-being of employees is an important concern. Having employees with higher well-being index is beneficial for both- employees themselves and in return for the organizations. Happy employees make a productive workplace. Having understood the importance of well-being for employees as well as for organizations, it becomes crucial here to also examine the literature to understand the various dimensions of employee well-being.

Dimensions of Well-being at Work

The Gallup-Healthways Well-being Index defines well-being “as an index of life evaluation, emotional health, physical health, healthy behaviors, work environment, and basic access” (Rath & Harter, 2010). According to Van Horn et al. (2004), “well-

being at work is the positive evaluation of various job characteristics comprising: emotional, motivational, behavioral, cognitive and psychosomatic aspects". The author proposed five dimensions that comprise well-being at work: (1) affective dimension, (2) professional well-being, (3) social well-being, (4) cognitive fatigue and (5) psychosomatic dimension.

Waddell and Burton (2006) states that well-being is "the subjective state of being healthy, happy, contented, comfortable, and satisfied with one's life." They further proposed following dimensions, viz. (1) physical, (2) material, (3) social, (4) emotional, and (5) development and activity dimensions. Grawitch et al. (2006) also suggested five workplace practices that lead to employee well-being and organizational improvements, viz. (1) work-life balance, (2) employee growth and development, (3) health and safety, (4) recognition, and (5) employee involvement.

Grant et al. (2007) argues that to capture the well-being of people in its entirety, it should cover the three main dimensions; viz. (1) psychological, (2) social and (3) physical well-being. According to them, "this holistic definition of well-being is based on the healthcare, philosophy, psychology, and sociology literatures". On the similar lines, Fisher (2014, as cited in Simone, 2015) suggested three components of wellbeing at work that taken together results in overall wellbeing, (1) subjective, (2) social and (3) eudaimonic components.

Results of the Gallup polls conducted in the USA in 2010 propose that well-being at workplace should be assessed through five elements: (1) Social well-being, (2) Community well-being, (3) Financial well-being, (4) Physical well-being, and (5) Career well-being (Rath & Harter, 2010). According to the comprehensive approach adopted by Budd and Spencer (2015), following are the domains of worker well-being, (1) Pay & benefits (2) Safety, health & body work, (3) Psychological and mental health, (4) Identity, (5) Freedom & voice, (6) Skill & creativity (7) Autonomy over work, (8) Governance & ownership, (9) Caring and (10) Serving others.

Well-being framework as suggested by Chari et al. (2018) comprised of five

domains:(1) workplace physical environment and safety climate (2) workplace policies and culture (3) health status (4) work evaluation and experience, and (5) home, community, and society. CIPD (2007) based on the existing research and their discussions with the advisory groups identified five domains of well-being, (1) physical, (2) values, (3) personal development, (4) emotional, and (5) organization/work. However, according to Gallagher et al. (2009), well-being comprise of three components, namely (1) Hedonic well-being, (2) Eudaimonic well-being, and (3) social well-being. Pescud et al. (2015) in their study concluded that workplace health and wellbeing comprised of the following areas: (1) occupational health and safety, (2) mental health, (3) nutrition, (4) physical activity, and (5) general health issues

Clearly, the literature above is discussing about various components/dimensions that lead to wellbeing of people at work. As highlighted above the literature discusses dimensions like social well-being, physical well-being, financial well-being, psychological well-being etc., as the integral component to assess well-being of people at work. The importance of each dimension is also widely discussed in literature by various scholars. However our review of literature pointed out that the extant literature on well-being at work and its dimensions discusses about all the dimensions mentioned above but none of the studies discusses/ mention the dimension of Spiritual well-being in their framework.

The concept of Spiritual well-being at workplace is discussed and widely studied separately but nowhere in the literature the concept is discussed along with other dimensions to assess the well-being of people at work. In other words, the literature on well-being at work tends to miss out on this very important component of well-being that we propose should be treated as an integral component of workplace well-being, and not separately, especially in today's time when the fast paced life of people and changing work environment is leading to lot of work pressure, stress, and work-life imbalance.

Nature of work and workplace are changing rapidly and that has led to major changes in the lifestyle and working style of people across the globe. According to Sparks et

al. (2001), "the growth in the use of information technology at work, the globalization of many industries, organizational restructuring, changes in work contracts and work time scheduling have radically transformed the nature of work in many organizations". Given the information revolution & growing use of technology, work has become an inseparable part of people's life. Work is impeding in personal life and it is difficult to set it aside. Even after work hours people are attending to work demands, responding to official emails, attending calls through video conferences, responding to demands/ conversations on official social media groups like whatsapp groups.

The growing 'always on' or 24X7 work culture has cost employees their mental health and well-being in India (Sindwani, 2019). According to a survey conducted by Optum, a leading provider of employee assistance programmes to Indian organizations, concluded that "nearly half the employees in India suffer from some kind of workplace stress" (Bhattacharyya & Basu, 2018). The survey included participation from 800,000 employees working with 70 large companies, each having a minimum workforce of 4,500. As per the results of another survey, the 'India Employee Survey' conducted by HR tech startup Hush, "22% respondents feel their productivity is low due to overwork and stress, and more than half of the respondents reported that they suffer from some kind of workplace depression" (Verma, 2019). The survey covered 3,000 employees working with various sector such as IT, financial sector, manufacturing sector and startups.

There is also a growing trend of dual earning couples. Although with the growing use of technology, flexi work arrangements, shift working; an individual worker may not be working for extended hours, but since both the partners are working, the family is being squeezed for time as the combined working hours of household increases considerably (Jacobs and Gerson, 2000, 2004, as cited in Johnson & Lipscomb, 2006). According to Vayalilkarottu (2012), "an increasing body of research asserts that materialism, the pursuit of worldly possessions and wealth, does not give lasting happiness and fulfillment. Instead, it increases people's dissatisfaction, depression, anxiety, anger, isolation and alienation".

In the light of these trends and changing nature of work, there is compelling need to revisit the concept of well-being, its definition and dimensions. Well-being is a very broad term and it encompass all aspect of person's life- personal, professional, mental, spiritual, financial, physical, social. Warr (1990) states that, “wellbeing tends to be a broader concept that takes into consideration the 'whole person’”. According to Budd and Spencer (2014), “there is a need to develop approaches to worker well-being that capture the full importance and meanings of work in human life”. Thus it is important to focus on concepts and practices that talk about the all round and overall well being of people; measuring only one or two aspect of well-being would only be misleading, it is important to study the concept in totality.

Therefore in the light of above discussion, the purpose of the present research is two-fold:

1. To re-examine the current framework of well-being at work in the contemporary scenario, when the nature of work and workplace is changing rapidly, to see if the existing framework is suitable for the changing work needs or do we need to re-visit and re-define the concept of well-being at work to make it more holistic.
2. To introduce and conceptualize the concept of Holistic development and well-being of employees (HDWE), which is argued to be achieved only when all the dimensions of well-being at work, viz. psychological, physical, financial, social, career and spiritual well-being, are studied collectively in the work context, especially the spiritual dimension which till now has always been studied separately.

Revisiting the Concept of Well-being at Work

Diversified workforce, dual earning couples, increased work pressure, 24X7 work culture have radically transformed the nature of work (Sparks et al., 2001; Sindwani, 2019). Globalization, technological advancement, diversified workforce, increased

competition and work pressure, digitalization, workforce diversity, increased participation of women in the workforce, and the blurring of boundaries between work and family have drastically impacted the work environment (Pitt-Catsouphes et al., 2006; Poelmans et al., 2008, as cited in Kalliath & Kalliath, 2012)). With all these changes, work-related stress is also growing around the world that is affecting not only the health and well-being of employees, but also the productivity of organizations.

According to World Health Organization (WHO), “an estimated 264 million people globally suffer from depression, one of the leading causes of disability, with many of them also suffering from symptoms of anxiety, resulting due to work related issues” (WHO, 2019). Given the growing indices of depression, stress and anxiety amongst employees across the globe and the changing nature of work; it is important to broaden and reconstruct the concept of well-being at work. The existing literature focuses on social well-being, physical well-being, psychological well-being, etc.; as components of workplace well-being. In the present study, we argue that the extant literature on workplace well-being ignores one very important aspect of well-being; that should also be treated as integral component along with other components and not separately, i.e., component of Spiritual well-being.

There are numerous studies that discuss the concept of workplace spirituality, its importance and its impact on performance & productivity (Brown, 2003; Carole & Robert, 2004; Claude & Zamor, 2003; Daniel, 2010; Long & Mills, 2010; Petchsawang & Duchon, 2009). However there is dearth of literature that integrates spiritual well-being with the other components while assessing well-being of people at work. It is already well-established through research that workplace spirituality is linked with workplace well-being (Garg, 2017; Krishnakumar & Neck, 2002; McKee et al., 2011; Aboobaker et al., 2019), what we argue here is that instead of treating the spiritual dimension separately; it should be treated as an integral component while we discuss or assess the concept of workplace well-being.

Vayalilkarottu (2012) argues that, “humans are multi-dimensional and

transcendental beings. They are not only psycho-physical and socio-cultural but they are primarily religious-spiritual and moral beings”. According to Petchsawang and Duchon (2009), “people work not only with their hands, but also with their hearts (spirit). It is when people work with their hearts or spirit that they find meaning and purpose, a kind of fulfillment that means the workplace can be a place where people can express their whole or entire selves and be fulfilled”. Milliman et al. (2003) states that “the spirituality view is that work is not just meant to be interesting or challenging, but it is also about expressing one's inner life needs by seeking meaningful work”. Krahnke et al. (2003, as cited in Petchsawang & Duchon, 2009) furthers the idea that, “enabling the expression of human experience at its deepest, most spiritual level not only reduces stress, conflict, and absenteeism, but also enhances work performance”.

Bruzzese in Cacioppe (2000, as cited in Mohan & Uys, 2006) states, “employees are not only seeking a good salary or benefits, but they also want to be in a job that adds value to their lives, spiritually or otherwise”. Fox (1994) argues that “the quality of an individual's life is linked to the quality of the work that he does. He further added that we should not separate life and livelihood as they both originate from the same source, and they are both about living in depth, living with meaning, purpose, joy and a sense of contributing to the greater community”. According to Dehler and Welsh (1994, as cited in Mohan & Uys, 2006), “organizations are places where people create meaning for themselves and have their meaning shaped. Thus employers must attempt to create an office environment that promotes a state of contentment among employees”. The environment of the organization should be such that “it facilitates an employee to flourish and achieve their full potential” (Tehrani et al., 2007).

Claude and Zamor (2003) suggested that, “spirituality in context of workplace means that individuals discover deeper life and work values through self-reflection and work relationships in the workplace, including the relationships with others, realizations of morality, and care for the world”. Research also suggests that “humans find fulfillment only when their needs for meaning and purpose are adequately met” (Frankl, 2006, 1986, as cited in Vayalilkarottu, 2012). It has also

been established by various studies that many people during their adulthood after getting well established in their family and career life, keep wandering and ask questions like “Who am I, Why am I here, Where am I going and What is my purpose in life?” (Milanovich & McCune, 1996, as cited in Mohan & Uys, 2006). This quest for finding meaning, desire for personal fulfillment, finding a purpose in life, combined with a deep personal spiritual experience has resulted in many people wanting to integrate the concept of spirituality with all other important spheres of their lives, work being the most important sphere of all.

It is well-established through the research stated above that spirituality is an integral part of being human. Need for peace, meaning, purpose and transcendence is deep rooted in each one of us. Also when a person enters a workplace, they are encouraged to bring their 'whole' self to work, as people's life cannot be compartmentalized. Then the important question that arises here is that while assessing the well-being of people at work, why we are not measuring the spiritual aspect of well-being, why the existing framework on employee/ workplace well-being tends to miss out this very important aspect of people's well-being. It is important to understand here that until a person is at peace, calm within, able to make meaning out of work they do, able to relate their work to a higher purpose in life, able to make sense out of where there life is going; there will never be well-being in true sense; and measuring only a few aspects of well-being like social, financial, career etc., will only be misleading.

Introducing the Concept of Holistic Development and Well-being of Employees (HDWE)

Every human deserve the platform to achieve greater meaning in life, liberation at work and opportunity for overall development, besides just earning money and therefore efforts to bring well-being should be designed in such a way that they target the whole person. As suggested by Paloutzian and Park (2005, as cited in Vayalilkarottu, 2012), “the human person is such a complex mystery that neither a single branch of science nor all the sciences together are able to understand him/her fully. Hence, there is an inevitable need to adopt a multilevel disciplinary paradigm

in the pursuit of 'full understanding the human being'". Through the present study we attempt to establish the fact that until and unless organizations widens their scope of well-being to include all the components especially the spiritual dimension, it will be impossible for employees to experience a sense of overall development and well-being. According to Morin (1999, as cited in Vayalilkarottu), "technological and economic advances are neither the driving forces nor the guarantee of human progress, integral/holistic human development is pertinent to achieving a sustainable future, i.e., Internal formation is an essential aspect of holistic health and well-being".

Such a holistic approach requires us to widen the horizon of workplace well-being to include the various dimensions, especially the spiritual well-being dimension, which is often studied separately and not as an integral dimension while studying workplace well-being/ employee well-being. Organizations must understand and accept that until people are happy, at peace, and are growing holistically in all spheres of life, they will not be able to put their best efforts at work. Seaward (1995) argues that, "when individuals have value conflicts, or there is a lack in life meaning, the chaos would be reflected by the related social environments (families, workplace, and community) since the individuals were connected with the society". Only when there will be peace within, will they be able to experience well-being in true sense.

Well-being at work has been defined to include the psychological aspect, financial aspect, social aspect etc.; but there is not much literature that discusses the concept of holistic development and well-being of employees (HDWE). In the absence of relevant literature that deals with the concept of Holistic development and well-being of employees (HDWE); an exploratory study was conducted to study and explore the concept in-depth. It was important to understand the perspectives that prevail amongst the masses to be able to define the concept of Holistic Development and well-being of employees (HDWE).

Exploratory Study to examine the Construct of HDWE at Work

A qualitative study was undertaken to explore and establish the concept and importance of holistic development and well-being of employees amidst the changing nature of work. In this initiative, we conducted a qualitative study where in we interviewed 35 managers from upper and middle management level of various multinational companies, and asked them about their perspective on Holistic development and well-being of employees (HDWE). The interviews were conducted with managers/ practitioners of different organizations like IBM, Schneider Electrical, L&T, Indigo, Coca-cola etc. to name a few.

METHODOLOGY OF THE STUDY

35 managers (22-Males and 13-Females; all of them within the age group of 35-62 years) were interviewed for the study starting from June, 2018 till December, 2019. Each interview lasted for around 40-45 minutes. All the interviews were recorded. Respondents were given a brief introduction about the study over telephone and through a formal e-mail, one week before the interview. Out of 35, only 1 interview was conducted over phone, as the respondent was working with a MNC based in Bangalore, the remaining 34 interviews were conducted face-to-face. During the interview a set of questions were used as a tool to probe them deep, make them think and direct their views towards the aim of the study, i.e., to understand their perspective on Holistic Development and well-being of employees (HDWE).

The questions that were asked during the interview are as follows:

- What is your perspective on Employee Well-being?
- What is your understanding by the term 'Holistic Development of Employees'?
- What measures organizations must take to achieve Employee Well-being?
- What initiatives at organization can lead to Holistic Development of Employees?

All the interviews were duly taped. Each audio tape was listened carefully and examined to extract the themes out of it. Recordings were listened multiple times to ensure no important information is missed out. For every audio tape, the responses given by each respondent on each of the four question were noted down in an excel sheet column-wise, and once all the audio tapes were examined; content analysis was done and the responses were categorized under various themes. The various themes that emerged under each question are summarized below.

Table 1: Results of the content analysis

Dimension	Responses/ Themes
Defining Employee Well-being	<ul style="list-style-type: none"> • Well-being is taking care of employees. • Well-being is a state of mind • Comfort, happiness, positivity, Feeling of belongingness, Commitment to work & organization • Well-being is sync between physical, mental, spiritual and various other aspects of life. • Employee Safety, Employee Health • Welfare of employees is crucial for organization's long term survival
Defining Holistic Development of employees	<ul style="list-style-type: none"> • Overall development • Holistic means Heart, Body, Mind and Soul • Holistic development is the end result • Physical, mental, emotional & spiritual integration • Holistic development is being able to manage all spheres of life • Covers all spheres of life, its end to end

Measures to achieve
Employee Well-being

- Well being is most important to achieve holistic development
- Be a good citizen of company and country at large
- Nurturing employees to achieve their personal & professional goals
- Making them happy employees so they stay & contribute to company & themselves
- Good & employee friendly HR policies,
- Strong Leadership,
- Mentors in organization,
- High investment in T&D, Unique policies for women specially during pregnancy & menstruation,
- Healthy food options,
- Regular lectures from doctor,
- Zumba/ yoga classes/ Meditation
- Regular feedbacks
- Informal activities/ games/ workshops
- Regular Employee surveys/ opinion surveys
- Work life balance: work from home & flexi hours
- Performance management
- Health management
- Diversity management
- Talent management
- Learning & Development
- 3rd party counselors to deal with issues of

anxiety, depression, addiction etc.

- CSR activities
 - Insurance policies covering employee & family
 - Regular health check ups
 - Diversity & Inclusiveness
- Initiatives that helps to achieve Holistic Development of Employees
- Encouraging employees to engage in CSR activities,
 - Developing personal touch with every employee,
 - Financial support in times of contingency
 - Regular appraisals & feedbacks
 - Yoga & spiritual sessions
 - Leadership
 - Meditation & Spiritual workshops
-

RESULTS OF THE EXPLORATORY STUDY

The important conclusion of the qualitative study was that almost all the managers agreed that the concept of employee well being needs to be enlarged keeping in mind the changing nature and challenges of work, to make it more wholesome and holistic. There was an anonymous opinion that Holistic development of employees is the need of the hour and that organization must provide for platforms that enables an employee to grow and develop at each level of his/her life, be it physical, mental, emotional, social or spiritual. A lot of emphasis was given on the spiritual dimension as a driver to achieve holistic well-being. The need for spiritual well-being at work was highlighted by many managers/practitioners during their interviews.

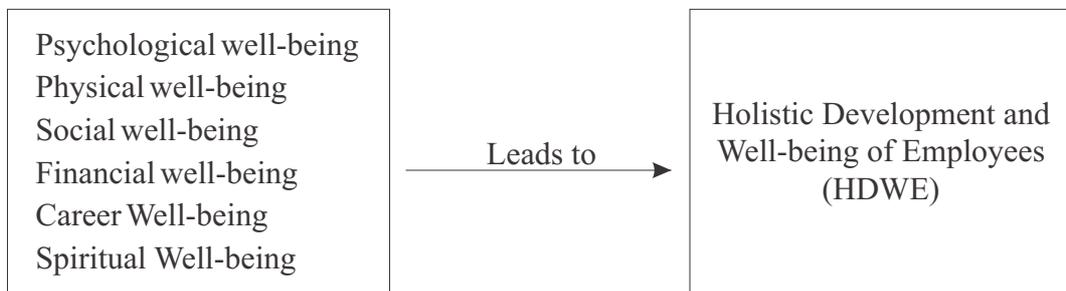
Thus we conceptualize Holistic Development and well-being of employees

(HDWE) as the overall/ all-round development and well-being which is attained only when there is peace and harmony at the level of heart, body, mind and soul. Such a holistic approach requires organizations to ensure they design their interventions in such a way that deals with all the four levels. It is important for organizations to understand and accept the fact that unless a person is doing well at all levels- body, mind, heart and soul; it is unlikely for them to experience a sense of holistic development and well-being.

Components of Holistic Development & Well-being of Employees (HDWE):

Based on the available literature and the results of the content analysis of the interviews, we propose the following components/ dimensions of HDWE at work: (not in any specific order)

Figure 1: Components of Holistic Development and Well-being of Employees



As discussed above that for the person to experience a sense of Holistic Development and Well-being, efforts to bring well-being should be designed in such a way that they target the whole person., i.e., a person should be doing well at all levels- body, mind, heart and soul. Unless all the levels are at sync with each other, it is difficult for anyone to experience a sense of holistic development and well-being. Now if we examine the components that we propose lead to HDWE, it is very clear that these components ensure that a person experience a sense of well-being at all the levels.

Psychological well-being ensures a positive mental health prevails in the individual,

physical well-being ensures that person is physically fit, healthy and doing well, social well-being ensures that people have sound inter-personal relations at home and work, that provides them the moral, emotional and mental support where ever the need be. Going further financial well-being ensures that people are economically independent and ensured against the adverse circumstances; career well-being ensures they have a meaningful career and work to look up to each, a purpose they can serve each day. And finally spiritual well-being gives them the inner peace, a better understanding of their own self, an ability to discover deeper life and work values through self-reflection, and an ability to see bigger picture in life. Together these dimensions ensure that people are at peace and there is harmony amongst body, mind heart and soul, which enables them to experience a sense of holistic development and well-being.

DISCUSSION

The section attempts to define each component of HDWE in greater detail and understand its relevance for the holistic development of an employee. All the components of the proposed HDWE framework are discussed below to see how they impact an employee and what interventions organizations can take to ensure that a sense of well-being prevails at all levels. It is often argued that one's well-being is in one's hand; that indeed is true, but what we are arguing here is that the organization should design interventions in such a way that provide for platforms and means to enable the people/ employees experience a sense of well-being at all the four levels of heart, body, mind and soul.

Psychological well-being: Positive mental strength has a significant role in the working environments nowadays (Usman, 2017). “The current technical term used for mental health is psychological wellbeing” (Wright, 2010). According to Aryan and Kathuria (2017), “the significance of psychological wellbeing at workplace has developed greatly over the years as physical work has more been converted into mental work, and more a person work mentally he or she feels more psychological pressure at work”.

Psychological well-being is a very complex notion and is comprised of a variety of components (Rathi & Rastogi, 2007). Ryff (1989) based on extensive research explored the following dimensions of psychological wellbeing, viz. autonomy, environmental mastery, personal growth, positive relations with others, purpose in life and self-acceptance. According to her, "the person who exhibit strength in each of these dimensions will be in a state of good psychological well-being". And needless to say here that workplace has an impact on all of the above mentioned dimensions, as whatever people experience at workplace is important to their feelings about work itself, the organization and their overall quality of life.

According to Budd and Spencer (2014), "the focus of psychological approach to well-being is on the characteristics of jobs and how those characteristics enable or thwart the ability of workers to achieve well-being". Thus it is important for the organizations to ensure that an employee feels psychologically healthy & happy. Organizations must try to ensure that employee feel valued and appreciated at workplace. Employee should feel that through their work & efforts, they are able to contribute to the overall progress of the organization; as that will increase their self-confidence & worth. Employers must ensure that they do not pressurize employee so much that even after work hours they keep thinking & worrying about work related issues leaving them frustrated and stress. A moderate level of work pressure is necessary but beyond that it impacts the performance of an employee and that of the organization. "Pressure of being competitive enhances productivity and creativity of an employee, but when an employee finds himself into much pressure, it starts impacting their well-being" (Aryan & Kathuria, 2017).

Physical well-being: People spend the majority of their waking hours at work and thus the kind of work they do and the physical environment in which they work has a huge impact on their state of well-being. "A robust approach to worker well-being therefore needs to include standards for physical well-being and for health and safety at work" (Budd & Spencer, 2014). Employers must care about that health of their employees. Schulte & Vainio (2010) argues that "the traditional focus of occupational safety and health (OSH) must be expanded to include an understanding

and assessment of those factors that lead to healthy, happy, and productive working lives”.

Employers must take initiatives to build a culture inside organization that is sensitive to the physical needs of the employee. The initiatives to enhance physical well-being can range from the basics of health and safety measures, i.e., offering protection from risks occurring due to accidents or poor working conditions to supporting & helping them achieve good-health, by increasing physical activity, avoiding a culture of long work hours, encouraging them to take breaks in between work, providing healthy eating options at workplaces, ensuring work does not unnecessarily impinge on good sleep and family life, and wherever possible offering them flexibility to work from home to have a better work-life balance.

Social Well-being: Variables such as social relationships and social support (Totterdell et al., 2004) and organizational and social support (Paschoal et al., 2010) have been empirically linked to well-being. According to Simone (2014), “social well-being consists of feeling embedded in meaningful communities and having satisfying short term interactions and long term relationships with others”. Spreitzer et al. (2005) further explains that, “the quality connections to others at work in a climate of trust and respect is integrally related to eudaimonic wellbeing as it enables growth and thriving”.

Baumeister and Leary (1995) suggest that, “individuals need frequent interactions in stable relationships with others that involve giving and receiving care”. Dutton and Heaphy (2003) also discussed about the concept of quality connections at work, and mentioned that “such quality connections can include both positive short-term transactions and longer term relationships with others encountered while working”. Rath and Harter (2010) reports that, “individuals are more engaged at work when their boss cares about them as a person, they have a best friend at work, and they are able to spend time at work with others whose company they enjoy”.

Grant et al. (2007) suggests that, “organizational researchers study social well-being

in terms of trust, social support, reciprocity, leader-member exchange, cooperation, coordination, and integration". It has been well established by research that individuals feel engaged at work when their leader/ seniors cares about them as a person. Social well-being in the context of work also includes satisfaction of a person with his/her peers as well as the quality of exchange relationships with leaders. Given the importance of social well-being in person's overall well-being, organizations must take initiatives to enhance social interactions, team building and social activities at workplace.

Financial Well-being: Financial wellbeing means having a sense of security with one's financial position. It is about ensuring one has enough money to meet their needs, control day-to-day expenses and having the financial freedom to make choices that allows one to enjoy a comfortable lifestyle. Goldsmith (2000) defines financial wellbeing as "financial adequacy and safety of individual or family that protects the person against economic risks such as unemployment, illness, bankruptcy, poverty and destitution in retirement". According to Rath and Harter (2010), "financial well being is about effectively managing your economic life to reduce stress and increase security". Clearly workplace plays an important role in establishing, maintaining and promoting employee's financial well-being.

Rath and Harter (2010) suggest that "low financial wellbeing has a wide range of ramifications for the employee as well as the employer. If people don't perceive their pay to be fair and equitable for the work they are doing, it can lead to disengagement and cause them to leave the organization when a better job comes along. Yet what might be even more damaging is the impact of financial worries on employees' mental and physical health. Low Financial Wellbeing can lead to stress, anxiety, insomnia, headaches, and depression".

Organizations must understand that creating fairly paid jobs is not only an important part of job design, but also equally important for ensuring financial wellbeing of employees. Jobs should be crafted in a way to ensure fair pay for fair work. There should be internal as well as external equity. Also as an initiative to increase financial

literacy amongst employees, companies must time to time organize financial workshops to impart knowledge to employees that enables them to make better decisions about how and where to spend money and how they must choose amongst various saving schemes to minimize risk and maximize returns for a safe and secure future.

Career Well-being: Rath and Harter (2010) identify five domains that comprise the overall wellbeing, and suggest that career wellbeing is probably the most important domain of all. They define career as “what you do each day and how you occupy your time. It may include home and family care, work at organization, volunteer work, community participation, school, or other activities”. And therefore career wellbeing simply refers to feeling good about the work you do. In other words, one must like what they do each day. According to them, “people usually underestimate the impact career well-being has on their overall well-being. They report that people with high Career Wellbeing are more than twice as likely to be thriving in their lives overall”.

Research also reveals that people with high career wellbeing usually do more work than others on daily basis and can continue to work for substantially longer hours without having a feeling of burn out. On the contrary, people with low career wellbeing began to feel disengaged after working 20 hours in a given week (Harter & Arora, 2009, as cited in Rath & Harter, 2010). As a result, workgroups comprised of employees having low career wellbeing are less likely to retain workers, report more incidents of workplace injury and theft.

Given the importance of career wellbeing in a person's life, it is important that organizations especially leaders should help employees fit in their work roles, provide them necessary support and mentoring, and ensure that employees have sufficient amount of control over their work. There should be opportunities for learning and development, autonomy, career progression, scope of advancement and also frequent career counseling sessions to help them succeed in their career.

Spiritual Well-being: Literature on spiritual well being includes two aspects, first

involves the relationship of a person with a higher power which is mostly based on certain system of religious beliefs, and the second aspect involves having a sense of meaning and purpose in life (Moberg & Brusek, 1978; Kama, 2000). Since in this paper we are discussing the concept of holistic development and well-being in context of work organizations, we shall be focusing on the second aspect of spiritual well-being, i.e., how work can serve as a medium for transcendence and add meaning and purpose in life.

Given the complex nature of work, level of anxiety, stress and work life imbalance that employees deal with on daily basis, concept of spirituality at workplace is picking pace. Brown (2003) suggested that, "workplace spirituality is not equal to individual spirituality, which is the transcendental spirituality upon individual specific purposes". Jurkiewicz and Giacalone (2004) define workplace spirituality as "reinforcing the employees' transcendental experience through work". They further suggest that "the values implied by the organization would allow the employees to find their workplace spirituality, and these values included benevolence, humanism, integrity, justice, mutuality, receptivity, respect, responsibility, and trust". According to Ashmos and Duchon (2000, as cited in Milliman et al., 2003), workplace spirituality can be defined as "the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community". Mitroff and Denton (1999, as cited in Milliman et al., 2003) suggests that, "workplace spirituality involves the effort to find one's ultimate purpose in life, to develop a strong connection with coworkers and other people associated with work, and to have consistency/ alignment between one's core beliefs and the values of their organization".

Work occupies a greater part of everyone's life; whatever people experience at work has deep impact on their overall well-being. It has been observed that after a point, people start questioning themselves and things they do, "What am I doing in life? What is the purpose of life? What do I get by working day and night?" etc. (Milanovich & McCune, 1996, as cited in Mohan & Uys, 2006). With age and time, people are not just satisfied with the money they earn, instead they start finding

meaning in everything they do, they want their work to add purpose and meaning to their life's.

Thus it becomes important that workplace provide mechanisms and platforms to enable employee discover purpose and meaning in life through their work and transcend to higher levels with the experiences they gain at workplace. In other words, organizations and employees must see work as a medium through which they can not only grow and succeed but also be able to contribute to society in a meaningful way. Spiritual well being enables people to integrate life values and professional values of work, and add meaning to life.

CONCLUSION

Through this paper an attempt has been made to highlight the need and importance to integrate the concept of spiritual well-being to the existing framework of workplace well-being. Need for peace, contentment, able to see meaning in day to day work, to be able to relate your work to a larger purpose in life, and able to do things that help you connect to your core and inner self is the deep rooted need of every living being. Biberman et al. (1999) states that, “on our journey through our work lives we must find ourselves and our true work”. Thus, there is need to widen the framework of workplace well-being to include spiritual well-being, to make it more meaningful and holistic.

The paper also attempts to discuss the importance of Holistic Development and Well-being of employees at workplace. Life cannot be compartmentalized; experience at work spills over non-work domains and vice-versa. Whatever happens at work has an impact on the overall development and well-being of person; since people spend maximum of their waking time at work, and work has taken a central role in people's life these days. Therefore we argue that holistic development and well-being of employees should be an important concern of organizations. And that is only possible when organizations provide ways and means to help employees develop at each level of body, mind, heart and soul. Unless organizations take all

these four aspects into consideration, holistic development and well-being cannot be achieved.

For the all round development and well-being of employees, well-being in all the spheres mentioned above, viz. financial, career, psychological/mental, physical, social and spiritual must be attained. In the extant literature, there is dearth of literature that discusses the concept of holistic development and well-being of employees, this paper is an attempt to bridge that gap with focus on holistic development, and importance of spiritual well-being in attaining overall well-being of employees.

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