



Examining The Impact of Employees' Wellbeing on Performance: A Study of International Non-Governmental Organizations KRI

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Abstract

Employee wellbeing has emerged as a compelling area of research in the fields of Human Resource Management (HRM) and organizational behavior. This study focuses on investigating the impact of employee wellbeing on job performance within International Non-Governmental Organizations (INGOs) operating in the Kurdistan Region of Iraq (KRI). The research hypothesis posits that higher levels of employee wellbeing positively influence job performance. The primary aim is to explore the correlation between employee wellbeing and job performance, employing a quantitative approach through an online survey for data collection. A total of 181 individuals employed in INGOs participated in the study. The analysis revealed a robust positive correlation between employee wellbeing and job performance, suggesting that INGOs must exert significant efforts to enhance employee wellbeing. Furthermore, several recommendations are offered for academics, INGOs, and specifically human resource departments. Additionally, recommendations for future studies in this area are presented.

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1. Introduction

Wellbeing of employee at workplace has become a popular topic for researchers around the world. In past the term of wellbeing was an indication for the individual's physical health. Thanks to the wide range of research and experiments, nowadays wellbeing term is covering wide range of aspects such as (physical, emotional, mental and social) (De Simone, 2014). Due to many reasons such as: impact of previous war, security threats, social conflicts, economic instability and most importantly unemployment high rates, wellbeing at workplace has never been seen as an interesting area for research and academic investigations. In spite of that also there is no reliable data and statistics around the number of employees working in public and private sectors particularly INGOs both in Iraq and the KRI as they play a great role in a current workforce in the country. Since 2003 several INGOs have opened their offices in Iraq and start working in different areas in the country.

According to (Francia & Gautier, 2005) in 2006 the department of Non-Governmental Organizations (NGOs) in Iraq stated that 10,000 local and INGOs were registered or waiting the approval of their registration applications in Iraq. In its last update in June 2020 the NGO coordination committees for Iraq listed 104 international organizations as its active members who are implementing their activities and projects all across Iraq and the KRI (NCCI, 2020) After 2014 the number of international organizations has increased dramatically due to the ongoing war and displacement of people. Each of those organizations have many departments including Human Resources department.

As a result of not having many professional skilled national staff with Human Resources Management (HRM) background those organizations seek to hire expatriate staff known as (international staff). One of the main tasks for those human resources manager or department is following up on the staff welfare or wellbeing and take necessary steps to ensure that procedures and tools are in place to provide sufficient support and activity to the staff regarding their wellbeing and measure the satisfaction of the staff. But unfortunately, most of the organizations do not focus on staff wellbeing. The work environment of humanitarian organizations is stressful, it can affect both staffs who are working in the field outside offices and staffs inside offices. War, poverty, hunger, lack of security, kidnapping, sexual harassment and exploitations are factors which effect staff wellbeing in fields. Burnout, office politics, long working hours, deadline pressures, stress, contract duration... etc. are other factors which effect on staff who are working in the office.

According to Price (2011) there is a long list of factors that cause stress for workers and employees including spending too much time and having too many tasks at work or surprisingly having a little work also can be a factor for an employee to be stressful. Negative state is another factor that effect health of the employees and then their performance at the work. Huczynski & Buchanan (2020) believed that "Any condition that requires an adaptive response from individual is known as stress" (p.185). Inappropriate working environment like an old office with inadequate lighting, poor ventilation, low quality office materials can be considered as physical factors that cause stress to employees (Huczynski & Buchanan, 2020). Stress which are made by management and relationships are another two factors that can affect the performance of the employee, time pressure, corruption, office politics, inequality are examples of the management factors for stress. Staff wellbeing is crucial to the organizations, Health, Safety Executives in United Kingdom estimated that, 90 million working days at a cost of £3.7 is lost due to the workload, depression, turnover and mental illness (Huczynski & Buchanan, 2020).

In most of the project budgets there is specific budget amount to staff wellbeing but most of the time these budgets used to other purposes. This paper seeks to investigate the International Humanitarian NGOs plan and agenda on improving the staff well fare and how they measure the impact of employee welfare on performance, what are the tools and surveys they are using to measure this impact. The aim of this study is to is to investigate the relation

between the wellbeing factors and performance effectiveness of the employees who are working in INGOs in the KRI.

This research will answer the following questions, “Do human resource departments of International NGOs have staff care plan and staff wellbeing policy within their employee handbook?”, “How does employee wellbeing link to the employee work performance?” And “What are the practices which promote employee wellbeing at workplace?”

In order to reach the aim of this research and answer the research questions, the following two hypothesis were set. Null Hypothesis: *The higher employee’s wellbeing has no positive impact on their job performance.* Alternate Hypothesis: *The higher employee’s wellbeing has a positive impact on their job performance.*

The structure of this study is as the following, the next section will be dedicated for a review in the literature. The methodology and the adopted tools will be presented after the literature review section. The following section will be specified for presenting the research results and findings. Afterwards, the conclusion and recommendations will be summarized in the last section.

2. Literature Review

2.1 Different Aspect of Wellbeing

Wellbeing mainly indicated as generalized feeling of happiness (Schmutte & Ryff, 1997). Happiness is also referred to a mental state of wellbeing. Individuals who got a high score in wellbeing usually consider having sunny disposition in life. Kremen & Block (1996) stated that wellbeing is human capability to watch and modify restrictions constructively.

This study examines the components that affect employee wellbeing during work. Wellbeing is the overall evaluation of one's life, as well as life satisfaction and positive affect which influence individual performance (Huang et al, 2016, p. 299). It is connected to many positive advantages in the workplace, such as less job leaving, less burnout and more productivity. It also has an impact on building more friendship and contributing to the familiarity sense, which encourages employees to not leave their job (Athota & Malik, 2019). Managers at workplace are responsible to take care of their employee's wellbeing (Dewe, O’Driscoll, & Cooper, 2012).

The environment at the office has a great impact in producing employee's wellbeing, and companies and organizations have to be flexible in creating an environment that supports their employees to balance between their work and personal life. Online engagement, either positive or negative, can also have a negative impact on wellbeing. Organizations driven by profit making are less likely to focus on the efforts for employee's wellbeing because most of their energies are set into increasing financial benefits (Athota & Malik, 2019). Despite the evidence that the productivity at workplace is impacted by the employee wellbeing, the existing resources and studies do not provide the information on the connection between wellbeing and innovation. However, chaotic office environment negatively impacts the innovation (Walker, 2008).

2.2 Wellbeing Measurement in the Workplace

For a half century, research has been conducted on the wellbeing at workplace (Arthur & Harold, 1951). There are several approaches to examine job-related wellbeing, such as one single question asking employees about the level of satisfaction they feel within their job and other questions asking about the satisfaction of other scopes such as social life and family times. Additionally, multiple question methods are used to examine the satisfaction at different parts of work environment such as the amount of payment an employee receives, their communications and connections with their line manager and colleagues, and the capacity building opportunities (Wanous, Reichers, & Hudy, 1997). The level of satisfaction that is used in the questionnaire has five to seven level scales from 'Strongly satisfied' to

'Strongly dissatisfied', with a mid-point categorized 'Neither satisfied nor dissatisfied'. Practical studies have attempted to apply the range of measures for the main feelings, such as the Positive and Negative Affect Schedule (PANAS) which has 10 positive expressions and 10 negative expressions (Watson, Clark, & Tellegen, 1988).

Other measurements have attempted to cover all four quadrants and pursue the circumplex more in detail, such as Warr et al (2013) Multi- Affect Indicator which has 16 substances, 4 substances for each quadrant, and a score on a scale from 1 to 7 based on how usually the respondent had felt them over past seven days. Studies have shown that the eudemonic method to wellbeing is more useful for practical studies than the approaches that focus just on the activation or pleasure. However, it has not been used widely in studies related to the organizational environments, as it is difficult to define organizational environment from other terms such as engagement at work and organizational adherence (Warr et al, 2013). To address this, different measurement methods have been developed. Porath et al (2012) characterized a measurement which is related to the developing at work in terms of importance and getting knowledge.

May, Gilson, & Harter (2004) asked respondents to give 1 to 5 scores scale for the 6 selections like "My job activities are personally meaningful to me" and "I feel that the work I do on this job is worthwhile". Ryff & Keyes (1995) developed the Ryff scale of psychological wellbeing, but this measurement method does not directly focus on the individual's wellbeing linked to the job.

The Warwick-Edinburgh Mental Wellbeing measurement is a measure of wellbeing that uses hedonic and eudemonic methods. It asks the interviewee how frequently they have experienced "optimistic about the future", "useful", "relaxed" and other items based on a five marks scale between "None of the time" to "All of the time" (Tennant et al., 2007). One of the limitations of this measurement is that it focuses on the positive sides in the Positive and Negative Affect Schedule methods and does not cover all dimensions of it (Xanthopoulou, Bakker, & Ilies, 2012). All wellbeing measurements are attempting to explain employees feeling and work behavior for a specific period of time and assume the nature of that feeling to be the same in similar period. Warr & Ilke (2012) note that researchers in the field of wellbeing use different variety of questions to get intense and frequent responses.

2.3 Factors Impact Wellbeing in the Workplace

Wellbeing in at the workplace is affected by both individual characteristics and work environment. As a result, the employee is anticipated to possess rich wellbeing during his/her work if their work has elements that are basically eligible also if their personal attributes and mental health promote the existence of high wellbeing. Organizations have the chance to encourage the wellbeing of their staff by the methods and styles they design their activities and tasks. Employee's wellbeing during the job is affected by both employee's attributes and the traits of their job and the organization in which they are working for (Dewe, O'Driscoll, & Cooper, 2012). The linkage between individual's attributes and wellbeing are well documented in the modern literatures and it will be argued in the below parts. Personality can have a great role on influencing the wellbeing as well. Athota & Malik (2019) stated that "Personality is a dynamic organization of individual behaviors, thinking and emotional patterns based on biological and environmental factors" (p.7). In the academic and business communities, the main five personality types are approved. The personality types consist of Extraversion, Agreeableness, Openness to experience, Conscientiousness, and Neuroticism. The personality characteristic is directly impacted by the biological and surrounding environment. It has been suggested that individuals are having more stable personality characteristic across time (Athota & Malik, 2019).

2.4 Job Performance

Employee performance is of high importance for both organizations and employees, as it can be a reason for satisfaction, feeling of success and proficiency (Kanfer & Ackerman, 2005). Shields (2007) proposes an open system model of human resource management to conceptualize job performance as a system that contains three main parts: inputs, processes and outcomes. Job Performance is not an individual phenomenon but consists of group and organizational extent. It can be seen as having three horizontal (or sequential) dimensions and three vertical (or scalar) dimensions. At the organizational scale, inputs include the collective know-how, productive capacities, cultural values and work attitudes of the entire workforce, processes include cooperation, creativity and customer focus, and results include corporate profitability, market share and customer satisfaction. All of these vertical dimensions fall within the ambit of performance and performance management (Van Scotter, Motowidlo, & Cross, 2000). Figure 1 illustrate this.

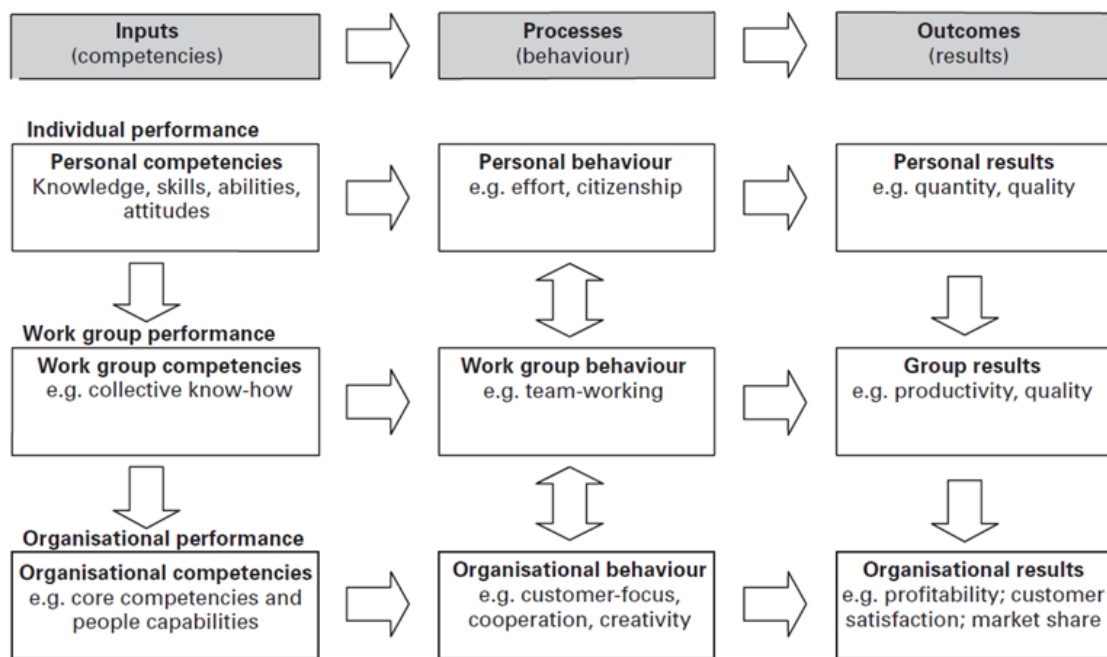


Figure 1: What is performance? Adapted from (Managing Employee Performance and Reward - Concepts, Practices, Strategies., 2007, p. 21) by Shields John

The concept and definition of employee job performance has been an area of focus for the past 15 to 20 years (Roe, 1999). The behavioral characteristic touch on what employee do during the work, the action itself (Campbell, Gasser, & Oswald, 1996). Performance surrounds specific behavior (e.g., marketing talk with a customer, teaching mathematics to college students, designing a website, and packaging of a product). There are three fundamental distinctions between contextual and task performance: contextual performance activities are comparable for almost all jobs, whereas task performance is job specific; task performance is predicted mainly by ability, whereas contextual performance is mainly predicted by motivation and personality (Barling & Cooper, 2008). Additionally, performance has to be differentiated from effectiveness and from productivity or efficiency (Pritchard, 1992). Effectiveness is the assessment of the outcome of performance, while productivity is the ration of effectiveness to the price of accomplishing the result.

2.5 Performance Measurement

Employee job performance is an important part of the workplace, and various measurements have been used to measure it (Campbell, Gasser, & Oswald, 1996).

Performance scaling (e.g., peer feedback and manager assessment) is the most used method, but standard statistical benchmarks like sales numbers and product manufacturing records are not ideal. Van Scotter, Motowidlo, & Cross (2000) suggested that manager assessment should be different from assessment of task accomplishment, integrate rating of contextual performance and that the impact of contextual performance on organizational performance and accomplishment are at least as important as of task performance. Viswesvaran, Schmidt, & Ones (2006) believes that there is one significant characteristic in evaluating of employee job performance which can be determined by meta-analytic framework. However, using a mix measure of different performance methods seems to be unsuccessful for many organizations and it just can be true in theoretical context not actual working place (Shields, 2007).

2.6 Effect of the Wellbeing on the Performance of Employees

There are plentiful studies that wellbeing is positively connected and linked to the work performance. Lyubomirsky & King (2005) conducted a statistical analysis for various studies data and experimental studies as well which investigated the linkage between measures of positive impact such as Positive and Negative Affect Schedule scale and job-related results, with these results extending the self-reported job performance reports and line manager performance evaluations.

Lyubomirsky & King (2005) review included 19 different studies, among which they discovered a medium linkage coefficient of +0.20. Compared to a similar study by Judge et al (2001) that included 254 research papers in which they reached a medium linkage coefficient of +0.30.

In such representation analysis, some have doubts regarding the direction of the bases and might have concerns about how most of studied just examine one direction of the relationship between the wellbeing and employee's performance when usually the focus is on how wellbeing impacts the job performance not the other way around. To explain that causal relationship is happening, at the beginning it is required that the data of events should be collected in the ordered manner. Lyubomirsky & King (2005) analyzed the data of the events in ordered manner which consisted of 11 studies, in which a strong wellbeing was discovered that go before better job performance.

In this study the medium correlation over the research was lower, but however it was positive 0.05. Another study by Staw, Sutton, & Pelled (1994) investigated around 270 individuals for a period of 18 months and discovered that the employees who felt more positively toward their job-related impacts from the beginning were achieved higher scores in their annual performance evaluations for those 18 months it happened after they could have better control on their individual traits. Zelenski, Murphy, & Jenkins (2008) have a recent study which was included 75 executive managers showed that the managers who have better positivity understanding in their job are more likely to have a better self-reported performance.

Direct random correspondence of an impact caused by wellbeing to performance at job can be investigated by arousing stronger feeling of wellbeing between sample of employees and track their wellbeing with any changes happen in their daily work at the organization.

This approach might be challenging to get it in the real organizational environment, but these situations have been developed in a planned empirical study. In a new research work by Oswald, Proto & Sgroi (2015) who performed four integral empirical experiments and all of them indicated that the wellbeing level had an impact on the job performance. For the two of the experiments, two group of students have been targeted for the experiments, experimental group who have been given a comedy clip to watch and a control group who didn't see the video. Later both groups went through a mathematical test in which they were paid for any answers the answered correctly.

The treatment group who has watched the comedy clip had the better result and productivity in the first test compared to the control group who have not seen the comedy clip. This test has been repeated several times and each times a new group of students were allowed to watch the video, along the test the higher level of wellbeing have been seen and recorded among the student which in the result the students could achieve higher score from the tests. In the third experiment instead of the comedy clip, the students had been given snacks, chocolates and fruits and similarly students showed a positive wellbeing and a high score in the test. But in the fourth experiment the team tried to make students remember a tragedy or grief in their life and then do the test, it has been discovered that the students didn't perform well in the test compared to the other experiments. This study provides clear evidence on the linkage between the wellbeing and the productivity, but to apply this result on a general situation of workplace still need more research and experiments (Warr & Ilke, 2012). The several studies which have been discussed above shown the fundamental evidence that there is a positive correlation between wellbeing and performance at workplace, and also, they indicated that that wellbeing can have impact on the employee's performance, how this effect can be described? (Oswald, Proto, & Sgroi, 2015).

Three directions of this impact exist, first one is through the standard impact on the individual's conscious mental and cognitive procedure. Second direction is due to the perspective and attitude towards the tasks at the workplace. The last direction which usually is occurring over a long time period is the impact of the wellbeing on the individual physiology and body health. All the three mentioned directions contribute to increase the quality and standards of endeavor and by this a higher level of wellbeing will be achieved.

2.7 Non-Governmental Organizations

The Non-Governmental Organization "NGO" phrase is used in both an expansive and precise sense. It is defined as a structure of non-state organizations that may or may not make a profit (Lewis & Kanji, 2009). There is no single broadly common term for what an INGO are composed, but they are usually defined as a large group of people that self-proclaimed to advocate or serve specific aim and purpose. Some describe them as chief actors of changing and challenging global policies and governments while others define them as unelected groups that reduce the authorities of states. INGOs are seen as the perceived alternatives for the politics (Lang, 2013).

The 'NGO' phrase has been used since 1945 when the United Nations (UN) decided to make a difference between governmental bodies and representatives with the non-governmental agencies (Yaziji & Doh, 2009). NGOs are organizations concerned with the promotion of social, political or economic change, usually associated with the concept of development (Lewis & Kanji, 2009). However, understanding and discussing the phenomenon of INGOs is still challenge due to its diversity in types, mandate of work, geographic locations and many other factors. Lewis & Kanji (2009) mentioned that NGOs play different roles and take very different shapes and forms within and across different country contexts. An NGO is normally characterized in the literature as an independent organization that is neither run by government nor driven by the profit motive like private sector businesses.

3. Methodology

3.1 Methodological Approach

The methodological approach for this study is mainly quantitative method and based on survey design (Saunders, Lewis, & Thornhill, 2016). Leavy (2017) defines quantitative research method as following "Quantitative research values breadth, statistical descriptions, and generalizability". Quantitative approaches to research rely on deductive designs aimed at refuting or building evidence in favor of specific theories and hypotheses. For this study, a

deductive approach has been used to examine the research questions and testing hypothesis. Quantitative research approach is seeking to assess the correlation between two variables. This study seeks to examine the impact of wellbeing on employee's performance at workplace. A single data collection technique is used for the research, an online survey questionnaire (Saunders, Lewis, & Thornhill, 2016). The researcher has chosen the cross-sectional approach for the time horizon of the study, as it is easier to explain how different factors are connected to each other. Due to the nature of the research questions and hypothesis, the limited time and resources, it has been decided to utilize "survey" as the main strategy of this research.

As for the population, this research has identified the employee who are currently working with INGOs inside KRI Leavy (2017). In this research the sample consisted of the individuals who are working for the INGOs sector the KRI. An online survey was used and shared on many social media platforms such as Twitter and LinkedIn.

This research has used the non-probability technique with the convenience sampling to identify samples (Leavy, 2017). The volunteer sampling with snowball sampling and self-selection categories were used as the main sampling technique.

For this purpose, an online survey was developed to collect necessary data. The questionnaire consisted of four main sections, one of which was demographic questions. Section two consisted of eight questions and were related to the human resources aspect. The third section was adapted from the World Health Organization Health and Performance Questionnaire (HPQ) (2002) with necessary amendments. The fourth section was adapted from a TINYpulse website platform and was related to employee wellbeing and performance. For testing, the survey questionnaire was shared with three UKH alumni who are working with different INGO for their review and feedback.

Further, this research has used the survey method as the primary source for data collection such as KoBoToolbox which was developed by the Harvard Humanitarian Initiative. It is an online open source for data collection and analysis.

3.2 Data Analysis

For the data analysis, two software programs were used, in particular, Excel and SPSS, for processing and analyzing the collected data. The collected data from the research has been extracted as an excel format from the online Kobo platform. Further, COUNTIFS has been used to determine the result value of each question, and advanced features such as pivot table have been used to compare the collected data. This research has also used SPSS analysis mainly for analyzing the data. Moreover, reliability, correlation coefficient and compute variables methods have been used. In terms of the reliability analysis, the research has utilized the Cronbach's alpha measurement (Laerd Statistics, 2018).

To measure the correlation between variables, Pearson's correlation coefficient was used. In order to prepare the data for this analysis test, it was necessary to make some modifications to the data in SPSS. In respect to variables, four different variables were determined specifically employee's wellbeing as the independent variable, while job performance, low job performance, and productivity as the independent variables.

4. Discussions and Analysis of the Results

This study set out with the aim of assessing the importance of employee's wellbeing on job performance in three different questions. In this section each research question will be discussed based on the survey's findings. Further, the research hypothesis will be discussed as well using SPSS which was also used for finding the correlation between the independent and dependent variables.

4.1 Discussion of Research Question 1

Do human resource departments of International NGOs have staff care plan and staff wellbeing policy within their employee handbook?

Employee's handbook is an essential document and resource for each employee whose working for an organization. Mainly human resource department is responsible for disseminating this document and explain it for the employees. The handbook contains information regarding (core policies, guidelines, procedures, practices, and benefits) of that organization. Staff wellbeing and staff care usually should be one of the major sections of that document. In that document the responsibilities of staff, senior management and human resource department clearly should be explained in order to have a systematic mechanism for the staff wellbeing inside the workplace. In the survey which has been disseminated among INGO workers in KRI, 61% of the respondents stated that their employee handbook contains a section about wellbeing while 19% reported that wellbeing and staff care is not a part of their employee handbook, while 20% didn't know if that section is included in their employee handbook or not. This finding is concerning, because either the employees didn't read their employee handbook, or this element is not part of their handbook. If No and Don't know responses combined, it shows that 39% of the respondents are not aware of the official obligation of their organizations and their responsibilities toward wellbeing.

As it has been shown from the collected data, the majority of those respondent who stated that they don't have wellbeing section in their employee handbook also stated that their organization does not have a wellbeing or staff care specialist and again they believe their organization can do better when it comes to staff care and wellbeing. One of the reasons that can be concluded for that high number of INGO workers who believe that their human resources department can do better is from the result of other questions in this section, for instance 52% of the respondents said that their human resources department didn't provide any mental health support or services also 74% reported that their organization didn't provide any seminars on healthy eating, sleeping and psychoeducation. It can be seen from the findings that many of human resources departments within the INGOs don't have staff care and wellbeing plan for their staff.

4.1.1 Discussion

It was not surprising that many of the employees are not aware of their organization's obligation toward the wellbeing. Also, it was expected that most of the employees would not know if their employee handbook had a section for the staff wellbeing or not. This aspect has previously been highlighted in which the author believed that employees at workplace don't, seriously, read the formal and official documents (De Simone, 2014). The reason associated with this viewpoint is that employees don't consider wellbeing as a crucial factor at workplace. More investigation is needed in this area especially by the human resource specialists.

4.2 Research Question 2

How does employee wellbeing link to the employee work performance?

4.2.1 Reliability

To answer this question, which is the focus of the study, two hypotheses have been set. The null hypothesis was (The higher employee wellbeing has no positive impact on their job performance), and the alternate hypothesis was (The higher employee wellbeing has a positive impact on their job performance). To articulate the null hypothesis and to decide if the null hypothesis will be confirmed or refuted.

To determine the employee wellbeing as one variable by using SPSS, several procedures have been done. Firstly, sixteen questions form the questionnaire have been compiled into one variable by using the compute variable command. Prior to the compilation of the questions for the wellbeing variable, reliability or internal consistency test for those questions has been done. By using SPSS and utilizing Cronbach's Alpha for the reliability test the below result has been achieved for the wellbeing question items.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.790	.806	16

Table 1: Reliability Test 1

It is shown from the above table that the reliability test value for the internal consistency of the wellbeing question items is 0.790 which is a very high rate for the reliability, and it indicates that the answer scale for questions were very related and associated to each other and another reason is that sixteen items have been assessed which makes the test more accurate. In order to do the same procedures for the low job performance, five questions have been processed through Cronbach's Alpha reliability test in which the result was as below,

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.699	.705	5

Table 2: Reliability Test 2

It is depicted that the reliability test value for the internal consistency of the low job performance question items is 0.699 which is an acceptable rate for the reliability, and it indicates that the answer scale for questions were related and associated to each other. One of the reasons that the reliability test result for this variable was lower than the employee wellbeing is that the test has been done for the five items and the reliability accuracy is positively correlate to the number of items assessed which is the that fewer number of items will bring the lower test value. In the following step all wellbeing and low job performance questions has been compiled into two variables (independent and dependent) in order to be ready for the correlation test.

4.2.2 Correlation

- *Correlation between employee wellbeing and high job performance.*

To determine correlation between these two variables two correlation tests have been conducted. First correlation test was between the overall employee wellbeing and the overall job performance. The correlation rate between these two variables is in the below table:

Correlations			
		Overall Wellbeing	Overall Performance
Overall Wellbeing	Pearson Correlation	1	.195**
	Sig. (2-tailed)		.009
	N	181	181
Overall Performance	Pearson Correlation	.195**	1
	Sig. (2-tailed)	.009	
	N	181	181

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3: Correlation Test 1

The table above shows that there is a significant positive correlation between the overall wellbeing and the overall job performances. This correlation value means that high employee wellbeing will result in high employee job performance. The second correlation test was between the overall employee wellbeing and the productivity at workplace. The correlation rate for between these two variables is shown in the below table,

Correlations			
		Productivity	Overall Wellbeing
Overall Wellbeing	Pearson Correlation	1	.315**
	Sig. (2-tailed)		.000
	N	181	181
Productivity	Pearson Correlation	.315**	1
	Sig. (2-tailed)	.000	
	N	181	181

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4: Correlation Test 2

It is depicted that there is a significant positive correlation between the overall wellbeing and the productivity at the workplace. This correlation value means that high employee wellbeing will result in high employee productivity at the workplace.

- *Correlation between employee wellbeing and low job performance.*

To determine correlation between these two variables a correlation tests has been conducted between the overall employee wellbeing and the overall low job performance.

Correlations			
		Low Job Performance	Overall Wellbeing
Overall Wellbeing	Pearson Correlation	1	-.209**
	Sig. (2-tailed)		.005
	N	181	181
Low Job Performance	Pearson Correlation	-.209**	1
	Sig. (2-tailed)	.005	
	N	181	181

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5: Correlation Test 3

The above table shows that there is a significant negative correlation between the overall wellbeing and the low employee job performance. This correlation value means that low employee wellbeing will result in low employee job performance at the workplace.

4.2.3 Regression

The final analysis that had been conducted for the data was linear regression. First to determine the validity of the test, the P-plot as shown in the Figure 10 has been checked. The data plots shown in the graph were in a linear shape and there was not any significant outlier. This indicated the reliability of the test for further analysis.

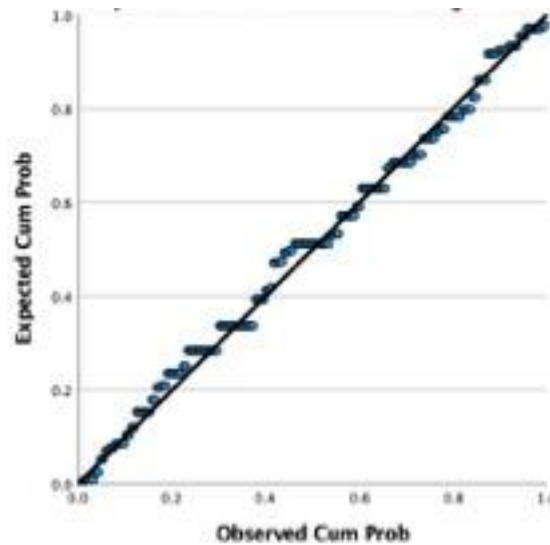


Figure 1: Regression Test 2

The ANOVA analysis of the test showed that the p-value significant is smaller than 0.001 which means the data set used for the analysis is statistically significant.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.595	2	1.797	10.377	<.001 ^b
	Residual	30.830	178	.173		
	Total	34.424	180			

Table 6: Regression Test 2

Finally, the R Square of the variables have been determined which shows the value of 10.4%. It is true that this percentage is not high value for the regression analysis and prediction but since the area of investigation is related to the behaviors of human, they achieved value considered as the significant value. The result of the regression analysis indicates that there is a positive relation between the wellbeing

and employee job performance. Based on the analysis it is predicted that experiencing better wellbeing will achieve higher job performance at workplace.

Model	R	R Square
1	.323 ^a	.104

Table 7: Regression Test 3

Based on the above correlation and regression test results, it was concluded that the *alternate hypothesis* that predicted *the higher employee's wellbeing has a positive impact on their job performance* was accepted.

4.2.4 Discussion

This research question was the main area of the subject under investigation. It was expected that findings will illustrate a positive correlation and relation between wellbeing and job performance. Huang et al, (2016) discussed that individual wellbeing has a direct impact on job performance at the workplace. Although, many areas around this topics requires further study and research, because existng resources still have not put all the factors and dimensions of the wellbeing and job performance together, unders investigation.

4.3 Research Question 3

What are the practices which promote employee wellbeing at workplace?

Organizations can promote their employee wellbeing with numerous activities and practices. Promoting employee's wellbeing will not just have positive impact on the employee. It has been demonstrated that wellbeing of the employee has effect on the overall organizational performance. The results have shown that the majority of organization didn't provide any convenient activity, initiative or practices that contribute to the enhanced employee wellbeing.

For this, the research survey had three questions to identify the practices and initiatives that has been provided and implemented by the organizations in order to help employees with their wellbeing. The questions were about if the organizations provided any mental health support or services; did they provide any seminars on healthy eating and sleeping and psychoeducation; and lastly to explore if the respondents have any entertainment areas at workplace, for example, gym, relaxation on bean bags, taking a nap or any other initiatives similar to that inside the office. The data comparison for those question have shown that, most organizations had not provided any of the mentioned activities for their staff. At least 79% of the respondents claimed that their workplace doesn't have a place for relaxation and rest. To answer the research question, the survey included a question so that the respondents to select maximum three activities and practices that (they personally believe) can promote wellbeing at the workplace. The table below shows the most preferred initiatives by respondents.

Activity	Frequency	Percentage
Out of office activities	78	43%
Implement flexible hours	62	34%
Bonus	58	32%
Staff care advisor	52	29%
Health Insurance	51	28%

Provide mental health awareness discussions	46	25%
Schedule a happy hour	44	24%
Provide a space for relaxation	44	24%
Team retreat	42	23%
Comfort zone	36	20%
Limit overwork	34	19%
More annual leave	24	13%

Table 8: Workplace Initiatives

The above table depicted that activities out of office are the most desired initiatives that (the respondents believe) can promote employee wellbeing. This result can be connected to the question that asked the respondents if they have participated in any out of office activity which was arranged by their organization in the past six-months. The answers reported that only 44% of them have participated in such activities. Implementing flexible hours is the second most preferred method by the respondents for the organizations to support and promote their wellbeing. Interestingly more annual leave is the least preferred practice in perspective of respondents for promoting employee wellbeing.

4.3.1 Discussion

This research question aimed to determine best practices of the promoting staff care and wellbeing from the employee's perspective. It was surprising that out of office activities had the highest rate among other practices. Usually, it has been believed that higher salary rate or other benefits would encourage employees and they can cause higher job performance, as stated by Judge et al, (2001). The findings showed that, organizations should pay more attention to their approaches for staff care and wellbeing.

5. Conclusions and Recommendations

5.1 Conclusions

Employee wellbeing has gained significant attention in HRM research. Researchers are now focusing on understanding how employee wellbeing affects job performance and the overall workplace environment. However, in the KRI, there is a lack of research on the wellbeing of staff in INGOs. This is primarily due to factors such as limited data availability and weak relationships between universities, research institutes, and INGOs. As a result, there is insufficient research on the wellbeing of staff working in INGOs in the KRI.

This study aimed to investigate the relationship between employee wellbeing and performance in the context of INGOs operating in the KRI. The research specifically focused on employees working in INGOs in the KRI, where numerous INGOs have established offices since 1991. These organizations primarily operate in humanitarian and emergency contexts, which can significantly impact the wellbeing of their employees. However, there is a lack of available data and information in this area, partly due to the short-term employment of expatriate staff, often comprising the senior management teams of these organizations.

The absence of long-term contracts for national employees further complicates the investigation of topics related to management within INGOs. Consequently, there is a notable gap in knowledge regarding the impact of employee wellbeing on job

performance within the INGO context. Recognizing this gap, this research specifically focuses on the KRI as an area of study. The primary objective of this research is to examine the relationship between employee wellbeing and performance, aiming to determine whether a connection exists between the two.

This research also conducted a comprehensive review of existing literature related to wellbeing, job performance, and the work of INGOs. The literature discussions revealed that wellbeing encompasses a broader scope than mere happiness, as it is intricately linked to human psychology. Moreover, researchers from various disciplines such as economics, sociology, and human resource management have shown a growing interest in studying employee wellbeing. The literature review highlighted that both individual characteristics and the work environment can influence wellbeing. Numerous previous academic studies have consistently demonstrated a positive and direct correlation between employee wellbeing and job performance in the workplace.

This research employed a quantitative approach as the primary method for data collection. A comprehensive questionnaire was developed to gather sufficient data on the respondents' wellbeing status and job performance levels. The questionnaire was designed as a self-reported survey, divided into three main sections. The first section focused on gathering demographic information from the respondents. The second section comprised questions aimed at assessing the efforts made by the organization and the human resource department in terms of staff care and employee wellbeing. The third section was dedicated to measuring wellbeing and burnout. It included questions designed to evaluate the respondents' wellbeing from four different aspects, with a few additional questions related to burnout. The fourth and final section aimed to assess the employees' general work performance from both positive and negative perspectives.

The survey was distributed to INGO workers in four governorates in the Kurdistan Region of Iraq (KRI) through the online platform Kobo ToolBox. Once the data was collected, it underwent a thorough process of data cleaning and analysis. The data was initially coded, facilitating a systematic analysis to assess the reliability of the questionnaire and examine the correlations between the research variables. To conduct this analysis, the researcher utilized SPSS software. Initially, the reliability of the questionnaire was calculated, followed by the examination of correlations between the independent and dependent variables of the research.

The analyzed data provided the researcher with comprehensive information to address the research questions. Regarding the presence of a section dedicated to staff care and wellbeing in employee handbooks, the findings indicated that 61% of the respondents reported their employee handbooks included such a section. On the other hand, 86% of the respondents stated that their employee handbooks lacked a section specifically addressing staff care. The employee handbook is a crucial document for any well-organized organization, as it serves as a primary resource for human resources matters. Hence, it is essential for this document to incorporate a section dedicated to staff care and wellbeing. Additionally, the data revealed that the organizations surveyed did not have a dedicated staff care and wellbeing advisor or specialist. To test the research hypotheses, a correlation analysis was conducted to examine the relationship between employee wellbeing and job performance.

The findings revealed a significant positive correlation between employee wellbeing and job performance, indicating that higher levels of employee wellbeing are associated with better job performance. Another correlation analysis was conducted to examine the relationship between employee wellbeing and low job performance, which showed a negative correlation. These results confirm the

reliability of the survey questionnaire and provide evidence to reject the null hypothesis that *higher employee wellbeing has no positive impact on job performance*, supporting the alternative hypothesis that *higher employee wellbeing does have a positive impact on job performance*. Furthermore, the collected data provided valuable insights into practices that organizations can adopt to promote employee wellbeing. The results indicated that out-of-office activities were the most preferred practice among the respondents for promoting wellbeing. This information offers practical suggestions for organizations seeking to enhance the wellbeing of their employees.

5.2 Recommendations

Based on the research findings, the following recommendations are provided for different stakeholders:

- **Academics:** Researchers specializing in HRM should focus on employee wellbeing and its impact on employees and organizational behavior, addressing the existing gap in academic research. It is important to explore whether similar studies have been conducted in Kurdish or Arabic languages. Collaboration between academics and HR management teams in INGOs should be encouraged to enrich academic papers and enhance staff care and wellbeing practices. Additionally, academic researchers should critically review studies like this one to identify areas for improvement and guide future research.
- **INGOs:** Organizations should review their employee handbooks and include a specific section on staff care and employee wellbeing, clearly defining the roles and responsibilities of both employees and employers. Existing sections in handbooks should be reinforced through orientation sessions to remind staff of the importance of wellbeing. If feasible, hiring a wellbeing and staff care specialist or advisor can help identify gaps and promote wellbeing systematically. This specialist can offer training and regular sessions to ensure that wellbeing standards are understood and followed. Organizations should also engage in discussions with staff to establish dedicated areas for relaxation and rest. Moreover, INGOs should simplify procedures and provide official approvals to facilitate research and data collection by researchers and academics.
- **Human Resource Management Staff:** Human resource departments should prioritize staff care and wellbeing and take a leading role in fostering a positive work environment. It is recommended that HR staff possess advanced knowledge in staff care and wellbeing. With support from staff care specialists and the headquarters' HR department, internal surveys should be developed to gather feedback from employees on organizational practices related to staff care. These surveys can be conducted semi-annually, and the findings should be shared with senior management for review and improvement of existing practices.
- **Future Studies:** Future research should focus on similar topics related to employee wellbeing in the investigated area. Using mixed-method approaches can provide in-depth analysis and explore additional factors not covered in this study. Consideration should be given to larger sample sizes to ensure more accurate data regarding the investigated problems. Qualitative research and data collection can be enhanced through Key Informant Interviews (KII) with HR departments and senior management teams. Future studies should critically assess the tools and forms used by INGOs to measure employees' job performance and wellbeing.

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كاريگه ريبى خوشگوزهرانيى فهريمانبه ران له سه ر ئه داي كار كردن: ليكۆلينه وهه يه كي پياگه رانييه له ديدگاي فهريمانبه ران له ريكخراوه ناحكوميه نيوده وه له تيبه كان له هه رييمى كوردستاني عيراق

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پوخته

خوشگوزهرانيى كارمه ندان بووه ته بواريكى سه رنجراكيش بو تويزه راني بواره كانى به ريوه بردن سه رچاوه مرؤيبه كان و رهفتارى ريكخراوه يى. ئه م تويزينه وهه به دواداچوون بو كاريگه ريبى خوشگوزهرانيى كارمه ندان له سه ر ئه داي كار له ناو ريكخراوه ناحكوميه نيوده وه له تيبه كان له هه رييمى كوردستاني عيراقدا ده كات. گريمانه ي تويزينه وهه كه ئه وهه به باشتريوونى خوشگوزهرانيى كارمه ندان كاريگه رى ئه ريئى له سه ر ئه داي كاره كانيان ده بيت. ئامانجى تويزينه وهه كه ليكۆلينه وهه به له په يوه ندى ئيوان باشوونى كارمه ندان و ئه داي كاره كانيان. بو ئه م مه به سه ته تويزينه وهه كه شيوازي چه ندايه تى به كاره پيناوه به تايه تى به كاره پيناوى رييازي كۆردينه وه ي زانباريه كانى راپرسى له ريگاي ئۆنلاين. زانباريه كان له ١٨١ كه س كۆراونه ته وه كه له ريكخراوه ناحكوميه كان له ناو هه رييمى كوردستاندا كارده كن. شيكاري و ده ره نجامه كان ده ريانخست كه په يوه ندى به ريئى به هيز له ئيوان خوشگوزهرانيى كارمه ندان و ئه داي كاره كه پدا هه به. ئه نجامه كان ئه وه پيشان ده دن كه بو به رزكردنه وه ي خوشگوزهرانيى كارمه ندان، ريكخراوه ناحكوميه كان پيويسته كاريكى زور بكن بو ئه وه ي ئه مه بو كارمه نده كانيان فه راهم بكن. له كوتايى تويزينه وهه كه دا چه ند پيشناريك بو ئه كاديميه كان و ستافى به شي سه رچاوه مرؤيبه كانى ريكخراوه ناحكوميه كان پيشنار كراوه. جگه له وه ش پيشناره كان بو تويزينه وهه كانى داها توه خراوه ته روو.

وشه سه ره كيبه كان: خوشگوزهرانيى كارمه ندان؛ پيوانه كردن ئه داي كار كردن؛ ريكخراوه ناحكوميه ناوخوييه كان؛ ريكخراوه ناحكوميه نيوده وه له تيبه كان؛ هه رييمى كوردستان.

أثر رفاهية الموظفين على الأداء: دراسة استطلاعية لآراء الموظفين في المنظمات الدولية غير الحكومية في إقليم كردستان العراق

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الملخص

أصبحت رفاهية الموظف مجالاً مثيراً للاهتمام للباحثين في مجالات إدارة الموارد البشرية والسلوك التنظيمي. تبحث هذه الدراسة تأثير رفاهية الموظف على الأداء الوظيفي في المنظمات الدولية غير الحكومية في إقليم كردستان العراق. فرضية البحث هي أن رفاهية الموظف الأعلى لها تأثير إيجابي على أدائهم الوظيفي. اما الهدف هو التحقيق في العلاقة بين رفاهية الموظف والأداء الوظيفي. لهذا الغرض، تم استخدام الأسلوب الكمي مع نهج جمع البيانات عن طريق استبيان تم اعدادها لهذا الغرض، عبر الإنترنت. و قد تم جمع البيانات من ١٨١ فرداً يعملون في المنظمات الدولية غير الحكومية داخل إقليم كردستان. النتيجة النهائية للتحليل أظهرت أن هناك علاقة إيجابية قوية بين رفاهية الموظف والأداء الوظيفي. كذلك تشير النتائج إلى أنه من أجل تعزيز رفاهية الموظفين، يتوجب على تلك المنظمات العمل بجد لتحقيق ذلك. في النهاية، تقترح هذه الدراسة عدة توصيات للأكاديميين وموظفي أقسام الموارد البشرية في المنظمات الدولية غير الحكومية. بالإضافة إلى ذلك، تم تقديم توصيات للدراسات المستقبلية للباحثين.

الكلمات الأساسية: رفاهية الموظف؛ مقياس الاداء؛ المنظمات غير الحكومية؛ المنظمات الدولية غير الحكومية؛ إقليم كردستان.