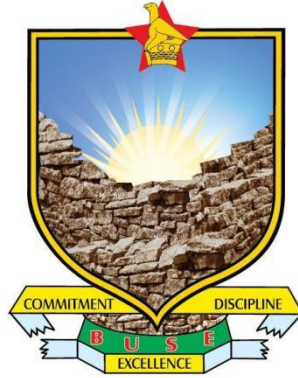


BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

**Bindura University
of Science Education**



DEPARTMENT OF HUMAN CAPITAL MANAGEMENT

TOPIC

**AN ANALYSIS ON THE EFFECTIVENESS OF EMPLOYEE WELL-BEING
PROGRAMS IN ENHANCING EMPLOYEE SATISFACTION AT PANELLINK
MANUFACTURING**

BY

CHARLOTTER KURWAKUMIRE B210470B

SUPERVISOR: MR MACHEKECHE

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE BACHELOR OF COMMERCE HUMAN CAPITAL
MANAGEMENT (HCM) OF BINDURA UNIVERSITY.**

MAY, 2025

RELEASE FORM

Registration Number: B210470B

Dissertation Title: AN ANALYSIS OF EMPLOYEE WELL-BEING PROGRAMS IN
ENHANCING EMPLOYEE SATISFACTION

Year granted: 2024

Home Address: 409 BENN ROAD CHICAGO KWEKWE

Email: kurwakumirecharlotte32@gmail.com

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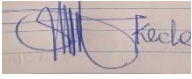
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ABSTRACT

This research analyzed the impact of employee well-being programs on employee satisfaction using Panellink Manufacturing as a case study. In an environment where employee turnover was alarmingly high and morale distressingly low, the study examined how structured wellness interventions could alter the productivity, morale, and retention of employees. A mixed-methods approach involving questionnaires and interviews was employed to gather both qualitative and quantitative data from employees and managers. The findings revealed that initiatives such as mental health support, professional development, and retirement savings plans can significantly improve employee engagement, job satisfaction, and reduced turnover. However, challenges such as lack of managerial support, limited resources, and ineffective communication structures were notable barriers. The research underscores the importance of implementing comprehensive well-being programs as a strategic tool for enhancing employee satisfaction and organizational performance.

ACKNOWLEDGEMENT

I would like to extend my heartfelt gratitude to my supervisor, whose guidance and insight shaped the quality and direction of this research. Special thanks to the management and staff at Panellink Manufacturing for their cooperation and participation. To my family and friends, your emotional and financial support made this journey possible. Thank you all for standing by me.

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CHAPTER ONE

THE PROBLEM AND ITS SETTING

Introduction

The thrust of the study is to analyse the effectiveness of employee well-being programs in enhancing employee satisfaction. Panellink Manufacturing is facing increasing pressure to retain skilled employees while maintaining productivity. Employee well-being has emerged as a critical factor influencing job satisfaction, engagement, and retention. However, despite implementing various employee well-being programs, Panellink continues to experience declining satisfaction rates, with turnover increasing from 12% in 2021 to 18% in 2023. This trend raises critical questions about the effectiveness of existing well-being initiatives and their real impact on employee satisfaction. They promote cognitive, emotional, and physical health, building healthier working environments and improving retention and productivity. This chapter explored the background of the study, problem statement, aims, research questions, purpose of study, importance of the study, the limitations, delimitations of the study, definition of terms and organization of the study.

1.2 Background of the study

1.2.1 Global perspective

Employee wellness programs in America have gained significant momentum, particularly within the health care and technology sectors. Sector leaders Google and Microsoft are leading the charge, including within their employee wellness programs mental health support, wellness programs, and flexible work arrangements. According to research by Krekel, Ward, and De Neve (2019) in the Journal of Happiness Studies, firms that invest in employees' health see their job satisfaction and productivity increase substantially. These well-thought-out initiatives, which are usually infused with benefits such as on-site medical centers and meditation rooms, instil a culture of worker wellness, which eventually leads to improved organizational performance.

Sweden is renowned for its generous attitude toward the welfare of staff members, with a top priority placed on work-life balance and employees' rights. Swedish companies prefer to provide ample parental leave, vacations, and flexible work times so that the employees can manage their office and personal life in a most efficient way. OECD (2020) reports stated that countries with work-life balance policies like Sweden have more satisfied employees and lower

turnover. In addition, firms invest in health and well-being initiatives, such as regular medical checks and stress management workshops. Such a positive work environment manifests in overall business performance, further reinforcing the merit of integrating comprehensive well-being initiatives.

In Japan, worker well-being programs were increasingly becoming important since the workforce was facing issues of long working hours and low mental well-being. The traditional traditions such as "karoshi" (death through overwork) have witnessed companies adopting stricter measures. As Kawakami et al. (2019) in the *International Journal of Environmental Research and Public Health* describe, several organizations now offer wellness programs with mental health care and workplace counselling to combat this condition. Incorporating mindfulness and stress reduction practices has gained much popularity, and studies have demonstrated that such interventions can significantly reduce workplace stress. By taking into account both physical and mental health, Japanese companies were beginning to shift their corporate culture to one that emphasizes employees' wellness, which translates to greater job satisfaction and morale.

Australia's employee well-being strategy relied on a combination of mental health services and physical wellbeing initiatives. Many companies embraced interventions that were meant to advance workplace culture, and some of the practices include stress management training, team-building exercises, and access to mental wellbeing services. Research by Deloitte (2020) finds that Australian organizations that invested in their employees' mental health experience significant returns on investment through increased productivity and reduced absenteeism. The government of Australia is also engaged with by promoting mental health campaigns and helping businesses develop their well-being schemes. Through the development of a positive culture that is inclusive and supportive, Australian businesses are experiencing the benefits of enhanced employee satisfaction, leading to a more robust workforce.

1.2.2 Regional perspective

Staff well-being schemes were increasingly gaining prominence in South Africa to enhance productivity and employee happiness, particularly across sectors like mining and manufacturing. Anglo American and Sasol, for instance, initiated comprehensive wellness programs that include mental health support, exercise programs, and work-life balance initiatives. Research by the South African Chamber of Commerce and Industry (SACCI, 2021) showed that companies that have invested in workers' well-being have lower levels of

absenteeism and higher levels of engagement. Additionally, increasing rates of work-related stress have led to the implementation of employee assistance programs (EAPs) and mental health workshops, as evidenced by the World Health Organization (2020) data that showed that mental well-being is associated with improvement.

Development Policy Analysis (2020) stating that companies that invest in workers' well-being have improved morale and decreased absenteeism. This notwithstanding, there is competition from smaller enterprises that are not able to provide the programs as they have meagre resources, necessitating further government intervention and cooperation for designing affordable and feasible well-being instruments. Through prioritizing employees' health, Botswana aimed at creating a performing work force that is better and driving economic resilience.

In Mozambique, well-being programs among employees were being increasingly appreciated for contributing to increased productivity and employee retention, particularly in sectors such as energy, mining, and agriculture. Companies like Sasol and Vale have implemented well-being programs that include health education, medical check-ups, and mental health services, while the government sponsors occupational health and safety legislations to foster comprehensive well-being programs. Even with these developments, there are difficulties in accessing resources and capital for smaller businesses that make effective implementation difficult. A study by the International Labour Organization (ILO) emphasized that properly designed worker well-being programs bring about increased productivity and lower absenteeism.

1.2.3 Zimbabwe perspective

In Zimbabwe, the mining sector is a major player in the nation's economy but faces significant challenges when it comes to employee well-being. The majority of the mining firms, such as Zimplants and Mimosa Mining Company, have learned to realize the importance of having well-being programs to enhance worker satisfaction and effectiveness. These programs are likely to address issues that involve health and safety training, mental well-being, and availability of medical care. According to a report by the Zimbabwe Chamber of Mines (2020), companies that invest in the health of employees have experienced lower levels of accidents and higher morale of employees. In addition, employee assistance programs (EAPs) were being introduced to address mental health issues, which were particularly relevant within an industry

with high stress and challenging working environments. However, challenges like insufficient resources and inadequate infrastructure can hinder effective application of these projects.

In the farming sector, employee wellness programs were less formal but were increasingly being recognized as an essential element of sustainable agriculture. Large agri-businesses, such as tobacco and horticulture, are beginning to introduce programs intended to enhance the health and well-being of their employees. Some farms, for instance, provide access to medical attention, nutrition, and skills training to enhance workers' and their families' overall well-being. Research by the Food and Agriculture Organization (FAO) highlights that the well-being of agricultural workers can lead to increased productivity and quality products. Moreover, the Zimbabwe Agricultural Union favours better working conditions and good wages, highlighting that investing in workers' well-being is necessary for the sector's growth and resilience. Despite these improvements, there are still barriers for many smallholder farmers to attain well-being assets, pointing to the need for more comprehensive support and policy frameworks to achieve better welfare among all agricultural workers in Zimbabwe.

1.2.4 Industrial perspective

Employee well-being programs and job satisfaction has been a problem, for Panellink Manufacturing specifically because of inadequate management support, lack of sufficient HR resources, red tape, ineffective communication, Chinese hierarchical culture, racism and competing priorities such as the need to address immediate operating issues. Employees' well-being and health are never on their agenda they are more interested in money than employees' well-being and health, every month Panellink Manufacturing loses 45% of its workforce due to resignation. Employees always complain and some do not even resign they just stop showing up for work. It will be recruiting new employees at the end of the year because 80% of employees leave within two months. Panellink Manufacturing as a major steel manufacturing firm, offers a unique case for the study of how employee well-being programs impact employee satisfaction

1.3 Statement of the problem

The Panellink Manufacturing management has not been able to intervene on the very crucial matter of employee well-being programs in the recent past years despite minimal efforts that have been ongoing. Adverse effects that they have brought include low productivity, poor customer service delivery, high labour turnover, reduction in sales, increase in workplace accidents, poor product quality, numerous theft cases, and increase in quarrels between black

and Chinese people. Worker satisfaction has gone down by 80% in the past four and a half years. Employees resigning or just not showing up to work has greatly attributed to the decline in productivity, with the absenteeism rate increasing by 40% every year. This has created a great disparity between what the employees get and what they expect as benefits thus leading to brain drain, with approximately 20% of the experienced employees resigning from the company in 2022 and 2023 to seek greener pastures in other firms like ZIMASCO this has been noted by the HR department.

1.4 Objectives of the study

- a) To establish the effectiveness of positive work culture on employee satisfaction at Panellink Manufacturing.
- b) To determine the influence of professional development on succession planning at Panellink Manufacturing.
- c) To access the impact of employee retirement savings plans on employee engagement at Panellink Manufacturing.
- d) To investigate the influence of work life balance on talent retention at Panellink Manufacturing.

1.5 Research questions

- a) What is the impact of positive work culture on employee satisfaction at Panellink Manufacturing?
- b) What is the influence of professional development on succession planning at Panellink Manufacturing?
- c) What is the impact of employee retirement savings plans on employee engagement at Panellink Manufacturing?
- d) What is the influence of work life balance on talent retention at Panellink Manufacturing?

1.6 Significance of the study

This study on employee well-being program in enhancing employee satisfaction at Panellink Manufacturing. Was significant to various stakeholders, including human resources managers, academic institutions, industry, researchers and the board of knowledge.

1.6.1 To researcher

The significance of this study to the researcher is that it can make a significant contribution to bringing key information. On the intersection of job satisfaction and employee well-being, a crucial area of organizational psychology. By conducting this analysis, the researcher will be better equipped to understand how employee well-being programs influence employee experiences and turnover, thereby enhancing their skill set in workplace dynamics. Moreover, the findings can inform future directions of study such that the researcher could explore other ways in which employees are engaged as well as organizational effectiveness, enhancing ultimately their academic and professional portfolio.

1.6.2 To Bindura University

The applicability of this study to Bindura University is that it stands the chance to contribute to the body of academic literature in employee satisfaction and well-being, particularly in universities. By considering the impact of well-being programs on employee satisfaction, the study has the potential to provide recommendations that can inform university policy and practice for enhancing faculty and staff engagement. Secondly, the findings could serve as a reference in future research, facilitating research and development culture within the university. Lastly, this study can help Bindura University construct a healthier work environment, which will lead to improved employee retention and productivity, essential in meeting its academic mandate.

1.6.3 To Industry

The relevance of this study to Panellink Manufacturing is high since it aims to provide actionable insight into how employee well-being programs can influence job satisfaction and overall organizational performance. By identifying the specific aspects of well-being programs that motivate employees, Panellink can adjust its programs to better meet the needs of the workforce, leading to improved morale, reduced turnover, and improved operational performance. This study does not only justify the company's emphasis on developing a healthy work culture but also positions Panellink as the industry benchmark in employee engagement

in the manufacturing sector, which ultimately contributes to its long-term success and competitiveness in business.

1.6.4 To the government of Zimbabwe

The applicability of this study to the Government of Zimbabwe is that it has the potential to inform and guide workforce development and workers' welfare policies in various sectors. Through the demonstration of the positive impact of employee well-being interventions on job satisfaction, the study has the potential to act as a model for government interventions to improve conditions at work and efficiency. This data can guide the development of national policies for mental well-being promotion, work-life balance, and overall employee motivation towards economic growth and social stability. Moreover, the findings can trigger public-private partnerships in implementing effective well-being interventions, resulting in a healthier and more productive working population driving national development.

1.6.5 To the body of knowledge

The significance of the study to the body of knowledge is that it can help enhance the understanding of how employee wellness programs relate to job satisfaction, which can shape strategic decision-making in organizational growth. With evidence-based knowledge, the study can position the Board to lead in advocating for best practices in employee retention and engagement across various industries. This data not only aids the Board in its function of encouraging education and professional development norms but also encourages the application of novel approaches in workforce administration. Lastly, the study can aid in the creation of healthier, more efficient workplaces, which aligns with the Board's mission of encouraging brilliance in organizational performance and personnel well-being.

1.7 Assumptions of the study

It is speculated that employee wellness programs directly influence satisfaction by fulfilling health and morale needs, and that good organizational support allows employees to participate in these programs. Moreover, it assumes that customized well-being initiatives, designed to meet diverse employee needs, will perform better than their standardized alternative. It also assumes that healthy coworker relationships and improved job satisfaction are correlated with enhanced employee retention, to the benefit of the organization.

To this, it is presumed that analysing the influence of employee retirement saving schemes on fair remuneration revealed the relationship to be significant, implying employee retirement

saving schemes promote perceptions of fairness in employee remuneration. It is also presumed that investigating the contribution of employee mental wellness on work-life balance revealed that better mental wellness exerts a positive impact on employees' work-life balance to balance professional and personal life. Lastly, the study assumes that determining the influence of professional development on leadership integrity will reveal that learning and development opportunities are linked with higher degrees of integrity among leaders, fostering a more ethical work environment culture.

1.8 Delimitations

1.8.1 Participants delimitations

Participants delimitations refer to the specific boundaries set by the researcher to define who will and will not be included in a study. These criteria help narrow the focus of the research to a manageable and relevant group, ensuring clarity and precision in data collection. The participants for the study were employees at Panellink Manufacturing situated in Bulawayo Province and contract and temporary workers were excluded.

1.8.2 Literature delimitations

In considering the effect of employee well-being programs on employee satisfaction, the literature review was limited to focusing on two variables of interest, categories of well-being programs and employee satisfaction indicators. It especially focused on formal well-being programs that include mental health support, physical well-being programs, and work-life balance programs, excluding non-formal interventions such as casual wellness events.

1.8.3 Theoretical delimitation

In this study on the impact of employee well-being interventions on employee satisfaction, theoretical limitations are focused on some organizational and psychological theories. The study will primarily utilize Maslow's Hierarchy of Needs and Self-Determination Theory to describe how satisfying employees' needs and fostering autonomy enhances satisfaction, and eliminate other psychological theories relating to job stress or burnout. In addition, the study concentrated on organizational behaviour theories that emphasized on workplace culture and employee commitment in satisfaction outcomes, discounting economic performance or market theory. These delimitations aim to create a rational framework that effectively connects well-being interventions and satisfaction outcomes while recognizing the exclusion of other relevant theoretical frameworks.

1.9 Limitations of the study

1.9.1 Access to information

Information access research at Panellink Manufacturing was vulnerable to a series of constraints, including restricted access to proprietary production data and potential sampling bias from constrained informant selection by departments. Informants resisted offering sensitive information due to confidentiality concerns, and time constraints led to longer interviews with compromised data quality. In addition, linguistic and cultural differences, data quality variability, and inadequate technological capacity also hindered extensive data collection. Restricted contact with external parties and ethical restrictions on certain questions also restricted the extent of knowledge, emphasizing caution in interpreting results.

1.9.2 Credibility

Validity of the research was contaminated by several sources, including reliability on potentially tainted or unreliable informants, to bias perceptions. Bias of researcher also contributed to interpretation of data, which decreased objectivity. Lack of adequate rigorous peer review and without standard data checking also violated reliability of conclusions. Additionally, a small sample size compromises generalizability, while the specific time period for the data collection might have reflected data that may not apply in future situations. Ethical concerns and low-quality measurement instruments also affected data richness and validity, so careful consideration were taken when results were being interpreted.

1.9.3 Political and social limitations

The study was gravely hampered by the Zimbabwean political and social circumstances. Political unrest and censorship by the government could have limited access to information because informants would have been reluctant to provide information for fear of being punished. The economic crises that currently exist, such as hyperinflation and unemployment, could impact informant attitude and willingness to cooperate. Social and historical fault lines further complicated data collection as a potential for ethnic or political affiliation skews of response is not precluded. Endemic institutional fear led to reluctance to provide honest responses and undermine reliability of findings.

1.10 Literature review

The relationship between employee wellness programs and employee satisfaction has been a growing interest in the last decade. With more businesses realizing the benefit of a healthy and

engaged workforce, the impact of wellness programs becomes essential to explore. This literature review examines extant research on employee wellness program types, their theoretical foundations, and the effects on employee satisfaction. It aimed to synthesize findings and identify gaps in the literature.

1.11 Organization of the study

This study is divided into five chapters, each focusing on a specific aspect of the research. Chapter one introduces the problem, objectives, and questions, while Chapter Two reviews the literature, Chapter three outlines the research methodology, and Chapter Four presents' data analysis and interpretation.

1.12 Definition of key terms

Employee Well-Being Programs

Structured initiatives implemented by organizations to improve employees' physical, mental, and emotional health. These may include wellness workshops, mental health support, flexible work policies, fitness benefits, and stress management resources (Grawitch and Ballard, 2017).

Employee Satisfaction

The degree to which employees feel content with their job roles, work environment, and organizational treatment. Measured through surveys, turnover rates, and engagement metrics (Grant & Price, 2019).

Program Effectiveness

The extent to which well-being initiatives achieve their intended outcomes higher satisfaction, reduced burnout, or lower attrition. (Christianson & Price, 2019)

Work-Life Balance

The equilibrium between professional demands and personal life, enabling employees to manage both without conflict and it is a critical component of well-being programs (Grawitch et al., 2017).

Employee burnout

A state of chronic physical and emotional exhaustion caused by prolonged workplace stress, often leading to disengagement and turnover (Grant et al., 2019).

1.13 Chapter Summary

The context of the study, the problem statement, the research objectives and questions, the research assumptions, the significance of the study, and the definition of terminology were the main topics of the chapter. The scope and limitations of the study were also discussed. The following chapter will examine earlier research on the subject of reward management and how it relates to worker performance.

CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

This chapter discussed the review of related literature which is in line with employee wellbeing and organizational performance. The related literature review was discussed under conceptual

framework where the key concepts of the study was articulated, theoretical framework provided the key theories governing the study, empirical framework were previous studies related to current study were articulated and a gap analysis outlined. The chapter concluded with a chapter summary.

2.1 Conceptual framework

Figure 1 Fig 2.1

2.1 Conceptual framework of the study

The conceptual framework serves as a visual representation of the relationships among key variables in this study. The frame work includes independent variables, dependent variables and moderating variables.

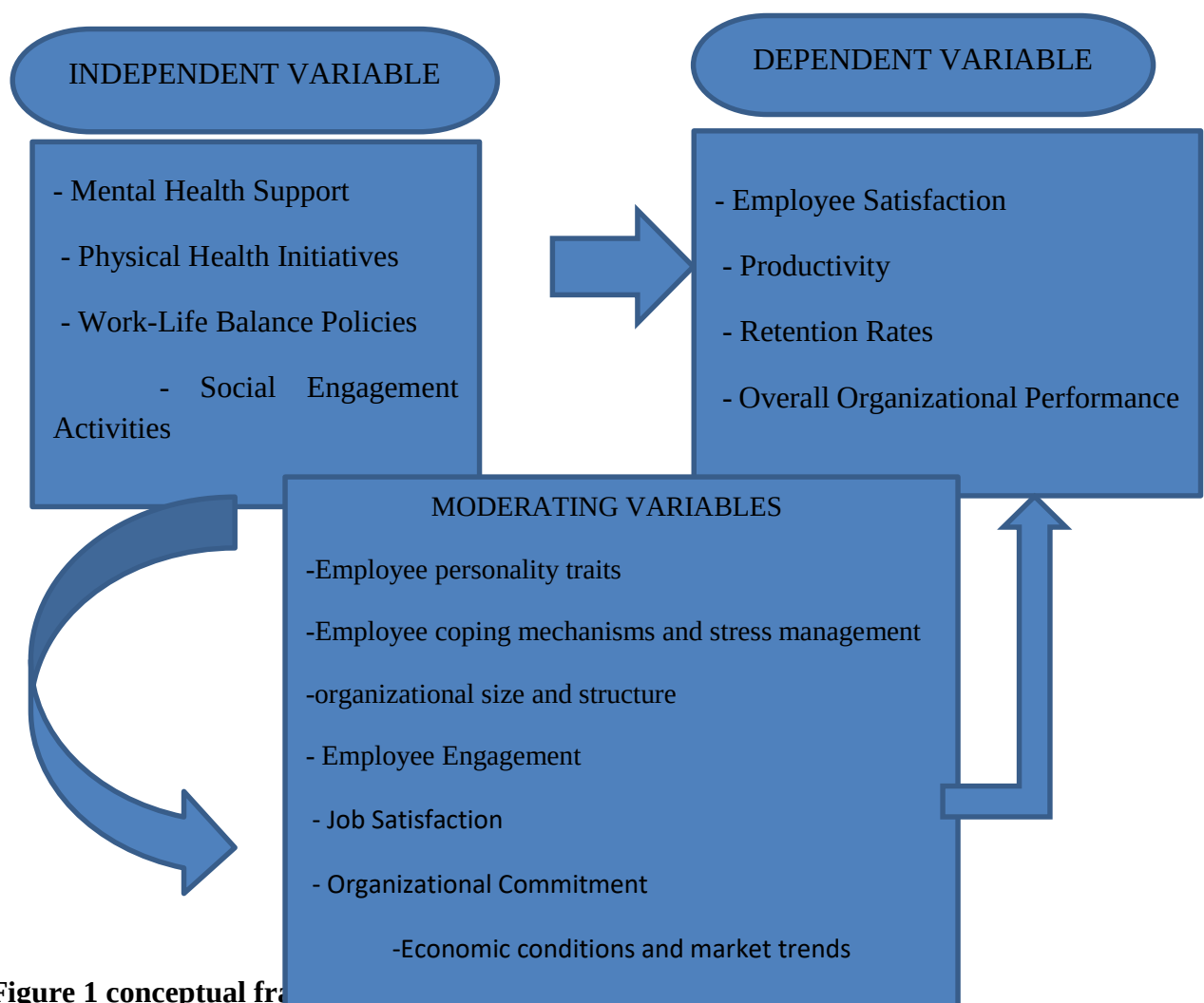


Figure 1 conceptual fra

The conceptual framework presents and outlines the relationships among employee well-being programs, mediating factors, and the outcomes of employee satisfaction. This framework is

crucial in helping us understand how numerous various initiatives aimed at enhancing the well-being of employees can impact overall job satisfaction and organizational performance. Behind this framework lie the independent variables, the employee well-being programs organizations adopt. These are various initiatives that ensure the health and happiness of employees. Among them, mental health support is very crucial. These include stress management workshops, mental health days, and counselling services, which collectively serve to reduce anxiety and improve psychological resilience among employees. Physical health programs such as ergonomic assessments, health screenings, and fitness challenges are also essential components that serve to promote the physical health of employees, thereby reducing health-related absenteeism.

Another essential element of employee well-being initiatives is consideration of work-life balance initiatives. Work flexibility, remote work opportunities, and generous leave policies enable employees to manage their private and work lives better, reducing stress and improving job satisfaction. Social events like team-building exercises, mentorship programs, and employee networking groups provide a sense of warmth and belonging and add a sense of intensity to the workplace experience.

Dependent variables, those being the outcomes that organizations desire to attain via the implementation of well-being interventions. Perhaps one of the most significant by-products is worker satisfaction. Successful well-being programs translate to higher levels of satisfaction, which refers to how satisfied employees are in their job and in the workplace. Such satisfaction will typically lead to an improvement in productivity because happy and motivated workers are productive workers. Moreover, organizations that care about employee well-being tend to have improved retention rates; content employees will not seek other jobs, which maintains organizational knowledge and avoids the cost of recruitment. Ultimately, these all contribute towards overall organizational performance, where improved employee satisfaction and productivity lead to better measures of performance and a competitive advantage in the marketplace. These mediating factors are critical to the explanation of how well-being interventions are enacted in improved employee experiences. One of the key mediators is employee engagement.

Interventions that enhance well-being tend to increase the level of commitment, with staff becoming more excited about their work and dedicated to the objectives of the organization. Job satisfaction is directly affected by these interventions, workers who perceive that they are

being assisted with their mental and physical well-being are likely to indicate higher satisfaction with their job. Organizational commitment is enhanced as employees feel that their organization has a genuine interest in their well-being, encouraging loyalty and devotion.

2.2 The Effectiveness of Positive Work Culture on Effective Communication

A positive work culture is today generally accepted as an important force for effective communication within organizations. With shared values, beliefs, and behaviors that promote a positive environment, positive work culture has an important influence on most aspects of workplace dynamics. Effective communication is required for these factors to coexist in harmony. Positive work culture enables information to flow and departments to collaborate, ultimately enhancing organizational performance. For instance, research conducted by Katz and Kahn (1978) highlights the issue that organizations with open communication channels record higher efficiency and change flexibility, demonstrating the influence of supportive culture towards enhanced systemic functionality.

Relationships are built on interchanges where trust and support are of paramount importance. Where there is a positive organizational culture, employees are appreciated and are likely to be candid in their communication, enabling interpersonal relations. Blau (1964) noted that there was greater worker satisfaction and cooperation in supportive organizational settings, as workers were more likely to reciprocate in positive ways. Such mutualism enhances overall communication efficiency, which highlights the importance of a positive culture.

The role of leadership in the creation of an innovative and open workplace culture. Transformational leaders inspire and energize workers, encouraging a culture of dialogue and feedback. Bass (1990) demonstrated that transformational leadership is associated with better communication practices in that leaders who exhibit openness encourage their groups to communicate similarly. This form of leadership significantly enhances team performance and overall communication efficiency within the organization.

Trust is a critical foundation of effective workplace communication. Research indicates that organizations with a good culture enable their workers to give opinions and voice concerns without fear. Dirks and Ferrin (2002) found that group members' trust has a strong impact on communication quality, therefore leading to successful collaboration and problem-solving. Where employees trust one another, there is open communication, and lastly, communication becomes effective within the organization.

Constructive work cultures also foster constructive feedback, which is vital for continuous improvement and employee engagement. A Gallup poll in 2017 revealed that companies with a feedback culture enjoy higher employee engagement and performance. Constructive feedback on a frequent basis not only improves individual performance but also reinforces overall team communication. This emphasis on feedback establishes a culture in which employees feel motivated to speak up and be part of organizational success.

Collaboration and teamwork are then naturally fostered within supportive work environments. When staff is encouraged to work together, they are also more inclined to debate, collaborate, and share ideas in teams. Teamworking leads to differing perspectives being considered, which enriches decision-making. Gratton and Ghoshal (2005) found that companies with high emphasis on team working and communication had stunning productivity and innovation gains, reaffirming the direct relationship between culture and effective collaboration.

Inclusivity is also an essential part of good work culture that improves communication. Diverse organizations with a focus on diversity create a sense of inclusivity where employees from different backgrounds feel confident in contributing their thoughts. McKinsey (2020) discovered that companies with diverse workforces had better communication habits and were likely to outshine their rivals on profitability and innovation. This inclusion not only makes communication better, but it also generates innovation by considering different thoughts.

The worth that management has in recognizing and appreciating the input of the employees cannot be overstated. The more appreciated employees feel their input, the higher the likelihood of their being communicative. Culture of recognition generates a sense of belonging and inspires others to contribute their ideas and criticism freely. This two-way communication urges employees to contribute their ideas and suggestions freely, thus enhancing communication in the organization.

Zimbabwean companies face enormous challenges in promoting a good work culture and proper communication due to a host of interrelated factors. The economic instability, as seen in the form of inflation and currency instability, nurtures uncertainty and anxiety that is negative for staff morale. The majority of companies still maintain autocratic management approaches, muzzling free communication and innovation, while inadequate leadership can lead to the lack of direction and purpose. Cultural values of putting hierarchy ahead of cooperation also discourage open communication, as workers can fear reprisal for speaking out. Inadequate people skills training and a lack of professional development opportunities

result in miscommunication and an alienated employee. In addition, culturally diverse backgrounds can make team integration more difficult, and a lack of inclusion programs can result in fragmentation. Technological barriers, such as limited access to technology and resistance to change, also impede communication. External pressures, such as regulatory pressures and intense market competition, can sidetrack focus from developing internal culture. Economic pressures, mental health, and poor work-life balance typically take a toll on employee well-being, leading to burnout and disengagement. These issues have to be overcome through an integrated approach of leadership development, investment in employee wellness, and cultivating inclusive communication patterns to create a positive work culture as well.

2.2.2 The Influence of Professional Development on Leadership Integrity

Leadership integrity is one of the fundamental qualities influencing the effectiveness and moral and ethical standards of leaders within organizations. It entails honesty, transparency, and adherence to moral and ethical principles. With organizations facing increasingly complex challenges, the need for leadership integrity becomes even more prominent.

One of the most significant models for examining the connection between leadership integrity and professional development is transformational leadership theory. Effective leaders inspire and motivate followers by virtue of a common vision and commitment to moral principles. Leaders are characterized by their ability to establish a culture of integrity and trust. Bass's (1985) study demonstrates that leaders who engage in professional development are more likely to model the values of transformational leadership, which by definition promotes integrity among their followers. By continually developing their competencies and knowledge, leaders are more likely to make ethical decisions and serve as models of integrity for their followers.

Professional development influences leadership integrity. As required by Bandura (1977), individuals learn behaviour through observing and mimicking role models. Leaders who take advantage of professional development opportunities will be exposed to mentors and peers who exemplify integrity. In this way, leaders can observe and mimic ethical actions, thereby reinforcing their own commitment to integrity. For instance, a study by Luthans and Avolio (2003) found that leaders who engaged in continuous learning were more likely to exhibit ethical behaviors, to their organizational culture's advantage.

The role of leadership in promoting an ethical climate within their organizations. Ethical leaders are the ones who possess a firm commitment to fairness, justice, and integrity. Professional training with a focus on ethical decision-making and moral reasoning empowers leaders with the capacity to handle complex ethical problems. Brown and Treviño (2006) argue that leaders who undergo training in ethical leadership are more likely to act with integrity, thereby creating an ethical culture within their organizations. This direct relationship between professional development and ethical leadership underscores the application of continuous learning to leadership integrity development.

Further, Emotional Intelligence (EI) plays a crucial role in the intersection of professional development and leadership integrity. Leaders with high emotional intelligence are better capable of managing their own emotions and sensing the emotions of others, an essential element of ethical decision-making. Goleman (1995) identifies self-awareness, self-regulation, empathy, and social skills as significant aspects of emotional intelligence. Leadership development initiatives that enhance emotional intelligence can lead to more open and honest leadership, and hence underlie integrity. This is supported by a study done by Côté and Miners (2006), which asserts that leaders with superior emotional intelligence are more likely to display ethical behaviour and integrity.

One cannot overstate the importance of ethics training as part of professional development. Ethics training programs that cover ethical issues and decision-making processes provide leaders with templates for handling challenging situations. Training of this nature enhances leaders' ability to act with integrity in response to ethical challenges. A study by Kaptein (2008) found that organizations that had invested in ethics training for their leaders had reported a significant difference in the quality of ethical behaviour and decision-making among their leadership. This indicates that targeted professional development can directly influence leadership integrity.

Mentorship initiatives have emerged as a critical aspect of professional development that develops leadership integrity. Mentorship allows prospective leaders to learn from veteran leaders who exemplify integrity in their own behaviour. This relational process not only provides guidance but also emphasizes the necessity of ethical behaviour. Research by Allen et al. (2004) indicates that mentees who engage in mentoring relationships develop a stronger sense of ethical responsibility along with leadership integrity. This corroborates the fact that

professional development through mentoring has a significant amount of influence on leaders' ethical standards.

The reflective practice theory is at the core of understanding how professional development reinforces leadership integrity. Reflective practice encourages leaders to reflect critically on their decisions and experiences, promoting self-awareness and ethical consideration. Schön (1983) emphasizes the importance of reflection in professional development, observing that leaders who reflect on their practice are more apt to preserve integrity and make ethical choices. By incorporating reflective practices in professional development, organizations can cultivate not only competent but also ethically driven leaders. Zimbabwean companies are often troubled by leadership integrity due to a combination of cultural and systemic conditions.

A legacy of corruption in the environment gives a culture where unethical behaviour is normal, causing trust issues in organizations. Economic adversity perpetuates a culture of survival in such a way that leaders take short-term-biased and unethical decisions in situations of scarcity of resources. Weak governance structures and a poor legal framework enable unethical behaviour to take place with impunity, while social norms may accept such behavior as favouritism and nepotism, which undermine meritocracy. A lack of accountability can render employees mute when they witness unethical behavior for fear of reprisals. Lack of ethical leadership development training results in most leaders being poorly equipped to solve moral dilemmas, and a shortage of role models perpetuates a cycle of unethical leadership. Communication failures, such as poor transparency and ineffective feedback mechanisms, also heighten perceptions of dishonesty. External pressures, such as political pressure and economic volatility, can compel leaders to be unethical. In order to promote leadership integrity, Zimbabwean businesses need to institute robust governance frameworks, emphasize ethical training, and develop a culture of openness and accountability.

2.2.3 The impact of employee retirement savings plans on fair compensation

Employee retirement savings plans play a significant role in having an effect on compensation practices in organizations. Not only do employee retirement savings plans provide financial security to employees in their old age, but they also determine the overall compensation structures and fairness at work.

Employees compare their pay with the inputs and outputs of their peers. When employees perceive that their retirement savings plans are equitable compared to their coworkers, they

will be content with their overall compensation. A case in point is a study by Cropanzano and Wright (2001), which found that companies with equitable retirement savings plans affected employees' fairness perceptions positively, producing greater job satisfaction and commitment.

Mutual work relationships are built on reciprocal exchanges. When employers invest considerably in healthy retirement savings programs, employees become obligated to reciprocate with more loyalty and productivity. An example can be seen in a study by Shore et al. (2006) that saw organizations that offer generous retirement rewards building a sense of obligation among workers that translated into greater levels of engagement and fair pay perceptions.

The role of psychological contracts in shaping employee expectations of retirement benefits is another significant consideration. Psychological contracts refer to the implicit expectations between employers and employees for reciprocal obligations. When firms provide full retirement savings plans, the employees interpret this as a promise to their long-term well-being. Rousseau (1995) identifies that fulfilling these psychological contracts leads to higher employee trust and satisfaction. A well-organized retirement plan can thus be significant in supporting perceptions of fair pay.

Investments in employee development, like financial benefits, contribute to the overall effectiveness and value of the workforce. As suggested by Becker (1993), companies that offer good retirement saving plans are likely to attract and retain high-quality employees, which leads to a more efficient and committed workforce. Not only does this investment pay off for the employees, but it also enhances the company's reputation as a good employer.

Folger and Cropanzano (1998) provided the theory of fairness, another framework describing the connection between retirement savings plans and compensation fairness. The theory posits that employees judge fairness in terms of outcomes and processes. Employees find their overall compensation fair through transparent and equitable retirement savings plans. This is supported by the work of Greenberg (2001), which demonstrates that employees whose retirement benefits they perceive as being fair have more job satisfaction and organizational commitment.

In practice, the use of retirement savings schemes can have significant effects on staff retention and turnover. Organizations offering competitive retirement provision are viewed as better employers, and this influences employee decisions to stay with the organization. In line with research done by Chen and Chen (2014), workers who were part of well-designed retirement

programs were less likely to leave, perceiving their overall remuneration as acceptable and in proportion to their contributions. This endorses the importance of retirement savings schemes in enhancing employees' loyalty and reduced turnover.

Retirement savings schemes may have an influence on diversity and inclusion initiatives. Organizations which place significant value on equitable retirement benefits are more likely to attract diverse employees. Research has indicated that diverse workers value retirement security and view equitable benefits as a sign of a fair work environment. Roberson (2006) found that organizations with successful diversity and inclusion initiatives, including equitable retirement benefits, experienced greater levels of employee satisfaction and fairness perceptions among different demographic groups.

In addition, the role of retirement savings plans towards employees' health and wellbeing should not be underrated. Studies reveal that financial comfort in retirement life can alleviate stress as well as improve job satisfaction among employees. As per one study by Kim and McCullough (2008), employees who were assured of their retirement savings had diminished work-related stress, which further led to more productivity and motivation. This connection between job performance and financial security emphasizes the importance of fair compensation practices that include robust retirement savings options.

Zimbabwean companies face huge challenges in crafting retirement savings programs linked to fair compensation due to a mix of economic, structural, and cultural factors. Economic uncertainty, with high inflation and exchange rate volatility, erodes the purchasing power of salaries and restricts financial resources for substantial retirement contributions. Weak labor regulations and non-uniform enforcement lead to insufficient mandatory pension contributions, leaving workers with no sufficient retirement benefits. Most companies are more inclined to focus on short-term profits at the expense of long-term employee benefits, mostly to the extent of making cost-reduction measures that further lower retirement contributions. There are also attitudes of culture here, where there is ignorance regarding retirement savings and the culture of relying on families in old age. Distrust of the financial institutions leads to discouragement of employers as well as workers from enrolling in formal schemes of retirement savings such that mistrust of management of funds is added to this. Besides, administrative complexity in putting such plans into action and absence of experience in planning quality retirement schemes are the challenges. To improve the situation, Zimbabwean companies need to accord high

priority to fair remuneration, invest in employee education on retirement savings, and institute a robust regulatory framework that encourages retirement planning.

2.2.4 The Influence of Employee Mental Health on Work-Life Balance

Work-life balance and employee mental health are significant areas of study in organizational behaviour and human resource management. With the development of the nature of work and the workload being placed on employees increasing, how work-life balance affects mental health has become more important to identify.

The pressures of work may lead to burnout and stress, which can result in poor mental health in employees. Job resources, on the other hand, can act to buffer these demands and enhance well-being. In the words of Bakker and Demerouti (2007), under high job demands with insufficient job resources, mental health is depleted, and issues in work-life balance arise. For example, a study by Schaufeli and Bakker (2004) revealed that workers with severe job stress suffered from lower levels of life satisfaction and challenges with personal and job responsibilities.

People play multiple roles in their lives, i.e., employee, parent, and spouse, and that the success in one role will most probably impact performance in another. Kahn et al. (1964) believe that when employees suffer from mental health problems, their performance in other roles may decrease, leading to work-personal life conflict. For example, Greenhaus and Beutell (1985) discovered that staff with high stress levels were most likely to identify that they could not balance work and family as an issue, a causal relationship between work-life balance and mental health.

Westman and Bakker (2007), hypothesizes that stress can "cross over" from one individual to another and affect the work-life balance and mental health of those with whom they come into contact. For instance, an anxious worker may inadvertently lead to stress in his or her personal life, bringing about secondary issues in achieving work-life balance. Empirical research by Bakker et al. (2008) supports this argument, confirming that the mental health of employees may influence the health and performance of their partner in managing work-life requirements.

Deci and Ryan (2000) state that staff are likely to maintain a proper work-life balance if they are self-determined in their work as well as valued competent at what they do. Conversely, psychological illnesses such as depression or anxiety are likely to devalue this autonomy as well as competence and ruin the balance of their professional life and personal life. A study by

Ryan and Deci (2001) reported that the degree of psychological well-being was greater in employees who claimed to have greater work-life balance, showing the contribution of mental health towards achieving this balance.

Organizational support also has a very significant contribution towards impacting employee mental health and work-life balance. Organizations that prioritize mental health by introducing mental-friendly policies and practices are capable of creating an environment where employees feel respected and understood. Research by Rhoades and Eisenberger (2002) indicates that employees with high organizational support experience lower stress and improved mental well-being, resulting in improved work-life balance. For example, companies that offer mental health care, flexible hours, and wellness programs have registered gains in both employee satisfaction and work-life balance.

Workplace culture has a role to play in work-life balance and mental well-being. A well-cultured environment of open communication, work-life blending, and mental well-being can strongly impact the health of employees. It has been found through research that positively cultured organizations have fewer stressed and burnt-out employees and facilitate better work-life balance. In a study by Kahn et al. (2013), companies with a culture of well-being reported higher employee engagement and job satisfaction, leading to better work-life balance.

Psychological issues also cause presenteeism and absenteeism, which help create problems of work-life balance. Absenteeism occurs when employees do not report to work because of psychological issues, and presenteeism occurs when employees report to work but are not active or productive in their work. Both, a study conducted by Johns (2010) reports, are harmful for organizational performance and employee well-being. Employees with mental illnesses may struggle to balance work and personal responsibilities, leading to a continuous state of imbalance.

It is hard for Zimbabwean companies to create employee work-life balance and mental health because there are an array of interconnected issues. Economic insecurity and high unemployment create a culture of overwork, where employees feel they have to work long hours just to stay in their jobs and end up burned out and stressed. Only a few organizations have mental health policies or support that is made available to them, leaving employees without adequate assistance for their well-being. Cultural norms similarly place value on work over life and discourage workers from taking time off when they need to or seeking mental health resources. There are some companies with authoritarian styles of leadership that

discourage open dialogue about mental disorders and reinforce stigma in seeking assistance. Furthermore, the absence of training for managers to recognize and address mental illnesses can contribute to insensitive organizational cultures. The inability to have work flexibility, such as working remotely or flexible hours, also adds to the struggle of having work-life balance in a healthy way. To effectively enhance employee mental health and work-life balance, Zimbabwean companies need to place a high priority on mental health initiatives, foster a positive culture, and implement policies that encourage flexibility and well-being.

2.3 Theoretical Framework

The theories of Abraham Maslow's Hierarchy of Needs Theory, Herzberg's two-factor theory and Job demands-resources model served as the basis for this study. The Herzberg's two factor was utilized in this study to demonstrate the factors that affect an employee's satisfaction. People will perform better if there is a desirable outcome or satisfied. Because what works for one person may not work for another, the organization needs to understand the types of things that inspire their employees and satisfy them (Kwenin, 2013).

2.3.1 Maslow's Hierarchy of Needs

Employee well-being programs have become an essential component of modern organizational strategies aimed at enhancing employee satisfaction and productivity. These programs encompass a wide range of initiatives, including health benefits, mental health support, flexible working arrangements, and opportunities for personal and professional development. To deeply understand the impact of these programs, the researcher applied Abraham Maslow's Hierarchy of Needs, a psychological theory that categorizes human motivation into five levels of needs. This framework not only helps in understanding employee motivations but also provides insights into how well-being programs can be designed to meet these diverse needs and thereby enhance employee satisfaction. Abraham Maslow's theory of the hierarchy of needs was developed in 1943, as part of his paper titled "A Theory of Human Motivation," published in the journal *Psychological Review*.

Maslow's Hierarchy of Needs consists of five tiers, beginning with basic physiological needs and culminating in self-actualization. The foundation of the hierarchy is physiological needs, which include the fundamental requirements for survival, such as food, water, and shelter. When organizations implement well-being programs that ensure adequate health benefits and safe working conditions, they address these basic needs. For instance, providing access to health care and wellness resources allows employees to focus on their work without the burden of health-related concerns. When physiological needs are met, employees are more likely to feel secure and satisfied, which establishes a crucial starting point for further engagement.

Safety needs, which encompass the need for security and protection from physical and emotional harm. Employee well-being programs that create a safe and supportive work environment help fulfill these needs. Initiatives such as mental health support, employee assistance programs, and policies against workplace harassment contribute to a sense of safety among employees. When employees feel secure in their environment, they are more inclined to express their ideas, take risks, and ultimately enhance their job satisfaction.

Love and belongingness needs, highlighting the importance of social connections and relationships. Programs that foster team-building activities and encourage collaboration among employees address this vital need. By promoting a culture of inclusivity and camaraderie, organizations can create a workplace where employees feel valued and connected. This sense of belonging is fundamental to job satisfaction, as employees who have strong relationships with their colleagues are generally more engaged and motivated.

Esteem needs, focus on the desire for recognition, self-esteem, and respect from others. Employee well-being programs that include recognition initiatives such as awards for outstanding performance, employee of the month programs, and regular feedback cater to this need. When employees feel appreciated for their contributions, their morale improves significantly, leading to higher levels of job satisfaction. Recognition not only boosts individual self-esteem but also fosters a positive work culture, which can enhance overall organizational performance.

Self-actualization needs, which refer to the realization of personal potential and self-fulfilment. Well-being programs that offer professional development opportunities, such as training, mentorship, and career advancement paths, support employees in reaching their full potential. Employees who perceive that their organization invests in their growth are more likely to feel fulfilled in their roles, leading to increased job satisfaction and retention.

The integration of Maslow's Hierarchy of Needs into the analysis of employee well-being programs provides a comprehensive framework for understanding how these initiatives can enhance employee satisfaction. By systematically addressing each level of needs physiological, safety, belongingness, esteem, and self-actualization organizations can create a supportive environment that fosters employee engagement and loyalty. This approach not only benefits employees but also contributes to the overall success and sustainability of the organization. As we continue to explore the dynamics of employee satisfaction, recognizing the importance of

fulfilling these hierarchical needs will be essential for developing effective well-being programs.

2.3.2 Herzberg's two-factor theory

Herzberg's Two-Factor Theory provides a valuable framework. This theory distinguishes between two sets of factors hygiene factors and motivators that influence job satisfaction. Understanding how these factors interact within the context of well-being programs is essential for assessing their effectiveness in enhancing employee satisfaction.

Herzberg's theory posits that hygiene factors are necessary to prevent job dissatisfaction but do not inherently lead to increased satisfaction when improved. These factors include working conditions, salary, job security, and company policies. Employee well-being programs that address these hygiene factors can significantly impact overall employee satisfaction. For example, creating safe working conditions through ergonomic designs and regular health and safety training helps fulfill the basic needs of employees. When organizations invest in ensuring a safe and healthy work environment, they reduce workplace accidents and contribute to employee comfort and peace of mind.

Comprehensive health benefits and wellness programs serve as critical hygiene factors. When employees feel that their health needs are adequately addressed, they are less likely to experience dissatisfaction, allowing them to concentrate on their work. Such foundational support is essential, as it establishes a baseline of comfort and security that employees require to perform effectively.

Motivators are the factors that lead to higher levels of job satisfaction and employee engagement. These include recognition, opportunities for achievement, responsibility, and personal growth. Employee well-being programs that incorporate these motivators can significantly enhance satisfaction levels. For instance, recognition programs that acknowledge employee achievements, such as awards or public commendation, cater to the need for esteem and validation. Organizations that implement these programs foster a culture of appreciation, which can lead to increased motivation and overall job satisfaction.

Professional development opportunities also play a vital role in enhancing employee satisfaction. Well-being programs that offer training, mentorship, and pathways for career advancement align with the motivator aspect of Herzberg's theory. When employees perceive

that their organization is invested in their growth and success, their commitment and satisfaction levels naturally rise. This investment not only helps employees feel valued but also encourages them to take on new challenges and responsibilities, further enhancing their engagement.

The interplay between hygiene factors and motivators is crucial for creating a balanced approach to employee well-being. Herzberg's theory emphasizes that while hygiene factors must be addressed to prevent dissatisfaction, it is the motivators that ultimately drive employee satisfaction. Therefore, successful employee well-being programs should find a harmonious balance between these two sets of factors. For example, while ensuring safe working conditions addresses hygiene needs, organizations should also create opportunities for employee recognition and professional development to fulfill motivational needs.

Herzberg's Two-Factor Theory, when applied to employee well-being programs, can cultivate a more favorable organizational culture . By addressing both hygiene factors, which prevent dissatisfaction, and motivators, which encourage satisfaction, organizations can create an environment where employees feel valued and engaged . This comprehensive approach not only boosts overall job satisfaction but also contributes to enhanced organizational performance and improved employee retention . Implementing this theory involves identifying and eliminating demotivating factors, such as poor working conditions or inadequate compensation, and then focusing on motivators like recognition, growth opportunities, and a sense of responsibility . By attending to both sets of characteristics, organizations can foster a workplace where employees are both content and motivated to excel .

The theory serves as a guiding framework for analysing the impact of employee well-being programs on employee satisfaction. By comprehensively addressing both hygiene factors and motivators, organizations can create a holistic approach that not only prevents dissatisfaction but also promotes higher levels of engagement and satisfaction. Understanding this interplay not only informs the design of effective well-being programs but also fosters a positive workplace culture that benefits both employees and the organization as a whole.

2.3.3 Job demands-resources (JD-R) model

The Job Resource-Demand (JRD) Model was developed by researchers Christina Maslach and Michael P. Leiter. This model focuses on the interplay between job demands and resources, emphasizing how these factors influence employee well-being and job performance. Provides a robust framework for analyzing these well-being programs and their impact on employee satisfaction. This model posits that employee well-being is influenced by the interplay between

job demands and job resources, offering a comprehensive lens through which to examine how well-being initiatives can enhance satisfaction.

At the core of the JD-R model are two critical components: job demands and job resources. Job demands refer to the physical, emotional, and psychological aspects of a job that require sustained effort and can lead to stress. High job demands, such as excessive workloads, tight deadlines, and role ambiguity, can negatively impact employee well-being and satisfaction. Employee well-being programs that effectively address and manage these demands are crucial for maintaining a healthy workforce. For instance, organizations that implement strategies to mitigate excessive workload such as flexible working arrangements and clear role definitions can help alleviate stress and enhance employee satisfaction. By recognizing and addressing the sources of job demands, organizations demonstrate a commitment to employee well-being, which can lead to increased engagement and loyalty.

Conversely, job resources are the physical, psychological, social, or organizational aspects that help employees achieve work goals, reduce job demands, and stimulate personal growth. Well-being programs that enhance job resources can significantly contribute to employee satisfaction. Examples of job resources include supportive management, opportunities for professional development, and a positive work environment. Initiatives that provide training and development opportunities, mentorship programs, and access to mental health resources empower employees and enhance their sense of competence and autonomy. When employees feel supported and equipped with the resources they need to succeed, their satisfaction levels are likely to increase. This aligns with the JD-R model's emphasis on the importance of job resources in fostering a positive work experience.

A critical aspect of the JD-R model is the balance between job demands and job resources. When job resources are sufficient to meet job demands, employees are more likely to experience engagement and satisfaction. Conversely, an imbalance where job demands exceed available resources can lead to burnout and dissatisfaction. Employee well-being programs that focus on both reducing job demands and enhancing job resources are essential for achieving this equilibrium. For instance, a company that offers mental health days to alleviate stress (reducing demands) alongside training programs to enhance skills (increasing resources) creates a supportive environment that promotes overall satisfaction.

Leadership also plays a vital role in the JD-R model by influencing both job demands and resources. Supportive leadership can help reduce job demands by providing guidance and

assistance while enhancing job resources through encouragement and recognition. Programs that train leaders to effectively support their teams can lead to a more satisfying work environment. When leaders actively engage with their employees and acknowledge their contributions, it fosters a culture of appreciation and support, which is critical for enhancing satisfaction.

JD-R model emphasizes that sustained employee satisfaction is not solely about immediate benefits but also about long-term well-being. Well-being programs that continually assess and adapt to changing job demands and resources can create a resilient workforce. Organizations that prioritize this dynamic balance are likely to experience lower turnover rates and higher employee engagement over time.

The Job Demands-Resources Model provides a valuable framework for analyzing the impact of employee well-being programs on employee satisfaction. By effectively addressing job demands and enhancing job resources, organizations can create a balanced environment that fosters engagement and satisfaction. Understanding the interplay between these elements not only informs the design of effective well-being programs but also cultivates a supportive organizational culture that benefits both employees and the organization as a whole. By leveraging the insights from the JD-R model, organizations can enhance employee satisfaction and ultimately drive better performance across all levels.

2.4 Empirical review

The empirical setting explains studies conducted at global, regional, and local levels, showing how employee well-being programs are applied in enhancing employee satisfaction. Saira, Madiha, Sumaira, and Anam (2014) conducted research on the effect of monetary and non-monetary rewards on employees' motivation. They conducted a survey in Astro Films (PVT) in Lahore, Pakistan, through a questionnaire to elicit employees' attitudes and supplemented this with semi-structured interviews to gain more in-depth information. Their findings highlighted the significance of both rewards in influencing employee motivation, with a note on the significance of well-being initiatives that encompass various incentives.

Ngwa, Adekele, Aghaeze, and Ghasi (2019) examined the impact of reward systems on employees' performance in selected industrial companies in the Littoral Region of Africa. The study was conducted to analyze the impact of profit-sharing on employees' commitment. With a sample size of 538 employees out of a population of 5,146, they employed regression analysis and percentages in data analysis. The results exhibited a positive relationship between profit-

sharing and employee performance, suggesting that effective well-being initiatives can lead to higher employee satisfaction and commitment.

In a research work at Lobels Bread Zimbabwe, Mtazu (2009) assessed the interaction between rewards and compensation systems. Data were gathered through the use of interviews and questionnaires and indicated the company employed the traditional pay system and benefits as a means of rewarding workers. The research indicated this was inadequate and therefore there was a need for a comprehensive reward approach that includes total remuneration, career development and progression, and performance management key elements that can culminate in heightened employee satisfaction.

Shoko and Zinyemba (2014) also examined employee engagement's influence on organizational commitment in the higher education sector in Zimbabwe. They mentioned the challenge faced by management in retaining creative individuals in the face of high turnover rates, with the focus placed on creating work environments that encourage employees to deliver. This is synonymous with the need for well-being programs that bring about satisfaction and commitment.

A number of studies, for instance, Dewhurst, Guthridge, and Mohr (2009), emphasize that an effective reward system is essential for employees' motivation and benefits both low and high performers. Rewards not only encourage lower performers but also enhance job satisfaction among high performers, demonstrating the diversified effects of well-being programs on employee satisfaction.

Shields et al. (2015) reconfirmed the imperative that reward systems must be employee-driven in their needs and preferences. While there are those who will enjoy monetary rewards, others will be satisfied with non-monetary rewards such as promotions and training. A dynamic incentive system that combines both types of rewards is the secret to meeting varying employee expectations.

Ifeoma (2022) conducted a study at Port Corporation, analyzing the influence of total reward management like remuneration, working conditions, and discipline on worker performance. Through a descriptive survey design, the study identified that worker effectiveness is significantly influenced by salary, work-life balance, training, and career advancement. The research highlights the importance of organizations embedding reward management as a fundamental element of their well-being programs to enhance overall employee satisfaction.

Sharon (2014) explored the influence of rewards on the job satisfaction and retention of nurses, determining that while rewards encourage retention, they do not necessarily equate to job satisfaction. This shows that compensation is a primary consideration in employee performance decision-making. The connection between happiness and productivity was also explored by Bartel, Freeman, and Kleiner (2003), noting the necessity of well-being initiatives.

Jones (2007) compared the productivity levels of Italian construction companies employing cooperative models with those employing traditional management structures. The study found a complex relationship, with the suggestion that employee ownership can have both positive and negative effects on attitudes and productivity. This necessitates that well-being interventions be sensitive to employees' perceptions of ownership and responsibility.

Thompson and Prottas (2005) examined the relationship between organizational support e.g., coworker support and flexible work schedules and employee turnover intention. They found that more organizational support lowers turnover intention considerably, the implication being that employee well-being programs that enable work-life balance can help increase employee satisfaction.

Finally, Aktar, Sachu, and Ali (2012) studied the effects of intrinsic and extrinsic rewards on employee performance in Bangladeshi commercial banks. They concluded that intrinsic and extrinsic rewards both significantly affect employee effectiveness, again supporting the evidence that a robust well-being program can enhance satisfaction and performance.

2.5 Research gap

While there has been an increase in literature concerning employee well-being programs and their impact on employee satisfaction, there are still areas that remain unexplored. One of the key areas that remain unexplored is the extensive research done on Western settings, which limits knowledge regarding the influence of cultural problems on the effectiveness of such programs in regions like Asia and Africa. Research needs to be carried out that will examine the influence of cultural values and norms on the design, implementation, and uptake of well-being programs in multicultural workplaces.

Another significant gap is the employment of cross-sectional designs that give data at a single point in time, with very little longitudinal studies. Understanding of the long-term effects of employee well-being programs on satisfaction, productivity, and retention would be of very significant relevance regarding the sustainability of such programs. Previous research has

focused on specific populations, i.e., full-time corporate employees, but not excluding part-time workers, gig economy workers, and non-traditional workers. Future research must address a broad range of populations to determine the varied impacts of well-being programs.

While most employee well-being programs target physical well-being, very little is known about how to incorporate mental health. More future research should investigate the effect of mental health support on employee satisfaction and overall workplace culture. Another challenge is the lack of normative measures to assess the impact of employee well-being programs, since different scales and measures hinder findings' comparison across studies. Having standardized outcome measures for programs would make it more reliable and enable comparisons to be made more easily. A lot of research currently also relies on organizational or management reports, and so there needs to be more qualitative research that is done from an employee's point of view. Employee experience and perceptions could provide more insightful understanding as to why some factors contribute to the success of well-being programs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter is aimed at providing the research methodology adopted by the researcher in carrying out the study. The methodology covered the research philosophy and research design that underpinned the current study. The methodology presented how data was gathered, presented, analysed, interpreted and discussed. It also highlighted the target population as well as the sampling techniques that the researcher used in carrying out the study. The methodology also spelt out the research instruments the researcher used in collecting data.

3.1 Research philosophy

The pragmatic philosophy was used in this study of employee well-being initiatives due to its focus on practical results and real-world usability. It allows for combining quantitative and qualitative methods, providing an explicit image of how the initiatives impact employee

satisfaction. In a spirit of different perceptions and adaptability in various organizational environments, pragmatism renders research results usable. Promoting continuous improvement by a cyclical process of refinement and review, making it an ideal framework for assessing how employee well-being programs are enhancing work environments.

3.2 Research Design

This study aimed to investigate the impact of employee well-being programs on employee satisfaction using a mixed method approach that combines quantitative and qualitative data. The quantitative approach involved surveying employees on their satisfaction levels and perceptions of well-being programs. This provided numerical data used to analyse trends and patterns in employee satisfaction. The quantitative data will be analysed using statistical methods to identify correlations between specific well-being programs and employee satisfaction levels. However quantitative data alone did not provide a complete picture of the impact of employee well-being programs on employee satisfaction. Therefore, this study also employed a qualitative approach to gather more in-depth insights into employee's experiences and perceptions of well-being programs. In depth of interviews and focus groups were conducted with employees to gather qualitative data.

The qualitative data provided rich, contextual insights into the ways in which well-being programs affect employee satisfaction, highlighting the specific aspects of these programs that are most valued by employees. The mixed method approach used in this study offered several benefits. Firstly, it provided triangulation, where findings from different methods converge to provide a comprehensive understanding of the research topic. Secondly, it allowed for more nuanced understanding of the impact of well-being programs on employee satisfaction, incorporating both numerical data and narrative insights. Finally, the mixed method approach enhanced the validity of the findings, providing a more robust and reliable understanding of the study. Mixed-methods approach was used to gain a comprehensive understanding of the topic. By combining qualitative and quantitative methods, was able to gather rich, detailed insights through interviews while also collecting statistical data that provides context and generalizability. This triangulation enhances the validity of my findings, allowing for a deeper exploration of complex issues and facilitating a more nuanced interpretation of the data. Ultimately, this approach enabled me to address my research questions more effectively and present a well-rounded perspective.

3.3 Research Approach

The research utilized a mixed-methods approach with quantitative and qualitative methods to closely study employee well-being programs and their impact on satisfaction. The quantitative data was collected through structured questionnaires to measure employee attitudes and degrees of satisfaction, which was statistically analysed to determine trends and correlations.

In complementarity, qualitative research applied intensive interviews and focus groups to recognize individuals' experiences and diverse opinions, revealing facts that cannot be discovered with quantitative data. Data triangulation was applied in order to realize a complete view of the impact of the initiatives, and flexible methodology will prove suitable to distinct organizational settings. This approach will aim to create pragmatic results to be applied for enhancing employees' satisfaction in diverse work settings.

3.4 Population of the study

The targeted population comprised 220 employees who included both managerial and non-managerial employees from different departments at Panellink Manufacturing. The research concentrated on permanent employees, contract and student attaches which yielded much knowledge on employee satisfaction.

3.4.1 Study population

The researcher made sure that surveys were sent out to both management and lower-level employees in each department. According to the Panellink Manufacturing CEO, the researcher focused on Panellink Manufacturing, which had a target population of 220 (two hundred and twenty) personnel, including management and non-management grades from the various sixteen Organizational departments. These are Directors (Chinese owners of the company) and Chief Executive Officer, Human Resource Officer, Accounts, and Administrates, Production Mangers, Old Plant Furnaces, New Plant Furnaces, Rolling Steel, Foundry, Guillotine, Picking Steel, Cutters, Electrical, Stores and Production Warehouse

3.4.2 Sample size

Statistical representation of the Sample Size

Department	Total Population	Number Of Participants	Percentage of Sample Population %	
Human Resources	3	1	33	
Accounts	5	2	40	
Administration	4	4	100	
Stores	2	2	100	
Foundry	20	18	90	

Picking steel	32	27	84	
Guillotine	10	6	60	
Rolling	45	41	91	
Electricity	5	4	80	
Production Warehouse	30	22	73	
Old Plant Furnaces	16	10	62	
New Plant Furnaces	22	15	68	
Cutters	12	9	75	
Production Managers	2	2	100	
Total	208	163	78	

Two hundred and eight (208) workers from the study's overall population made up the study's entire sample size. The researcher selected a sample size of 78% because McCombes asserts that a big sample size yields more reliable and credible conclusions. According to the department profiles, 33% of the employees from Human Resources, 75% from Cutters, 68% from New Plant Furnaces, and 100% from Production Managers. Old Plant Furnaces 62% of the workforce, followed by Administration at 100%, Production Warehouse 73%, Electricity 80%, Rolling 91%, Accounts 40%, Picking Steel 84% and Stores at 100%. While Foundry 90%. According to Saunders et al. (2009), the researchers believed that the practical sample was in a position to provide insights on the interaction between employee well-being programs and organizational strategy to enhance employee satisfaction, particularly how the employee programs affect employees' performance.

3.4.3 Sampling techniques

Probability sampling was used in the study to choose respondents because it gives every unit in the population a chance (greater than zero) of being included in the sample and enables accurate estimate of this probability. Probability sampling mechanism was used in this investigation at random. According to Polit and Hungler (1999), sampling is the process of choosing a subset of the population to represent the full population. The same authors added that the chosen subset of the complete population should have characteristics common to both.

3.4.4 Sampling procedure

In order to ensure that the sample represents all gender identity groups, the researcher used stratified probability random sampling in this study. Simple random selection was used to ensure that both the whole population and important categories of the population were represented after the population had been divided into homogeneous groups on the basis of employment categories from each occupation category. Moreover, stratified random sampling is usually used when one or more subgroups of a population is relatively small as opposed to some other stratum. A random sample technique was used in each stratum. It did, however, have its drawbacks. Among its drawbacks was the requirement for extra administrative tasks. Also, it was only used when the entire population was listed and only one member was in each stratum. It was also not feasible to make an exhaustive list of the population due to confidentiality laws. The researcher specifically chose grades which were managerial as well as non-managerial, with representation from each of the departments, as was already explained. The researcher made sure that questionnaires were sent to both management and lower-level (non-management) in all departments. A sample of 163 respondents, which constitutes 78% of the overall population of 220, was taken from Panellink Manufacturing.

3.4.5 Data collection techniques

Quantitative and qualitative information about the levels of employee satisfaction and their perceptions towards well-being programs can were attained through structured questionnaires with closed and open-ended questions having validated scales for reliability; and secondly, individual interviews with the employees and HR managers allowed in-depth probing into personal experiences and views about how successful these programs are. Focus groups can also provide depth to the data by conducting discussions with employee groups, searching for themes and areas of concern about satisfaction and program effectiveness. Observational techniques provided contextual data about how employees engage with wellness programs. Analyzing existing data from HR records and previous studies determined trends in employee satisfaction and participation over time. Employing a mixed-methods design where quantitative surveys were complemented by qualitative interviews and focus groups contributed to the rigor of finding in terms of breadth and depth of information. The multi-

faceted approach rendered the research reliable and valid with significant conclusions on how employee well-being programs influence satisfaction.

3.5 Data analysis

For quantitative data statistical analysis, SPSS was utilized in order to facilitate survey data analysis. Descriptive statistics will give a summary of demographic information and employee satisfaction and well-being initiative perceptions feedback, whereas inferential statistics such as ANOVA allowed for satisfaction level comparison between groups such as well-being program participants and non-participants. Regression analysis was used to determine the relationship between employees' utilization of well-being programs and satisfaction at work. Reliability of the survey instruments were tested through Cronbach's alpha to ascertain internal consistency. For qualitative data, thematic analysis was utilized in examining interview and focus group data. This involved coding the data to program responses into themes of satisfaction and success of well-being initiatives, followed by the quest for overarching themes grounded in direct quotation of participants. Open-ended survey responses were also quantified with content analysis. Triangulation was identified in a process where comparative analysis will point to where quantitative findings overlap with qualitative findings to strengthen conclusions. Finally, the data was visualized in tables, graphs, and charts to make the presentation clear and easy to comprehend. An organized approach to data analysis ultimately allowed the interpretation of the results effectively which make significant contributions to the employee well-being schemes and employee satisfaction relationship. The data will be presented with tables, pie charts and graphs.

3.6 Research Instruments

The research utilized a questionnaire and interviews as the primary instruments to gather data on employee perceptions of well-being initiatives.

Questionnaire, A structured questionnaire was designed to quantitatively assess various aspects of employee well-being, such as job satisfaction, stress levels, and perceived effectiveness of the well-being initiatives. The questionnaire included validated scales to ensure reliability, allowing for a comprehensive analysis of how employees view the available programs. Participants rated their experiences on a Likert scale, providing measurable data to identify trends and correlations.

Interviews, in addition to the questionnaire, semi-structured interviews were conducted to collect qualitative insights. This approach enabled deeper exploration of individual experiences and perceptions regarding the well-being initiatives. The interview format allowed participants to discuss specific aspects of the programs, share personal stories, and express suggestions for improvement, enriching the overall understanding of the initiatives' impact. Together, these instruments provided a well-rounded perspective on employee well-being, combining quantitative data with qualitative insights to effectively evaluate the effectiveness of the well-being initiatives in the organization.

3.6.1 Sources of data

The sources of data refer to the basis of where we obtain our information, generally it is divided into two that is primary and secondary data. In this case triangulation method was utilized using a plethora of methods of obtaining data from the correspondences. This was supported by Yin (2014) who denoted that, the rationale behind the use of multiple sources of data is the attainment of high-quality information. Primary data refers to the information which researchers obtained or received from the respondents.

3.6.2 Primary sources of Data

The main data came directly from individuals or groups apt to respond to the research query. Common sources included:

Surveys: Well-being initiatives and employee satisfaction as well as attitudes were surveyed utilizing structured questionnaires to measure data.

Interviews: Informal interviews were conducted with management and staff to share personal experience and opinion regarding well-being programs.

Focus Groups: Group interviews allowed staff members to provide feedback and express their views and attitudes towards well-being programs, providing qualitative responses.

Observations: Staff observation of employee interactions and behaviors in the context of well-being programs yielded valuable insights.

3.6.3 Secondary Sources of Data

Secondary data consisted of information that had already been collected and published by others

Academic Journals: Research articles analysed the effectiveness of various well-being initiatives and their impact on employee satisfaction.

Industry Reports: Documents from consulting firms or industry organizations summarized best practices and benchmarks in employee well-being.

Internal Records: Existing data from the organization, such as employee satisfaction surveys, health assessments, and attendance records, provided context and background for the research.

3.7 Validity

Internal validity was ensured by the use of well-defined survey instruments and systematic interview protocols demonstrated to be reliable, capturing employee perceptions concerning well-being initiatives. External validity was achieved through the use of a representative sample of employees across various departments to enable generalizability of findings to similar organizational environments. Construct validity was supported by the alignment of survey and interview questions with established models for employee well-being, to capture the expected constructs through the research. Content validity was achieved through validation by experts, to the degree that all aspects of employee well-being were examined in detail. In addition, data source triangulation use of quantitative surveys complemented with qualitative interviews supported the research by cross-verifying results and discounting biases. Collectively, the rigorous steps ensured there were high validity levels, and hence the outcomes of the research were more credible and relevant.

3.7.1 Reliability

Research reliability was maintained through the utilization of Cronbach's alpha and pilot studies. Cronbach's alpha was calculated for the standardized survey instruments to assess internal consistency, ensuring that the items were effectively measuring the same underlying construct of employee perceptions of well-being initiatives. A Cronbach's alpha coefficient greater than the acceptable level (usually 0.70) was a sign that the survey questions were

measuring the concepts of interest in a reliable manner. Pilot studies were also conducted prior to the actual study, and the survey and interview questions were modified accordingly based on the feedback of the participants. This served to bring clarity and consistency in the questions and prevent ambiguity, hence making responses more reliable. Together, these strategies contributed to a robust framework for ensuring the reliability of the research findings, underpinning confidence in their consistency and accuracy.

3.8 Ethical considerations

According to Mugenda and Mugenda (2003), ethical considerations are critical for any research. Leedy and Ormrod (2005), affirm that most ethical issues in research fall into four categories: protection from harm, informed consent, right to privacy and honesty with professional colleagues. In this study, ethical guidelines for conducting the research were embraced to ensure that ethical values are not violated. Permission to carry out the study was granted by Panellink Manufacture and the respondents. The study contributors were given written informed consent forms to sign and verbal information on the purpose of the study. The participants' voluntary freedom to participate or withdraw from participating was clarified. All study participants were treated with respect, fairness and dignity. Anonymity, confidentiality and privacy of study participants was afforded by explaining to the participants that their personal data is not going to be used to link results to them, and names did not appear anywhere on the questionnaire so that completed questionnaires were not linked to the participants.

3.10 Chapter Summary

This chapter discussed the procedures and instruments that were employed by the researcher in gathering data relevant to the study. In addition, the chapter looked at the research design, population and sample size, sampling procedure, instruments used for data collection, data presentation and analysis procedures. The following chapter focuses on data presentation, analysis and discussion of findings of the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, INTERPRETATION, AND DISCUSSION

4.1 Introduction

This chapter presents, analyses, interprets, and discusses the data collected from employees at Panellink Manufacturing regarding employee well-being programs and their influence on employee satisfaction. The data is presented in visual forms such as tables, pie charts, and bar graphs, followed by an interpretation in relation to the literature reviewed in Chapter 2.

4.2 Response rate

A total of 120 questionnaires were employed in the study to elicit information from Panellink Manufacturing about the connection between employees well-being programs and employee satisfaction. According to a response rate of 78%, or 163 out of the 200 questionnaires, legitimate replies were completed and returned, showing that the study's response rate is good.

This is corroborated by Creswell, who noted that in most cases, a survey response rate of 50% or greater should be regarded as excellent.

Table 4.2.1 Response Rate

No of questionnaires Distributed	Total returned	% response rate
120	100	83 from the returned questionnaires

Data presented on Table 4.2.1 showed the response rate for the questionnaire distributed. A high response rate (83%) was achieved, indicating good participation and valid data representation.

4.3 Demographic information

This section covered the different characteristics of respondents. The demographics covered included participants' age, gender/sex, number of years served in the organisation, department currently attached, marital status and highest level of education.

4.3.1 Gender

Table 4.3.1. Participant's Gender n=100

GENDER					
		Frequency	Percent	Valid percent	Cumulative
Valid	Male	71	71	71	73
	Female	29	29	29	29
	Totals	100	100	100	100

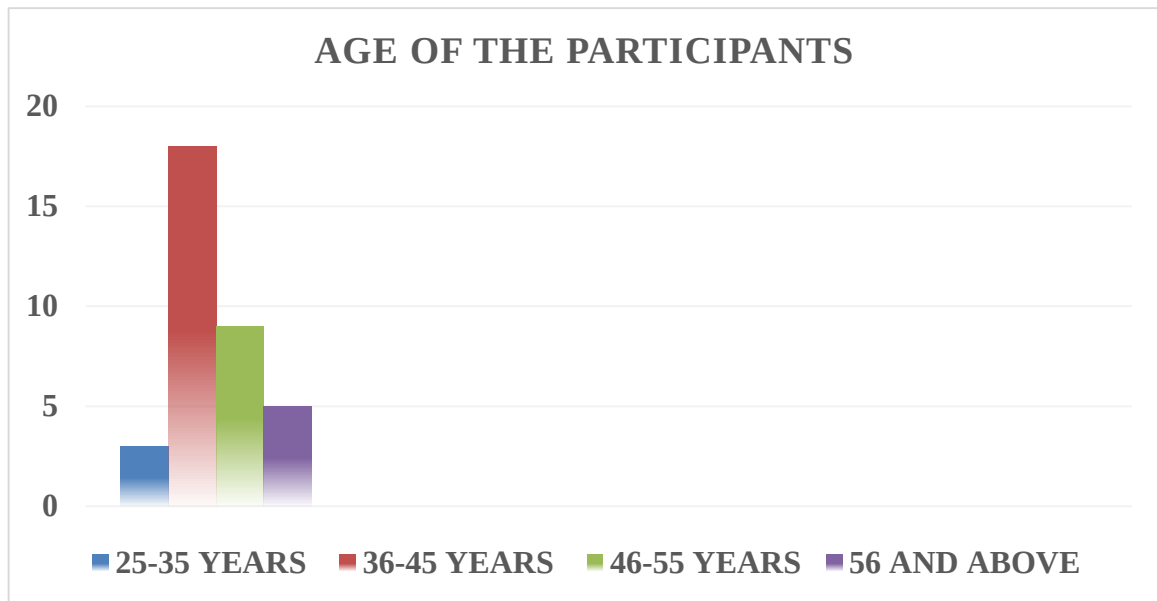
The first question was meant to find the gender of the respondents (71) 71% were males and 29 (29%) were females. This implies that at Panellink the workforce is dominated by male employees however the sample frame was gender sensitive for it included a remarkable percentage of females.

There is a strong relationship between the demographic data on gender and Maluleke, Mokwena and Motsepa (2016) who noted that the ratio of male to female at work place is always higher on the side of males especially in production and manual work organisations were the nature of work muscular people. There was a fair representation of both sex in the study and this ensured that the views of both males and females are well represented.

Figure 2Shows Age of Participants

4.3.2 Age of Participants

Age of participants: n=100



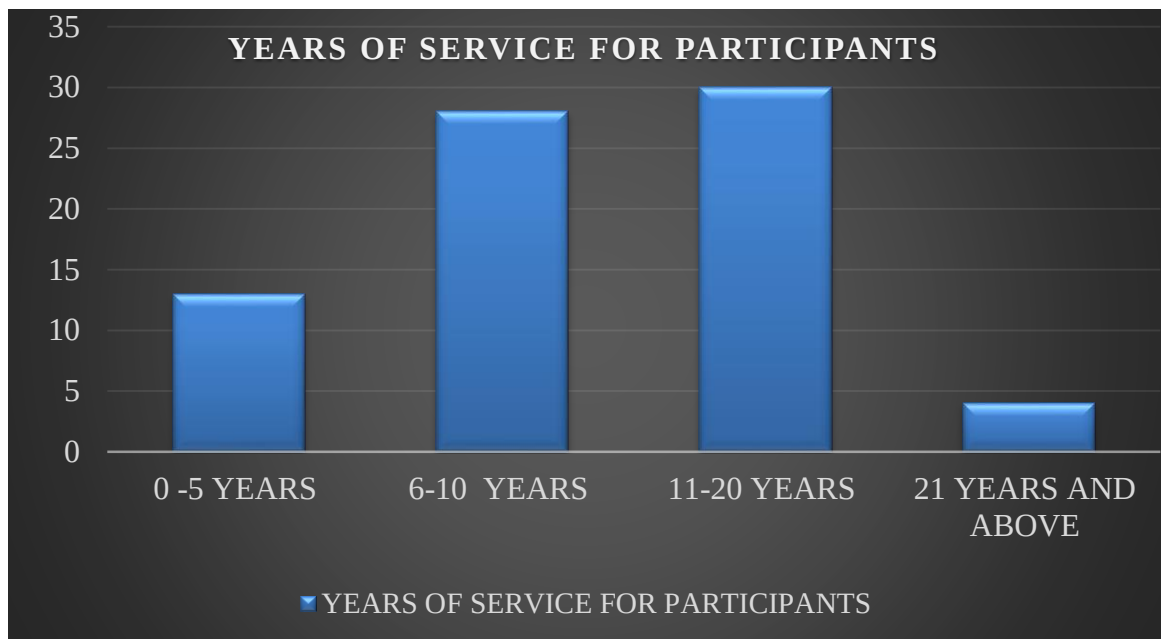
From the results above it shows that (9) 9% of respondents are aged between 25 to 35 years, (51) 51% of the respondents are aged between 36-45 years and (26) 26 % are between the ages of 46 to 55 years. Those that are 55 years and above are (14) 14%. The results showed that respondents for the current research are mature and aged up respondents as such there reasoning and thinking is assumed to be fair and they will contribute objectively to the research. Majority of the respondents for the research were aged 36 to 45 years.

Figure 3Years of Service

4.3.3 Years of service

The data for years of service is given as 0-5 years, 6-10 years, 11-20 years and 21 and above years.

Figure 4.3.3 Years of service for respondents n=100



From the data presented on figure 4.3.3 above, there are (17) 17% of the respondents who have served for 5 years and below, (40) 40% of the respondents have served between 6-10 years, (38) 38% served between 11-20 years and those that have served for 21 and above were (05) being 5% of the respondents. The data showed that majority of the respondents in this researcher have served the organisation for more than 11 years implying that they have gathered vast experience emanating from the long service. The long service helped the researcher to gather pertinent information from these well experienced employees at Panellink Manufacturing.

4.3.4 Highest level of education for participants

The data of highest level of education was represented as certificate, diploma 1st degree and other.

Table 4.3.4 Highest level of education for participants n=100

	Frequency	Percent	Cumulative
1st Degree	17	17	17
Diploma	52	52	52
Certificate	15	15	15
Other	16	16	16
Totals	100	100	100

The results on Table 4.3.4 indicate that (15) 15% of participants have certificates whilst a total of (52) 52% were holders of Diplomas and respondents with any other qualifications were (12) 16%. Respondents with 1st Degree as highest qualification were (17) 17% of the total respondents. The results therefore reflect that majority of Panellink employees who participated in this study have acquired professional qualifications. Therefore, the researcher conclude that the respondents were able to understand and apply reasoning in responding to the research questions as such the data gathered will be a true reflection of Panellink organisation.

Figure 4Department in the organisation

4.3.5 Department in the organisation

The respondents for the study were drawn from all department at Panellink and their departments were Human Resources, Accounts, Administration, Stores, and Foundry Production and above. The results are presented as shown below.

Figure 4.3.5 Department in the organisation

Department in the organisation		
HR	35	35%
Accounts	25	25%
Administration	16	16%

Stores	12	12%
Production	8	8%
Foundry	4	4%

Source: Questionnaire

As part of the demographic data the researcher established the various departments occupied where the respondents were drawn from for the purpose of this study. A total of 35 respondents were from HR, a total of (25) 25% were from Accounts Department. A total of (16) 16% were from Administration whilst a total of (12) 12% were from Stores Department, a total of (8) 8% were from Production and lastly a total of (4) 4% Foundry Department. The data showed that all the operational departments at Panellink Manufacturing Company were fully represented. This was done so that the views are a true representation of the breath and width of the organisation.

4.4 Presentation of results based on a thematic area developed from objective one

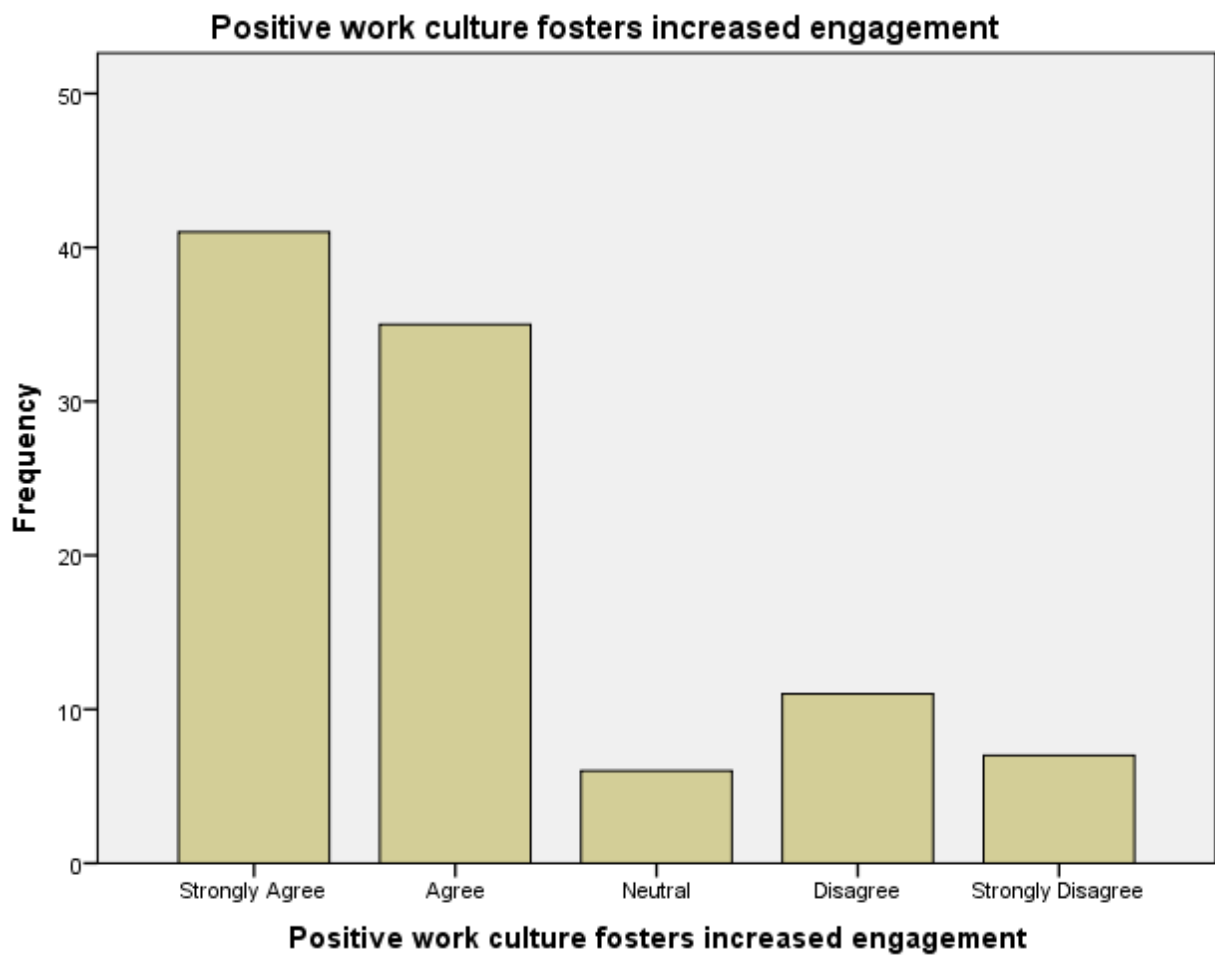
4.4.1 The impact of positive work culture on employee satisfaction at Panellink Manufacturing.

The researcher established from the respondents the impact of positive work culture on employee satisfaction at Panellink Manufacturing. The respondents indicated the extent to which they agree or disagree with the statements provided on the 5-point scale Strongly Agree, Agree Neither Disagree nor Agree (NDA), Disagree and Strongly Disagree. The findings are presented and discussed as shown on figure 4.4.1 below:

4.4.2 The impact of positive work culture on employee satisfaction at Panellink Manufacturing

Figure 4.4.3 Increased engagement

Positive work culture fosters increased engagement					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	41	40.2	41.0	41.0
	Agree	35	34.3	35.0	76.0
	Neutral	6	5.9	6.0	82.0
	Disagree	11	10.8	11.0	93.0
	Strongly Disagree	7	6.9	7.0	100.0
	Total	100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		



The data presented on Figure 4.4.4.1 above highlights the relationship between a positive work culture and employee engagement at Panellink Manufacturing. The frequency distribution indicates that a substantial majority of respondents, 74.5%, either "strongly agree" or "agree" that a positive work culture fosters increased engagement. This suggests that employees perceive their work environment as significantly contributing to their overall motivation and productivity.

Conversely, only 17.7% of respondents expressed disagreement with this notion, indicating a relatively small proportion who feel negatively about the impact of workplace culture on engagement. Notably, the neutral responses accounted for just 6% of the total, suggesting limited ambivalence among employees regarding this issue. Such findings underscore the importance of fostering an affirmative organizational atmosphere at Panellink Manufacturing to enhance employee commitment and performance.

Thus, the researcher concludes that that cultivating a positive work culture is crucial for increasing employee engagement at Panellink Manufacturing. Addressing areas of concern highlighted by dissenting responses could further improve workplace morale and productivity.

Figure 6Lower turnover rates

Figure 4.4.4 Lower turnover rates

A positive work culture enables lower turnover rates					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	51	50.0	51.0	51.0
	Agree	36	35.3	36.0	87.0
	Neutral	5	4.9	5.0	92.0
	Disagree	4	3.9	4.0	96.0
	Strongly Disagree	4	3.9	4.0	100.0
	Total	100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

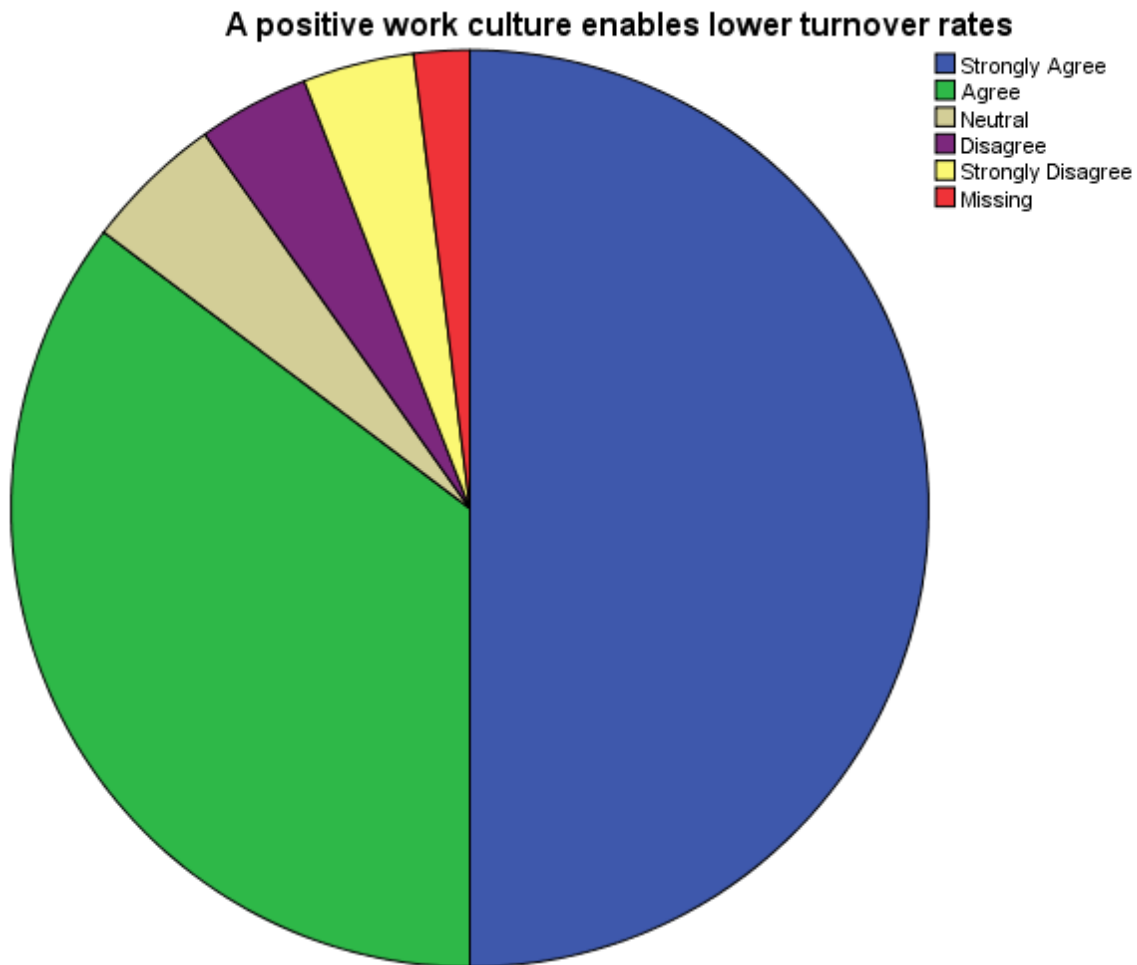


Figure 4.4.4.2 above indicates a strong correlation between positive work culture and lower turnover rates at Panellink Manufacturing. A significant 85.3% of respondents either strongly agreed or agreed that a positive work environment contributes to their job satisfaction and retention. This finding aligns with existing literature that emphasizes the importance of workplace culture in employee engagement and loyalty (Armstrong, 2013). The overwhelming majority of favourable responses suggests that employees perceive their organizational climate as supportive, enhancing their commitment to the company.

Conversely, only 7.8% of respondents expressed disagreement with the statement, indicating minimal dissent regarding the perceived impact of workplace culture on turnover rates. Such low levels of disagreement reinforce the notion that fostering a positive work environment is crucial for retaining talent (Johnson, 2021). The neutral responses, accounting for just 5%, further demonstrate that there is little ambivalence among employees about this issue; most are either convinced or supportive of the benefits derived from a healthy workplace culture.

Thus, these findings underscore the necessity for Panellink Manufacturing to prioritize initiatives aimed at cultivating a positive organizational culture. By doing so, they can effectively mitigate turnover rates and enhance overall employee satisfaction, which is essential for long-term success in today’s competitive market (Peterson, 2017). Investing in such cultural improvements will likely yield substantial returns in terms of workforce stability and productivity.

Figure 7Enhanced collaboration

Figure 4.4.5 Enhanced collaboration

A positive work culture enhanced collaboration between departments					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	50	49.0	50.0	50.0
	Agree	33	32.4	33.0	83.0
	Neutral	8	7.8	8.0	91.0
	Disagree	5	4.9	5.0	96.0
	Strongly Disagree	4	3.9	4.0	100.0
	Total	100	98.0	100.0	
Missing System		2	2.0		
Total		102	100.0		

The data from Panellink Manufacturing reveals a significant correlation between a positive work culture and enhanced collaboration between departments. The data presented on Figure 4.4.4.3 above indicate that 49% of respondents strongly agree, while an additional 32.4% agree that such a culture fosters interdepartmental collaboration. This suggests that the majority of employees perceive their workplace environment as conducive to teamwork and cooperative efforts (Schapiro, 2023). A strong work culture not only promotes employee satisfaction but also drives productivity and innovation through collaborative practices.

In examining the implications of these findings, it becomes evident that fostering a positive work culture is essential for organizational success. By prioritizing initiatives that enhance employee morale and promote open communication, Panellink Manufacturing can continue to facilitate effective collaboration across its departments (Schapiro, 2023). Furthermore, the

remaining percentage of neutral or negative responses highlights areas for improvement; addressing these concerns could further strengthen interdepartmental relationships and overall workplace dynamics.

Figure 8 Boosted productivity

Figure 4.4.6 Boosted productivity

A positive work culture boost productivity and met set production goals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	33	32.4	33.0	33.0
	Agree	45	44.1	45.0	78.0
	Neutral	12	11.8	12.0	90.0
	Disagree	4	3.9	4.0	94.0
	Strongly Disagree	6	5.9	6.0	100.0
	Total	100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

The case study of Panellink Manufacturing exemplifies how a positive work culture significantly enhances productivity and aids in meeting production goals. The data collected and presented on Figure 4.4.4.4 indicates that a substantial majority of employees, 76.5%, either strongly agree or agree that a positive work environment contributes to their overall productivity. This finding underscores the vital role of workplace morale and employee satisfaction in optimizing operational efficiency.

Moreover, the relatively low percentages of neutral (11.8%) and negative responses (8.9% combined for disagree and strongly disagree) suggest that most employees recognize the benefits of a supportive atmosphere. A positive work culture fosters collaboration, motivation, and engagement among employees, which are critical factors for achieving set production targets. By prioritizing employee well-being through initiatives such as recognition programs and open communication channels, Panellink Manufacturing can not only enhance individual performance but also drive collective success.

Thus, Panellink Manufacturing's experience illustrates that cultivating a constructive organizational culture is paramount for maximizing productivity and achieving production objectives. The overwhelming consensus among employees reinforces the importance of investing in workplace dynamics to ensure sustained growth and operational excellence.

4.4.7 Improved well-being

A positive work culture fosters an improved well-being of employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	42	41.2	42.0	42.0
Valid Agree	38	37.3	38.0	80.0
Valid Neutral	8	7.8	8.0	88.0
Valid Disagree	6	5.9	6.0	94.0
Valid Strongly Agree	6	5.9	6.0	100.0
Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		

The data collected from employees at Panellink Manufacturing supports this assertion, with 78.3% either agreeing or strongly agreeing that a positive work culture contributes to their well-being. This correlation aligns with Schein's (2018) notion of organizational culture being a determinant of employee engagement and retention. The presence of only 11.9% who disagreed or remained neutral indicates that the majority perceive their workplace positively.

Furthermore, Lencioni's (2011) framework on team dynamics suggests that fostering a supportive culture not only improves individual health but also enhances overall productivity within teams. By prioritizing employee well-being through cultural initiatives, Panellink Manufacturing exemplifies how strategic HR practices can lead to sustainable organizational success.

4.4.2 Facts about the impact of positive work culture on employee satisfaction from Interviews conduct with Panel link manufacturing top leadership.

From the interviews conducted the researcher established 5 key themes on positive work culture and how it influences employee satisfaction as provided by the top leadership of Panel Link Manufacturing.

One key theme identified is the importance of a positive company culture. The views are presented as shown below,

H4 One of the interviewees who was coded to ensure anonymity has this to say

Strong leadership fosters an environment where employees feel valued and engaged, which directly correlates with job satisfaction. A supportive atmosphere encourages collaboration and innovation, making employees more likely to take pride in their work.

Another essential theme that emanated from the interviews was that positive work culture fosters employee engagement and employee satisfaction.

H1 has this to say

From experience at Panellink Manufacturing engaged employees are more productive and committed to their roles, which reduces turnover rates. The leadership at Panel Link emphasized that fostering engagement through recognition and support directly impacts overall morale within the organization.

Leadership effectiveness emerged as a third theme. The views are presented as shown below

It is my personal view that effective leaders not only communicate clearly but also embody organizational values, creating trust among team members. This trust enables open dialogue and constructive feedback, further enhancing workplace culture.

Lastly from the interviews conducted, equitable leadership practices are crucial for maintaining a healthy workplace culture.

H4 noted that

From my personal point of view, when leaders demonstrate fairness and inclusivity, they foster an environment where all employees can thrive. Such practices promote not only individual satisfaction but also collective productivity within the organization.

There is a positive relationship between the views of the respondents, the views of the interviewees and that of Saylor (2024), (Seppälä, 2015) and that of Radu (2023) who unanimously concurred that a positive work culture significantly impacts employee satisfaction, fostering an environment that values collaboration and communication. Saylor (2024) posits that such a culture not only empowers employees but also enhances their engagement with the organization. Increased engagement manifests in higher levels of motivation and commitment, which are crucial for achieving organizational goals. When employees feel valued within a supportive environment, they are more likely to invest their effort into their work, leading to improved outcomes for both individuals and the organization (Seppälä, 2015).

The views of the study participants and respondents revealed that positive cultures experience lower turnover rates. Radu (2023) notes that when employees are satisfied and feel psychologically safe at work, they are less inclined to leave their positions. This stability is essential for maintaining continuity in teams and preserving institutional knowledge. Additionally, enhanced collaboration becomes a natural by-product of a strong workplace culture; employees who trust one another are more willing to share ideas and support each other in achieving common objectives (Saylor, 2024).

The benefits extend beyond interpersonal dynamics; productivity also sees significant boosts within positive work environments. Radu (2023) emphasizes that organizations with cultures prioritizing employee well-being often observe increased efficiency and quality of work as staff members embrace innovation without fear of failure. Ultimately, fostering such an atmosphere not only ensures improved well-being among employees but also drives sustained organizational success through resilience and adaptability (Seppälä, 2015).

4.4.3 The influence of professional development on succession planning at Panellink Manufacturing

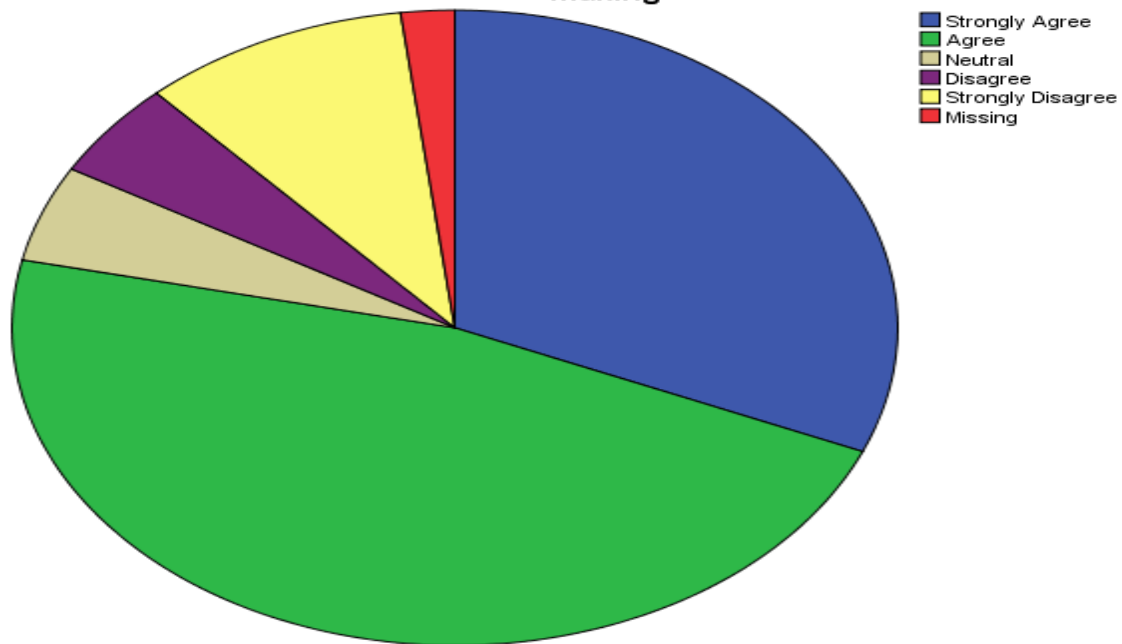
The researcher established from the respondents the influence of professional development on succession planning at Panellink Manufacturing. The results from both interviews and questionnaire were established as employer commitment and loyalty, financial security and peace of mind, enhanced leadership credibility, better conflict resolution and communication and sustainable organizational culture.

4.4.3.1 The influence of professional development is it strengthens ethical decision-making

The influence of professional development is it strengthens ethical decision-making

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	32	31.4	32.0	32.0
Agree	48	47.1	48.0	80.0
Neutral	5	4.9	5.0	85.0
Valid Disagree	5	4.9	5.0	90.0
Strongly Disagree	10	9.8	10.0	100.0
Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		

The influence of professional development is it strengthens ethical decision-making

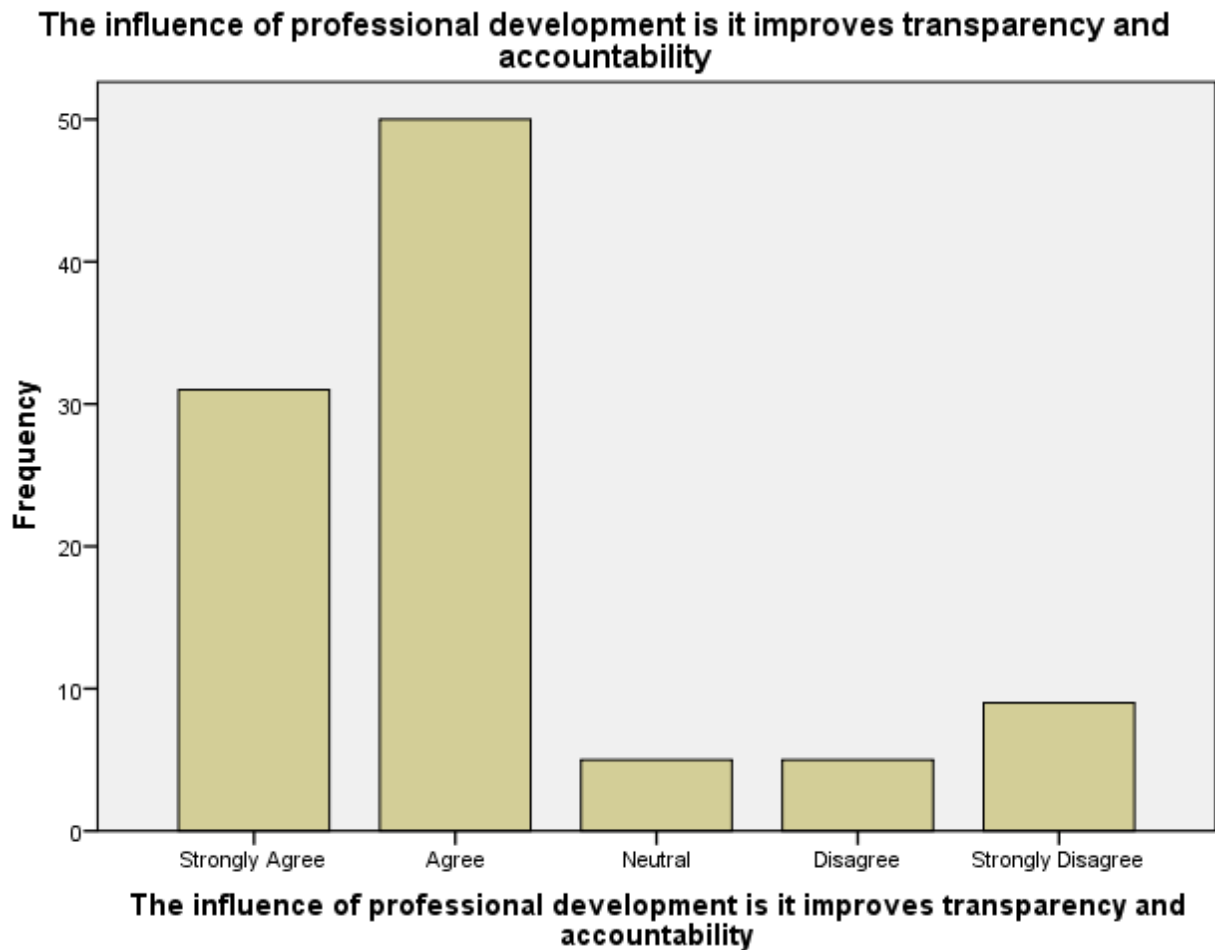


Professional development is a critical component in enhancing ethical decision-making within organizations. The data collected indicates that a significant majority of respondents (78.4%) either strongly agree or agree that professional development strengthens their ethical decision-making capabilities. This finding suggests that ongoing education and training can effectively equip individuals with the necessary tools to navigate complex ethical dilemmas (ICG, 2024). Professional development fosters an environment of continuous learning, thereby reinforcing organizational values and ethical standards.

Moreover, professional development initiatives often include discussions surrounding ethics, which encourage employees to reflect on their moral responsibilities and the implications of their decisions. Such training not only clarifies expectations but also empowers individuals to act with integrity in challenging situations (ICG, 2024). Conversely, a small percentage of respondents expressed disagreement or neutrality regarding this influence, indicating potential gaps in access to effective training programs or differing perceptions of their relevance. Addressing these discrepancies is vital for cultivating a uniformly strong ethical culture across organizations.

Figure 4.4.3.2 The influence of professional development is it improves transparency and accountability

The influence of professional development is it improves transparency and accountability					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	31	30.4	31.0	31.0
	Agree	50	49.0	50.0	81.0
	Neutral	5	4.9	5.0	86.0
	Disagree	5	4.9	5.0	91.0
	Strongly Disagree	9	8.8	9.0	100.0
	Total	100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		



From the data presented on Figure 4.4.3.2 the highest response rate 50% of respondents affirming that professional development initiatives foster greater transparency and accountability within the organization. This suggests a significant recognition of how continuous learning and development can enhance ethical practices and open communication channels (Armstrong, 2012). Following closely, 30.4% of respondents "Strongly agree," indicating strong support for the correlation between professional development and improved organizational integrity. Conversely, only a small fraction approximately 13% expressed disagreement or strong disagreement regarding these benefits. This low dissent underscores a collective acknowledgment of the role that training plays in cultivating an accountable workplace culture.

The neutral responses, comprising only 5%, further reinforce this trend by suggesting that even those ambivalent about professional development recognize its potential impact on transparency. Therefore, it is imperative for Panellink Manufacturing to continue investing in

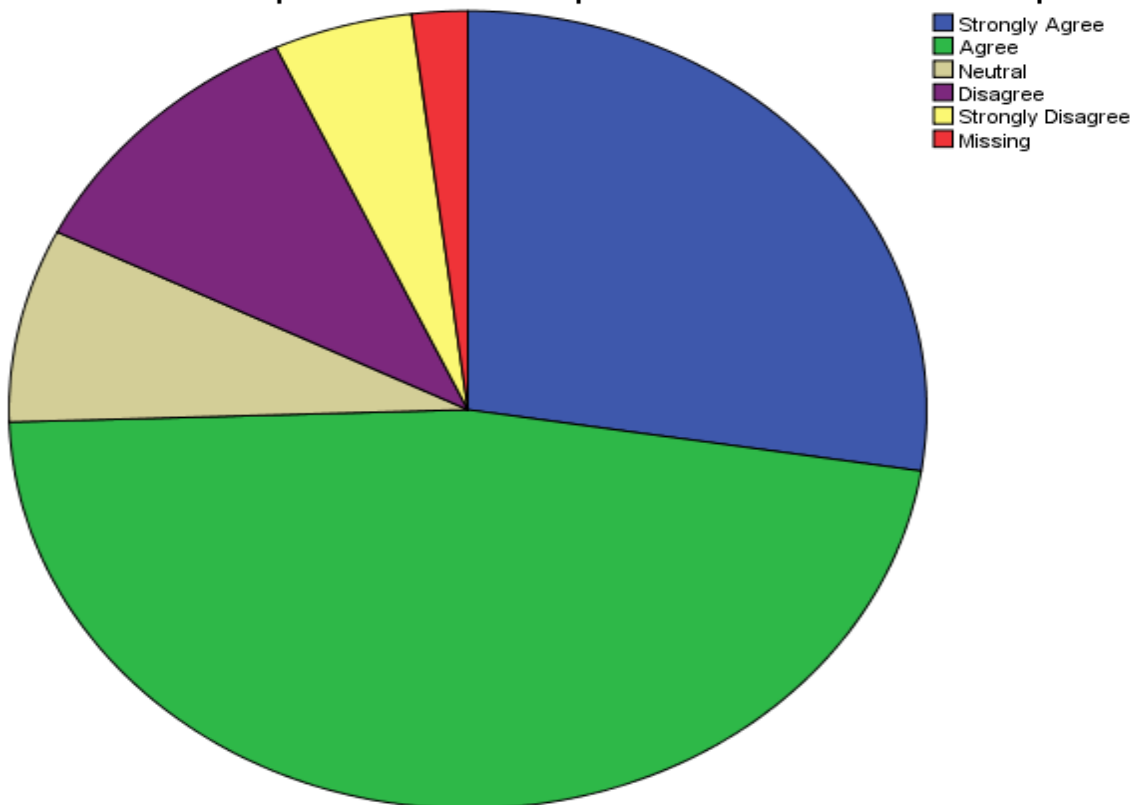
such programs to maintain and enhance their commitment to ethical standards and operational excellence.

4.4.3.3 Enhanced leadership credibility

The influence of professional development is it enhances leadership credibility

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	28	27.5	28.0	28.0
Agree	48	47.1	48.0	76.0
Neutral	8	7.8	8.0	84.0
Disagree	11	10.8	11.0	95.0
Strongly Disagree	5	4.9	5.0	100.0
Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		

The influence of professional development is it enhances leadership credibility



The data presented regarding the influence of professional development on leadership credibility at Panellink Manufacturing as shown on figure 4.4.3 reveals a significant positive correlation between these two variables. Starting with the highest values, 47.1% of respondents agreed that professional development enhances leadership credibility, while an additional 27.5% strongly agreed. This indicates that a substantial majority recognize the value of ongoing training and skill enhancement in fostering effective leadership within the organization.

Conversely, only a small fraction of participants expressed disagreement with this notion; 10.8% disagreed and 4.9% strongly disagreed, suggesting that scepticism about the benefits of professional development is minimal among employees. The neutral responses accounted for 7.8%, indicating some ambivalence but not detracting from the overall positive sentiment towards professional development's role in reinforcing leadership credibility.

Thus, the researcher concludes that the overwhelming endorsement for professional development highlights its critical role in cultivating trust and respect for leaders at Panellink Manufacturing, ultimately contributing to organizational success and employee satisfaction.

4.4.3.4 The influence of professional development is it fosters sustainable organizational culture

The influence of professional development is it fosters sustainable organizational culture

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	40	39.2	40.0	40.0
Agree	30	29.4	30.0	70.0
Neutral	14	13.7	14.0	84.0
Disagree	10	9.8	10.0	94.0
Strongly Disagree	6	5.9	6.0	100.0
Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		

The analysis of the survey data regarding professional development at Panellink Manufacturing reveals a significant consensus on its positive impact on fostering a sustainable organizational culture. The highest value, represented by 39.2% of respondents who strongly agree,

underscores a prevailing belief that professional development initiatives are integral to cultivating an environment conducive to growth and innovation.

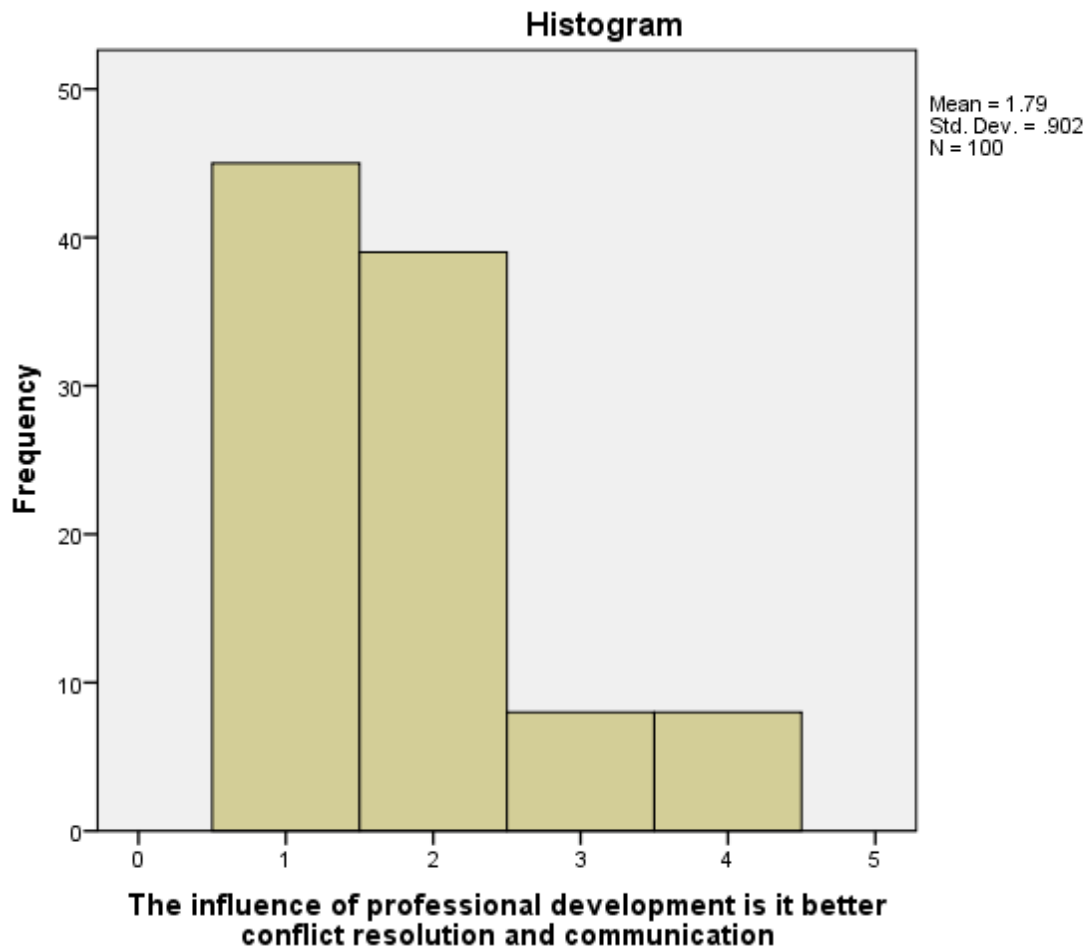
Furthermore, an additional 29.4% of participants agree with this sentiment, bringing the cumulative agreement to 70%. This majority suggests that most employees recognize the importance of continuous learning and development in enhancing job satisfaction and overall organizational effectiveness. Such findings indicate that professional development is not merely a formality but rather a strategic component essential for sustaining competitive advantage.

In contrast, the lower percentages of disagreement 9.8% disagreeing and 5.9% strongly disagreeing highlight that there remains a minority perspective questioning the efficacy or implementation of these programs. Understanding these dissenting views is crucial for management as it provides insights into potential areas for improvement within their professional development strategies.

4.4.3.5 The influence of professional development is it better conflict resolution and communication

The influence of professional development is it better conflict resolution and communication

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	45	44.1	45.0	45.0
Valid Agree	39	38.2	39.0	84.0
Valid Neutral	8	7.8	8.0	92.0
Valid Disagree	8	7.8	8.0	100.0
Valid Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		



The influence of professional development on conflict resolution and communication is significant, as evidenced by survey results indicating that 82.3% of respondents either strongly agree or agree that such training enhances these skills. This finding underscores the importance of structured programs aimed at improving interpersonal dynamics in professional settings (Gibson, 2017). Effective communication is essential for fostering collaboration and mitigating conflicts within teams, which can ultimately lead to better organizational outcomes.

Professional development initiatives equip individuals with strategies to navigate conflicts constructively. Training sessions often incorporate role-playing scenarios and conflict management techniques that promote understanding and empathy among colleagues (Nitko, 2024). The ability to communicate effectively during disagreements not only resolves issues more efficiently but also cultivates a positive work environment conducive to productivity.

Furthermore, the cumulative data reveals a strong consensus regarding the benefits of professional development in enhancing communication skills. As organizations continue to

prioritize employee growth, investing in such programs remains critical for reducing workplace conflicts and improving overall team cohesion (Gibson, 2017).

4.4.4 Qualitative data collected through interviews on the influence of professional development on succession planning at Panellink Manufacturing

The researcher further conducted interviews and 4 themes emerged from the interviewees. Professional development significantly influences succession planning at Panellink Manufacturing, fostering a robust leadership pipeline essential for organizational longevity.

H3 one of the participants has this to say,

It is my personal view that at Panellink Manufacture leadership development programs are instrumental in nurturing future leaders by equipping employees with the necessary skills and experiences to assume higher roles. This proactive approach ensures that the company is prepared for inevitable transitions, minimizing disruptions that can arise during leadership changes.

Another theme that emerged was that, professional development initiatives play a crucial role in identifying high-potential talent within the organization.

H5 one of the interviewees has this to say

Yes, I think that by systematically evaluating employees' capabilities and ambitions, Panellink Manufacturing can strategically position individuals for advancement. This identification process is vital for cultivating a strong internal candidate pool ready to step into key positions as they become available.

From the interviews one key theme that emerged was that, these programs facilitate the preservation of institutional knowledge through structured mentorship and knowledge transfer mechanisms.

H4 who was part of the interviewees hypothesised that

As experienced leaders transition out of their roles, it becomes imperative to capture their insights and expertise to maintain operational continuity. Furthermore, investing in employee growth through professional development enhances overall morale and retention rates. Employees who perceive opportunities for advancement are more likely to remain committed to the organization.

Thus, from the interviews conducted professional development serves as a cornerstone of effective succession planning at Panellink Manufacturing. By building a leadership pipeline, identifying emerging talent, ensuring smooth transitions, preserving institutional knowledge, and boosting employee morale these initiatives collectively contribute to sustainable organizational success.

Thus, there is a positive relationship between the views from data collected through questionnaires and interviews with the views of Noe (2018) who carried out his study and found that employee training and development emphasizes the importance of professional development in preparing employees for future leadership roles. Rothwell (2018) a prominent figure in succession planning literature, discusses how ongoing professional development is critical for effective succession planning. Higgins & Kram, (2023) further postulated that employees who perceive a strong investment in their professional growth report higher levels of engagement and allegiance to their organization. This commitment fosters a culture where individuals feel valued, thus enhancing retention rates and reducing turnover costs, which is essential for effective succession planning.

Furthermore, Noe (2018) financial security and peace of mind are integral components stemming from robust professional development initiatives. Employees equipped with enhanced skills are more likely to secure promotions within the company, leading to greater job stability. This financial assurance not only benefits individual employees but also contributes to a more resilient organizational structure capable of navigating market fluctuations.

Enhanced leadership credibility emerges as another significant outcome of effective professional development. Leaders who invest in their teams foster trust and respect, crucial for maintaining open communication and resolving conflicts efficiently (Noe, 2018). A culture that prioritizes continuous learning ultimately cultivates sustainable organizational practices that align with long-term business objectives.

4.5 Facts about employee retirement savings plans on employee engagement

The researcher established from the respondents on the impact of employee retirement savings plans on employee engagement enhanced loyalty, enhanced performance, continuous learning fosters trustworthy behaviour, organizational citizenship and effective talent management. The views of the respondents are presented as shown below:

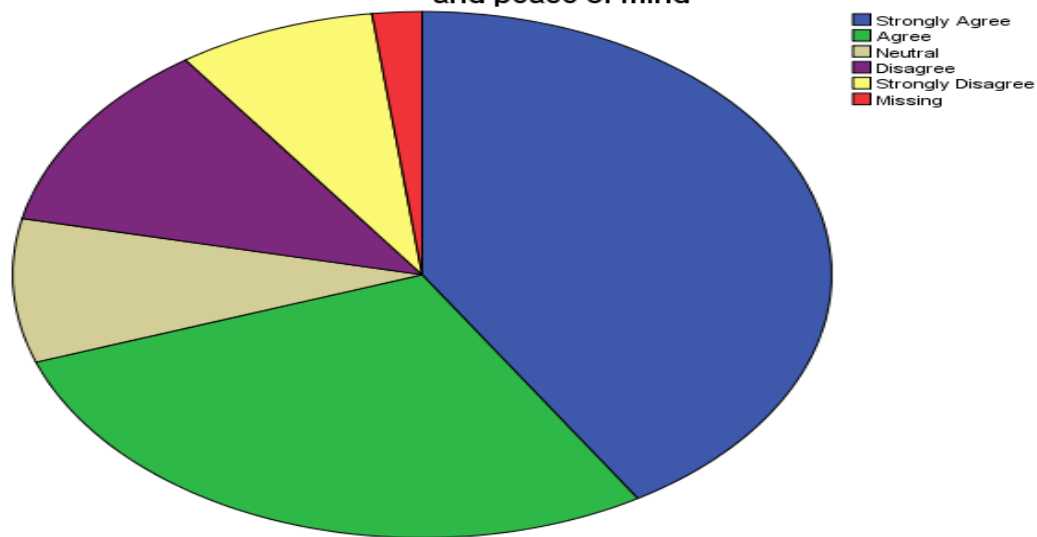
Figure 10 Impact of employee retirement

Figure 4.5.1 The impact of employee retirement savings plans is it enables financial security and peace of mind

The impact of employee retirement savings plans is it enables financial security and peace of mind

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	42	41.2	42.0	42.0
Agree	29	28.4	29.0	71.0
Neutral	9	8.8	9.0	80.0
Valid Disagree	12	11.8	12.0	92.0
Strongly Disagree	8	7.8	8.0	100.0
Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		

The impact of employee retirement savings plans is it enables financial security and peace of mind



The data presented on figure 4.5.1 above regarding the impact of employee retirement savings plans at Panellink Manufacturing reveals significant insights into employee sentiment towards financial security and peace of mind. With 41.2% of respondents strongly agreeing that these plans contribute positively to their financial stability, it is evident that a majority perceives substantial benefits from such initiatives. This strong endorsement highlights the critical role that retirement savings plans play in fostering a sense of security among employees.

Furthermore, an additional 28.4% agreed with the statement, bringing the total agreement to an impressive 71%. This overwhelming consensus suggests that most employees recognize the importance of these savings plans in their overall financial well-being. Conversely, only 11.8% disagreed and a mere 7.8% strongly disagreed, indicating minimal opposition to the perceived advantages of retirement savings schemes.

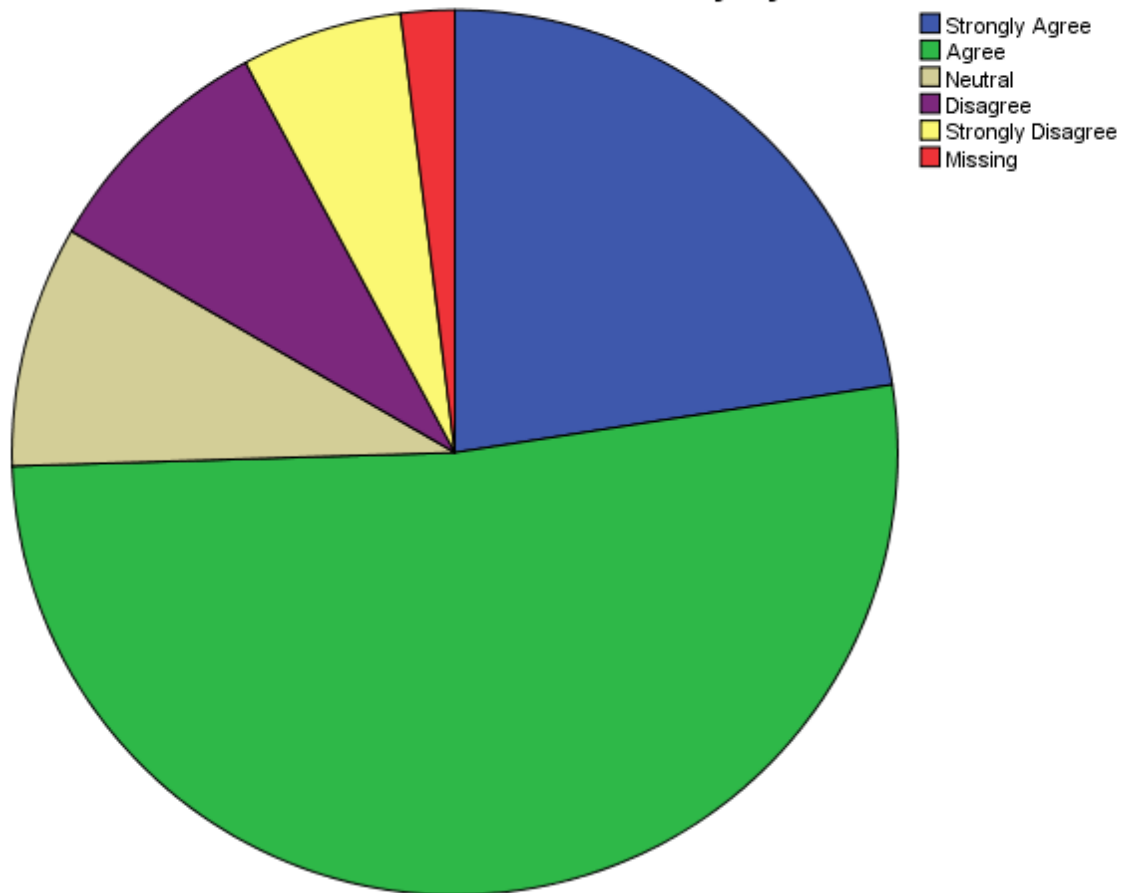
Overall, this data underscores how effective employee retirement savings plans can enhance financial security and peace of mind for workers at Panellink Manufacturing. The cumulative percentages reveal a clear trend towards positive attitudes regarding these programs, emphasizing their value in promoting long-term employee satisfaction and retention.

Figure 4.5.2 The impact of employee retirement savings plans is it enables employer commitment and loyalty

The impact of employee retirement savings plans is it enables employer commitment and loyalty

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	23	22.5	23.0	23.0
Agree	53	52.0	53.0	76.0
Neutral	9	8.8	9.0	85.0
Disagree	9	8.8	9.0	94.0
Strongly Disagree	6	5.9	6.0	100.0
Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		

The impact of employee retirement savings plans is it enables employer commitment and loyalty



The data from Panellink Manufacturing reveals significant insights into employee perceptions regarding retirement savings plans and their impact on employer commitment and loyalty. A majority of respondents, 53% (n=53), expressed agreement with the notion that such plans foster a sense of loyalty, while an additional 22.5% (n=23) strongly agreed. This cumulative percentage of 76% indicates a strong positive correlation between retirement savings initiatives and employee allegiance to the organization, aligning with findings that highlight financial security as a cornerstone for enhanced workplace commitment

Conversely, only 14.7% of respondents (n=15) disagreed or strongly disagreed with this sentiment, suggesting minimal resistance to the idea that retirement benefits bolster loyalty. The neutral responses accounted for 9% (n=9), indicating some ambivalence among employees regarding this relationship. This data underscores the importance of effective retirement savings programs as a strategic tool in enhancing employee retention and satisfaction within. The data from Panellink Manufacturing reveals significant insights into employee perceptions regarding retirement savings plans and their impact on employer commitment and loyalty. A

majority of respondents, 53% (n=53), expressed agreement with the notion that such plans foster a sense of loyalty, while an additional 22.5% (n=23) strongly agreed. This cumulative percentage of 76% indicates a strong positive correlation between retirement savings initiatives and employee allegiance to the organization, aligning with findings that highlight financial security as a cornerstone for enhanced workplace commitment.

Figure 12 Impact of employee retirement savings on sustainable organisational culture

Figure 4.5.3 The impact of employee retirement savings plans is it enables sustainable organizational culture

The impact of employee retirement savings plans is it enables sustainable organizational culture					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	26	25.5	26.0	26.0
	Agree	49	48.0	49.0	75.0
	Neutral	7	6.9	7.0	82.0
	Disagree	10	9.8	10.0	92.0
	Strongly Disagree	8	7.8	8.0	100.0
	Total	100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

The data presented from Panellink Manufacturing reveals a significant inclination towards the positive impact of Employee Retirement Savings Plans (ERSPs) on fostering a sustainable organizational culture. A prominent 73% of respondents either strongly agreed or agreed with the notion that these plans contribute positively, underscoring a collective recognition of their effectiveness in enhancing employee morale and retention.

In contrast, only 17.8% expressed disagreement regarding the influence of ERSPs, indicating minimal resistance to the idea that such programs bolster organizational sustainability. Notably, the neutral responses accounted for just 7%, suggesting that most employees possess clear opinions about the benefits associated with retirement savings initiatives.

This data highlights a strong consensus among employees at Panellink Manufacturing regarding the value of retirement savings plans. The predominant agreement suggests that these initiatives not only serve financial purposes but also play a critical role in cultivating an engaged and committed workforce, essential for sustaining a healthy organizational culture.

Figure 13 Impact of employee retirement savings plans on leadership credibility

Figure 4.5.4 The impact of employee retirement savings plans is it enables enhanced leadership credibility.

The impact of employee retirement savings plans is it enables enhanced leadership credibility				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	9	8.8	9.0	9.0
Agree	72	70.6	72.0	81.0
Neutral	8	7.8	8.0	89.0
Valid Disagree	6	5.9	6.0	95.0
Strongly Disagree	5	4.9	5.0	100.0
Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		

Figure 14 Impact of employee retirement savings on better conflict resolution and communication

Figure 4.5.5 The impact of employee retirement savings plans is it enables better conflict resolution and communication

The impact of employee retirement savings plans is it enables better conflict resolution and communication					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	35	34.3	35.0	35.0
	Agree	45	44.1	45.0	80.0
	Neutral	8	7.8	8.0	88.0
	Disagree	7	6.9	7.0	95.0
	Strongly Disagree	5	4.9	5.0	100.0
	Total	100	98.0	100.0	
Missing System		2	2.0		
Total		102	100.0		

The data presented regarding Panellink Manufacturing's employee retirement savings plans indicates a predominantly positive perception among employees towards the impact of these plans on leadership credibility. A significant majority, 72% of respondents, indicated agreement with the statement, while only 12% expressed disagreement. This suggests that the implementation of such savings plans is viewed favourably and may enhance trust in leadership. The strong agreement reflects a correlation between financial security initiatives and perceived organizational integrity.

Furthermore, the cumulative percentage shows that nearly 81% of employees either agree or strongly agree that this retirement savings plan bolster leadership credibility. This finding aligns with existing literature emphasizing that employee benefits can significantly influence perceptions of management effectiveness. The relatively low percentages for neutral (8%) and disagreement (10.9%) responses further reinforce the notion that employees value these initiatives as critical components of credible leadership.

Thus, Panellink Manufacturing's data elucidate a clear trend: employee retirement savings plans are associated with enhanced leadership credibility. By fostering an environment where employees feel secure about their financial future, organizations can cultivate greater trust and loyalty among their workforce.

4.6 Facts about the influence of work life balance on talent retention

The researcher established from the respondents on the facts about the influence of work life balance on talent retention, enhanced performance, continuous learning fosters trustworthy behaviour, organizational citizenship and effective talent management. The views of the respondents are presented as shown below:

4.6.1 Higher job satisfaction

Work life balance on talent retention higher job satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	31	30.4	31.0	31.0
Agree	46	45.1	46.0	77.0
Neutral	8	7.8	8.0	85.0
Valid Disagree	7	6.9	7.0	92.0
Strongly Disagree	8	7.8	8.0	100.0
Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		

The data from Panellink Manufacturing regarding work-life balance reveals significant insights into talent retention and job satisfaction. The highest percentage, 46%, indicated agreement with the notion of a favourable work-life balance, suggesting that a majority of employees perceive their work environment positively. This perception is crucial as it correlates directly with employee retention; satisfied employees are less likely to leave an organization.

Following closely, 30.4% of respondents strongly agreed with the positive assessment of work-life balance. This strong endorsement highlights the effectiveness of Panellink's policies in fostering a supportive workplace culture. In contrast, only a small fraction 7.8% each remained neutral or expressed disagreement regarding their work-life balance. The low disagreement rates indicate that most employees feel adequately supported in balancing their professional and personal lives.

Ultimately, these findings underscore the importance of maintaining effective work-life balance strategies to enhance job satisfaction and retain talent within organizations like Panellink Manufacturing.

4.6.2 Services reduces stress and improves work-life integration

Work life balance on talent retention reduces employee burnout					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	42	41.2	42.0	42.0
	Agree	32	31.4	32.0	74.0
	Neutral	6	5.9	6.0	80.0
	Disagree	12	11.8	12.0	92.0
	Strongly Disagree	8	7.8	8.0	100.0
	Total	100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

The data presented on work-life balance at Panellink Manufacturing reveals significant insights into employee sentiment regarding talent retention and burnout reduction. A majority of respondents, 41.2%, strongly agree that an effective work-life balance positively influences their decision to remain with the company, while an additional 31.4% agree with this assertion. This cumulative percentage of 74% indicates a strong correlation between perceived work-life balance and employee retention, suggesting that initiatives aimed at enhancing this aspect could yield substantial benefits for the organization.

A smaller proportion of respondents expressed disagreement with the statement; 11.8% disagreed, and 7.8% strongly disagreed, indicating some level of discontent regarding work-life balance within the workforce. The neutral responses (5.9%) suggest that there exists a segment of employees who may feel ambivalent or unsure about their experiences related to work-life balance. Overall, these findings underscore the importance of fostering a supportive environment that prioritizes work-life balance to mitigate employee burnout and enhance retention rates.

4.6.3 Work life balance reduces stress and improves work-life integration

Work life balance reduces stress and improves work-life integration					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	45	44.1	45.0	45.0
	Agree	36	35.3	36.0	81.0
	Neutral	9	8.8	9.0	90.0
	Disagree	6	5.9	6.0	96.0
	Strongly Disagree	4	3.9	4.0	100.0
	Total	100	98.0	100.0	
Missing System		2	2.0		
Total		102	100.0		

The data presented on work-life balance at Panellink Manufacturing reveals a predominantly positive perception among employees regarding its impact on stress reduction and overall work-life integration. With 44.1% of respondents strongly agreeing and an additional 35.3% agreeing, it is evident that a significant majority recognizes the benefits of a balanced approach to their professional and personal lives. This strong affirmative response indicates that the company's policies or culture may effectively promote such balance.

Conversely, the minority perspectives illustrate some dissent, with only 5.9% disagreeing and 3.9% strongly disagreeing with the notion that work-life balance alleviates stress. The cumulative percent reaching 96% for those who agree or are neutral highlights a general consensus favouring work-life balance initiatives as beneficial for employee well-being. Furthermore, the negligible proportion of respondents who express disagreement suggests that any existing issues may be isolated rather than systemic.

This data underscores the importance of fostering an environment conducive to work-life integration at Panellink Manufacturing, as it not only enhances employee satisfaction but also contributes positively to organizational productivity by reducing stress levels among staff.

4.6.4 Enhances emotional and psychological stability

Work life balance on talent retention enhances emotional and psychological stability

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	26	25.5	26.0	26.0
Agree	42	41.2	42.0	68.0
Neutral	16	15.7	16.0	84.0
Disagree	4	3.9	4.0	88.0
Strongly Disagree	12	11.8	12.0	100.0
Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		

The data from Panellink Manufacturing regarding work-life balance and its impact on talent retention reveals significant insights into employee perceptions. A considerable 66.7% of respondents either strongly agreed or agreed that a healthy work-life balance enhances emotional and psychological stability. This trend underscores the importance of flexible working conditions in retaining talent, as employees are increasingly prioritizing their well-being alongside career aspirations.

Only a small fraction of the participants expressed disagreement with this notion, with merely 15.7% remaining neutral and a combined 14.9% indicating disagreement or strong disagreement. These findings suggest that most employees recognize the intrinsic link between work-life balance and mental health, highlighting an organizational imperative to foster an environment conducive to both productivity and personal fulfilment.

Ultimately, the data suggests that Panellink Manufacturing's commitment to improving work-life balance could serve as a strategic advantage in enhancing employee retention rates while simultaneously promoting overall workplace morale.

4.6.5 Organization's commitment and citizenship behaviour is enhanced

Work life balance fosters organization's commitment and citizenship behaviour

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	18	17.6	18.0	18.0
Agree	55	53.9	55.0	73.0
Neutral	9	8.8	9.0	82.0
Valid Disagree	12	11.8	12.0	94.0
Strongly Disagree	6	5.9	6.0	100.0
Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		

The data indicating employee perceptions on work-life balance at Panelink Manufacturing reveals significant insights into organizational commitment and citizenship behaviour. A majority of respondents, approximately 71.6%, either 'Agree' or 'Strongly Agree' that a favourable work-life balance fosters their commitment to the organization. This suggests that employees perceive a direct correlation between their personal well-being and their engagement with the company, aligning with findings in organizational behaviour literature.

Conversely, only a small fraction of respondents, totalling 16.8%, expressed disagreement regarding this relationship, as evidenced by those who selected 'Disagree' or 'Strongly Disagree.' Such low dissenting views reinforce the notion that maintaining an optimal work-life balance is pivotal for enhancing employee morale and productivity. Moreover, 9% of participants remained neutral, indicating potential areas for further exploration into factors influencing these perceptions.

These results underscore the importance of fostering a supportive work environment that prioritizes employees' well-being as a strategy to enhance organizational commitment and promote positive citizenship behaviors within Panelink Manufacturing.

4.6.6 Qualitative data collected aimed at establishing the influence of work life balance on talent retention

The researcher conducted interviews and found out 5 key themes on the influence of work life balance on talent retention. Form the interviews conducted and the results are tabulated as shown below.

4.6.6.1 Employee Retention

H6 who was part of the interviewees has this to say,

In my own understanding and from what I have read work-life balance is one of the most important factors employees consider when deciding to stay with or leave a company. Studies by organizations like Gallup and Deloitte show that employees who feel they have a good work-life balance are significantly more likely to remain with their employer.

4.6.6.2. Reduces Burnout and Turnover

H2 further noted that

I am of the opinion that poor work-life balance leads to burnout, which is a major driver of employee turnover. Companies that promote flexible schedules, remote work options, and reasonable workloads see lower attrition rates.

4.6.6.3. Attracts and Retains Millennials and Gen Z

In my own capacity and from my own experiences I do believe that younger generations prioritize work-life balance more than previous ones. A LinkedIn survey found that flexibility and well-being are key factors for Millennials and Gen Z when choosing an employer, making it crucial for retention strategies.

4.6.6.4 Boosts Productivity and Engagement

H4 noted that,

I am of the view that, employees with a healthy work-life balance are more engaged and productive. Research from Harvard Business Review shows that workers who feel balanced are 21% more productive and demonstrate higher job satisfaction, reducing turnover.

4.6.6.5 Companies with Strong Work-Life Policies Have Higher Retention Rates

H3 had this to say

Organizations that offer flexible hours, remote/hybrid work, mental health support, and paid time off see up to 25% lower turnover than those with rigid policies. For example, companies like Google and Salesforce, known for work-life balance initiatives, consistently rank high in employee retention.

Thus, the views of the participants who participated in the interviews and respondents who responded to the questionnaire unanimously agree that Work-life balance is a critical retention driver, with research consistently linking it to lower turnover, higher engagement, and stronger organizational commitment. Employers that prioritize WLB through flexible policies, supportive leadership, and well-being programs gain a competitive advantage in retaining top talent. The views of the study participants dovetail with the views of Greenhaus & Allen (2011) who postulated that employees who perceive a good balance between work and personal life exhibit higher organizational commitment and engagement, directly influencing retention.

There is also a positive correlation between the views of the study participants and that of Kossek & Lautsch (2018) further postulated that companies offering remote work, flexible hours, and compressed workweeks see higher retention rates, particularly among Millennials and Gen Z employees. There is also strong relationship between data collected from study participants and that of Maslach & Leiter (2016) who hypothesised that Chronic overwork and lack of WLB lead to burnout, a major predictor of turnover. Organizations with strong well-being initiatives retain talent more effectively.

4.7 Correlations between increased engagement and leadership credibility

Figure 15Correlations

Figure 4.7.1 Correlations

		Positive work culture fosters increased engagement	The influence of professional development is it enhances leadership credibility
Positive work culture fosters increased engagement	Pearson Correlation	1	.903**
	Sig. (2-tailed)		.000
	N	100	100
The influence of professional development is it enhances leadership credibility	Pearson Correlation	.903**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

The data presented on figure 4.7.1 above from the Panellink Manufacturing Company indicates a strong correlation between a positive work culture and increased employee engagement, as well as the influence of professional development on enhancing leadership credibility. The Pearson correlation coefficient of 0.903 signifies a robust relationship, suggesting that as the positive work culture improves, employee engagement levels correspondingly rise. This finding underscores the importance of fostering an environment where employees feel valued and motivated, ultimately leading to higher productivity and job satisfaction.

Additionally, the significant correlation between professional development initiatives and leadership credibility further emphasizes the interconnectedness of these factors. A Pearson correlation of 0.903 again highlights that enhanced professional development not only equips leaders with essential skills but also bolsters their perceived credibility among employees. This dynamic reinforces the notion that investing in leadership training is crucial for cultivating a competent workforce capable of navigating challenges effectively while maintaining high levels of engagement.

4.7.2 Regression analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 ^a	.463	.458	.818

a. Predictors: (Constant), Work life balance on talent retention reduces employee burnout

The Panellink Manufacturing data model summary presents a compelling analysis of the relationship between work-life balance and its impact on talent retention and employee burnout. The R value of 0.680 indicates a moderate positive correlation, suggesting that improvements in work-life balance are associated with higher levels of talent retention while simultaneously reducing employee burnout.

The R Square value of 0.463 implies that approximately 46.3% of the variability in talent retention can be explained by variations in work-life balance, highlighting its significance as a predictor variable within this context. Furthermore, the Adjusted R Square value of 0.458 accounts for potential overfitting, reinforcing the model's reliability by indicating that even after adjusting for degrees of freedom, work-life balance remains a substantial factor influencing employee outcomes.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.537	1	56.537	84.495	.000 ^b
	Residual	65.573	98	.669		
	Total	122.110	99			

a. Dependent Variable: The influence of professional development is it enhances leadership credibility

b. Predictors: (Constant), Work life balance on talent retention reduces employee burnout

The provided Pannellink manufacturing data presents an analysis of the influence of work-life balance on talent retention and its subsequent effect on employee burnout. The regression output indicates a significant relationship, as evidenced by an F-value of 84.495 with a corresponding p-value of .000. This strong statistical significance suggests that work-life

balance is a critical predictor in enhancing leadership credibility through effective talent retention strategies.

The 'Sum of Squares' values illustrate the variance explained by both the regression model and residuals. The regression sum of squares (56.537) indicates that a substantial portion of the total variance (122.110) is accounted for by work-life balance, while the residual sum (65.573) reflects unexplained variance within the dataset. With 98 degrees of freedom for residuals, this analysis emphasizes the robustness and reliability of the findings.

Thus, these data highlight that prioritizing work-life balance not only mitigates employee burnout but also enhances overall leadership credibility within organizations. Such insights are crucial for developing effective professional development programs aimed at improving workplace dynamics.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.405	.157		21.646	.000
	Work life balance on talent retention reduces employee burnout	-.583	.063	-.680	-9.192	.000

a. Dependent Variable: The influence of professional development is it enhances leadership credibility

Interpreting the Panellick Manufacturing data reveals significant insights into the influence of work-life balance on talent retention and employee burnout. The regression analysis indicates a negative relationship between work-life balance and employee burnout, as evidenced by an unstandardized coefficient of -0.583. This suggests that improvements in work-life balance are associated with reduced levels of burnout among employees, which is crucial for enhancing overall organizational performance.

The standardized coefficient (Beta) of -0.680 further emphasizes this relationship, indicating a strong effect size. Such findings underscore the importance of fostering a supportive work environment to retain talent effectively. Given that the significance level (Sig.) is 0.000, we can confidently assert that these results are statistically significant and warrant action.

Based on the data analysed, it is imperative for Panellink Manufacturing to prioritize initiatives aimed at improving work-life balance as a strategic decision to mitigate employee burnout and enhance leadership credibility through professional development opportunities.

4.7.3 Measuring into the relationship between a positive work culture and employee engagement.

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Positive work culture fosters increased engagement * The impact of employee retirement savings plans is it enables financial security and peace of mind	100	98.0%	2	2.0%	102	100.0%

The analysis of the case processing summary reveals significant insights into the relationship between a positive work culture and employee engagement. The dataset indicates that 100 out of 102 cases were valid, representing an impressive 98% validity rate. This high percentage suggests that the majority of respondents perceive a direct correlation between a nurturing workplace environment and their level of engagement. The remaining 2% of missing data, while minimal, highlights the importance of addressing potential biases in future studies to ensure comprehensive understanding.

Furthermore, the investigation into retirement savings plans underscores their role in fostering financial security and peace of mind among employees. The positive correlation observed in this study implies that such financial benefits can enhance overall employee satisfaction and loyalty to the organization. By leveraging these findings, companies can make informed decisions regarding investments in employee wellbeing programs and retirement options, ultimately cultivating a more engaged workforce that is both productive and committed to organizational success.

4.7.4 Descriptive statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Positive work culture fosters increased engagement	100	1	5	2.08	1.245
Work life balance on talent retention enhances emotional and psychological stability	100	1	5	2.34	1.249
Valid N (listwise)	100				

The analysis of the Panellick Manufacturing data reveals critical insights into employee engagement and talent retention. The descriptive statistics indicate that both factors—positive work culture and work-life balance—are perceived to be lacking, as evidenced by their mean scores of 2.08 and 2.34, respectively, on a scale from 1 to 5. These values suggest a significant gap in employee satisfaction and stability within the organization.

The standard deviations of 1.245 for positive work culture and 1.249 for work-life balance further underscore the variability in responses among employees, signalling diverse experiences that warrant attention. A lower mean score indicates an urgent need for interventions aimed at enhancing these aspects within the workplace.

Informed by this data, decision-makers at Panellink Manufacturing should prioritize initiatives that foster a more positive work environment and promote better work-life balance. Such strategies could enhance employee engagement and ultimately improve talent retention, leading to a more stable workforce.

4.8 Chapter Summary

This chapter presented the outcome of the study. Empirical evidence compounded with primary data collected through the use of open ended and closed ended questionnaire was presented in

order to answer research questions. The chapter provided the response of the questionnaire and the demographic data. The data collected was analysed, interpreted and discussed in line with the research objectives and literature reviewed in Chapter 2. Quantitative data collected using questionnaires was presented in form of tables, graphs and pie charts. A chapter summary was provided signalling the end of the chapter.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The purpose of this chapter was to come to final conclusions and recommendations on the findings which were discussed in the previous chapter. The researcher gave summary of the research findings, overall conclusion of the study and recommendations on the areas for further research.

5.1 Summary of the study

The main aim of the study was to establish the influence of employee well-being programs in enhancing employee satisfaction. The study was carried out to address the research objective namely to establish the effectiveness of positive work culture on employee satisfaction at Panellink Manufacturing. The study found that employees in a positive work culture are more engaged, leading to greater enthusiasm and commitment to their tasks, which enhances job satisfaction. A supportive culture reduces employee turnover, as individuals are more likely to remain in an environment where they feel valued and appreciated. Positive work cultures promote teamwork and open communication, fostering better relationships among colleagues and improving overall job satisfaction. Employees tend to be more productive in a positive environment, which contributes to a sense of accomplishment and satisfaction in their work. A healthy work culture supports mental and emotional well-being, reducing stress and promoting greater job satisfaction among employee. The second objectives were aimed at determining the influence of professional development on succession planning at Panellink Manufacturing. The study found that retirement savings plans contribute to employees' financial stability, reducing stress and allowing them to focus more on their work, which enhances engagement. Also offering robust retirement plans signals to employees that the organization values their long-term well-being, fostering loyalty and increasing engagement levels. Retirement plans can include matching contributions or performance-based incentives, motivating employees to perform better and engage more fully with their roles. Knowledge of a secure retirement can encourage employees to balance their work and personal lives more effectively, leading to increased job satisfaction and engagement. The literature review was done in three distinctive phase's namely conceptual framework, theoretical framework. A mixed method approach was used and data was presented in form of graphs, tables and pie chart generated from SPSS for quantitative analysis.

5.2 Conclusions of the study

Based on the first objective of establishing the effectiveness of positive work culture on employee satisfaction at Panellink Manufacturing, the researcher concludes that work culture, characterized by supportive management practices, open communication, and recognition of employee contributions, fosters an environment where employees feel valued and engaged. Through this study, the researcher found that such cultures lead to increased job satisfaction and higher retention rates. This connection suggests that organizations prioritizing a positive work environment are likely to experience enhanced productivity and overall success. The researcher also concludes that when employees perceive their workplace as supportive and inclusive, they are more inclined to exhibit higher levels of motivation and commitment. Consequently, it can be concluded that cultivating a positive work culture is not merely an ethical imperative but also a strategic advantage for companies like Panellink Manufacturing seeking to thrive in competitive markets.

Based on the second objective it can be concluded that professional development initiatives are essential in cultivating a pipeline of capable leaders who can effectively assume key roles as they become vacant. This aligns with the broader understanding that investing in employee training and leadership programs enhances overall organizational performance and resilience. Moreover, effective succession planning is contingent upon identifying high-potential individuals within an organization and providing them with targeted development opportunities. The strategic alignment between professional development and succession planning not only prepares employees for future leadership roles but also contributes to a culture of continuous improvement. As organizations like Panellink Manufacturing invest in their workforce, they simultaneously strengthen their competitive edge and ensure long-term sustainability.

Based on the third objective aimed at accessing the impact of employee retirement savings plans on employee engagement at Panellink Manufacturing, it can be concluded that, retirement plans serve not only as a financial safety net for employees but also as a catalyst for enhanced engagement. Effective retirement plan design can maximize human capital value, suggesting that well-structured savings plans contribute to a more motivated workforce. Moreover, the implementation of robust retirement savings plans may foster a sense of security and loyalty among employees, ultimately translating into improved organizational performance. The strategic integration of these benefits within Panellink's corporate culture

could enhance overall employee satisfaction and retention rates. As such, organizations should prioritize the establishment and promotion of comprehensive retirement savings initiatives to cultivate an engaged and productive workforce.

5.3 Recommendations

Based on objective one aimed to establish the effectiveness of positive work culture on employee satisfaction at Panellink Manufacturing. It is recommended that Panellink Manufacturing Company should implement strategies such as recognizing employee achievements, fostering open communication, and promoting teamwork as these can significantly contribute to a supportive environment. It is also recommended that implementing regular feedback mechanisms will also allow employees to voice their concerns and suggestions, thereby enhancing their overall job satisfaction. Organizations that prioritize a positive workplace culture often see increased morale and productivity among employees

Basing on second objective it is recommended that at Panellink Manufacturing there is need to establish structured training programs and mentorship opportunities to prepare employees for future leadership roles. This investment not only enhances the skill set of the workforce but also demonstrates the company's commitment to employee growth. To ensure effectiveness, these programs should be regularly assessed for alignment with organizational goals.

Basing on third objective it is recommended that accessing retirement savings plans can significantly impact employee engagement levels at Panellink Manufacturing. By offering competitive retirement benefits, the organization can foster loyalty and commitment among its workforce. Engaged employees are not only more productive but also act as ambassadors for the company, which is vital for attracting top talent in an increasingly competitive market.

As outlined in the 4th objective the researcher recommends that investigating work-life balance initiatives is essential for talent retention at Panellink Manufacturing. Flexible working arrangements, such as remote work options and adjustable hours, can help employees manage personal responsibilities alongside professional commitments. By prioritizing work-life balance, organizations can reduce turnover rates and maintain a stable workforce committed to achieving long-term objectives.

5.4 Areas for further studies

The objectives outlined for Panellink Manufacturing provide a foundation for further studies in several critical areas. Firstly, the effectiveness of positive work culture on employee satisfaction can be expanded to include the role of leadership styles and communication practices. Investigating how these factors interact within specific departmental cultures may yield valuable insights into improving overall employee morale.

Secondly, exploring professional development's influence on succession planning could lead to an examination of mentorship programs and their effect on knowledge transfer among employees. Assessing various professional development frameworks may reveal best practices tailored to Panel link's operational needs.

Additionally, analysing retirement savings plans and their impact on employee engagement might benefit from investigating financial literacy programs. Enhancing employees' understanding of their retirement options can increase engagement levels.

Lastly, the influence of work-life balance on talent retention warrants further exploration into flexible work arrangements and their correlation with employee loyalty, as this balance is increasingly recognized as essential in modern workforce management.

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Appendix A

QUESTIONNAIRE

Introduction

Greetings! My name is **Charlotte Kurwakumire**. I am a student at Bindura University pursuing a Bachelor in Human Capital Management. In partial fulfilment of my degree program, I am carrying out a research project on the topic: AN ANALYSIS OF EMPLOYEE WELL-BEING PROGRAMS IN ENHANCING EMPLOYEE SATISFACTION.

This is an academic research project and I promise to treat your responses with all the confidentiality they deserve. I kindly request you to respond to the questions in this questionnaire by either ticking on the appropriate answer or giving a comment on the answer spaces provided. Do not write your name on any part of the questionnaire.

No names or information about any individual will be published. Should you require to get more details about the researcher, you are free to contact me 0779745743

INSTRUCTIONS

1. *Answer all questions truthfully and honestly.*
2. *Where boxes are provided, please indicate your answer by putting an ☒ in the box which corresponds to the answer you want to give.*
3. *In other questions, please write your answers along the dotted lines or space provided.*
4. *Do not indicate any of your personal details on this questionnaire.*

Thank you in advance.

SECTION A

BACKGROUND INFORMATION

This section is asking for your background information. Please indicate your answer by ticking in the appropriate box



Demographic information

A1. Please indicate your gender.

Male	
Female	

A2. Please indicate your age group.

18-25	
26-35	
36-45	
46 and above	

A.3 Please indicate your department

Human Resources	
Accounts	
Administration	
Stores	
Foundry	
Production	

A4 Please indicate your Position

Supervisor	
Assistant supervisor	
Management	
General hand	
Temperature controller	

A.5 Please indicate your length of service in your organization.

0-5	
6-10	
11-20	
21 and above	

SECTION B

Q2. Do you think a positive work culture contributes to effective communication at Panellink Manufacturing?

Yes	NO
-----	-----------

If answer is yes, explain your understanding

.....

Q3 What is the impact of positive work culture on employee satisfaction at Panellink Manufacturing?

Please indicate the extent to which you agree or disagree with statements listed on the 5-point scale below. Tick under the number that closely corresponds with your answer. Do the same also on Section C, Section D and Section E.

1=Strongly Disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly Agree
----------------------------	-------------------	------------------	----------------	-------------------------

	Facts about the impact of positive work culture on employee satisfaction.	1	2	3	4	5
B1	Increased engagement					

B2	Lower turnover rates					
B3	Enhanced collaboration					
B4	Boosted productivity					
B5	Improved well-being					

SECTION C

Q4. What is the influence of professional development on succession planning at Panellink Manufacturing?

Please indicate the extent to which you agree or disagree with statements listed on the 5-point scale below. Tick under the number that closely corresponds with your answer. Do the same also on Section C, Section D and Section E.

KEY

1=Strongly Disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly Agree
----------------------------	-------------------	------------------	----------------	-------------------------

	Facts about the influence of professional development on succession planning at Panellink Manufacturing	1	2	3	4	5
C1	Employer commitment and loyalty					
C2	Financial security and peace of mind					
C3	Enhanced leadership credibility					
C4	Better conflict resolution and communication					
C5	Sustainable organizational culture					

SECTION D

Q5. What is the impact of employee retirement savings plans on employee engagement at Panellink Manufacturing?

1=Strongly Disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly Agree
----------------------------	-------------------	------------------	----------------	-------------------------

	Facts about employee retirement savings plans on employee engagement	1	2	3	4	5
C1	enhanced loyalty					
C2	Enhanced performance					
C3	Continuous learning fosters trustworthy behavior					
C4	Organizational citizenship					
C5	Effective talent management					

Q6. What is the influence of employee mental health on work life balance at Panellink Manufacturing?

Please indicate your answer by ticking in the appropriate box and by explaining yourself.

Indicate how much you agree with the facts on a scale 1 to 5.

1=Effective	2=Very Effective	3= Neutral	4= Not Effective	5=Somehow effective
--------------------	-------------------------	-------------------	-------------------------	----------------------------

	Facts about the influence of work life balance on talent retention	1	2	3	4	5
D1	Higher job satisfaction					
D2	Services reduce stress and improve work-life integration					
D3	Reduced employee burnout					
D4	Enhances emotional and psychological stability					
D5	organization's commitment and citizenship behaviour are enhanced					

Thank you so much for your cooperation and commitment.

THE END

APPENDIX B
INTERVIEW GUIDE

APPENDIX B: INFORMED CONSENT AGREEMENT FORM

CONSENT FORM

I [PRINT NAME], agree to take part in this research study.

In giving my consent, I state that:

- ✓ I understand the purpose of the study and what I will be asked to do
- ✓ I have been informed about the nature of the research and the nature of my involvement.
- ✓ The researcher has answered any questions that I had about the study and I am happy with the answers.
- ✓ I understand that I am participating freely and without being forced in any way to do so.
- ✓ I understand that I can withdraw from the interview at any time and that this decision will not in any way affect me negatively.
- ✓ I understand that I may refuse to answer any questions I don't wish to answer.
- ✓ I understand that personal information about me that is collected over the course of this interview will be stored securely and will only be used for purposes that I have agreed to.
- ✓ I understand that information about me will only be told to the researcher's supervisor, and that my identity will not be referred to.
- ✓ I understand that the results of this study may be published, but these publications will not contain my name or any identifiable information about me unless I consent to being identified using the "Yes" checkbox below.

☐ Yes, I am happy to be identified.

☐ No, I don't want to be identified. Please keep my identity anonymous.

☒ I understand that the results of this study may be published.

I consent to:

- Audio-recording Yes..... No.....
- Permanent archiving Yes..... No.....

Signature:

PRINT name:.....

Date :.....

APPENDIX B: INTERVIEW GUIDE

INTRODUCTION

Welcome to this interview session for academic research in the area of Employee well-being programs in enhancing employee satisfaction at Panellink Manufacturing by **Charlotte Kurwakumire** of Bindura University, Mashonaland Central.

Please feel free and at ease. You are requested to answer the questions put to you to the best of your ability without fear or favor and with absolute honesty and prudence. Where you feel you need clarity feel free to ask the interviewer. Your cooperation will be greatly appreciated.

This interview session and its outcomes will be used purely and entirely for educational purposes while recommendations that may come out may be used to influence policy. There is no way this research may affect you as an individual at your work place or social life.

Thank you in advance for your most important cooperation and understanding. Can we now start the session?

This interview guide is aimed at soliciting information on the assessment of mobile device technology at tertiary institutions.

Date of Interview:

INTERVIEW QUESTIONS

1. What is your age group?
2. What is your current job title or position within the company?
3. How many years have you worked at Panellink Manufacturing
4. What is your highest level of educational qualification?
5. What is your gender?
6. What is your understanding of the effectiveness of positive work culture on effective communication?
7. Given a choice, do you think a positive work culture should be prioritized to improve communication in a manufacturing company?
8. In your own words what are the advantages of positive work culture on effective communication?
9. Do you think a positive work culture is effective in enhancing communication among employees at Panellink Manufacturing?

10. Do you think professional development is effective in strengthening leadership integrity at Panellink Manufacturing?
11. What do you think is the role of professional development in promoting leadership integrity in a manufacturing organization?
12. What do you think are the challenges brought about by the exclusion of employee retirement savings plans from compensation structures at Panellink Manufacturing?
13. 9. Do you think employee mental health should be prioritized to promote better work-life balance at Panellink Manufacturing
14. What recommendations can you put forward to improve employee mental health and support work-life balance at Panellink Manufacturing?

Thank you so much for your cooperation and commitment.

ORIGINALITY REPORT

18%

SIMILARITY INDEX

13%

INTERNET SOURCES

4%

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12%

STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Sheffield Hallam University Student Paper	1 %
2	uir.unisa.ac.za Internet Source	1 %
3	archive.org Internet Source	1 %
4	en.wikipedia.org Internet Source	<1 %
5	ir.uz.ac.zw:8080 Internet Source	<1 %
6	ir.msu.ac.zw:8080 Internet Source	<1 %
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12	Helen Russell. "The Impact of Flexible Working Arrangements on Work-life Conflict and Work Pressure in Ireland", Gender Work & Organization, 01/2009 Publication	<1 %



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17015 Kelvin West
P.O. Box 5099
Nkulumane
Bulawayo

Tel: +263 292 405 622

Cell: +263 78 657 6880

Cell: +263 71 844 5042

Website: www.panellink.co.zw

Email: panellink163@gmail.com

23 May 2025

To Whom It May Concern

This letter serves to confirm that Charlotte Kurwakumire was authorized to conduct her research project at Panellink Manufacturing. We granted her permission to access our facilities, personnel, and relevant data to support her research objectives.

We appreciate her interest in our organization and wish her success in her academic pursuits.

Please feel free to contact us if further information is required.

Sincerely,

B. Tsopo

C.E.O

Panellink Manufacturing



DIRECTORS: YONGWEI GUO, YONG QIANG GUO, YANG WANG, XIAOXU WANG, ZHAOXING JIN



BINDURA UNIVERSITY OF SCIENCE EDUCATION

Private Bag 1020
BINDURA, Zimbabwe
Tel: 066271 – 7127, 7620, 7615
Dr S.Chisango:0773194510

HUMAN RESOURCES MANAGEMENT DEPARTMENT

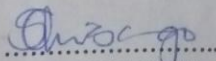
15 May 2025
17015 Kelvin West
Nkulumane
BULAWAYO
ZIMBABWE

RE: REQUEST FOR DATA COLLECTION

Please may you assist our student Kurwakumire Charlotte (B210470B) carry her research in your organization on her topic on **“An analysis of employee well-being programs in enhancing employment satisfaction. A case study of Zimbabwe, Bulawayo”**. She is our 4.2 student at Bindura University of Science Education in the Department of Human Resources Management.

Your assistance to our student will be greatly appreciated.

Regards


Dr S. CHISANGO
Chairperson

